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**STRENGTHENING COMMUNITY POLICING IN ALBANIA**

**FORCIMI I POLICIMIT NË KOMUNITET NË SHQIPËRI**

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**BI-ANNUAL PROGRESS REPORT**

**(June 2018)**

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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 first six months of implementation were very dynamic and with a large spectrum of activities implemented by the Swedish funded program Strengthening Community Policing in Albania (SCPA). In close cooperation with our main counterpart, the Albanian State Police, the program managed to initiate all activities foreseen in the Work Plan and even start some activities foreseen for a later stage.

Within Pillar I activities, the focus was on the support for the reorganization of LPDs and commissariats, with focus on community policing. PMT experts supported the ASP to complete an analysis for the LPD Elbasan and proposing a set of recommendations regarding reorganization of the LPD and Commissariat. The concept of “police zone” was embedded in the new structure and the program supported the ASP draft the SOP for the police zone. Based on the weaknesses for analysis and monitoring in LPDs, a new Sector of Analysis and Monitoring was created and it was reinforced the Command and Control Sector. In bigger commissariats, within the Sector for Community Policing were created specific positions for Youth Education. These positions should take over all public awareness and education campaign of the ASP, using well trained staff. The PMT supported with recommendations on drafting new job description and business processes for almost 15 positions in the LPDs and commissariats.

Following the approval of the structure, the PMT implemented a 5 days training program for all the CPOs in LPDs Elbasan and Kukes (107 participants in the trainings, including a two days training for the Chief of Section for CP in all Commissariats). A 6 days training is implemented for the new Sectors for Analysis and Monitoring in Elbasan and Kukes, with the participation of the LPDs Directors and Head of Commissariats as well. To extend the training to all CPOs there is the need to form trainers with the support of the Academy of Security. To expose ASP high level decision makers with international practices, a study visit focused on CP practices was organized in Slovenia and Croatia in June. The visit served as inspiration for the members and exchange or practices with their counterparts related to CP in respective countries.

The program supported the revitalization or set up of Local Councils of Public Safety within the TLPDs. In Elbasan the Council was convened in June and discussed several safety related topics. For the first time the Council was constituted in Has, Tropoje and Patos (in this case supported by a grant) and rules of procedures were approved.

Following the discussions in the JWG, the program prepared the reconstruction project for the Has Commissariat (reception hall, detention rooms and interviewing room) and works are expected to start in July. Next in line is Librazhd Commissariat and some minor interventions in Commissariat Elbasan. The program is also starting the process of elaboration of the new software for the Reception Halls. Besides these, in order to support the activity of COPs the program supported the ASP with 15 bikes until now and all safety equipment. This approach is well appreciated by all levels in police and we are examining the need for further support in this regard. As a side activity and following a personal initiative of one PMT member, it was possible to mobilize a donation from Firefighters in Bavaria for their comrades in Kukes. The equipment included scissors and opener in case of car accidents and other support materials.

In the framework of Pillar II activities, the program supported the ASP draft the new Community Policing Document 2018-2020 and the related action plan. The draft was recently finalized and it is expected to be approved very soon. In addition, the PMT has prepared a monitoring and evaluation plan for this document and will support the TLPDs drafting the local strategies and evaluation reports based on the main document.

In May the third Police Satisfaction Survey was completed. This is an important document that can serve ASP planning and strategizing purposes. The program organized a first discussion with different stakeholders on the results and plans a larger intervention initiative later in the autumn. In parallel, the call for proposal for the LSMS in the TLPDs is published. The results will not only serve the local police, but will also feed the discussions in the Local Councils of Public Safety. First LSMS results are expected in September 2018.

In what regards the communication, the program supported the ASP to implement the Domestic Violence Awareness Campaign and the set-up of “web constable” in Elbasan and Kukes commissariats. For these last two cases, specific flyers were prepared and the information campaign will start soon. In order to increase the capacities of spokespersons, the program trained in a 3 days program all LPDs’ spokespersons in April 2018 and continued with coaching some of them as a follow up of the training.

The program supported the publication of a newsletter for LPDs Elbasan (4 editions) and Kukes (2 editions), while it paid a great emphasis on publishing monthly newsletter on program’s activities and keeping up to date the website.

In the framework of Pillar III, the program supported the set-up of the Referral Mechanism for domestic violence cases in Gramsh. The MoU for this purpose was signed in June. In addition, it is expected to establish the Referral Mechanism in Belsh Municipality in July, using the support of a grantee. All activities were coordinated with the Ministry of Health and Social Protection and with the UNDP.

In the framework of the Grants Scheme, the program launched two calls and contracted 29 grantees, for a total of 234,413 Euro. In these two calls the grants covered 7 regions in Albania and activities spread in several cities. The topics vary from traffic safety rules, to awareness raising for DV cases, support to LCPS, building local coalitions, cyber-crime, awareness raising activities amongst the youth, etc. In general grants served their purpose of bringing the communities closer to police and also supported in some cases the police organize activities with different stakeholders in the communities.

# 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, program’s activities are well on track and in some cases activities foreseen for a later stage started during these first 6-months. Divided in pillars, 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:

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

The activities under the first sub-component focused on strengthening CP structure and its profile within the police organization. The results achieved constitute the basis for further project intervention in the next phases:

* The situations in TLPD Elbasan and Kukes have been analyzed.
* Different job descriptions (inter alia for CPO) have been developed and submitted.
* Training plans for the CPOs, general patrolling officers, staff for the command and control rooms and other functions have been designed.
* In a series of trainings the CP section heads and the CPOs have been trained and trainings have been evaluated.
* CP concept ready to be distributed throughout the entire country.

***Activity 1.1.a.*** ***Conduct a thorough analysis of TLPD Elbasan and Kukes in close cooperation and coordination with MoI and ASP. Find out the status of community policing, identify gaps and needs and get a solid fundament for the next activities.***

Based on the decision of the MoI the LPD Elbasan and Kukes were selected to implement pilot projects. A questionnaire was developed by and agreed with the Technical Working Group (TWG) and then distributed to the respective units; in January in TLPD Elbasan and in May in Kukes. A workshop was organized in Elbasan explaining the background and reasons for the questionnaire and the procedure for the collection of information. Additionally, complementary interviews were conducted with different key players within TLPD Elbasan. After all answers were received an analysis was done, gaps identified and needs assessed. Thereof general recommendations were formulated, submitted to the TWG, discussed and adopted.

