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**STRENGTHENING COMMUNITY POLICING IN ALBANIA**

**FORCIMI I POLICIMIT NË KOMUNITET NË SHQIPËRI**

**Implemented by:**

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**BI-ANNUAL PROGRESS REPORT**

**(January 2019)**

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# ACRONYMS AND ABBREVIATION

ASP - Albanian State Police

CP - Community Policing

CPO - Community Policing Officer

CSS - Community Safety and Security

DV - Domestic Violence

DVS - Domestic Violence Support

ESS - European Social Survey

EU - European Union

EUR - Euros

GD - General Director [of the ASP]

GoA - Government of Albania

GS - Grants Scheme

HQ - Headquarters

ICITAP - International Criminal Investigative Training Assistance Program

IOM - International Organization for Migration

IPA - International Police Advisor

ISSAT - International Security Sector Advisory Team

SC - Steering Committee

JWG - Joint Working Group

LCPS Local Council on Public Safety

LPD - Local Police Directorate

M&E - Monitoring and Evaluation

MoI - Ministry of Interior

MoJ - Ministry of Justice

NGO - Non-Governmental Organization

NSDI - National Strategy for Development and Integration

OSCE - Organization for Security and Cooperation in Europe

PAMECA - Police Assistance Mission of the European Community to Albania

PMS - Performance Management System

PMT - Project Management Team

SACP - Swedish Support to the MoI / ASP on Community Policing

SCPA - Strengthening Community Policing in Albania

Sida - Swedish International Development Cooperation Agency

SMS - Strategic Management Support

SSR - Security Sector Reform

SOP Standard Operating Procedure

TLPD - Target Local Police Directorate

TWGs - Technical Working Groups

UNDP - United Nations Development Program

UNHCR - United Nations High Commission for Refugee

UNICEF - United Nations Children’s Fund

USAID - United States Agency for International Development

# Executive Summary

The second semester of implementation phase was very intensive for the program. Many activities were implemented, some of them as a continuation from first semester of 2018. The Program Management Team was careful in building up from the outcomes of first semester and fostering the achievements. All activities were implemented in close cooperation with our counterparts at the ASP Headquarters and in the TLPDs Elbasan and Kukes. We avail from the occasion to thank them all.

After the successful delivery of the training of CPOs in the two TLPDs, the PMT experts provided a ToT session to lecturers assigned from the Academy of Safety, with the intention to roll out the training to all CPOs during 2019. The ToT was delivered in October and 12 lecturers from the Academy were certified in the CP subject. In December the trainers delivered, in cooperation with PMT experts, the first 4 days of training to CPOs from Durres LPD. A plan is being prepared for the roll out of the training of cc. 550 CPOs in total at national level.

Following the training of CPOs in the TLPDs, the program continued with preparation for implementation of the coaching. A program is prepared and agreed with the LPDs and coaching will start in January 2019 in Elbasan LPD.

A complaint management model is developed for the TLPDs on the request of Elbasan LPD Director. The model is designed from a community policing perspective, enabling the management of LPDs to have a detailed and clear picture of the complaints made by the citizens. It will also provide the managers with a the full insight on the behavior of police officers and employees, the efficiency of the work processes, the results achieved by the police as well as the safety issues, seen from the point of view of the citizens and their experience on the contact with the police. The model will be piloted in Elbasan LPD, before being extending to other LPDs.

Capacity building of CPOs went in parallel with improvement of infrastructure and material support for them. During this period the program supported the reconstruction of the reception hall and other related premises in Has Commissariat, as well as the Control and Command Room in Elbasan LPD. The architectural designs have been finalized for Librazhd Commissariat and tender procedures were initiated. Works are expected to start in February 2019. The designs are also ready for the interview room for the minors and other DV victims of the Kukes LPD. The program provided different LPDs with 50 bikes for the CPOs during 2018 (in TLPDs and other LPDs in touristic areas).

The web constable Facebook pages were created in Elbasan and Kukes and operators were trained for the use of these pages. Awareness raising materials were provided and information campaigns were implemented in these cities.

The first draft of the ToR for the new software for the Reception Halls has been prepared. However, these activities were suspended as the ASP requested the program to support with reengineering of services provided in these reception halls. The program will hire an expert that will support this work of the technical working group created by the ASP.

Special attention was paid to the establishment or revitalization of the LCPS. These Councils are created in Elbasan, Perrenjas, Librazhd, Has, Tropoja and Patos, with direct support from the program. In Elbasan the program delivered several training and awareness raising sessions and the work plan for 2019-2020 for the LCPS was officially approved. The results of the LSMS survey were presented and discussed in LCPS in Elbasan, Librazhd and Tropoja.

Following the approval by the Minister of Interior of the “CP Document 2018-2020” in December 2018, the program elaborated a Monitoring Plan to be used by the ASP to track implementation progress for the Document. This Monitoring Plan will be discussed and agreed with the ASP in early 2019.

The program’s experts delivered the second phase of 4 days training to the staff of the newly created Sectors for Analysis, Planning, Monitoring and Evaluation in TLPDs. After this training (10 days in total), we delivered 20 days of coaching to the staff in Elbasan and Kukes. The experts reviewed in close cooperation with the staff the current monitoring reports used in TLPDs, developed the SOP and job descriptions for these positions as well as supported them compile the Annual Progress Reports and the Annual Strategy and Action Plan for 2019 for both TLPDs. The results are self-evident as the documents are very much improved, compared with previous years.

During Autumn 2018 we discussed at several occasions the results of the LSMS survey with representatives from the TLPDs. The results of this survey represented the opinion of the public on the safety situation in the zones and can serve for many purposes:

1. Provide a clear picture on the perceptions that the public has on the safety and security in each zone.
2. Use the data to inform local strategies and decision making.
3. Monitoring the performance of police officers in each zone;
4. Provide with relevant information the LCPS on local concerns and orient the attention of the decision makers on issues relevant for the public.

The survey will be re-conducted in 2019 to check the differences and fine-tune the action plans of TLPDs and other stakeholders in the regions to address the concerns of the public.

Following the creation of the specific CPO positions for Education and Work with the Youth, the program delivered a 3 days training for the 52 CPOs appointed in these positions in all commissariats. A manual was produced and three awareness raising curricula prepared. Currently the curriculum for the Drugs, Alcohol and Tobacco is being delivered. During April-May the campaign related to Traffic Safety and in September – November the campaign related to Safety in Schools will be delivered. A specific forum is created in Facebook for all the educators and they are very active in posting pictures and information from the activities in schools.

The program supported the ASP to implement the information campaign against gender based violence during November-December 2018. The Campaign was organized in 7 regions and targeted 31 high schools in Tirana, Durrës, Elbasan, Kukës, Fier, Shkodër and Gjirokastër. 11 NGOs and police officers from all these commissariats were involved in this campaign.

The program supported the revitalization and consolidation of the Referral Mechanisms in the Municipalities of Gramsh, Belsh and Kukes. An MoU was signed in all three municipalities. Multidisciplinary Technical Teams were created and members were trained. The program is also working on the finalization of the document defining the DV Prevention Approach for the ASP as well as the model on Risk Identification and Assessment of DV cases.

With regard to the Grants Scheme, all the grants contracted under the second call are operational and activities are being implemented according to the work plan. 11 projects are already completed, while 18 projects are still ongoing. A detailed Monitoring Report was prepared by the program on July 2018. The program is currently preparing the launch of the third call, targeting the regions Vlora, Korça, Lezha and Elbasan.

# Progress achieved based on Program Pillars

The activities of the Program were implemented in line with the Inception Report and the Action Plan approved by the JWG and the SC. Overall, the program’s activities are well on track and in some cases activities foreseen for a later stage already started implementation. Divided in pillars, the main activities implemented are as follows:

## Pillar I – Local Police Directorate Community Policing Support

Pillar I constitutes the core of the project and many of the activities implemented during the reporting period are part of this pillar. The activities under this pillar are grouped in three sub-components:

**1.1. Support the ASP to enhance the efficiency of the CP structure:**

Based on the results achieved during the first semester of 2018 the activities under this subcomponent focused on consolidating the new organizational structure of the TLPDs and increasing the capacities of different stakeholders to implement the CP philosophy. In addition, activities during this reported period served to prepare the ground for extending the assistance in other LPDs than Elbasan and Kukes.

