******

**STRENGTHENING COMMUNITY POLICING IN ALBANIA**

**FORCIMI I POLICIMIT NË KOMUNITET NË SHQIPËRI**

**Implemented by:**

****

**BI-ANNUAL PROGRESS REPORT**

**(July 2019)**

|  |  |
| --- | --- |
| **Project title** | **Strengthening Community Policing in Albania, 2nd phase, Program implementation 2017-2020** |
| **Project No.** | UF2014/52825/TIRA |
| **Country**  | Albania |
| **Funding Agency** | Sida |
| **Implemented by** | FCG Swedish Development AB |
| **Address** | Dalagatan 7, 111 23 Stockholm, SwedenWeb: [www.fcgsweden.se](http://www.fcgsweden.se) ++46 8 406 76 20 |
| **Contact person** | Mr. Pontus Förberg, Project Director FCGCell: +46 70 214 21 81, Office: +46 8 406 76 20 pontus.forberg@fcgsweden.se  |
| **Date of report** | 8 July 2019 |
| **Reporting period**  | 1st January 2019 – 30 June 2019 |
| **Chair of Project Steering Committee** | General Director of Albanian State Police  |
| **FCG Project Team Members** | Mr. Ansi Shundi, Team LeaderMr. Ulrich Dugas, International Police Advisor Mr. Enri Hide, Long Term AdvisorMr. Frank Harder, M&E ExpertMrs. Eldisa Zhebo, Long Term AdvisorMrs. Miranda Fishka, GS Manager, DV ExpertMr. Arian Braha, Program Coordinator Mrs. Jolanda Gugaj, Program Officer  |
| **SCPA Contacts** | Address; Blv “Gjergj Fishta” Rr. Fadil Rada, P. Daniela, Hyrja B, Ap. 6/22 Tirana, Albania. Tel + 355 44 511 340Mail: info@cp-project.al Web: [www.cp-project.al](http://www.cp-project.al)  |

Table of Contents

[ACRONYMS AND ABBREVIATION 4](#_Toc12969477)

[1. Executive Summary 5](#_Toc12969478)

[2. Progress achieved based on Program Pillars 8](#_Toc12969479)

[2.1 Pillar I – Local Police Directorate Community Policing Support 8](#_Toc12969480)

[2.2 Pillar II – Strategic Management Support 15](#_Toc12969481)

[2.3 Pillar III – Domestic Violence Support 19](#_Toc12969482)

[2.4 Horizontal Activity - Grants Scheme 22](#_Toc12969483)

[3. Budget expenses 25](#_Toc12969484)

[4. Administrative and HR issues 25](#_Toc12969485)

[5. Focus for the next phase 25](#_Toc12969486)

[Annex 1 – Updated Logical Framework 27](#_Toc12969487)

[Annex 2 Updated Risk Matrix 31](#_Toc12969488)

[Annex 3 - Participants/beneficiaries in SCPA activities 34](#_Toc12969489)

[Annex 4 – Report on monitoring of CPOs and recommendations 36](#_Toc12969490)

[Annex 5 – Domestic Violence Prevention Approach 36](#_Toc12969491)

# 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

# Executive Summary

The SCPA program entered into an intensive phase of implementation during this semester. Recommendations provided by the program started to be implemented in practice and efforts related to capacity building of the police officers were very intensive. However, smooth implementation of the activities was influenced by the political situation in Albania and the intensive involvement of the police in managing rallies and protests. The senior level managers’ attention was mainly focused on managing these conflictual mass demonstrations that were “exhaustive” for the entire organization. As a consequence, less attention was paid on other processes or development.

The program’s experts, in close cooperation with the Academy of Security lecturers, continued the implementation of the large training program for the CPOs in all LPDs. During this semester all CPOs from the LPDs of Durres, Vlora, Gjirokastra, Lezha, Shkodra and Berat were trained in a total of 48 training days. The overall number of trained CPOs reached 330 police officers. The remaining CPOs will receive training from September to December this year. In parallel with the formal training to all CPOs, the experts delivered 12 days of coaching for the managers and selected CPOs in Elbasan and Kukes TLPDs.

In combination with CPOs’ coaching and training the experts implemented a monitoring procedure for the activity of the CPOs and the way they accomplish their duties and tasks. A special report is drafted, aiming to identify the necessary changes and improvements for the CPOs work to bring them closer to the models implemented in other countries. The report was discussed in several occasions with the TLPDs staff, CPOs and managers at the police HQ, prior to being shared and discussed with the JWG. The report and recommendations were approved in principle and the JWG decided to set up a technical working group to practically work on each recommendation. This will be one of our key activities for the next period.

The works to improve infrastructure related to community policing continued during this period. The reception hall and all other support premises of Librazhd Commissariat were built from scratch. An interview facility and a “child-friendly” interview room were completed as well. In consultation with ASP colleagues it was decided to construct the minors’ interview room in Elbasan TLPD and a “Prevention Room”, based on the Croatian and German models in Kukes TLPD. These investments, coupled with the work for improvement of CPOs’ premises in rural areas in both TLPDs and the Command and Control Room in Kukes TLPD will be the interventions for the next stage.

The program supported the review and re-engineering of the services provided in the reception halls. The working group is about to conclude the work and the next step will be the elaboration of the new software for the reception halls, providing also for more interfaces with different state databases and ensuring the delivery of e-services when possible.

Following the set-up of the new Sectors for Strategic Analysis and Monitoring in each LPD, the program organized and delivered an 8 days training module for the relevant staff (9 LPDs). This training pursued coaching and on the job support provided to the sectors in the TLPDs. The program experts’ support to the staff consisted in development of different periodic and progress reports, as well as in elaboration of questionnaires and mini studies for the LPD. Despite the visible improvement, there is still need for support in these sectors. The program suggested the organization of a workshop with the heads of the LPDs and commissariats to get them acquainted with the sector’s role and what can they expect from them.

The program organized a study visit in Germany for a selected group of senior level managers from ASP. They met with their counterparts in different police organizations and saw in practice, among others, how community policing is carried out and the role of different units within the police, including the public order units, the organization in the territory and local offices for the CPOs, the role and importance of the Sector for Analysis and Monitoring and the role of the Command and Control Section.