In the beginning of May (originally planned for September) the same questionnaire was distributed to LPD Kukes. After a couple of intensive and in-depth meetings it was agreed with the new head of LPD Kukes, that the findings and results of Elbasan also were valid for Kukes and the same conclusions could be drawn.

The aforementioned results laid the basis for the activities which followed in the next phase of implementing the program. The program anticipated the activities for Kukes, because the new structure for LPD and Commissariat was in the meanwhile approved not only for the two TLPD, but also for all the other ones countrywide.

The results of the analysis helped design new structures functions and portfolios of the CPOs in the selected TLPDs. Different proposals were developed and discussed in many meetings with the ASP counterparts and with experts from ICITAP, OSCE and PAMECA. The number CPOs for Elbasan and Kukes were amended or new positions defined and urban and rural police zones determined. Thereby, a more efficient and in particular quicker response of police to any incidents can be guaranteed. Another advantage is that nearly all ad hoc cases can be handled by these mixed teams, composed of CPOs and Crime Inspectors. The crime inspectors will have the same competency zone as CPOs and the responsibilities for managing crime situations will be with the crime inspectors, while the CPOs will be focused only on community policing issues and interventions only in emergency situations and responding to calls.

The PMT at several occasions urged the MoI and ASP to first implement the structure in pilot form, before extending the practice in all LPD. However, it was decided to implement the new structure in all LPDs at the same time. The program had to adapt to this situation and during further implementation it might arise a need to adapt some proposed solutions, based on the results to be obtained in practice.

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

There are many different models of CP, first and foremost developed and implemented in the United Kingdom, the United States and Canada, but also used with some modifications in European Union Member States (EUMS) and countries in the region.

Within this activity a synopsis was compiled of CP models applied in Germany, Austria, Slovenia, Croatia and Kosovo providing a short overview of the approaches. It turned out that the models in all compared countries are more or less the same. Differences with what already exists in Albania are only of marginal character.

In the respective bodies, Technical Working Group (TWG) and Joint Working Group (JWG) these models with its elements were presented. The existing ones (like CPO, adjusted structure, reception halls, local councils for safety) were confirmed as fitting best for Albania. The results of the analysis in the two TLPDs (Elbasan and Kukes) were also taken into consideration for the final decision of which elements to be used in the pilot projects.

***Activity 1.1.c. Job description and job profile for the function of a community policing officer (CPO) designed.***

A new job description and job profile for the CPOs and several other functions (Head of LPD, Deputy Head of LPD, Head of Commissariat, Deputy Head of Commissariat, Head of public safety section, Head of crime section, Head of sector support services, Shift leader, Patrolling officer, Crime investigator, Command and control room staff, etc.) were drafted and submitted to the ASP and TWG.

The currently applied catalogue of tasks for CPO is overloaded and contains too many duties (more than 50). Therefore, CPO tasks to be executed also in future needed to be clarified as well as possible interfaces with the general patrol officers. Also, some tasks needed to be reshuffled or even abolished. To avoid overlapping and duplications a clear division of tasks, competences and responsibilities is mandatory and need to be formulated accordingly. In course of the trainings the CPOs were invited to participate in this process and they contributed with many reasonable ideas and proposals. The PMT proposals were discussed with the ASP and other stakeholders and the agreed approach forms the bases of the final drafts for the job descriptions proposed to ASPs Department of Public Order for approval.

In the framework of the new LPD structure, the PMT provided advice to the TWG and the Department of Public Order with a set of job descriptions for several positions (existing or new) and business processes defining the portfolio of tasks for the sectors. Job descriptions were developed for:

* Head of LPD
* Deputy Head of LPD
* Head of Commissariat
* Deputy Head of Commissariat
* Head of sector for public safety
* Head of sector of fighting crime
* Head of sector of traffic police
* Head of sector of specialized services
* Head of sector for support services
* Shift leader
* Patrolling officer
* Crime investigator
* Command and control room staff
* Analysts

Moreover, a job profile for a CPO was designed determining the requirements a candidate has to meet for this function. An emphasis was put on the social competencies, especially communication skills, conflict prevention and solution abilities. The job description/job profile is the basis for the possible vacancies to be opened and candidates selected. It also serves as a basis to define performance indicators and to use them for measuring.

***Activity 1.1.e. Recommendation done to the HRM department of the ASP opening vacancies for CPO and check compatibility of existing police officers with the new job profile.***

This activity was foreseen for the second semester of 2018. However, due to approval of new organizational structures for the LPDs the PMT initiated some activities and discussions in this regard. A couple of meetings took place with the HRM heads of HQ, TLPD and their experts and it was recommended to open the possibility to apply as CPO in case of open vacancies. The recommendations were to avoid only transferring the incumbent ZI to CPO and keep automatically the same police officer in his/her position. A selection procedure shall be drafted following clear, transparent and traceable rules with the aim of getting the best suitable officer for the open position. The position shall be comparable with and put in the same category as patrolling officers or investigators and remunerated accordingly.

However, the PMT learnt that a CPO is in most of the cases assigned to her/his positions without being involved in a selection procedure. Staff decisions are taken without participation of the affected candidate. The salary for CPO is in comparison with patrolling officers significantly lower. Hence, the CPO positions are not attractive enough to apply for. Nevertheless, the PMT was informed very recently that ASP headquarters plan to enhance the salary for CPO very soon in order to attract more possible candidates. As soon as the new law on police grades will enter into force, CPOs will have a better remuneration package (in the new provisions CPOs are foreseen to have the grade of “First inspector”). Assignment of grades is another opportunity to implement abovementioned recommendations when selecting the CPOs.