***Activity 1.1.a.*** ***Set up new organizational structure in TLPDs Elbasan and Kukes and include elements of CP***

Following the creation of police zones in TLPDs, the program is supporting TLPD Elbasan to assess the implementation of this police zone model in practice, the efficiency of the police zones and distribution of tasks among different police services in the zones (general patrol officers, CPOs and CID). Therefore, the program already assisted the Sector for Strategic Analysis, Planning, Monitoring and Evaluation of the LPD Elbasan with the development of a questionnaire targeting the commissariats. This process is expected to be completed in May 2019 with a detailed report. The questionnaire is distributed to all stakeholders and answers will be analyzed by the sector during January – February 2019.

***Activity 1.1.b. Community policing elements suitable for Albania identified and agreed***

Based on a PMT proposal, the LPD Elbasan agreed to test a complaint management system. Currently the management of the LPD does not have the full insight on the behavior of police officers and employees, the work processes, the results achieved by the police as well as safety problems, seen from the point of view of the citizens, as recipients of services from the police. A well-functioning complaint management system is an important pillar of community policing in addition to surveys and other public opinion measuring mechanisms. Furthermore, such a system protects police officers and employees from unjustified attacks and complaints.

The program’s experts drafted rules and developed the necessary forms for a centralized complaint management system at LPD level. Based on the proposal, a “Central Unit” registers all incoming complaints, serious complaints and petitions be it verbally or in written form. The central unit informs the complainant or petitioner within 14 days that the complaint or petition was received by the LPD and is being processed. Responsible for processing the complaint or petition is the concerned sector, section or commissariats. After handling the complaint or petition the central unit receives a copy of the final report and shall provide an analysis of all complaints and petitions on bi-annual basis. The tasks and responsibilities of the Internal Affairs and Complaint Service of the MoI and the Directorate of Professional Standards, ASP HQ, remains unaffected by the new procedures.

The model was discussed and agreed with LPD Elbasan. It was decided to be piloted first in Elbasan and then extended to other LPDs.

***Activity 1.1.e. Recommendation to the HRM department of the ASP to check compatibility of existing police officers with the new job profile.***

The amendments to the ASP law adopted in December 2018 enable the police to attract younger police officers for the CPOs positions. Prior to each training of the CPOs in the LPDS, the latter will select those CPOs which will not be reshuffled or transferred to other positions for a long time. This will ensure sustainability and that the knowledge gained during the training will not be lost

**Activity 1.1.f. Coach, monitor and assess the CPOs work**

Following up on the training on community policing in TLPDs, the program started the preparation for the second stage of capacity building of CPOs - coaching of the staff. A **coaching program** was developed and discussed with the TLPDs and implementation started in January with Elbasan LPD.

According to the program, the coaching will start with the direct supervisor (Head of the section of CPOs). In order to collect information, the program experts will join the Head of Section of CPOs in his daily work routine. All reports, documents, working plans etc. which are currently used, will be analyzed and discussed. The same procedure is planned and will be performed with the CPOs.

The target group for the coaching will be selected CPOs in urban and rural areas because it is impossible to deliver on-job training to all CPOs. Afterwards an assessment of the findings and results will be made with the intention to apply them as SOPs in ASP.

**Activity 1.1.g.** ***Provide the CPOs with material support and communication means***

Following the successful and efficient use of the bicycle patrolling by the Elbasan CPOs in the urban areas and upon the request of the ASP, 35 additional bicycles and safety accessories were procured. These bicycles where donated not only to the two pilot LPDs (10 for Kukes LPD and 5 additional ones for Elbasan LPD) but also to the LPDs with touristic areas; 4 bicycles were donated to Shkodra LPD (to be used in Velipoja), 4 to Durres LPD, 2 to Lezha LPD and 10 to Vlora LPD. These bicycles significantly enhanced the mobility of the CPOs, bringing them closer to the public and more approachable. The use of bikes in the touristic areas, especially in the pedestrian areas increased the presence and response of the police. Additionally, police officers on bikes bring an eco-friendly image.

As agreed with Elbasan LPD, the program supported the upgrade and enhancement of the Command and Control Room. This was an activity delivered in cooperation with the ASP as all the new IT equipment was provided by their sources. The Program fully reconstructed the room and refurbished it with all the required furniture for a smooth operation of works. The cost covered by the program is 11.500 Euro and also includes installment of new fittings of the internal door to enhance the security of the RH premises.

After training the Youth Educators (CPOs) on enhancing their skills to interact with the minors and juveniles to present different safety related topics, the Program procured two laptops and two video-projectors for the two TLPDs. This equipment has been used in all the presentations made by the Youth Educators in schools. Additionally, the laptops are also used for the management of Web Constable.

The program is going to support the youth educator CPOs with awareness materials on different topics such as drugs/alcohol, road traffic, bullying/school violence, cyber-crime etc.

***Activity 1.1.h. Establish or revitalize the virtual police officer (web constable) in the pilot areas.***

During the reporting period, the web constable established in both TLPDs has been active in sharing information about activities held by the local police such as the prevention activities in school, police activities and news, etc.

In Elbasan LPD, the management of the web constable was shifted to the two CPOs- youth educators and each activity held in the schools is shared. Furthermore, they cooperate with the spokesperson to include local police notifications and respond to different enquiries made by the public.

Whereas in Kukes LPD, it is still managed by the spokesperson, but there is an internal cooperation with the CPO-youth educator. Each school activity is shared in addition to other local police activities and developments.

Currently both web constables are locally oriented and share local news and activities. However, the feedback from and interaction with the public is limited. Therefore, a more robust and active awareness campaign on safety topics will be conducted by the youth educators. Consequently, the program will provide promotional materials to be distributed to the students and continue coaching to increase their skills.

***Activity 1.1.i.*** ***Support to enhance the Reception Hall infrastructure in TLPDs and services provided by all RHs***.

In order to enhance the quality of services that the police provide to citizens and improve the image of the police, the Program in cooperation with the ASP decided to reconstruct the Reception Hall of Has Commissariat, Kukes LPD. In this context there was invested an amount of 26.000 euro to bring this Reception Hall to the required service oriented standards by reconstructing and refurbishing 125 m2. The works started in July 2018 and went quite smoothly. The premises that underwent renovation and refurbishing were the reception area, the interview room, the detention room and the toilets. They all are now user friendly and meet the required standards. The inauguration ceremony took place on the 2nd of October 2018 with the presence of Swedish Embassy representatives, PMT, Kukes LPD and the public.

In this context, as agreed with ASP, due to the dilapidated premises of the Reception Hall of Librazhd Commissariat as it consists of only one iron barred window to provide services and the offices are in poor status and lack furniture, it will undergo a complete construction and refurbishing. All architectural drawings have been prepared by the program architect. The new building will also include a room for the victims of domestic violence. It will be a child-friendly area to be used for traumatized minors and their mothers. The tender notification was launched and it is expected to receive the offers by mid-January and the works will start in February 2019.

Besides the infrastructure activities, the Program analyst expert prepared the first draft of the ToR on the new software to manage the activity of the Reception Halls, with the view to simplify the procedures for delivery of services to the public. Further work on the software is suspended due to a recent Government Decision requiring the ASP to further simplify the procedures and review the workflows, in order to add as much *e-element* in the process as possible. The ASP requested the assistance of the Program to have a full re-engineering of the business processes. Therefore, the program will hire an additional short term expert to carry out the re-engineering of the business processes. He will work in parallel with the analyst expert so that the ToRs of the software reflect the reviewed business processes.

**1.2. Strengthening local partnerships:**

The focus of the activities under this sub-component is on the establishment and functionalization of the Local Councils of Public Safety in the TLPDs and also in other municipalities.