During this reporting period, special emphasis was laid on monitoring the work of the CPOs assigned as educators to work with youth. They delivered the awareness campaign related to Drugs, Alcohol and Tobacco and continued with the second campaign related to Traffic Safety. The Program supported these activities with production of leaflets and booklets and with the organization of a workshop for all the educators prior to launching the second campaign. The same will be done in September, before the third campaign related to security issues will be launched. These CPOs Educators form now a well-defined group which is evident from their postings and information sharing in the specifically established FB forum. Provided they are only focused on implementation of these campaigns and are not loaded with other tasks, they can achieve amazing results.

In the framework of activities related to domestic violence, the Program delivered the report related to the DV prevention approach for the police. The recommendations listed in this report aim to improve the police response to this phenomenon. In cooperation with other partners, we will deliver a training for the two TLPDs related to the latest amendments to the law and to the instructions issued recently related to risk assessment in DV cases. The expected target group for this training is 150 police officers, including CPOs and crime inspectors.

The program continued the support for strengthening the role of the Referral Mechanisms in the municipalities Gramsh, Belsh and Kukes. Different workshops and trainings were organized in these municipalities, with the involvement of the representatives of Elbasan Referral Mechanism members, as Elbasan is considered a good example of coordination and collaboration. With the involvement of several grantees, for the next period we expect to work in other municipalities with the Referral Mechanisms.

In relation to the Grants Scheme, the Program issued the third round of applications involving the regions of Korca, Elbasan, Vlora and Lezha. At the end of the application period, there were 33 project proposals submitted involving 49 applicant and co-applicant organizations altogether. 17 CSOs were declared as winners and contracts signed with them for an overall amount of 169.331 euro. Some CSOs already started the activities. The thematic distribution of funds is as follows:

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

All grants from the first round are completed. At the moment, 8 out of 17 projects of the 2nd round have already completed the activities; five will complete the activities till the end of this semester while four will continue further. Considering all three rounds, 80.7% of the total funds dedicated to the Grant Scheme are contracted.

In general, ASP has demonstrated appreciation and support to the program by actively participating in our activities to a large extent. Especially, the program enjoys productive relationships with ASP and Academy of Security managerial staff at all levels, who have always made themselves available for briefings and meetings.

# 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 previous phase, the activities under this subcomponent focused on support of the TLPDs with coaching delivered to CPOs of some commissariats and to their supervisors. The coaching process was accompanied by an evaluation process of the work and efficiency of CPOs and their supervisors. A special report has been drafted and discussed with the Joint Working Group on recommendations to enhance the situation of CPOs and their daily work and to vitalize CP with more sustainability.

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

During the last reporting period the program supported the Sector of Strategic Analysis, Planning, Monitoring and Evaluation (hereafter: Sector) of the LPD Elbasan to develop a questionnaire to assess the functioning of police zones in this LPD. The commissariats were asked to answer 9 questions on how:

* mutual support of patrol police, CPOs and CIDs works
* cooperation between police services and the local government is organized
* supervision, monitoring and evaluation are conducted in the zones.

The Sector summarized the answers of the commissariats in a report for the LPD Head. All answers were assessing positively the situation. It seems that it is difficult for ASP units to lay open possible gaps. Furthermore, it was expected that the report would include the answers of each commissariat instead of reporting in general only. Hence in future the project will support the Sector with more differentiated questionnaires and increase their analytical skills.

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

This was one of the core activities implemented by the project during this reporting period. The aim was twofold:

1. to assess the work of the CPOs and assist them with advice, when needed, and
2. to evaluate the workflow and daily routine of CPOs and assess their ability to deliver sound services to the community.

On the job coaching of CPOs started at the beginning of this semester. It was conducted in the commissariats of Elbasan, Peqin and Kukes based on the assumption that the findings and recommendations can be generalized for all LPDs.

First, the Heads of Section for CP were accompanied by the project experts for several days. During this period the experts collected the necessary information about the structure, content and results of an ordinary working day. Reports, working plans, statistics, documents etc. were studied and combined with interviews with the Heads of Sections. The information was assessed and proposals for work improvement discussed. In total 12 days of coaching were delivered during this reporting period.

Thereafter, the experts joined the daily shift of a number of CPOs in urban and rural zones and participated in all activities and the services delivered. A detailed assessment report with findings and proposals was drafted and discussed with the TLPD Heads, some Head of Commissariats and CP Sections as well as some CPOs. Finally, the report was shared and discussed during the Joint Working Group meeting in June 2019. Due to the specific situation the report differs between CPOs in urban and in rural areas whenever appropriate.

The main recommendations of the report are related with:

* the change of the CPO model and reduction of the number of tasks for CPOs
* shift of tasks from CPOs to General Patrol
* the equipment of CPO offices in police zones
* changes to increase time efficiency for CPOs
* enhancement of mobility
* facilitation of territory control
* release of CPOs from postmen service
* change of passport procedure and
* keeping records only in electronic form.

One of the main findings is that there is a very long list of tasks for CPOs, which makes their work with communities really difficult. Thus, one concrete recommendation is a new CPO model much more comparable with those of police services of other countries, with a substantially reduced number of tasks. The new number of tasks is related to the idea of a police officer who is primarily responsible for being close to the citizens and for taking care of the concerns and hardships of the community. It is suggested to use this model for designing and approving a new CPO job description and development of a SOP which does not exist so far.

Another finding is related to the obligation of the CPOs to describe their activities in a monthly “analysis” report. The report includes figures of different activities and is related to quantities primarily, but not to the quality of the work. The project developed a model of a “daily reporting system” which delivers more quality rather than quantitative information. The reporting form should be filled by the CPOs at the end of each shift. After an adaption phase he or she might need only 5 minutes to accomplish this task. Based on these reports the Head of CP Section should accumulate all CPOs activities in a weekly “quality” report.