Activity 1.1.g. ***Provide the CPOs with material support and communication means. Check possible reconstruction needs to accommodate CPO.***

In meetings with ASP experts it was determined what is needed to improve or ease the work of CPO. Apart from premises some material is necessary for a professional work of the CPO. In this context it was agreed that some bicycles could significantly enhance the mobility of CPO in their zones. The need for Commissariat Elbasan was specified with 5 bicycles, which were procured by the program and officially handed over. Additionally, helmets and reflecting vests were donated to enhance personal safety of the CPO. In the framework of the grants scheme, 10 bicycles and related safety equipment were handed over to Tirana LPD. The program plans to provide 5 more bicycles to Elbasan LPD to fully equip the CPOs of the Elbasan Commissariat in each police zone.

The program is willing to support the ASP increase the capacity of the CPOs to better control the territory. In the last study visit in Croatia and Slovenia representatives from the ASP saw the model of police minibus, equipped as mobile station. This is an option to support the TLPDs. However, it should be considered in light of reconstruction work foreseen to be done for the reception halls and improvement of premises in the commissariats.

The municipality of Elbasan made in each urban area (6 out of 8 zones) offices as point of contact for the CPO purposes available. Citizens can be received there, meetings held and the CPOs can use it as a basis for their foot and bicycle patrolling in their zones. First feedback from the CPOs and citizens are very positive. Even one perpetrator could be arrested after having pursued him by bike.

In course of assessing equipment needs for the CPOs, it turned out that even though based nearby each other there is almost no contact between police and firefighters. This vital relationship between police and firefighters is lacking and ultimately detrimental for citizens. The police is a state structure, whereas firefighters belong to the municipalities. In meetings with the commanders of the three firefighter bases in Kukes, Has and Bajram Curri it was found that basic rescue equipment (e.g. rescue scissors and opener) is urgently needed. Such tools are only available in the new tunnel fire fighter station which is out of reach when needed in Kukes area. The need for such rescue equipment was also reiterated in several meeting by the head of the Traffic Police at the HQ.

Therefore, as an extracurricular activity, PMT established contact with a German fire fighter station, which spontaneously entered an international partnership with their fellow comrades in TLPD Kukes. The Germans collected much of the needed equipment (new and used, inter alia rescue scissors completely renovated, all in all estimated with a value of 100.000 Euro), arranged a land transport end of June (travel and transportation costs were covered by the project budget) from Germany to Albania, handed officially over the material and trained their colleagues on how to use the rescue tools appropriately. In a common rehearsal police and firefighters demonstrated in front of public and media the use of the rescue tools. This was allegedly the first time such a concerted exercise took place in Kukes. It aimed at bringing police and other institutions like firefighters closer together and also link them to the population for which both are serving. In a wider sense it is another practicable example on how to breathe in real life into CP.

A similar attempt was done to provide some police equipment from the Bavarian police. Despite some contacts with the Ministry of Interior of Bavaria, it was not yet materialized, also due to internal procedures of Bavarian police.

In the reconstruction project for the Has Commissariat it was foreseen an intervention in the rooms and interviewing room. For the latter it was foreseen the creation of a “friendly corner” for cases of domestic violence and minors’ treatment. The next intervention in this field is foreseen for Librazhd Commissariat.

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

A check on the use of social media in interacting with the public in both TLPD was done. This interaction is very much one-way communication and the enormous potential social media has in this regard is not exploited.

As a first step, it was agreed to initiate the web constable for the Commissariats in Elbasan and Kukes. For both commissariats a specific Facebook page was opened and designed in a user friendly manner. The spokespersons were trained and coached for this purpose, while the program supported the design and production of campaign flyers to be distributed at schools to especially young citizens and inform them about the web constable system and motivated them as “clients” to make use of it. In TLPD Elbasan this PR campaign will start from now on, while it will be fully rolled out from the autumn in both commissariats, when the new school year will start. This function will be gradually shifted to the new staff for Youth Education, created as positions in major commissariats with the new structure. To keep this tool attractive for users, short response times to citizen´s requests is needed.

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

The successfully establishment of reception halls in the first phase is about to be continued and all commissariats shall be shaped along the developed concept. Therefore, visits to all Commissariats and Stations (with exception of Belsh) in TLPDs were arranged. Priorities regarding the refurbishments of the receptions halls, given the limited available budget, and which concrete actions that can be taken were discussed.

In a first round of assessment Commissariat Has was chosen and approved by the JWG to be refurbished. The program hired an architect who reviewed the premises and prepared a full project for intervention and reconstruction of the RH and other premises in the commissariat, based on the standards applied for RHs. In discussions with the ASP and LPD Kukes an (out of three) option with a budget foreseen at around 30.000-33.000 Euro was selected. Currently the call for construction companies is published and we expect the contract to be signed and works to start in July.

Following discussions in the JWG it was agreed to continue with the reconstruction and refurbishment of RH premises in Commissariat Librazhd, where works are expected to start in autumn.

In addition, we foresee some small intervention in the Elbasan Commissariat, where a few adjustments to enhance the security of the Reception Hall premises are required. Also, we discussed and agreed to support the upgrade of the Command and Control Room in Elbasan. Interventions for this purpose are estimated to be sustained, because it will not be a deep intervention and some of the costs will be covered by the ASP. The project and budget will be prepared by the IT Department of the ASP.

Besides the reconstruction activities, the PMT worked in close collaboration with the ASP IT Department to draft the ToR for the new software to manage the activities in the Reception Halls. This intervention includes elaboration of the new software and training and coaching for the users at all levels. It is foreseen to further automatize the process, increase the number of the procedures managed online and serve as performance management mechanism for the staff and services provided. This activity will be implemented in cooperation with the ASP that will cover all the cost for hardware and other IT equipment for all reception halls countrywide. Currently the program is hiring the “analyst expert” to start the implementation activities.

**2.1.2. Strengthening local partnerships:**

The activities within this subcomponent are implemented in close collaboration and coordination with the respective activities under Pillar II.

***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.***

All mayors of the municipalities (apart from Belsh) and the respective heads of the Commissariats in the TLPD Elbasan and Kukes were met and motivated to start with the establishment of local councils for safety and security in their areas. However, in Elbasan, Librazhd and Cerrik there are existing local safety councils, supported by the OSCE and a Dutch NGO. With the mayors it was agreed to compose and convene constitutional meetings to debate and decide upon the way ahead. Thereto formal agreements between the police, municipality, NGOs and citizen groups shall be signed. Objectives shall be formulated, tasks defined and procedures agreed. These processes shall be fostered, monitored and supported by the PMT.