***Activity 1.2.j. Initiate and support the establishment and working of regional/local safety and security councils in the municipalities included in the two TLPDs. In the municipalities where they exist, support proper functioning and discussion of common concerns related to security and safety in the neighborhoods.***

The Program was able to revitalize, establish and advance LCPSs in the Elbasan District during the reporting period. The approach used was through the direct PMT involvement and the Elbasan grantee “Tjeter Vizion”. As a result of such synergy, there were established the LCPSs in Perrenjas and Gramsh in July and September 2018. There were constitutional meetings where all the members participated and the council regulation was approved. In Librazhd PMT presented the findings of the LSMS survey covering the Elbasan District. The participants agreed that the findings of the study were relevant and that they are a good basis to take action to enhance the situation by inter-agency cooperation. In principle, there is a commitment of the members to tackle the public concerns, but then when detailed solutions should be proposed, complications emerge, especially because of lack of experience to share the responsibility and no awareness that safety is a joint issue, leaving the entire burden to the Police.

A major development for Elbasan LCPS was the Action Plan 2018-2020 which was drafted by the grantee NGO (which is a member of LCPS too). The action plan was adopted by the council in November 2018 and is a clear roadmap to enhance the safety situation of the Elbasan municipality.

Meanwhile, the MoI - through the Agency of Support to Local Self-Government - has initiated a campaign to establish the LCPSs in all the municipalities of Albania. However, the functionality of such forums remains the main challenge.

***Activity 1.2.k. Monitor and advise the ASP and other members of the LCPS on how to deal with the results of the regional/local council meetings.***

This activity is linked with the activities foreseen in Pillar II related to opinion polls in the TLPDs and strengthening of the Analysis Sector in the LPD. Through coaching of the analysts in the TLPDs, the LPDs reports will be more tailored to present the situation and also seek more cooperation from other local stakeholders.

In Elbasan the LCPS members took part in a workshop organized by a grantee to better understand the safety and security concepts and their role in the council. The event aimed to sensitize all stakeholders on the existing opportunities and urge them to be more proactive to address safety and security issues as a public institution and strengthen cooperation with the police.

Elbasan is a front running city when it comes to installing monitoring cameras in different public places and buildings, such as schools. This investment by the municipality should be capitalized and the information acquired by the camera monitoring systems should be used to enhance the security in the city. In addition, the Elbasan municipality, due to the pressure from the municipality council and safety council on the raise of the traffic accidents and offences, invested in barriers installed in many sidewalks of the city in order to discipline the pedestrians to cross the road where zebra lines are painted.

**1.3. Capacity building to transform ASP into a modern citizen and service oriented organization**

***Activity 1.3.m. Develop training curricula and deliver ToT regarding CP for CPOs; deliver the training for all CPOs in all LPDs***

After the training of the CPOs in two TLPDs during the first semester of 2018 (cc. 90 CPOs of the LPDs Elbasan and Kukes were trained), the experts fine-tuned the curricula and prepared a ToT training module. Following intensive discussions with the ASP HQ and the Academy, it was decided to involve lecturers of the Academy of Safety to deliver the training for all the CPOs in the remaining 10 LPDs.

The ToT module was focused on the teaching method, instead of particularities of the subject matter and it was delivered to 10 lecturers of the Academy for Security during October 2018. Presentation and creative training techniques were the corner stones of the ToT. The program’s experts delivered a training sample. Thereafter each participant prepared and presented a probe training lesson evaluated by the others. In addition, the situation of COPs and community policing in other countries compared with the situation in Albania was intensively discussed. The project provided the Academy with a model of a training plan and a respective power point presentation for the CPO training. Both of them can be used for the training curriculum of the Academy. It was agreed to share the training days in future sessions, - PMT experts will take over one day, while the remaining 3 days will be delivered by the Academy lecturers.

The first joint training was delivered to 25 CPOs of the LPD Durres in December 2018. The participants were very committed. They appreciated the exchange of experience and the methodology used and expressed their will to have similar trainings in the future. Especially the CPO job description was extensively discussed. If the CPOs try to fulfill all given task and duties, they get overloaded with work. In unison the CPOs asked to shift some of their tasks to the Patrol Police. Patrol Police officers shall be primarily responsible for urgent police operations (incidents, conflicts etc.). Under this precondition CPOs would be able to deal much more with their main tasks (public responsiveness and prevention). Some of the participants were obliged to perform shift work in the night additionally to the training. This was detrimental to the exercises carried out during the training.

The second group from Durres LPD will be trained during January 2019. All the other LPDs will follow, based on a training plan developed in cooperation with the Sector for Community Policing at the Department of Public Order and Safety. The overall target group for this training amounts to cc. 550 CPOs.

## Pillar II – Strategic Management Support

The activities under this pillar are divided in three subcomponents:

**2.1. Strategic planning and performance evaluation**

The activities under this sub-component are focused on **improving the system of strategic planning and performance evaluation** within the ASP and MoI by increasing capacities to collect, analyze and use data to inform management, identify and communicate better results achieved by the ASP.

***Activity 2.1.c. Support the ASP elaborate a simple, yet efficient monitoring system for the Community Policing Document, based on a set of key performance indicators, easy to collect but meaningful in substance.***

This activity was initially planned to be completed by October 2018, but the Community Policing Document was formally approved by the new Minister of Interior only on the 10th of December 2018. While awaiting for the final approval, the PMT drafted a monitoring plan which will be finalized based on the last version of the CP Document and the respective Action Plan.

Nevertheless, despite the delayed endorsement of the CP Document, the ASP and the LPDs were actively engaged in performing many of the actions included in the Action Plan of the CP Document. Most of them were carried out with the support and technical assistance of the program. The monitoring document will be finalized during the first quarter of 2019 and it will serve as basis for the analysis and progress report in June 2019.

***Activity 2.1.d. The two TLPDs will be supported during implementation of their local strategies based on the Community Policing Document, elaboration of periodic progress reports and identification of bottlenecks and recommendations to improve the situation.***

Following the establishment of the Sector of Analysis, Planning, Monitoring and Evaluation in all LPDs, the program delivered a 10 days training course for the staff of Elbasan and Kukes LPDs (6 days in June and 4 days in October 2018). The training included five modules:

* Module 1 Analysis (situation analysis, analysis of problems, SWOT-analysis)
* Module 2 Basics of statistics, development of tables, charts etc. (Excel)
* Module 3 Extraordinary police operations
* Module 4 Method of risk analysis, risk management
* Module 5 Monitoring, Evaluation, Reporting

The same training is foreseen to be delivered for all the staff of the same sector in all remaining LPDs during 2019.

After the training, the staff of the new sectors in the LPDs of Elbasan and Kukes received an extensive coaching program in their daily work. Almost **20 days of coaching** were delivered till the end of December 2018. Prior to the coaching the expectations of the directors of LPDs Elbasan and Kukes were inquired and accordingly considered.

The coaching in the daily work of the Sector for Strategic Analysis, Planning, Monitoring and Evaluation concentrated on existing reports such as daily, weekly and monthly reports for the director of the LPD. Together with the officers of the new sector, new formats for the weekly and monthly reports were developed. In this process the inherent differences of daily, weekly and monthly reports were identified and incorporated into the new formats. Staff in the sector was trained to handle these new formats.

First steps towards analysing the data compiled for the reports were undertaken. Future coaching activities should focus on analysis under consideration of the above mentioned training contents.

In summary a noticeable improvement of the capabilities of the designated officers in the Sector for Strategic Analysis, Planning, Monitoring and Evaluation could be determined. Anyway, further coaching is highly recommended.

At the request of the director of LPD Elbasan a questionnaire to assess the functioning of the work in the newly established “police zones” were developed by the staff of the new sector, representatives of the police zones and the project team. Beside other issues this questionnaire examined both the outcome of the Survey on Police Satisfaction in Albania as well as the outcome of the Survey about Local Safety Measurement System (LSMS). The result of the questionnaire will be a Monitoring Report - based on the already developed and approved format- directed to the Head of LPD. The progress of this activity should also be part of the future coaching.