Regarding the equipment of CPOs in rural areas of TLPDs, the project is ready to support some refurbishment and technical equipment. However, the ASP should make possible that all CPOs have access to and can actually use the IT systems. Currently many CPOs do not have access to the police IT systems, or do not know how to use the systems / computers.

The Joint Working Group approved in principle the report and agreed to task a technical working group to prepare the necessary measures (legal framework, personnel, equipment etc.) to implement some of the most important changes proposed by the experts, namely the responsibility of General Patrol Police for urgent police operations. The implementation of these measures concerns only the pilot LPDs of Elbasan and Kukes. The working group will be supported by the project.

The full report is attached as Annex 4.

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

The program has started to support Community Policing by producing leaflets related to the CPOs and their zones. The aim is to inform the citizen about “his” CPO, his duties and how to reach him. As a first step the content of a model leaflet was developed. It describes the image and the most important tasks of a CPO. Furthermore, the CPO’s is introduced with his or her contact details. To this end, a special label is used in the leaflet in order that it is not necessary to print a new one if the CPO changed to another zone or function. The leaflets will be distributed in the “zone offices” of CPOs, the reception hall of commissariats, in public buildings etc.

The program will support the organization and establishment of an information and prevention room in the TLPD of Kukes. The model draws inspiration from the prevention rooms visited in Croatia and Germany during the study visits. The premises are already identified in LPD Kukes and works are expected to start soon.

In addition, the Heads of comparable units of the Police HQs Cologne and Dortmund will support the LPD Kukes with advice, experience and if applicable with written material. The information and prevention room should not be a copy of rooms of other police services but designed based on the situation and needs of the area of the LPD.

**Activity 1.1.h Re-establish and maintain the web constable in TLPDs**

During the reporting period, the work of the web constables established in both TLPDs was slightly improved. Both TLPDs’ web constables have been relatively active in sharing information about local police activities to a wide extent.

With the introduction of the CPOs- youth educators, there was an attempt to gradually transfer some of the web constable management work load to them in order to enhance cooperation among both parties and product quality. This practice proved to be a good choice, considering the fact that the initial steps were taken forward in the previous reporting period.

However, the feedback from and interaction with the public is limited. In view of such a situation, SCPA has taken every opportunity in forums, workshops and on the site visit to point out to both managers and the assigned teams for web constable management that their main task is to be more active and try to expand the network of persons reached in Facebook. The program has constantly urged the web constables to distribute the promotional materials, provided to them at an earlier stage, wherever possible to the students in order to attract as many followers /friends as possible.

For the next report period the program will intensify its work to clarify the importance of web constable use for prevention and information gathering and guide and implement a better structured cross unit cooperation. The program will work on the possibility of extending the web constable into other LPDs.

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

As anticipated in the previous biannual report, the Programme continued with the procurement procedures for a complete reconstruction and upgrading of the Reception Hall of Librazhd Commissariat. The works started as planned and now the RH, including interview offices and child-friendly areas for victims of domestic violence is fully operational. There is an apparent improvement of the work premises and the image that the police conveys through them. The citizens there will be able to receive services in a more comfortable environment and eventually in a civic way. The cost of the reconstruction and refurnishing of about 140 m2 was 80.000 euro.

**Before:**



**After:**



Following the request from the ASP, the project hired a short term expert to be attached to the working group created to re-engineer the services provided to the public. The working group revised all 91 services delivered by the ASP and prepared a report with the simplification procedure and revised business processes. The proposed procedures are more flexible and allow for the ASP to use all possible government databases, without requiring the citizens to produce the documents.

This report will serve to finalize the ToR elaborated by the project to design the new software for the Reception Halls. As a next step, in cooperation with the ASP IT Department, the project will hire IT experts to elaborate the software. This activity is delayed compared to the Work Plan, caused by the difficulties of the working group to regularly convey in meetings, due to their additional tasks and duties.

**1.2. Strengthening local partnerships**

***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 neighbourhoods.***

During the reporting period, which coincides with a pre-election period for local government, the municipalities have been very much focused on the preparation of the election campaign. Therefore, the established LCPSs were not so active, and under the initiative of a grantee, one LCPS could be established. On 25th of March 2019 the kick-off meeting of the Local Council for Public Safety of Kavaja Municipality was held. This activity was part of the project “Mobilization of the community of Kavaja Municipality for community policing”, implemented by CSDC Durres. There participated representatives of the local institutions of Kavaja such as the municipality, municipality council, police commissariat, representatives of the community etc. The LCPS regulation was discussed, to be formally adopted by the Municipality Council of Kavaja.

The Programme will resume the assistance to the established LCPSs after the election period is over, and the new mayors have taken office.

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

**Activity 1.3.m.3. Deliver training in cooperation with the Academy for CPOs of all LPDs**

Training of CPOs in all LPDs was one of the main activities implemented by the project during this period. Based on the first pilot trainings delivered during 2018, the project, in cooperation with the trainers from the Academy of Security delivered 4 days of training for each CPO in the LPDs Durres, Lezhe, Shkoder, Vlore, Gjirokaster and Berat. In total, the project delivered the training for 12 groups in 48 training days, reaching an overall number of 330 CPOs trained.

The participants appreciated the exchange of experience and the methodology used. Besides practical exercises the CPOs’ job description was extensively discussed. The training included discussions about their engagement in territory control, mobility, as well as other duties, along with ways to improve performance. If the CPOs tries to fulfill all given tasks and duties, they get overloaded with work. In unison the CPOs asked for shifting the responsibility for urgent police operations to the General Patrol (see above). Especially under this precondition CPOs would be able to deal much more with actual community policing tasks in their zone.

According to the work plan, this training will be delivered to all CPOs in the remaining LPDs of Tirana, Fier, Korça and Dibra. Almost 300 CPOs will receive the training during the period September – December 2019.

**Activity 1.3.n. Elaborate and support delivery of training for Reception Halls staff in TLPDs**

In addition to the upgrade and enhancement of the Command and Control Room of the LPD Elbasan in the previous semester, the program recommended training for the respective staff. It aims on more professionalism in delivery of service to the community. The project advised that the Command and Control Room staff should be trained on the job by the Head of the Command and Control Sector of the LPD Tirana and modulated the training content with the Sector Head and the Head of the TLPD. The actual training will be organized in the next period.