***Activity 1.2.k. Monitor and advise the ASP and other members of the SCC 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 the use the LCPS shall make of these results. As a first step, in the most recent LCPS meeting in Elbasan there was a presentation of PMT on the results of the Police Satisfaction Survey for the Elbasan region. As soon as the results of LSMS survey will be available, it will be shared with the members of the LCPS and structured discussions on interventions to address the issues will be held.

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

The activities under this subcomponent were foreseen for second semester of 2018, but after the approval of the new structures for all LPDs, the program anticipated training activities for TLPDs staff. This was also a way to test the training before it is actually rolled out for all CPOs across the LPDs.

***Activity 1.3.m.*** ***Initiate review of the training curricula, conduct and evaluate training for the CPOs.***

A training plan for CPOs was developed and series of training delivered in the TLPD Elbasan and Kukes. The training plan for the CPOs was approved by TWG and ASP containing inter alia the following components:

* community policing - not only a new and nice idea, but a significant change of police philosophy;
* tasks, competencies, responsibilities;
* practical exercises to enhance social competencies, especially communication skills;
* interfaces with other police units and need for coordination and cooperation.

A highly interactive methodological approach was applied by using different scenarios to exercise adequate behaviours requested to deal appropriately with the citizens in a way as if they are clients. At the end of the series of trainings all trainees were requested to evaluate it by an evaluation sheet and were given a training certificate.

Concretely, the following trainings were held:

* “Strengthening Community Policing”, 26-27 April, 25 Heads of CP Sections, Academy for Security, Tirana
* “Training for CPO”, 15-17, 22-23 May, 20 Community Policing Officers, Elbasan
* “Training for CPO”, 28-31 May, 16 Community Policing Officers, Kukes
* “Training for CPO”, 5-7 June, 10 Community Policing Officers, Bajram Curri
* “Training for CPO”, 19-22 June, 21 Community Policing Officers, Elbasan.

Up to date, 92 CPOs and sections heads have been trained in CP subjects. The intention is to complete the trainings for all CPOs in the TLPDs Elbasan and Kukes before rolling out in other LPDs and before starting coaching of CPOs in September/October.

All trainings were evaluated and the trainees scored between 93 and 96 % out of 100 %. In their written anonymous evaluations trainees appreciated this sort of interactive and modern training and requested further training especially in the area of conflict management. A proposal for such a training plan is already developed and subject to implementation by a team of external experts, following decisions of JWG and Academy of Security.

It is still planned to involve the Police Academy by disseminating the CPO training. The Academy shall take over a leading role and finally be in charge of incorporating this training into the ASP training curricula.

The philosophy of community policing can only induce a positive impact, if not only the CPO, but the entire staff and organization understands, accepts, adopts and lives the approach wherever and whenever appropriate. In course of this long lasting change process the complete staff needs to be informed what the philosophy is about, why its implementation is needed, how it can be supported and which positive repercussions emerge for the organization and its members.

This can be accomplished by a bundle of measures, like intensive internal and external information and public relation campaigns (also via the virtual police officer system), meetings, newsletters, intranet messages, police open door days or weeks and mandatorily by basic and advanced training.

To ensure the rollout of this training program in all LPDs it is necessary to create a group of trainers, able to deliver the training to the CPOs in the LPDs. Cooperation with the Security Academy and the ASP HQ is expected for the ToT session to be organized in September. The program has no resources to cover this training entirely from its budget.

***Activity 1.3.o.*** ***Organize and conduct study visits to EU MS or states in the region in order to provide members of the Albanian delegation an overview on how CP is structured and implemented abroad and how they work as a citizen and service oriented organization.***

To merely change the name of the former ZI to CPO is not sufficient to meet the contemporary approach of modern, pro-active, transparent policing where the citizens are dealt with as a client and to develop ASP into a service orientated organization. Thereto intensive training is necessary to be developed, implemented and evaluated.

In parallel, to get an impression on how neighbouring EU Member States have organized CP in their countries a study visit took place in June to Slovenia and Croatia. An ASP delegation headed by the Director of Public Order Department, Mr. Gjovalin Loka and some Directors from the HQ and LPD visited those countries. The main topic was to learn more about CP with its elements and its practicable implementation in both, rural and urban areas.

*Conclusions were drawn as follows:*

Structures, strength, ratio, zones and training for CPO are comparable with Albania. Job descriptions must be reviewed and tasks of CPO significantly reduced. There are not only too many tasks, but also a lot of non-police tasks included in current CPOs job descriptions in Albania.

Mobile police stations, as introduced in Croatia, could be an option for the TLPD to enhance police presence in rural areas, depending on available funds. Mobile police stations are police minivans furnished with office equipment and that can be used by police in areas where there are no police stations (ex. in regional markets, remote villages, during different celebrations with massive participation, etc). The ASP is interested to have such equipment and the SCPA will discuss the possibilities to include these in the investment budget

Moreover, the model of information centres like in Croatia can serve as inspiration for Albania as well. These information centers were provided by the municipalities in Zagreb and other big Croatian cities and were operated by the police. The premises serve as training and presentation facilities, where police officers meet in a planned schedule different representatives of the community (pupils, youth, elders, community activists) and deliver training and information sessions related on traffic safety, how to protect the houses from burglary, how to enhance safety in the community, etc. Based on these examples, the ASP can develop a pilot program with one or some municipalities and introduce such premises (that are well equipped) as well as develop prevention programs and train the staff to operate the centers. This is an area where SCPA can provide significant support, if approved as an activity.

To support change processes in general, training is the important measure and must be systematic and recurrent.

## Pillar II – Strategic Management Support

The activities under this pillar were divided in three subcomponents:

**2.2.1. Strategic planning and performance evaluation**

The activities under this sub-component were 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.