The program drafted a first version of the **Standard Operational Procedures** (SOP) for the work of the Sector for Strategic Analysis, Planning, Monitoring and Evaluation and of the **job descriptions** for the staff. These materials served as a basis for the technical working group created by the ASP for the finalization of the two documents. The formal approval is expected in January 2019. The documents include:

* Definition of specific terms
* Tasks, competences and responsibilities of the Sector for Strategic Analysis, Planning, Monitoring and Evaluation
* Main tasks of the Sector of Crime Analysis compared with the Sector for Strategic Analysis, Planning, Monitoring and Evaluation
* Acquisition of information and cooperation with the other organizational units of the LPD
* Tasks, competences and responsibilities of the Section of Analysis in the Commissariats

By the end of December and beginning of January 2019, the program supported both TLPDs in **preparing the annual analysis for the LPD, the strategy and working plan for 2019**. The purpose was to draft strategies which focus on the main objectives of the LPDs and design of measurable indicators to assess the progress. The documents have been significantly improved, compared to the models used in previous years, both in content and format.

***Activity 2.1.e. Increasing capacities to systematically use external monitoring mechanisms to evaluate performance***

During summer 2018 the first survey of Local Safety Measurement System (LSMS) was conducted in Elbasan and Kukes regions. The LSMS is a survey method which aims at measuring the level of perception on security and safety issues regarding petty criminal acts and other anti-social behaviors (which may be misdemeanors) at the local community level. The philosophy behind this survey is that the local community is directly affected and influenced more by petty-crimes and anti-social behaviors committed in the neighborhood rather than by serious crimes such as: murders, trafficking of narcotics, organized crime, etc. The survey covered all commissariats in the TLPDs and followed the geographical division based on police zones, where applicable. Overall the survey was conducted in 13 zones and 8 commissariats, with 2.600 interviews.

The results represented the opinion of the public on the safety situation in the zones and can serve for many purposes:

1. Provide a clear picture on the perceptions that the public has on the safety and security in each zone.
2. Use the data to inform local strategies and decision making.
3. Monitoring the performance of police officers in each zone;
4. Provide with relevant information the LCPS on local concerns and orient the attention of the decision makers on issues relevant for the public.

The results of the survey were presented to the ASP HQ in a separate event, and they were also discussed in a separate workshop in Elbasan LPD at the presence of all stakeholders. A special presentation was prepared for the LCPS in Elbasan, Librazhd and Tropoja. The results were also discussed with the management team of Kukes LPD.

The results of the survey, though not always confirmed by the stakeholders, represent a very valid information source and should be used in planning. The Program intends to conduct periodically the surveys in the same zones in order to track the progress. During the coaching of the staff of Sector of Strategic Analysis, Planning, Monitoring and Evaluation in the LPDs Elbasan and Kukes, they were also trained to use the findings of the survey for their daily, weekly and monthly reports delivered to the Directors of the LPD.

Unfortunately, despite the fact that the results are available in the ASP intranet, there is very little evidence that they are used for planning purposes. The same is valid for the results of the National Survey on Police Satisfaction, conducted in spring 2018. The ASP should make better use of these information sources when planning their activities. Only Elbasan LPD, supported by the program, used LSMS data in its annual analysis.

Another survey providing interesting data is the one conducted by one of the grantees in Tirana[[1]](#footnote-1). This is a monthly survey which measures the public satisfaction on the police services. Although at a smaller extend and different reach, this survey provides timely fluctuations on satisfaction levels. The results are periodically published on SCPA website and shared with all stakeholders.

**2.2.2.** **Coordination between all stakeholders**

Based on the project’s policy documents the focus of the program under this sub-component is to support the ASP in improving and operating the coordination system including i) internal coordination among police structures and ii) coordination with the safety contributors (public institutions and NGOs) and citizens as participants and direct contributors for public safety in the community.

***Activity 2.2.f. Use of the Local Councils for Public Safety (LCPS) as a discussion forum for issues related to local safety and security***

The SCPA program pays great importance to the LCPS in order to increase and strengthen the cooperation and involvement of all stakeholders to tackle safety and security issues of concern for their citizens. Therefore, the Program not only did support the initiative by the MoI to establish or revitalize the LCPS in all municipalities of Albania, but actively supported the LCPS in the TLPDs by allocating resources to the activities of the councils.

Through direct involvement of the program all the LCPSs of the TLPDs municipalities were established or revitalised, except for Kukes, where discussion is underway and it is expected to have the constitutional meeting soon. The LCPS of Elbasan municipality is the front runner council which is in a good path toward achieving its main goal, - cooperation of all stakeholders in increasing safety for the public. It convened at least three times during this reporting period and all its members participated in different awareness raising campaigns, trainings and workshops. As a result of such efforts, the Action Plan for 2019-2020 was drafted. It includes all the actions to be taken in order to improve the safety and security situation in Elbasan municipality, whereby all the respective tasks, the responsible institutions and the timelines are clearly stated. The Action Plan was adopted by the council in December 2018. A monitoring team was also set up.

The program has presented the LSMS findings in the meetings of LCPS of Elbasan, Librazhd and Tropoja. The presentations were followed by discussions of the council members. Many of the findings were also confirmed by the majority of the members and especially the police. The results clearly showed that the other agencies lag quite behind on taking their responsibilities on the safety and security of the municipality, leaving the burden to the police alone. These meetings served well to increase the awareness of the other institutions on their responsibility to address safety issues in schools, hospitals (especially on DV), infrastructure (road traffic, petty crime, harassment) etc.

However, there is a lot to be done to transform the LCPSs into active bodies with real impact in practice. Until now, the activities were limited to the meetings initiated by the program and in between-the-meetings activities were almost inexistent. Institutions still do not fully embark on the process and are passive in general. The same can be said for civil society stakeholders. We should emphasize that the police representatives were the most active and well-prepared members in all the councils.

***Activity 2.2.g. Increasing partnerships with citizens and other local contributors***

This activity is related with the Grants Scheme. Please refer to the specific section of this report below, for more detailed information.

**2.2.3. Support communication processes and capacity building**

Communication with the external stakeholders as well as within the organization is vital for the Police to increase the support and cooperation with them. In this regard the program supported the TLPDs and the HQ to carry out several activities.

***Activity 2.3.h. Support the ASP implement the integrated communication strategy***

One of the objectives of the Communication Strategy was the use of social media to increase the interaction with younger generation, share police advise and invite them to support police’s work. Based on the experience with the Web Constable in the Commissariats of Tirana, the program supported TLPDs in Elbasan and Kukes to set up Web Constable Facebook pages and trained the spokespersons to use the page. The training focused on the messages to be published on the Web Constable profile as well as page management. The spokespersons and the youth educators who manage the FB account have even undergone on job training and coaching and the pages are daily supervised online by the PMT. Flyers were produced to invite youngsters to visit these pages and to interact with the police. So far, the traffic in these pages is satisfactory and the interaction is timely and very productive. It is very crucial that the information shared and managed in these pages is mostly locally oriented and the respective citizens of Elbasan and Kukes interact with the police. This is a long-term intervention and the program encouraged the TLPDs to be active and build a sustainable relationship with the target group.

The publication of TLDPs Newsletters continued during the reporting period. Elbasan and Kukes LPD published two additional editions each.

***Activity 2.3.i. Support implementation of national awareness campaign***

National awareness campaigns represent an opportunity for the ASP to get closer to the public and increase cooperation. The program supported the ASP for improving the quality of awareness campaigns also during the first phase of implementation. During this stage, our intervention is more systematic.

Firstly, in the frame of the new LPD and Commissariat structure, the program suggested to dedicate two CPOs from each main commissariat, as youth educators. The job description for this position was prepared by the Program and approved by the ASP. The youth educators will conduct awareness meetings on different topics such as abuse of drugs, alcohol, bullying, cybercrime, school violence, domestic violence, road safety etc. Consequently, in each main commissariat a pair of CPOs was appointed, dedicated to these duties only. This demonstrates the commitment of the ASP to prevent anti-social behavior, crime, etc, and to teach the young generation on the safety and security culture, increase communication and trust with this age groups as well as improve the image of the police in general.