Moreover, the program suggested the development of checklists for extraordinary police operations. They should support the Sector of Command and Control and the managerial staff of the LPD in decision making. Hence the program designed some models of checklists. In the next step the TLPDs Elbasan and Kukes plan to task a common working group for the further development of checklists. The program will support this working group.

**Activity 1.3.o. Organize and conduct study visits to EU MS or States in the region**

The study visit in this semester was conducted from the 20 - 25th of May. The police of North Rhine-Westphalia (NRW), Germany, was visited by seven top-ranking officers of the ASP. They have been accompanied by experts of the program. The participants were informed how:

* community policing is realized in NRW police
* police officers, comparable with ASP Community Policing Officers, deliver service to the citizens
* staff units, comparable with the Sector for Strategic Analysis, Planning, Monitoring and Evaluation, fulfill their tasks
* delegation of tasks, competences and responsibilities are accomplished
* measurement of processes, results and impacts of policing operates
* police officers of all levels are educated and trained in theory and practice.

The visits took place at the Police HQs (Polizeipräsidium) of Cologne, Dortmund and Warendorf, the German University of Police, the Police State Office for Education, Training and Personnel and the Police State Office for Centralized Services.

Experiences about standards of policing were exchanged between the study visit participants and NRW police officers. Intensive discussions related to professionalism of police officers and their duties completed the meetings. All the participants were fully satisfied with the organization and program of the study visit as well with the results achieved.

## 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. The activities of the program are centered around the newly created Sector of Strategic Analysis, Planning, Monitoring and Evaluation in all LPDs.

***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.***

The program supported the Public Order Directorate (as the key body in charge of monitoring the CP Document 2018 -2020) during the discussions with all stakeholders to determine the baselines and indicators for the CP Document. The project drafted a monitoring and evaluation plan related to the objectives and activities of the Community Policing Document to be executed in 2019. Due to the long list of planned activities, the monitoring and evaluation plan is very comprehensive and the project simplified the plan as much as possible. In order to facilitate the development of monitoring and evaluation reports the program created specific forms which should be used.

The monitoring plan is drafted and it will be used by the Public Order Directorate as a monitoring tool and to draft the progress report, expected in July this year.

***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.***

The program continued the support for the new Sector for Strategic Analysis and Monitoring in all LPDs. In this regard it was organized a training for the staff of the new sectors in all 9 remaining LPDs (in Tirana LPD it is not created the Sector for Strategic Analysis and Monitoring). The training consist of 5 modules, organized in 8 training days, which are built upon both the experience of the involved experts and academic perceptions. These five modules are:

Module 1 Situation analysis, analysis of problems, SWOT-analysis

Module 2 Basics of statistic, development of tables/charts (Excel)

Module 3 (Planning of) Extraordinary police operations

Module 4 Method of risk analysis, risk management

Module 5 Monitoring, evaluation, reporting

The content of these training modules make up the foundation for the sector staff to perform the functions accordingly. The methodology used helped them to absorb the knowledge adequately. Every theoretical chapter is combined with practical exercises. From our point of view this training matches the tasks and requirements of the new sector. Furthermore, the feedback of the trainees was predominantly positive and appreciating.

During the training it emerged the need to organize a workshop with the heads of LPDs and heads of commissariats to inform them regarding the tasks of the new sector, what can they expect from them and how the sector can be efficiently used. This idea was discussed and approved in the Joint Working Group and the workshop will be organized during July if possible.

During the study visit in Germany the participants had the opportunity to see first- hand the benefits of this sector and how it was organized and operating in the respective police departments. This was another occasion to stress the importance of this sector and to reinforce them. Unfortunately, a project is circulating in the ASP regarding the creation of the new Sectors for Training in each LPD, partly using the staff from the Sector for Strategic Analysis and Monitoring. As program we would not recommend this approach and would strongly argue for the reinforcement of the current sector.

Due to the fact that the tasks and duties of the Sector of Strategic Analysis, Planning, Monitoring and Evaluation are not sufficiently described in concrete terms in the current SOP, the program discussed this issue with the Head of the ASP Directorate of Professional Standards. It was agreed that the project should support the Directorate with a revised SOP version. The new developed SOP delivers practical guidance related to all tasks of the Sector and will be discussed with the Directorate in a next step.

During this period the program provided support for the Sector in the two TLPDs. Several coaching sessions were organized, focused on the transfer of the theoretical input of the training into daily work and routine. The coaching process was based on the Action - Reflection - Learning (ARL) methodology. During the coaching process, the staff of the new sector was asked to present their daily assignments and how they fulfill these, using the information of the training. Reports (daily, weekly and monthly) were presented and the information flow within the LPD was illustrated. During the reflection process, issues and challenges were identified and were discussed in meetings with the teams and with the directors of the respective LPD, in order to ease the problems of the new sector. In Elbasan LPD for instance the head of LPD issued a written order on how the new sector is supposed to get information from the other sectors and commissariats, and how the other sectors could support the work of the new sector in future.

Furthermore, the project assisted the Sector of Strategic Analysis, Planning, Monitoring and Evaluation in processing of an order of the Head of LPD Elbasan. The order was related to the units of the LPD and demanded a report on how they consider and on how they plan to respect the results of the previous Local Safety Measurement Survey in daily work. The LPD Head expects a final report of the Sector which is not drafted till now.

Despite the progress in this area, it is worth mentioning the staff in the sectors requires continuous support and capacity building. The staff should be completed where there are vacancies and trained staff should not be reshuffled in other sectors. The stability of the positions is crucial for the creation and increasing of capacities[[1]](#footnote-1).

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

According to the work plan, the next measurement of the Local Safety Measurement System (LSMS) was planned for May – June 2019. In consultation with the companies involved in opinion polls before, the program decided to postpone this measurement for September. This move is related with the continuous increase of the political rhetoric in the country and the aggravation of the political situation caused by the local elections and the repeated rallies and protests organized by political parties. Organized under these circumstances, the results risks to be distorted and heavily influenced by the daily politics. The JWG agreed with this approach and the measurement will be organized in September 2019.