1. ***Support the MoI and ASP elaborating the final progress report on Policing Document on Community Safety 2015-2017 and drafting the new Community Policing Document 2018-2021 (Activities 2.1.a and 2.1.b from the Workplan)***

The process, drafting the **new Community Policing Document 2018 – 2021** started very soon at the beginning of 2018 by a policy working group under the chair of Deputy Minister Ms. Romina Kuko. It turned out that it was unnecessary to develop a report related to the achievements and shortcomings of the implementation of the Policing Document on Community Safety 2015 – 2017. The progress made so far was taken into account and contributed to the new document especially by the ASP Directorate of Public Order and the PMT. Hence the PMT conducted some field visits and carried out interviews related to the current state of Community Policing. The methodology used for such an analysis at the LPD level focusing in Elbasan LPD was that of a questionnaire and the field visits to clarify and enrich the data in order to have a clear picture of the state of play on CP and management.

During the drafting of the new document, the PMT was focused on the objectives and activities to enhance and spread community policing in a sustainable way. In line with the ASP Directorate of Public Order the PMT formulated four strategic priorities and allocated the respective objectives and activities. The process was characterised by intensive discussions and exchange of experiences. Consequently, the new Community Policing Document 2018 – 2020 was drafted, it has been consulted with different local and international stakeholders, and the approval is expected to take place very soon.

Some of the activities foreseen in the document and the action plan have already started to be implemented by the ASP, supported by the Program.

1. ***Increasing capacities of the organization at all levels to effectively monitor and assess implementation of policy documents and action plans.***

Following the study of ASP regulations and documents as well as interviews with experts of the ASP HQ and at the local level it turned out that an effective monitoring and evaluation system is obviously not in force. A clear understanding and differentiation between both tools often does not exist. In the ASP the terms monitoring and evaluation are frequently used but a respective concept is not developed and used in reality.

***Activity 2.1.c. The program will 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.***

Chapter VII of the Policing Document on Community Safety 2015 – 2017 is titled “Implementation, Monitoring and Evaluation of Document” and determines that all “responsible structures for community policing” shall submit annual monitoring reports to the State Police Director and the Policy Council. Such reports couldn’t be found till now. In order to facilitate monitoring and evaluation of the new Community Policing Document the PMT developed a monitoring and evaluation plan. The plan explains the difference between both instruments and how to use it. Monitoring is related to the activities and evaluation mostly to the objectives of the policy document. In addition the plan proposes the responsible structure for assessment of the reports. The respective forms to be used for monitoring, evaluation and assessment have been designed. They shall be discussed with the Technical Working Group and relevant to that, the indicators for monitoring and evaluation need to be defined. The PMT suggested a new Section of Community Policing in the organizational structure of the LPDs. This section under the Sector of Public Order and Community Policing has been established by the new ASP structure. Amongst others the section shall be responsible for monitoring of implementation and evaluation of impact of the Community Policing Document.

Immediately after the approval of the new Community Policing Document 2018 – 2020, the PMT will discuss the monitoring and evaluation plan with the stakeholders and agree on all the respective procedures.

***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.***

Due to the fact the new Community Policing Document is not approved yet, local strategies based on the document couldn’t be developed. To pave the ground for that, the PMT attended to the measurement, analysis, reporting and planning system on LPD level. In all these fields professionalism needs to be enhanced. Especially the measurement system and the principles for development of strategies are lacking. Therefore the project proposed additional sectors for the LPDs, namely the Sector of Command and Control and the Sector of Analysis, Planning, Monitoring and Evaluation. Furthermore a Section of Analysis and Planning in the Commissariats was recommended. These suggestions are taken on board and included in the newly approved ASP structure.

It is therefore expected that the above mentioned problems are dealt with and mitigated by the new LPD Sector of Analysis. In order to support and build the capacity of the staff a bespoke 6-days training for analysts will be delivered by the PMT. It is composed of five modules and will be conducted in an adult training manner. After training it is essential to coach the staff of the new sector immediately in their daily work and collaboration with the other organizational structures. Amongst others the project developed a business plan for the new LPD structure as well as job descriptions/job profiles for the staff of the LPD. Together with a working group of the LPD Elbasan the PMT discussed and allocated the staff to new organizational structure.

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

During April-May 2018 it was organized the third **Survey on Police Satisfaction in Albania** (the first two were implemented during 2013 and 2014). This comprehensive survey is based on the questionnaire developed by the European Social Survey and allows the comparability of Albanian results with results from many European countries[[1]](#footnote-1), besides comparing the results with previous measurements and among the regions.

Compared to latest measurement, some indicators have improved, while for some other indicators the results are lower. The preliminary report was presented to an expanded JWG meeting on 8th of June, with the presence of other international partners, local NGOs and the media. The full report and the data are delivered to the ASP and the program intends to organize a discussion of the results with all internal police stakeholders to identify the measures that need to be taken.

The second type of survey will be the Local Safety Measurement System (LSMS) in the urban area of the LPDs Elbasan and Kukes. The terms of reference are developed and the start of the survey is expected in mid-July. There has been a slight delay in implementation of this activity, due to the organization and delineation of Police Zones in the two TLPDs.

In addition to both surveys commissioned by the PMT, special internal analytical processes will be set up at ASP. The aim will be to use the data to inform decision making at all levels (central and local). Information from the surveys will be cross-checked with the information from internal sources of the police.

**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 and coordinates the approach and intervention***

In the urban area of Elbasan, a process was started to revitalize the Local Council for Public Safety which was founded but not in service. Therefore, the project conducted meetings with the Mayor of Elbasan and the Head of the LPD. Both understand the LCPS as an important and valuable instrument of community policing. The council’s rules of procedure were reviewed and will be approved in the next meeting, in order to make the council more efficient in addressing the public concerns through concrete actions taken by each respective stakeholder represented in the Council.

Meanwhile, under the auspices of the Minister of Interior, the first Forum on Accountability was organized in Elbasan. The LPD Director, the Minister of Interior and the General Director of the Police met with different representative of the public and local stakeholders and discussed the issues related to safety and security in Elbasan. Around 25 questions were addressed to the LPD Director, on different aspects concerning safety and security in the town.