Secondly, in this context, the Program delivered a **three days training program** for the youth educators of all main commissariats of Albania where a total of 52 participants were trained during November 2018. The Program also drafted a specific **manual** for them which includes:

* Description of tasks and duties for the position
* Methodological guidance on presentation and training
* Curricula and presentations that can be used in different occasions.

Thirdly, three **awareness campaigns** targeting young generation were prepared:

1- Awareness campaign against the use of drugs, alcohol and tobacco targeting pupils of the 6th grade;

2- Awareness campaign on traffic safety rules targeting different age groups;

3- Awareness campaign targeting safety in schools, including topics such as bullying, internet safety, etc.

The first awareness campaign, a program run by the ASP for many years now is being delivered and will be completed in March 2019. The second campaign will start in April and finish in June while the third one from September to November. The program will support these campaigns with promotional materials, such as flyers and leaflets tailored for each topic.

With the aim of building a strong team spirit and to foster communication and exchange of experience among the youth educators, the program created an **Facebook forum** where they can communicate and share the results of their work. The forum is a success and most of the participants are very active with posts and information sharing. We will support this group by organizing training and feedback events for them.

The program also supported the national awareness campaign against domestic violence and gender-based violence during November- December 2018. For more information, please see the section below.

## Pillar III – Domestic Violence Support

***Activity 3.1.a. - Elaborate the DV Approach Document for the ASP***

The program recruited a short term DV expert to assist the ASP in developing a Domestic Violence Prevention Approach and drafting a model on Risk Identification and Assessment of the DV Cases. This model is going to be a systematic, standardized, and practical tool to gather information which will be used for decision-making and handle the DV cases. The DV expert will also draft a Capacity Development Plan on the needs the ASP has with regard to addressing domestic violence cases (*Activity 3.2.g*).

In order to have a comprehensive and up to date DV Prevention Approach Document, an assessment of the current ASP DV prevention policies and measures was carried out. Firstly, the existing ASP documents and policies on DV were examined. Furthermore, meetings and focus group interviews were conducted with police officers working as CPOs, crime specialists, general patrol, command and control room officers, reception halls officers, school security officers, etc. in the LPD Kukes, LPD Elbasan, police commissariats of Kukes, Elbasan, Gramsh and Has.

The development of DV Prevention Approach document is still under process and the first draft will be finalized during first quarter of 2019. Upon completion, the draft will be shared with the JWG for discussion and adoption.

***Activity 3.1.e. - Setting up Referral Mechanism and Interdisciplinary Technical Team in TLPDs***

During the reporting period, efforts were made to revitalize and consolidate **the Referral Mechanisms in the Municipalities of Gramsh, Belsh and Kukes.**

The aim of the intervention was to further support the local institutions to establish an effective and sustainable cross-referral system for managing the DV cases and strengthen the police role in the CCR (Coordinated Community Response) to provide assistance to victims of violence.

In order to increase the synergy of interventions and efficiency of resources, in the frame of the Grant Scheme, the initiatives of the local NGOs were oriented towards the establishment and revitalization of Referral Mechanisms. Therefore, through funding of projects of the Round II of GS, the referral mechanism was established in Belsh municipality and revitalized in Kukes municipality.

The PMT also supported via technical assistance the implementing teams of “Women Forum” in Elbasan and the **“**Albanian Institute for Social Innovation” in Kukes, to facilitate the process as per the approved procedure.

During June, a series of preliminary meetings were organized with the Mayor of Belsh and representatives of other local institutions, such as the prefecture, police commissariat, primary health care, legal/forensic medicine, local education office, local employment office, local hospital, heads of the administrative units, etc. introducing them the concept of the CCR mechanism, relevant legislation, the need for a MoU, the role of municipality as the responsible institution to lead it and the legal obligations of respective institutions to cooperate. The meetings served as an opportunity to discuss the DV situation at the local level, by providing their data and views on the gaps and needs that the supporting services have.

Such meeting was also organized in Elbasan with representatives of the respective institutions located in the central municipality of the district, such as First Instance Court, District Prosecution Office and Bailiffs’ Office, who are assigned members of the Steering Committee of the Referral Mechanism in Belsh. Following this meeting an MoU was drafted , based on the Council of Ministers’ Decision No.334, where roles and responsibilities of each party were clearly defined. Afterwards it was shared among the stakeholders to provide any comment or remark. The constitutive meeting of the mechanism in Belsh was held on 17 July 2018 where the Memorandum of Understanding was signed by 12 local institutions’ representatives.

With regard to the local Multidisciplinary Technical Teams, in both municipalities of Gramsh and Belsh, these teams were appointed and meetings were held. In each municipality, the teams held two meetings where the support to be given to the DV-GB victims was discussed.

The Local Coordinators assigned by the municipalities of Gramsh and Belsh have been trained by the UNDP experts. Since July 2018 their local GB–DV cases are recorded in the national online tracking mechanism REVALB.

The efforts to revitalize the Referral Mechanisms in the Municipality of Kukes started in October 2018, following the same steps and procedure used in Gramsh and Belsh. Consequently, the constitutive meeting was held on 22 November 2018, where the reviewed Memorandum of Understanding was signed by 12 representatives of local institutions of Kukes.

The mayors and staff of the municipalities of Gramsh, Belsh and Kukes have strongly supported this activity showing their commitment and interest in cooperation to fight against the phenomena of DV and its eventual victims.

***Activity 3.1.f. - Support preparation & carry on awareness raising campaigns on DV cases***

In the frame of the annual campaign of the 16 days of activism against DV and gender based violence, the SCPA Program joined the UN Secretary General’s campaign “UNiTE to End Violence Against Women”. Awareness activities were organized in Tiranë, Durrës, Elbasan, Kukës, Fier, Shkodër and Gjirokastër, where students of 31 high schools participated.

The awareness campaign was designed in consultation and cooperation with the Ministry of Interior and the ASP, taking into account their specific needs and requests and it was coordinated and synchronized with the UNDP national campaign.

For a better use of the resources and capacities, 11 local NGOs and CSOs winners of the Grant Scheme, were engaged in the process of the coordination and the organization of the campaign activities. Promotional materials such as banner, posters, leaflets, logged pens, logged wristbands, ribbons, etc. were designed, produced and distributed in the designated districts. Unfortunately, the final and culminating event of the DV campaign, which was planned to take place in December as the closing event was cancelled due to students’ protests on the same day and place.

***Activity 3.2.k. – Restructuring and reorganizing internal premises in pilot region commissariats***

The program prepared the designs and planned the intervention for the reconstruction and refurbishing of the interview room for minors and DV victims in Kukes LPD. The intervention was postponed awaiting the finalization of the technical specifications for the standard equipment to be approved by the special working group constituted within the ASP. Such interventions are expected to resume during first quarter of 2019.

In the Reception Hall of Librazhd commissariat, it is foreseen to build a child-friendly room for minors and victims of domestic violence.

## Horizontal Activity - Grants Scheme

In the framework of the 2nd Call for Proposals, by June 2018, following a transparent and traceable selection procedure, 18 projects were selected in four regions: Tirana, Elbasan, Kukes and Gjirokastra.

In July, after the finalization of the negotiation process between PMT and the grantees, there were 17 projects contracted. One of the Gjirokastra winners withdrew from the contract as did not reached an agreement with the PMT on the budget. The NGO was from Tirana and most of the budget was forecasted on travel expenses, hotel accommodation and per diems. The grants of the second round were distributed as following:

|  |  |  |
| --- | --- | --- |
| **Region** | **Grant size** | **Budget** |
| **Small**(up to 5,000 €) | **Medium**(up to 10,000 €) | **Large**(up to 15,000 €) |
| **Elbasan** | 2 |   | 1 | 24,134 |
| **Kukës** | 2 |   | 1 | 23,633 |
| **Gjirokastër** | 1 |   |   | 4,452 |
| **Tiranë** | 3 | 4 | 3 | 96,093 |
|  | **Total** € |  |  | **148,302** |

The thematic distribution of funds is as follows:

* 6 projects aiming at supporting efforts for DV awareness and establishing and consolidation the local referral mechanisms;
* 1 projects aiming at supporting the establishment and capacity building of four Local Councils of Public Safety;
* 10 projects aiming at consolidating partnerships between the ASP and local communities and schools.