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

During this period the program pursued systematic intervention for improving the quality of national awareness campaigns to enable ASP getting closer to the public and increase cooperation.

From January to April the CPOs as youth educators conducted regular awareness meetings on topics such as abuse of drugs, alcohol, and tobacco in all LPDs. The program, in cooperation with the CP sections at LPD level as well as in complete coordination with ASP HQ, monitored, advised and coached where necessary the whole activity of the CPOs-youth educators in almost 12 LPDs. Those CPOs, assigned in each main commissariat, have invested commendable efforts to strengthen their proactive and preventive role by increasing the awareness of the youngsters with regard to safety issues.

By means of the online forum both ASP and the program were precisely aware of the various activities that were organized in any LPD. By end of March the program managed to connect more than 80 % out of 52 CPOs –youth educators to the online forum. According to our daily monitoring of the forum, 276 awareness activities took place in various schools and 953 photos were displayed to illustrate their activities. The program concludes that the Facebook forum is a success and most of the participants are very active with posts and information sharing. It achieved its aim for building a strong team spirit and to foster communication and exchange of experience among the youth educators and we intend to boost it during the next report period.

Via constant regular communication, the program was informed exactly on youth educator’s weekly/monthly work plans and scheduled visits to various schools. In some LPDs, they faced difficulties due to lack of coordination with the regional educational departments and school head masters. In some cases, the CPOs were faced with unwillingness of their heads of commissariats to allow them continue with their assigned duties in schools, or they were tasked with other obligations in parallel. It is clear that in cases when the CPOs were exclusively dealing with the prevention and awareness campaign, their activity was much more efficient.

After successfully completing the modules for youth awareness against using drugs, alcohol and tobacco, some LPDs have advanced rapidly on delivering awareness lectures on road safety. In order to comply with the needs of CPOs on the ground, as well with the intention to call regular workshops prior to start awareness campaigns on a new module, the program organized a 2 days’ workshop in May 2019 in the premises of Academy of Security to discuss on Road Safety Awareness activities in schools. Besides the SCPA Program experts, a well-known expert in road safety contributed to this forum.

Below are some of the topics dealt upon in the workshop:

* Development and implementation of campaigns to prevent traffic accidents (e.g. speed limits, over speeding, change of lanes, safe distance maintenance, use of highways, respect for pedestrians, etc.);
* The importance of assessment and evaluation of the learning process of in an auditorium or classroom;
* Key elements for assessment to learn. Prepare and implement the "Traffic Safety Days" programs (including technical prevention).

To support the awareness campaigns the program produced 5.100 booklets on road safety[[2]](#footnote-2) and 24.000 leaflets on Traffic Safety and Bullying at a total value of 3.500 Euros. All these materials are in process of regular distribution for each LPD. At the end, all 52 CPOs were provided with an electronic version of the manual and supporting materials like PPT presentations and videos, which they have to use during meetings with the youngsters.

***Activity 2.3.k. Review the Communication Curricula of the Academy of Security***

According to the Sector for Media and Communication at the ASP HQ, this curriculum is redrafted using the support of PAMECA project. Therefore, the SCPA will not be involved in this activity.

## Pillar III – Domestic Violence Support

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

In April the first draft of the Domestic Violence Prevention Approach document was prepared and shared with the ASP for consultation. The work to prepare the DV Prevention Approach Document started with an assessment of the current ASP-DV related prevention policies and measures, by first studying the relevant existing documents and holding meetings at LPDs.

The purpose of this assessment was to gather the information needed to define an appropriate and applicable prevention model to be used by police officers. This model is also based on the risk assessment of the domestic violence and gender based violence cases, approved by a Joint Instruction of the Minister of Interior and the Minister of Health and Social Protection.

The assessment was conducted based on the methodology approved by the PMT, consisting of an analysis of the existing related documents and also in depth interviews and focus group discussions with representatives of ASP in three LPDs: Tirana, Elbasan and Kukës. The DV Prevention Approach Document is a guideline to improve the police role on prevention of DV, in the light of the recent amendments to the DV Law. The draft document was consulted through several joint meetings with specialists of ASP, the DV expert and the PMT and the inputs, remarks and suggestions were mirrored in the last version of the document, which were presented to the JWG members on 18 June 2019. A matrix with detailed suggested preventive activities, responsibilities and deadlines is attached to the DV Prevention Approach Document.

**Some of the recommendations of the document are:**

* Delivery of a basic cycle of training or refreshing the knowledge of the CPOs and crime investigators, in order to increase their awareness and get a common understanding of the domestic violence issue and encourage zero tolerance against it.
* Strengthening of the existing structure (the Sector for minors’ protection and domestic violence) by adding specialized and trained staff to deal not only with minors but also with adults.
* Planning of positive discrimination actions to fill the vacancies or increase the number of the women police officers in the respective structures which deal with domestic violence cases (as general patrolling, CPO, Educators, Crime Investigator etc).
* Regular use of the findings from monitoring of the Police Case Management System to improve the quality of information on domestic violence cases inserted by the CPOs and the other police officers.
* Review and update the internal institutional policies on selection of the police officer who are not judgmental against the women who are victims/reporter of the domestic violence or other forms of violence.
* Delivery of tailored trainings in order to properly apply the Standard Operation Procedures (after their approval) for dealing with domestic violence cases and other forms of gender based violence.
* Cooperation with Academy of Security to prepare a unified module for continuous trainings that will be provided to the police officers on addressing domestic violence cases and gender based violence.

This document is attached as Annex 5 to this report.

***Activity 3.1.c. Improving SOPs for DV cases, monitoring methods and sharing of information***

During the reporting period the project provided contributions and inputs during the review of the full package of the Basic Guidelines and Operational Standard Procedures, in view of the coordinated multidisciplinary approach. These reviewed documents are prepared upon the request of the Ministry of Health and Social Protection, UN agencies in Albania (UNDP and UN Women) as a response to the need for operational standard procedures for the main stakeholders of the Coordinated Referral Mechanism, including the ASP.