With direct support from the PMT the meeting of the LCPS in Elbasan was organized on 20th of June. In the meeting, besides the presentation from the LPD Director, the project supported by SCPA through the Grants Scheme to support and revitalize the activity of the Council was also presented. In the same meeting the PMT presented to all local stakeholders the results of the Police Satisfaction Survey for the Elbasan Region. The concerns shared by different participants confirmed the survey results for Elbasan: the increase of drug use in schools, road traffic problems and accidents due to lack of awareness and infrastructure and greater reporting of domestic violence cases. The council members proposed the establishment of small volunteer groups with young people to run an awareness raising campaigns in schools, when the new school year will start.

In the town of Librazhd, a discussion was held with the Deputy Head of Commissariat and the Deputy Mayor. The PMT will be invited in the next LCPS meeting. The LCPS is established there for quite some time, but it is not active.

In addition, the PMT had meetings with the Mayor of the town Kukes and the Head of LPD. Due to the current situation there, sometime is needed to establish a constructive official cooperation and the LCPS.

On 27 June 2018, it was organized the first constitutive meeting of the LCPS in HAS, chaired by the Has mayor, with the presence of all local stakeholders. PMT experts explained the need of the council and the benefit in public life. All members agreed this is a good step and they can discuss security related issues in this forum. On 28 June, the same constitutive meeting was organized in Tropoja. In both cases, members approved the regulation for the LCPS. The program will support both councils in the future and will organize the next meeting as soon as LSMS results will be ready.

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

In this phase of the SCPA Program the project will be focused on external communication of the ASP because the daily external communication of the police officers with the public is of crucial importance in order to build a relationship with the citizens. To enhance the internal communication and information process the project recommended periodic newsletter in the pilot LPDs which includes important events, changes, announcements etc. Responsible for editing of the newsletter are the spokespersons of the LPDs Elbasan and Kukes. The periodic newsletter is distributed to all staff members. The PMT supports with printing. To date, Elbasan LPD published 4 editions of the newsletter, while in Kukes were elaborated 2 editions so far.

In order to increase and strengthen the communication at local level and especially with the younger generation, the PMT set-up and fostered the use the Web Constable on Facebook by the Commissariats of Elbasan and Kukes. Assistance was and will be delivered to the spokespersons and the staff of the newly created positions on Youth Education, who will be responsible therefore. To enhance information and attention of the citizens in regard of the Web Constable an “awareness flyer” was developed by the PMT and will be distributed to the citizens by police officers.

***Activity 2.3.j. Provide training for the LPD spokespersons to enhance their PR skills and review of their job description/job profile***

The PMT developed and delivered[[2]](#footnote-2) a three-days training for all LPD–spokespersons provided at the Academy of Security. The training was composed of three modules:

- Writing / Communication

- Communication channels

- Practical experiences with media.

The first two modules were a combination of theoretic and practical approach to communication and new techniques used in this area. The third module was delivered by the formerly spokesperson of Munich’s police. He gave a detailed and informative insight into the daily work of a spokesperson and the challenges of extraordinary police operations. The training had a high value, was very helpful and evaluated with an outstanding result.

Following the training, a communication expert hired by PMT provided coaching for some of the spokespersons, especially for Elbasan and Kukes LPD. The expert coached on, news publication on the website and Facebook and advised on how to increase the audience and to make the information attractive for the public. This activity will also continue in the future.

## Pillar III – Domestic Violence Support

The activities of the Pillar III-Domestic Violence Support have started since the inception phase with the launch of the awareness raising campaign against domestic violence in the framework of 16 days of activism against gender-based violence. The target group was the youth in five LPDs – Tirana, Elbasan, Shkodra, Korçe and Fier. Special presentations were organized in different high schools with police officers, municipality representatives and NGO activists. In Tirana and Elbasan, a movie show with DV topic was organized, followed by a moderated discussion with DV experts.

The PMT followed closely the developments in the area of domestic violence prevention in the country. Although highly anticipated, the foreseen changes in the legal framework were not materialized and work on the review of standard operating procedures was not finalized. The PMT will stay in touch with all relevant stakeholders in this area and will promptly support the ASP when the SOPs will be revised. According to the work plan, many activities in this pillar are foreseen for a later stage in the program.

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

The PMT initiated the activities to **revitalize the Referral Mechanism in Gramsh** since March 2018. The aim of the intervention was to support the local level institutions to establish a sustainable cross-referral system for managing the DV cases and enhance the police role in the CCR (Coordinated Community Response) to better assist the violence victims, including practical implementation of community policing.

The desk work comprised a review of approved procedures and their adaptation to the Gramsh case. All is based on the legal framework in force and previous similar exercises conducted nationally.

This was follow up by a series of consultative meetings with representatives and experts of UNDP, UN Women, UNFPA and Social Policies Directorate at the Ministry of Health to get updated with the mapping of similar interventions conducted nationally, avoid overlapping and bring synergies to the action for increased efficiency.

A series of preliminary meetings were organized with the Mayor of Gramsh, and representatives of local institutions of Gramsh, such as the prefecture local office, police commissariat, primary health care, legal/forensic medicine, local education office, local employment office, local hospital, administrative units, etc. presenting them with the concept of the CCR mechanism, relevant legislation, the need for 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 brainstorm on the DV situation at the local level, assessing their view on gaps and needs on supporting services.

Same meetings were organized in Elbasan with representatives of institutions based in the region’s centre, such as First Instance Court, Prosecutor’s Office and Bailiffs Office, who are designated members of the Steering Committee of the Referral Mechanism in Gramsh.

A draft of MoU was compiled, based on the Council of Ministers’ Decision No.334, where roles and responsibilities of each party are clearly defined. It was shared among the stakeholders for comments and remarks. The meeting for the institutionalization of the mechanism was held on 20 June 2018 resulting with the signature of the Memoranda of Understanding by 12 local institutions’ representatives.

The next step of the intervention will be each institution’s nomination of members in the Multidisciplinary Technical Team at local level, who are technical representatives of institutions represented in Steering Committee. The PMT will closely follow this stage and will organize a meeting as soon as representatives from all institutions will be appointed. Further steps to be taken are: the installation of an electronic data collection system in Gramsh municipality, a set of mix training with Multidisciplinary Technical Team members, meetings to share best practices of existing mechanisms, and various awareness activities with local communities.