Three projects started the implementation in June, the rest started the activities in September 2018. The PMT monitors the implementation of the projects and their progress through review of documents, programmatic and financial performance and site visits in designated districts.

Three small grant projects of the 2nd round completed the activities by end of December and are expected to submit the reports by January 2019.

Taking into account that the Grant Scheme is designed to assist the achievement of the objectives of the three components of the program and aiming at increased synergy of interventions and efficiency of use of resources, the GS projects were oriented to support pillar I, II and III. During the reporting period, 11 GS projects have supported the DV campaign events, 2 GS projects have supported the set up and revitalization of the Coordination Mechanisms in Belsh and Kukes (as described in the *Pillar III, Activity 3.1.e.* section), and 2 NGOs have facilitated the work to establish the Local Councils of Public Safety in 8 municipalities (“Tjeter Vizion” in Gramsh, Perrenjas and “Epoka e Re”in Fier, Divjake, Lushnje, Mallakaster, Roskovec, Patos).

Meanwhile, eight small size grants out of 11 projects of the 1st round completed the activities by June-July, while three large size projects are still ongoing. The respective narrative and financial report were submitted and approved. Consequently, on July 2018, the “Monitoring Report on the First Round of the Grants Scheme” was compiled. In general, grants served their purpose of bringing the communities closer to police and also supported the police to organize activities with different stakeholders in the communities.

According to the approved Work Plan, in January the PMT will launch the 3rd Call for Proposals in the districts of Vlora, Korca, Lezha and Elbasan with a grant total amount of approx. 160,000 Euro.

# Budget expenses

The total invoiced amount up until end of December 2018 amounts to 11.469.673 SEK, which corresponds to 38% of the total contract budget of 30.000.000 SEK. Time wise half of the project remains.

At this stage the spending of the budget items follows the plan and we do not see any needs for reallocations.

# Focus for the next phase

The program has entered into a crucial phase of implementation. After piloting some solutions and recommendations, the program is at the stage of consolidating the solutions in TLPDs on one side, and rolling out them in other LPDs on the other side. The focus for the next semester will be on:

* Consolidating the capacities of the CPOs in TLPDs Elbasan and Kukes by providing coaching and on the job support for them. The coaching program has already started and will be implemented during this entire phase;
* Analyze and assess the implementation of the organization based on “police zones” in TLPDs. Come up with recommendations and generalize the solutions for all LPDs;
* Roll out the CPOs training program in LPDs Durres, Lezhe, Shkoder, Vlore, Berat and Gjirokaster (until mid May 2019);
* Finalize reconstruction of Librazhd Commissariat Reception Hall and Kukes LPD minors’ and other DV victims interview room;
* Finalize re-engineering of services provided by the police and design the new software for the Reception Halls;
* Consolidate the function of the new Sectors for Analysis, Monitoring and Evaluation in the TLPDs by providing on the job training and other support to the staff, including with progress reports and analytical papers;
* Deliver the training for the analysts in all remaining LPDs and support with monitoring and evaluation of the CP Document 2018-2020;
* Support the work of the CPOs dealing with youth and awareness campaigns in LPDs. Provide training, theoretical materials, presentations and other material support. Cooperate with ASP and MoI to institutionalize the awareness campaigns with the M. of Education and Science.
* Further support to setting up LCPS and increase the active participation of the members;
* Finalize the ASP DV Approach Document and support the process for SOP amendments. Support capacity building programs on DV related issues;
* Continue with the support to set up new Referral Mechanisms on DV in other municipalities;
* Monitor and advise implementation of grants in all participating municipalities.

*According to the work plan, there are some activities we have postponed for a later stage:*

**Activity 1.3.l – CP training for police officers other than CPOs**

As 2019 will be busy with CPOs training in all LPDs, in agreement with the Department of Public Order we postponed this activity for 2020.

**Activities 2.3.j & k – Review the communication curricula at the Academy and provide training for the spokespersons**

This activity will be postponed for 2019. The aim was to integrate in the communication curricula some of the elements of the awareness campaigns elaborated for the ASP. The curricula will be reviewed during spring 2019 and training will follow up.

Activities related to DV have a slight delay, although still within general timelines, due to delays in approving the legal framework and delays on elaborating secondary legislation and generic SOPs. The activity for the reconstruction of the Kukes Minors’ and other DV victims interview room were suspended awaiting the approval of the standards and technical specifications by the ASP and other stakeholders involved in the process.

# Annex I – Updated Logical Framework

|  | ***Intervention logic*** | ***Objectively verifiable indicators*** | ***Sources of information*** | ***Comments*** |
| --- | --- | --- | --- | --- |
| **Overall objective**  | Contribute in building mutual trust and partnership between police and communities in order to create safer neighborhoods. | Safety situation in Albania positively assessed  | * Ministry of Interior reports
* ASP reports
* Statistics
* European Commission Progress Reports
* Project reports
 | Based on PSS of May 2018 cc. 63% of Albanian citizens consider the ASP is doing a “good” or “very good” job.75% of Albanian citizens declare they feel “safe” or “very safe” walking in their neighborhoods at night.Only 62% of citizens are willing to call the police when they see a crime committed on the streets. |
| **Specific Objectives** | 1. Accountable, capable and responsive institutions providing community safety & security
2. Citizens play an active and positive role towards their personal & CSS
 | * Albanian agencies skills to address community safety issues enhanced
* Increased citizens personal engagement and through CSO in safety and security issues
 | * Ministry of Interior reports
* ASP reports
* Statistics
* Programme reports
 | 242 police officers trained by the program.7 LCPS activated or established.28 CSOs contracted to support safety initiatives in local communities. |