When drafting these general guidelines and with special focus on the module and the document of SOPs related to state police employees, the expert has taken the findings of the assessment carried out in three LPDs (mentioned in the section *Activity 3.1.a*of this report) into account. The full package is actually under general review of decision making institutions (the Ministry of Health and Social Protection, the Ministry of Interior, the State Police and the Ministry of Justice).

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

During the reporting period, the efforts related to this activity kept focusing on the consolidation of **the Referral Mechanisms in the Municipalities of Gramsh, Belsh and Kukes,** recently established and revitalized.

On 6 February the project organized an experience sharing meeting between three Multidisciplinary Technical Team members of Municipalities of Elbasan, Belsh and Gramsh, attended by 31 representatives of the Coordinated Referral Mechanism (participants from municipalities, prefecture, police commissariat, primary health care, legal/forensic medicine, local education office, local employment office, local hospital, administrative units, etc.). The aim was to strengthen the referral mechanisms, through exchange of experience, in order to provide a coordinated help and qualitative services to any victim of domestic violence and gender based violence by all the local institutions.

The local coordinator of the Elbasan municipality presented the model of the referral mechanism applied in this municipality, case management methods and techniques, challenges and difficulties faced along the process. The participants shared the best practices, emphasizing the need to foster communication across different member institutions to better assist the victims, including practical implementation of community policing.

During February – April, five meetings of the Coordinated Referral Mechanisms in the three municipalities were organized; four meetings of the Multidisciplinary Technical Team members (two in Belsh and one in each municipality of Gramsh and Kukes) and one meeting of the Steering Committee in Belsh, where local GB–DV cases were discussed.

Technical assistance through coaching was offered by the PMT and the “Women Forum” NGO to the local coordinators of Belsh and Gramsh municipalities on coordination techniques, DV victims identification, interviewing and screening methods, victim’s needs identification and case management.

During April, a two days training was conducted with the Multidisciplinary Technical Team members of Kukes. The main topics of the training were International norms and standards on DV, domestic laws and by-laws, factors underlying violence against women, preventive approaches, responding to violence against women, the police role, inter-agency collaboration and support.

***Activity 3.2.g. Develop a Capacity Development Plan related to domestic violence needs***

The work to prepare the Capacity Development Plan has started as a follow up of the DV Prevention Approach Document. The development of Capacity Development Plan is still under process and the finalization of the first draft is expected by end of July 2019. As soon as it will be completed, the draft will be shared with the JWG for discussion and adoption.

***Activity 3.2.h. Upgrading training curricula of the Academy based on legislative improvements***

The PMT organized several brainstorming meetings with the Section of DV and Minors Protection in the General Police Directorate and the Academy of Security regarding this activity. At the end it was decided that the curricula will be updated by the lectors of the Academy, without support from the project. This is the case of the curricula used for initial training at the Academy

Instead the program will be involved in elaborating a training curriculum for the continuous training of police officers, based on the model prepared by the UNDP. This curriculum will be used in the training foreseen for the two TLPDs and planned to be delivered from September 2019, as described in the next paragraph.

***Activity 3.2.j. Specific training for CPOs and crime inspectors on DV cases***

The UNDP, in cooperation with the ASP organized 15 pilot training sessions with the core staff in 12 LPDs. The training was focused on the enforcement of the latest changes and amendments in the preliminary emergency protection order and how a risk assessment for domestic violence cases is carried out.

All police officers who manage DV cases should take this training. In coordination with the UNDP, the ASP HQ and the Academy it is agreed the SCPA program will deliver this training for the two TLPDs police officers starting from September 2019. The expected target group is 150 police officers. The training was postponed until September due to the political situation and the beginning of the touristic season.

The aim of the training is to provide state police officers with sufficient skills to carry out structured assessments and contribute to the unified implementation of the recent amendments to the DV law. Risk assessment procedures intend to assist practitioners in analyzing the concrete situations, introducing a greater objectivity, identifying the level of risk present and thus better guide police action to promote the safety of the victims.

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

In close coordination with ASP Headquarter it is agreed to create the minors’ interview room in LPD Elbasan, instead of LPD Kukes. This decision is taken because of the annual number of cases and the geographical location of LPD Elbasan. The room in these premises will serve other LPDs in central and southern Albania. The ToR are prepared in close coordination with the Juvenile Justice Project financed by Sida, who drafted the SOP and Technical Standards for the interview rooms. The procurement procedures are expected to be concluded in July and the room to be operational in late September.

In the reconstructed premises of Librazhd Commissariat, it was created a “friendly” interview room for minors and other victims of violence.

In the framework of the Grant Scheme, one NGO is supporting the reconstruction of Commissariat 4 premises in Tirana. The intervention includes the interview room for minors and other DV victims.

## Horizontal Activity - Grants Scheme

Based on the Work Plan the third call for applications was launched in January 2019 in four regions: Vlora, Lezha, Korça and Elbasan. The selection process ended in March and the implementation of the winning project started in May 2019.

Considering 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 efficient use of SCPA resources, the terms of the call were formulated to support pillar I, II and III as follows:

1. Empowering civil society organizations to support the establishment and capacity building of Local Councils of Public Safety and community-based coalitions with a view to improving relations and continuous cooperation between the Albanian State Police and local communities and building mutual trust;
2. Improving the interaction between the State Police and other local actors, through initiatives to support establishing and consolidation the local referral mechanisms to enhance the quality of preventive measures and the services in cases of domestic violence and gender-based violence.
3. Establishing and consolidating partnerships between the Albanian State Police and local communities with focus on youth, through main subject issues such as conflict resolution, promotion of voluntarism, awareness on drug and substance abuse, road traffic safety, bullying and cyber-crime, human trafficking, homophobic crimes, etc. with an emphasis on prevention measures.