Gramsh Municipality has strongly supported this activity showing their commitment and interest in cooperation to fight against the phenomena of DV and its victims.

Aiming at increased synergy of interventions and efficiency of resources usage, initiatives of local NGOs in the framework of the Grant Scheme were oriented to support Referral Mechanisms establishment locally. Thus, through funds and projects of the Round II of GS, the **referral mechanism will be soon established in Belsh municipality**. The constitutive meeting is expected in mid-July. The PMT is in close communication with the NGO “Forumi i Gruas” in Elbasan, sharing the experience and all the documentation used in the Gramsh case.

In September, the PMT will start activities to revitalize the Referral Mechanism in Kukes municipality following the same procedure as above. This process will be supported with awareness activities which will be conducted on the spot by another grantee.

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

The PMT has already elaborated the reconstruction project for Has Commissariat. Beside the reconstruction of the reception hall for the citizens, reconstruction of the detention rooms and the refurbishment of an interviewing room, that would be “friendly” environment for DV victims and minors, is foreseen.

## Horizontal Activity - Grants Scheme

Based on the Work Plan the first call for applications was launched in October 2017 in three regions: Shkodra, Durres and Fier. The selection process ended in December and the implementation of the winning project started in January 2018. The second call for proposals was launched in March 2018 in four regions: Tirana, Elbasan, Kukes and Gjirokastra.

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 efficiency of 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 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 both calls 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 October – November 2017 for the first call and over March – April 2018 for the second, 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. For the period March 2017 - June 2018, there were 12,415 hits in the SCPA web site and 980 followers of the SCPA’s Facebook.

At the end of the application period, there were 21 project proposals submitted for the 1st round and 31 project proposals for the 2nd, involving 62 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, Prosecutor’s Office, 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 11 winning projects for the first round, distributed per region as follows:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Region** | **Grant size** | | | **Budget** |
|
| **Small** | **Medium** | **Large** |
| (up to 5,000 €) | (up to 10,000 €) | (up to 15,000 €) |
| **Shkoder** | 4 |  | 1 | 33,548 |
| **Durres** | 2 |  | 1 | 23,693 |
| **Fier** | 2 |  | 1 | 24,270 |
|  | **Total** € |  |  | **81,511** |

The outcome of the evaluation and selection process for the 2nd round was 18 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 €) |
| **Elbasan** | 2 |  | 1 | 24,134 |
| **Kukës** | 2 |  | 1 | 23,633 |
| **Gjirokastër** | 2 |  |  | 9,052 |
| **Tiranë** | 3 | 4 | 3 | 96,093 |
|  | **Total** € |  |  | **152,912** |

The overall contracted amount is 234,413 Euro, meaning 47% of the total fund dedicated to the Grant Scheme.

The PMT continued to provide guidance for the winning organizations, as well as the updating and revision of templates to operationalize the actions. 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 are organized in each designated district in round 1 and 2 respectively. 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:

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

Eight out of 11 projects of the 1st round have completed the activities, while three are still ongoing. Three projects have already started the activities from Call 2, all in Tirana. The rest will start the activities in September 2018.

**Some highlights from activities and outcomes from the grants are:**

* In the frame of the project “Polikomunitet” implemented by the local organization “Epoka e Re”, a mini survey on community policing was conducted in **Fier** district. The findings of the focus group with citizens and police officers were shared in a consultative meeting among local stakeholders in Fier with participation of representatives of the municipality, State Social Services, representatives of the Environment Inspectorate, Water Supply Service, Education Directorate, head of administrative units, OSSHE, Local Health Directorate and representatives of the Domestic Violence Referral Mechanism. In addition, the NGO supported the establishment of the Local Council of Public Safety in **Patos** and will support the activities for the next semester of 2018.
* In the framework of the project “Together for sustainable communities and education”, implemented by the Center “Focus”, **a manual on Community Policing** addressing domestic violence is produced and **delivered at the Academy of Security**, through training sessions of the police officers and zone inspectors. This activity was followed by another training in the area of **Durres** involving police officers and practitioners from sector of education, social services etc. The participants were trained on addressing domestic violence cases and discussed real life situations to increase the awareness of the communities on such sensitive issue.
* The center “Albanian Consumer” in the framework of the project “Police Officer on duty” has conducted awareness raising activities with the high school pupils of **Durrës**, aiming at enhancing cooperation between Police-Community. High school students and traffic police officers were brought together in common demonstrative activities on the streets, raising awareness on the traffic rules in schools and citizens of Durrës.
* In the framework of the 2nd round of the grant scheme, the **Center for Business Technology Leadership (CBTL)** started the implementation of the project “CyberCamp **Tirana**”. It aims at identification of gifted high school and university students in informatics, to train them further on cyber safety. The project plans to organize a boot-camp and a hackathon competition in autumn, aiming to set up of a pool of qualified young talents and to attract them to cooperate with the ASP against cybercrime.
* EDS Foundation, in the framework of the project “Safe on Bike”, delivered 10 bikes and related accessories to the CPOs in the newly created police zones in **Tirana**. This event was followed by a demonstrative/promotion activity of bike ride with high school students and Tirana police officers. The project aims at increasing the awareness on traffic rules and promotion of bike use, as an eco-friendly and sustainable transportation way.

# Budget expenses

The total invoiced amount up until end of May 2017 amounts to 7 322 866 SEK, which corresponds to 24% of the total contract budget of 30 000 000 SEK.

This could be compared to the project time that has elapsed, (17 out of 48 months) which is 35 %. This seemingly “underspending” is explained by the fact that project implementation has only started in beginning of this year and that relatively large budget lines (such as the Grant Scheme and Material Support) has not been utilised/invoiced to any greater extent yet.

Two budget lines deserves attention:

* The budget line “International M&E Expert/K Elefalk/ U Dugas, full time” has been overspent. The reason for this is that the previous M&E expert consumed the lion share of this budget line. To allow for the current M&E expert to work full time up until May 2018 (as agreed with Sida), this will be balanced by the budget line “International M&E Expert, part time”
* The budget line “Local transport/Local travel”, has been utilised much more than expected. Travels to the regions have been more extensive and expensive than anticipated at the tender stage. The average monthly cost for travels during the implementation phase has been about 3 500 SEK. To allow for future substantive presence in the pilot regions we suggest to reallocate 70 000 SEK from the Hotel Accommodation Field budget line, which has been used only marginally.