| **Mandatory outputs** |
| --- |
|  | ***Areas of Intervention*** | ***Objectively verifiable indicators*** | ***Sources of information*** | ***Outputs July-Dec 2018*** | ***Overall outputs*** |
| **Pillar 1**   | 1. Support the ASP in enhancing the efficiency of CP structure
2. Strengthening local partnership
3. Capacity building
 | * Thorough analysis of the TLPDs conducted.
* Identification of the elements best fitting to Albanian context done.
* Revised job description/job profile of the CPOs
* Revised SOP presented
* ASP HRM assisted to assess current CPOs against new job profile
* CPO work in two TLPDs is coached, monitored and assessed
* Material support provided to the selected CPOs of the TLPDs
* Virtual Police established in the TLPDs
* RH business processes enhanced and material support provided to RH of the TLPDs
* LCPSs in the two TLPDs revitalised and established.
* The police representatives in the LCPSs coached and sensitised on the police role in the forum
* Training curricula for all police officers on the CP principle developed and modernised. Staff trained
* CPOs curricula revised and enhanced; ToT training
* RH staff trained; ToT training
* Study Visits carried out
 | * Programme reports
* ASP reports
* Surveys
* Statistics
* Meetings
* Minutes of Meetings
* No. of staff trained
 | Complaint management system elaborated and discussed with Elbasan LPD.Coaching program for CPOs in TLPDs approved.35 bikes provided.Command and Control Room in Elbasan & Reception Hall and other premises in Has Commissariat renovated.Web constable established in TLPDs.2 laptops and projects provided for TLPDs.Draft ToR for RH software elaborated.LCPS Elbasan meets periodically while LCPSs in Librazhd, Perrenjas, Gramsh created.ToT for CP philosophy delivered. 10 trainers certified.26 CPOs from Durres LPD trained. | Analysis for TLPD Elbasan completed and recommendations agreed by the TWG.Elements for CP fitting Albania case recommended.15 job descriptions recommended for LPDs and Commissariat, including CPO position.50 bikes and other firefighter equipment provided.Command and Control Room in Elbasan & Reception Hall and other premises in Has Commissariat renovated.Web constable established in TLPDs.Draft ToR for RH software elaborated.LCPS in Elbasan is active, while LCPSs in Has, Tropoja, Librazhd, Perrenjas, Gramsh and Patos established.Training curricula for CPOs drafted, ToT delivered and training provided to 143 officers.Study visit in Slovenia and Croatia focused on CP practice organized in June 2018. |
| **Pillar 2**  | 1. Strategic Planning and performance evaluation
2. Coordination between stakeholders
3. Communication
 | * Progress report and lessons learned on the Policy Document 2015-2017 conducted; New Policy Document 2018-2021 drafted
* Capacities of the organization at all levels to effectively monitor and assess implementation of policy documents and action plans increased
* An efficient monitoring system put in place
* The two TLPDs supported to draft periodic progress reports and identification of bottlenecks
* Capacities to externally monitor and evaluate the work of the police increased; national and local surveys conducted
* LCPS used an efficient mechanism to address local issues
* Partnerships with citizens and other local contributors increased
* Integrated Communication Strategy of ASP implemented
* National Awareness Campaigns of different topics carried out
* LPD spokespersons trained and their job description/profile reviewed.
* The PR/Communication curricula of the Academy of Security for initial and continuous training reviewed
 | * Documents, reports, interviews
* Notes from TGPM
* Assessment of Community Policing practice
* Monitoring and Evaluation
* Surveys
* Statistics
* ASP reports
* Visibility materials
 | Community Policing Document 2018-2020 approved.Job descriptions for analysts and model SOP for the sector recommended.Second phase training for analysts delivered (4 training days). Intensive coaching sessions delivered for TLPDs (20 coaching days).Support for Annual Progress Reports and for the Annual plans provided to TLPDs.LSMS for Elbasan and Kukes completed and results shared and discussed with stakeholders.Manual for the CPOs Educators prepared; 3 days training for 52 participants delivered. 3 awareness campaigns developed. Web Forum for Educators developed. | CP Document 2018-2020 approved.Analysts and managers in 2 TLPDs trained (25 participants in 10 training days). Coaching delivered (20 coaching days).Draft monitoring plan prepared.Police Satisfaction Survey 2018 completed and results shared with stakeholders.LSMS for Elbasan and Kukes completed and results shared and discussed with stakeholders.Results of PSS presented in Elbasan LCPS and members invited to take measures.12 LPDs spokespersons trained in 3 days training and coaching provided as follow up.Newsletter for Elbasan and Kukes LPD produced and web constable launched.Manual for the CPOs Educators prepared; 3 days training for 52 participants delivered. 3 awareness campaigns developed. Web Forum for Educators developed. |
| **Pillar 3** | 1. Strategic Level Interventions
2. Capacity Building and Strengthening
3. Infrastructure and Logistics support
 | * Report on Prevention Approach completed
* Legal and by-legal framework on DV revised
* SOPs on DV cases enhanced
* Data collection system for the ASP, Prosecution Office and Courts established
* Referral Mechanisms established and functional in TLPDs
* Awareness campaigns in TLPDS against DV and gender based violence
* Capacity Building Plan on DV elaborated
* Training curricula and modules on GBV and DV upgraded
* Refreshing training delivered in all LPDS on GBV and DV
* Training for CPOs and CIDs delivered
* The DV interviewing areas in the TLPDs commissariats restructured and reconstructed
* Material support for the CPOs and CIDs in agreed commissariats provided.
 | * Project Reports and documentation;
* UNDP, UN Women, OSCE reports ;
* Ministry of Health reports;
* MoJ and Prosecution Office Statistics.
* Police reports/statistics;
* Project Reports;
* Assessment reports & Surveys;
* Monitoring & Evaluation Plan;
* UNDP & UN Women databases, maps and reports
* The Ombudsman /Internal Control Service /M. of Health /M. Education and Sciences / Local Government reports
 | Referral Mechanism established in Belsh and Kukes.DV Awareness Campaign implemented in 7 municipalities during Nov-Dec 2018.Fully equipped minors and DV victims interview room planed in Kukes.Friendly interview room planned for Librazhd.Interview room created in Has. | Referral Mechanism established in Gramsh, Belsh and Kukes.DV Awareness Campaign implemented in November-Dec. 2017 and 2018.Fully equipped minors and DV victims interview room planed in Kukes.Friendly interview room planned for Librazhd.Interview room created in Has. |
| **Grants**  | Empower civil society organizations to embrace and implement the CP philosophy and support to combat DV.  | * Grants Scheme implemented as planned and scheduled
 | Grantees reportsProgramme ReportsSurveysASP reports  | 11 grants completed. | 28 grants’ contracts signed, covering 7 regions in Albania229.813 Euro contracted. |