Aiming at maximizing the use of local resources and capacities and fostering local ownership, locally based organizations were strongly encouraged to apply. Significant effort was put into mounting an awareness campaign in this call for proposals, which consisted in broad information about the grant scheme and the opportunity that it offers to NGOs and CBOs to apply for funds. Over January – February 2019, a wide variety of media was used to inform interested organizations and potential applicants about the GS. This included newspaper advertisements, the internet, and social media/network to share the information as well direct notification sending email messages by using NGOs databases.

At the end of the application period, there were 33 project proposals submitted (Korca 9, Vlora 5, Elbasan 8 and Lezha 11) involving 49 applicant and co-applicant organizations altogether.

In parallel with the awareness campaign, in cooperation with the Joint Working Group (JWG), there were established a Grant Scheme Local Selection Committees in each region, as a proven oversight and decision-making mechanism, with multi-stakeholder membership. Its members, all working on a voluntary basis and representing local institutions such as ASP, Municipality, Regional Education Directorate, Prefecture, etc., were instructed on the procedure and criteria’s evaluation of the proposals.

The selection process, based on the technical evaluation of the proposals involved the awarding of 17 winning projects, distributed per region as follows:

|  |  |  |
| --- | --- | --- |
| Region | Grant size | Budget |
| Small(up to 5.000 €) | Medium(up to 10.000 €) | Large(up to 15.000 €) |
| **Vlora**  |  | 2 | 2 | 47,280 |
| **Korca** |  | 5 | 1 | 60,279 |
| **Lezha** | 1 | 4 |  | 42,312 |
| **Elbasan** |  | 2 |  | 19,460 |
| **Total €** | **169.331** |

The overall contracted amount so far (round 1, round 2 and round 3) is 403.744 Euro, meaning 80.7% of the total fund dedicated to the Grant Scheme.

The PMT continued to provide guidance for the winning organizations. Technical assistance was provided to grantees to further develop the proposals, to optimize the SCPA’s and organization’s inputs to achieve the Grant Scheme’s and the Program’s goals, after the review of work plans and thoroughly review of budgets for consistency. The grant negotiation process addressing a series of technical or programmatic questions, negotiating adjustments in the proposed budget and corresponding activities, was followed by the grant agreement signature procedure per each round.

In accordance with the agreed documents and work methodology, separate meetings with the Local Police Directorates (LPDs) and respective awarded organizations were organized in each designated district. This was done in order to establish working groups in the LPD level that would work jointly with the winners. One of their primary objectives was to identify the Commissariats where the activities of each project would take place and to ensure alignment, harmonization and identification of shared initiatives in district level.

 The thematic distribution of funds is as follows:

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

Over the reporting period the PMT paid 18 site visits in designated districts of the first and second rounds. In general, it can be mentioned that the objectives of the completed projects and those under implementation were aligned with the overall objective of the SCPA program in increasing public trust in police and enhancing the cooperation of communities to reduce crimes. Before approving the final invoice and reports, an evaluation meeting with the CSOs is organized and results discussed and checked against the proposals. A detailed report on the monitoring of the Grant Scheme projects will be elaborated by September 2019.

All grants from the first round are completed. At the moment, 8 out of 17 projects of the 2nd round have already completed the activities; five will complete the activities till the end of this semester while four will continue further.

# Budget expenses

The total invoiced amount up until end of June 2019 amounts to 16 563 775, which corresponds to 55% of the total contract budget of 30.000.000 SEK.

In relation the last budget revision (June 2018) the spending for both fees and reimbursables is more or less on track. There are two budget lines where we have overspent however: international travel and housing costs. We have underestimated those costs and we herewith ask Sida for approving a reallocation from the contingency with 120 000 SEK. The reallocations are shown in yellow in the Budget Annex and include increasing the international travel costs with 70 000 SEK and the housing costs with 50 000 SEK.

# Administrative and HR issues

During this reporting period, the project made extensive use of long term and short term experts, beside the core team of PMT. Two long term experts joined the core team since last year (Mr. Enri Hide and Mrs. Eldisa Zhebo involved respectively in Pillar I and Pillar II activities). The international monitoring and evaluation short term expert Mr. Frank Harder joined the team for the training of analysts and will be back by the end of this year to support the activities related to annual progress reports and preparation of the strategies for 2020 in TLPDs.

In addition, the program hired as short term expert Mr. Zhani Shapo, involved in support to the working group dealing with re-engineering of the services, and Mrs. Monika Kocaqi, involved with the activities of Pillar III, domestic violence.

The program hired Mr. Pandeli Ceco, as short term expert involved in communication and design to support the ASP and the MoI in activities related to community policing and implementation of Communication Strategy. A couple of other experts were hired to support activities related to reconstruction and works and training of youth educators.

Since June 2019, the Program moved office to the new address, Bul. Zhane D’Ark, nr. 61.

# Focus for the next phase

The next semester will be crucial for the consolidation of program’s results. The activities will concentrate on implementation of the CP model and increase of analytical capacities for the ASP. Based on the pillars, main activities will be as follows:

* Roll out the CPOs training for the remaining LPDs of Tirana, Korca, Fier and Dibra. Prepare an overall training report and together with the Academy’s experts make the necessary changes for the curricula and include that in periodic trainings delivered by the Academy;
* Further consolidation of the capacities of the CPOs of the TLPDs and support of substantial improvement of their tasks (new model, shift of tasks to Patrol Police etc.). Review the job description as necessary;
* Continue the implementation of the coaching program for the CPOs in Elbasan and Kukes TLPDs;
* Support publicity campaigns related to web constable in TLPDs and support the staff in maintaining the sites and developing the newsletters;
* Build and equip the prevention room in Kukes LPD. Support the reconstruction of the Command and Control Room in Kukes, including the city cameras;
* Finalize the re-engineering of services provided in the reception halls and elaborate the new software for managing the system. Train the Reception Halls staff;
* Train the staff of the Command and Control Room in Elbasan and Kukes;
* Support the set-up of the LCPS in Kukes municipality and support the activities of the LCPSs already established in the TLPDs;
* Support ASP draft the Progress Report for the CP Document, based on the monitoring plan;
* Continue the support for the Sectors of Strategic Analysis and Monitoring and carry out the workshop for the LPDs directors and heads of commissariats related to the functions of the new sector;
* Carry out the LSMS for Elbasan and Kukes in September 2019 and discuss the data with all stakeholders;
* Support implementation of the third awareness raising campaign in schools by the CPOs Educators (Safety issues) and provide material support;
* Support the implementation of the recommendations of the DV Approach Document and organize the training for the Elbasan and Kukes LPDs on new procedure related to DV;
* Support the activities of Referral Mechanisms in the targeted municipalities;
* Support the preparation and carry on awareness raising campaigns on DV;
* Monitor the implementation of the programs financed through the Grants Scheme and provide support to the CSOs.