# Focus for the next phase

SCPA next phase activities will focus on reinforcing the activities implemented during the first semester of 2018, as well as some new activities in the area of domestic violence will kick off.

* One important activity is related with the roll out of trainings for the CPOs in all LPDs. The program will support a ToT program, to be organized in cooperation with the AS in early September and will further support the activities in this regard. However, it is crucial to gather a good group of trainers to be trained, in order to ensure the quality of the process and the sustainability, as the program cannot cover this process alone.
* In parallel, the program will support the review of the SOP for the CPOs to reflect the new organization and the new job description.
* Coaching and monitoring of CPOs work in TLPDs will be organized, in cooperation with managers in each commissariat.
* Support to the ASP to implement the new Community Policing Document will be provided as soon as the document is approved.
* In every CPO training the participants requested additional training for handling conflicts especially in domestic violence cases. This is an area the program can offer support, provided the ASP creates a good team of trainers to be trained by the expert. A preliminary training plan is drafted for this purpose.
* It seems essential to develop an ASP guideline or regulation on how to supervise and measure processes and results/impacts achieved or to review existing SOP. The same is important for development and handle strategies especially on local ASP level.
* The LSMS results will be discussed with all stakeholders and a model to manage the information will be agreed with the LPDs and LCPS.
* The implementation of “Web constable” in TLPDs will continue with several campaigns and capacity building for the officers in charge of implementing the model.
* The PMT will support national awareness prevention campaigns used as an effective tool in Community Policing.
* In Pillar III, the DV Prevention Document, will be drafted, associated also with a Capacity Development Plan for the police officers.
* Reconstruction and material support will focus for LPD Elbasan and finalization of works in Has commissariat.

# 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 | 145 police officers trained by the program.  4 LCPS activated or established.  29 CSOs contracted to support safety initiatives in local communities. |

| **Mandatory outputs** | | | | |
| --- | --- | --- | --- | --- |
|  | ***Areas of Intervention*** | ***Objectively verifiable indicators*** | ***Sources of information*** | ***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 | 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.  15 bikes and other firefighter equipment provided.  Has Commissariat reconstruction in process and ToR for RH software approved.  LCPS in Elbasan met in June, while LCPSs in Has, Tropoja and Patos established.  Training curricula for CPOs drafted and training provided to 107 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 | New CP Document 2018-2020 drafted.  Analysts and managers in 2 TLPDs trained (25 participants).  Draft monitoring plan prepared.  Police Satisfaction Survey 2018 completed and results shared with stakeholders.  LSMS for Elbasan and Kukes published.  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 campaign to launch web constable prepared. |
| **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 Gramsh.  Preparations completed for establishing Referral Mechanism in Belsh in July.  DV Awareness Campaign implemented in November-Dec. 2017.  “Friendly” interviewing room planned in Has Commissariat reconstruction. |
| **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 reports  Programme Reports  Surveys  ASP reports | 29 grants’ contracts signed, covering 7 regions in Albania  234.413 Euro contracted. |

# 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   * 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, in partnership with DDPFFA * 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 head of Chief of Sector for the CP Sector at the Headquarters is vacant since two 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 managed to organise a total of **117** activities out of which **99** were regular meetings with the MOI, ASP HQ, LPDs and other stakeholder levels. Among the most important ones were: 1 PSC meeting, 2 JWG meetings, 5 TGPM meetings, 4 LCPS meetings and 6 Workshops especially in the areas of TLPDs of Kukes and Elbasan. PMT organised 1 study visit to Slovenia and Croatia, 6 rounds of training for the CPOs and heads of CP sectors and one training for the spokespersons. During this reporting period, PMT also organised 2 ceremonies of handing over bikes for the CPOs in the areas of LPD Elbasan and Tirana and 3 joint activities with the participation of Police, Municipalities and Health services on the occasion of handing over equipment for fire and rescue services for Kukes, Has and Tropoja. Activities involved a total of **2560** persons out of which 475 were ASP personnel, 43 were senior ASP police officers, 51 midlevel police officers and 172 police officers who took active part in the activities.

Grant schemes activities have incurred a considerable amount of weight in both activities and participants. 2 rounds of Grant scheme involved a great number of activities, 29 civil society organisations (winning grantees), Police personnel, local institutions and direct community beneficiaries.

On the other hand, PMT has been careful and attentive to emphasize its importance of a good gender balance in all three component areas. Gender indicators were assessed in all of the activities, meetings, workshops, trainings. Also, 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 ethnicity and geographical spread). PMT noted a rather good gender balance especially for the LPDs of Tirana, Elbasan, Durres, Fier and Shkodra. In both rounds, there were 7 local selection committees established, whose gender composition was as follows: 33.3%, or 14 members out of 42 were women, whereas 14 % of winners or 4 out of 29 winners in both rounds were either women organizations; 66 % of the implementing/core working groups of projects as a total were/are women members.

Over all, the PMT assessed that51.9% or 814 out of 1567 direct community beneficiaries were girls and young women; 30.5% or 33 out of 108 police officers that have benefited by the activities were women police officers

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

During this reporting period the PMT devoted significant effort to increase the visibility of each component area. The performance of the programme’s web page has increased substantially. The contracted local web page designer has been very innovative in publicizing numerous SCPA activities and providing informative materials and notifications.

The program’s web page is user-friendly and accessible. During the past six months the web page was visited by 21.547 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 and the “web constable “piloting in TLPDs of Elbasan and Kukes. The PMT has also maintained active networking with a broad range of civil society organisations by exploiting to its best the AMSHC network and keeping them informed and updated on the program’s activities. Currently, the SACP is networked Currently, the SACP is networked with more than 50 organisations and there are indications that this number will be increased.

Since February 2018 the PMT 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.

*Below the Graphical illustration:*

1. The latest measurement in these countries was done in 2016 [↑](#footnote-ref-1)
2. 26-28 April [↑](#footnote-ref-2)