# Annex 2 Risk Matrix

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Risk Factor(security, political, operational , financial, reputational) | Impact | Likelihood | Mitigation Strategy and Responsibilities |
|  | **High-level buy in** |
| 1 | Overburdened national partners / lack of resilience* Excessive demands of national partners results in them losing interest or willingness to participate in program
* Other demands results in low priority of community policing
* National counterparts may not be able to operate at the speed desired of the PMT to design and set up specific activities within the program streams
* Pressure by senior leadership to produce results within unreasonable timeframes (including pressure focusing on outputs, rather than outcomes)
 | Medium | High | * Pay attention to specific local deadlines or other demands
* Use existing local systems and procedures (i.e. monitoring systems, rather than setting up parallel structures)
* Sida/PMT to ensure that international community is communicating and cooperating with each other and ensure common interest and objectives in community policing
* Capitalize on the demonstrated interest from senior MoI and ASP leadership in the program
* PMT to ensure sensitization across senior MoI and ASP leadership of the program work plan and estimated timelines
 |
| 2 | Lack of, or unwillingness of, stakeholders to participate and cooperate* Resistance or mistrust from communities and local government / decentralized institutions to cooperate with police
* Partners within the regions do not feel they are part of a process
 | Low | High | * Ensure transparent processes and encourage local partners to actively participate
* Support for partnership approaches can be developed with the relevant line ministries (advocacy and liaison)
* Risk management matrix and development of mitigating strategies is carried out collectively by the SC
* Capitalize on the excellent partnerships developed during the first phase of the program
 |
| 3 | Major reshuffle of key police personnel * Key personnel are moved to other positions before progress can be institutionalized within the ASP or LPDs
* Long term vacancies in key positions – The Chief of Sector for the CP Sector at the Headquarters is vacant since 8 months and staff is overburdened with tasks
 | Medium | High | * PMT to monitor personnel shifts and timely reporting to SC
* Explicit approach by the SCPA to strengthen institutional capacity not just focus on individuals
 |
| 4 | Lessons and progress made as a result of the program are not recognized by decision-makers and do not inform future policy development* The SCPA seeks to develop institutionalized behavioral change. The gains of the program will not be sustainable if the changes remain solely at the individual level and do not influence policy changes that support cultural shifts in the way of working
 | High | High | * Sensitization activities on key lessons to be incorporated into the PMT program monitoring process
* M&E program stream to include creating or developing mechanisms to ensure that the lessons are fed into MoI/ASP policy making bodies
* The SMS Coordination stream will encourage cross-departmental cooperation and cohesion
* PMT to be prepared to provide summaries of key lessons and changes to the MoI if/when a process to develop an MoI policy on safety and security commences
 |
| 5 | Program loses coherence* Pressure by the MoI/ASP to provide support to ad hoc activities outside the planned design
* Program impact becomes diluted / program loses focus as a result of reacting to new/additional requests for individual activities from the MoI/ASP
 | Medium | Medium | * SC consent to be required, in addition to Sida’s, for any substantial deviations or requests for new assistance
* Requests should be accompanied by clear analysis of how the new request contributes to achieving the program’s direct outcomes
* PMT to ensure that requests for new activities are included in the preparatory documents for the SC
 |
|  | **Program processes** |
| 6 | Corruption or allegations of corruption in program (particularly relevant for the Grants Scheme)* Misuse of funds and poor accounting
* Favoritism of particular groups for projects
 | High | Low | * The SCPA shall continue the excellent transparent practices for their GS
* Emphasis on transparency throughout program
* Clear and transparent selection procedure for all projects
* Allegations of corruption to be followed up immediately by the PMT and the Embassy/ the SC informed
 |
| 7 | Experts are not of a sufficiently high quality* PMT staff members do not have the capacities to deliver the required quality of work
* Short-term experts do not provide work of a sufficient quality / relevance to the Albanian context
 | High | Medium | * FCG / the Embassy / ASP / MoI quality control of program’s outputs
* Use of the monitoring mechanism to track performance and follow up with feedback from the beneficiaries on expert performance
* Clear terms of reference and expected deliverables to be developed for short-term experts etc.
 |
|  | **Sustainability** |
| 8 | ASP and MoI do not follow the recommendations regarding budget allocations and staff reshuffle after TLPDs piloting* Diversion of ASP funds to the TLPDs in order to ensure their short-term success
* Diversion of ASP funds away from the TRPDs because they are covered by the program
* ASP/ MoI do not systematically provide support to TLPDs
 | Medium | Medium | * Relative allocation of funding to ASP LPDs (including the TLPDs) to be monitored as part of the PMT monitoring mechanism
* Concerns to be raised to the SC
* Clear and transparent selection criteria for the TRPDs
* Sensitization process across the ASP on the program – especially regarding progress being made, lessons learned, and dissemination and replication activities
 |
| 9 | Lack of responsiveness to adapt proposed models to Albanian specific situation* Models provided by PMT for Pillar I do not fit with specific conditions
 | Medium | Low | * PMT will not design a “model” for the community policing in Albania, but will provide different elements of a model
* The elements will be illustrated by international examples and provided with their “pros” and “cons”, aiming to develop an Albanian model.
 |
| 10 | Shift in international engagement* International development programs fail to achieve stated aims and objectives in areas linked to the SCPA
* Sida project overlaps or competes with other international project/demands and overburdens local partners
 | Medium | Medium | * Key international community (IC) actors have been informed/consulted throughout the design process
* PMT to map out what key deliverables from other programs will influence their activities
* Program proposal and future program activity documents to be shared widely with DDPFFA and the IC
 |
| 11 | Albanian authorities do not start to take on elements of budgetary responsibility* Whilst the SCPA will absorb the costs for monitoring activities in the early stages of the program (e.g. citizen perception surveys) these will need to be taken on by the MoI/ASP progressively as the program unfolds
* Any budgetary impacts for new procedures for the LPDs will also need to be incorporated into MoI/ASP budget planning
 | Medium | High | * Exit strategy contains clear mechanisms for the GoA to adopt gradually increasing funding responsibilities throughout the program – framework to be developed during the inception phase and built up over years 1 and 2
* Constant monitoring
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| 12 | Transfer of procedures, skills and expertise to other LPDs is not done in a sustainable way* Pressure to replicate TLPD processes and approaches to other LPDs before they have been monitored, evaluated and proven
* Lessons and new/updated ways of working are never transferred
 | Low | Medium | * Role of the IPA in advising on time lines
* SC consensus on large scale replication activities
* Continuous monitoring on progress and development of when aspects will be disseminated
* Selection for LPDs based on international good practice
* Individual risk analysis / mitigating strategies to be developed for specific dissemination/replication activities
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# Annex 3 - Participants/beneficiaries in SCPA activities

During this reporting period PMT achieved organizing in total **148** activities; **89** were regular meetings with the MOI, ASP HQ, LPDs, Local government and other stakeholder representatives. Among the most important ones were: 1 PSC meeting, 1 JWG meeting and 8 LCPS meetings especially in the areas of TLPDs of Kukes and Elbasan. PMT organized 10 rounds of trainings out of which 7 trainings and workshops involved the staff of the newly created sector of Analysis, Reporting Monitoring and Evaluation in both TLPDS of Kukes and Elbasan ; one training was delivered in the Academy of Security to train the ToTs for rolling up the future trainings of CPOs on CP; another round of training was delivered for 52 CPOs selected from 12 LPDs whose function will be dedicated to education and work with the juveniles and the last training involved the 1st group of CPOs from LPD Durres.

During this reporting period, PMT also organized 4 ceremonies of handing over bikes for the CPOs in the areas of LPD Kukes, Shkoder, Vlora and Durres; one inauguration ceremony of the Reception Hall of Commissariat of Has with the participation of Police, Swedish Embassy representatives, prefect of Kukes, Municipality, Education and Health service. In the framework of DV Pillar of the program, were organized 35 activities out of which 31 activities involved 11 NGOs to deliver massive awareness campaigns in 7 regions of Albania. This campaign was delivered on the occasion of 16 days’ campaign against gender based violence. The rest of the activities aimed at establishing the DV referral mechanism committees in the areas of Belsh and Gramsh. PMT has also been active in organizing meetings in TLPDs of Elbasan and Kukes concerning the results of the 1st round of LSMS survey.

Grant scheme activities have sustained a sizeable amount of weight in both activities and participants. Conveyed in figures, activities involved a total of 4042 persons out of which 316 were ASP personnel, 24 were senior ASP police officers, 43 midlevel police officers and 249 police officers who took active part in the activities.

Following up the good experience of the 1st biannual period, PMT has been attentive to accentuate the importance of a good gender balance in all three component areas. Gender indicators were assessed in all of the activities, meetings, workshops, seminars and trainings. Exclusively, the PMT guided the activities of the Grants Scheme towards the establishment of gender indicators, including an understanding of how contacts between the police and young citizens might differ (pending not only on gender but also on ethnicity and geographical extent). Also, PMT noted a rather good gender balance especially for the LPDs of Tirana, Elbasan, Kukes, Durres, Fier and Shkodra.

Over all, the PMT assessed that: 37.6 % of 4042 direct community beneficiaries were girls and young women; 66 % of the members in the implementing/core working groups of projects were/are women; 33.9% of 316 police officers that have benefited from the activities were women police officers. Whereas only in the grant scheme activities the following data are relevant to quantitative gender indicators: 18 % of 11 winners were women organizations; 1 organization out of 11 winners was a Roma and Egyptian organization; 1 organization out of 11 winners was an organization supporting disabled persons; 35.3% of 17 members of the local selection commissions were women.

**Program’s visibility and outreach with the public**

During this reporting period the PMT succeeded in increasing the visibility of each component area. PMT applied several ways and means to expose the program. Some of the effective ways to increase the program’s visibility were the following:

* Meetings with community-based organizations and other stakeholders in the framework of LCPS, and Grant scheme activities. These meetings were considered as an important way to expose the program’s objectives and philosophy but also as a spring board for establishing networks in order to cultivate long-term relationships.
* Workshops and training sessions were also used successfully as an additional networking facility. For instance, after the training with the CPOs dedicated for education and work with the juveniles, PMT established an online forum with the intention of urging the members exchange experience with each other but also creating a network of CPOs. On the other hand, PMT exploited this network as an effective elevator pitch (i.e. provided mini presentations about our program, its services and importance), that quickly engaged them and made them want to follow up with the program. Over 50 % of the trainees have already joined the forum. They have been very active to display their activities (over 252 photos uploaded) and have maintained regular communication and exchange of experience and work plans.
* The program’s web page which is user-friendly and accessible and providing open, consistent and searchable information about all programs. The performance of the program’s web page has increased substantially. During the past six months the web page was visited by 32.284 viewers. The Program’s social network accounts in Facebook, Google LinkedIn, and Twitter have also been quite active. The web page has been very helpful, especially in relation to the GS.
* PMT has continued the appreciated practice of producing and distributing a short excerpt of activities, summarized in the Monthly Newsletter of the Program. The Newsletter is distributed to almost 150 receivers, including ASP counterparts, international partner organizations, NGOs and other Program’s stakeholders.
1. AGENDA Institute [↑](#footnote-ref-1)