# Annex 1 – 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
* Program reports
 | 370 police officers trained by the program (CPOs and Analysts)8 LCPS activated or established.45 CSOs contracted to support safety initiatives in local communities. |

| **Mandatory outputs** |
| --- |
|  | ***Areas of Intervention*** | ***Objectively verifiable indicators*** | ***Sources of information*** | ***Outputs Jan-June 2019*** | ***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
 | The CPO monitoring report and its recommendations approved by the JWGThe Reception Hall of Librazhd fully reconstructed and refurbishedThe LSPSs kick-off meeting in Kavaja municipalityThe CPOs in TLPDs underwent a coaching programThe CPOs of Lezhe, Shkoder, Vlore, Berat, Sarande and Gjirokaster and the second group of Durres (approx. 250) trained by the program.Study Visit to Germany of 7 staff of ASP  | 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 and Librazh commissariat renovated.Web constable established in TLPDs.Draft ToR for RH software elaborated and re-engineering of services completed.LCPS in Elbasan is active, while LCPSs in Has, Tropoja, Librazhd, Perrenjas, Gramsh, Patos and Kavaja established.Training curricula for CPOs drafted, ToT delivered and training provided to 350 officers. Coaching provided for Elbasan and Kukes LPDs.Study visit in Slovenia and Croatia focused on CP practice organized in June 2018 and study visit to Germany organized in May 2019. |
| **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
 | The analysts of all LPDS were trained in 8 days, total 16 analysts, A monitoring plan for CP Document drafted The analysts of the TLPDs were coached and assisted on report drafting The CPO/educators were gathered in a workshop for updates and lessons learnt24.000 leaflets produced for road traffic+ bullying awareness 5100 booklets on road traffic rules producedMonitoring of the Educators Online Forum and advising them  | CP Document 2018-2020 approved. Monitoring plan drafted.Analysts and managers in 2 TLPDs trained (25 participants in 10 training days). Coaching delivered (20 coaching days). 16 analysts in other LPDs trained in 8 days modules.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. Leaflets and booklets printed and distributed. |
| **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
 | The report on Prevention Approach finished and submitted Consolidation of the DV Referral Mechanism in Belsh, Gramsh and Kukes through support Child-friend and DV victims interview rooms in the RH of Librazhd completed.Child-friend and DV victims interview rooms in Comm. 4 Tirana completed (through grants scheme). | Referral Mechanism established in Gramsh, Belsh and Kukes and continuous support provided.DV Awareness Campaign implemented in November-Dec. 2017 and 2018.Friendly interview room in Librazhd and Comm. 4 in Tirana completed.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  | 17 grants awarded under the third call. | 45 grants’ contracts signed, covering 10 regions in Albania403.744 Euro contracted.24 contract completed and 4 still in implementation (round 1 and 2) |

# Annex 2 Updated 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* Political unrest especially during the pre-election period
* 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
 |
| 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
 |

# Annex 3 - Participants/beneficiaries in SCPA activities

During this reporting period PMT achieved organizing in total **276** activities; **112** 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 7 LCPS meetings especially in the areas of TLPDs of Kukes and Elbasan but also in Kavaja. PMT organized 13 rounds of trainings out of which 11 training involved 350 CPOs from LPD Durres, Lezha, Shkodra, Vlora, Gjirokastra and Berat; one training involved the staff of the newly created sector of Analysis, Reporting Monitoring and Evaluation form 10 LPDs other than Kukes and Elbasan and one training/workshop was delivered in the Academy of Security for 52 CPOs-youth educators selected from 12 LPDs.

During this reporting period, PMT also organized one study visit of ASP delegation to North Rhine Westphalia Police in Germany; 6 Work group meetings -2 for drafting the SOP for the sector of strategic analysis and 4 others for re-engineering process of the RHs. In the framework of DV Pillar of the program, were organized 17 activities aimed at either establishing or running existing DV referral mechanism committees in Kukes, Elbasan, 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 held a good-sized amount of weight in both activities and participants. Conveyed in figures, activities involved a total of **3581** persons out of which 287 were ASP personnel, 21 were senior ASP police officers, 56 midlevel police officers and 210 police officers who took active part in the activities.

Following up the good experience of the 2ond biannual period, PMT has been focused to emphasize 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, Durres, Elbasan, Kukes, Fier, Korca, and Shkodra.

Over all, the PMT assessed that: 38.2 % of 5643 direct community beneficiaries were girls and young women; 58.5 % of the members in the implementing/core working groups of projects were/are women; 37 % of 287 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 17 winners were women organizations; 37 % or 15 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:

* Workshops and training sessions were used successfully as an already proven networking facility. The online forum of CPOs –youth educators was a proven efficient tool to engage not only the assigned CPOs for education and work with youth but also ASP HQ and Academy of Security experts in exchanging 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 80 % of the trainees have now joined the forum. They have been very active to display their activities (over 953 photos uploaded) and have maintained regular communication and exchange of experience and work plans.
* 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.
* 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 25.096 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 155 receivers, including ASP counterparts, international partner organizations, NGOs and other Program’s stakeholders.

# Annex 4 – Report on monitoring of CPOs and recommendations

# Annex 5 – Domestic Violence Prevention Approach

1. The head of sector in Elbasan LPD was reshuffled immediately after the training and coaching sessions, leaving the position vacant for some months now. [↑](#footnote-ref-1)
2. SCPA would like to express the gratitude to Mr. Demir Osmani who granted the Copyrights for reprinting 5.100 booklets. [↑](#footnote-ref-2)