  

**Final Report 2012-2015**

**Outputs and Results**

**Lessons Learned**

**Sustainability and Ownership**

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We are confident that the success of our project was built on the solid team spirit among all involved.

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**Abbreviations**

**ASP** Albanian State Police

**AORs**  Areas of responsibilities

**ASP HQ** Albanian State Police head quarters

**CP** Community Policing

**CS** Communication Strategy

**DV** Domestic Violence

**DSS** Department of Strategic studies

**DPS** Department of professional standards

**ESS**  European Social Survey

**GDSP** General Directorate of State Police

**IT** Information Technology

**JWG**  Joint Working Group

**MoU**  Memorandum of Understanding

**MoI** Ministry of Interior

**NGO** Non- Governmental Organization

**OVI** Objectively verifiable indicators

**PM** Performance management

**PAs** Pilot areas in the LSMS frameworks

**PMT**  Programme Management Team

**PSC** Programme Steering Committee

**PCMS** Police case management system

**RPD**  Regional Police Directorate

**RH**  Reception Halls

**LSMS** Local Safety Measurement System

**SGS** Small grants Scheme

**SGSSC** Local selection committees for Small grants Scheme

**SACP** Swedish- Albanian Community policing (project)

**Sida**  Swedish International Development Co-operation Agency

**SIPU** Swedish Institute for Public Administration

**TGDV** Technical group for Domestic Violence

**TGPM**  Technical group for Performance Management

**TGPY**  Technical group for Partnership & Youth

**ToR**  Terms of References

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# EXECUTIVE SUMMARY

The **Final Report** describes the assistance provided, results achieved, lessons learnt and reflections on knowledge transfer and capacity building during the 42 months of project implementation (March 2012 – September 2015).

The final report contains structured sub-reports which give a more detailed overview of each of the activities undertaken by the project with a description of objectives, strategy of implementation, activities realized, outputs produced, results achieved and reference documents.

The context for the project has to a large extent been Albania’s wider efforts to prepare to become a candidate to join the European Union. These require a comprehensive reorganization of the Albanian State Police as a service delivery organization and further upgrading of the administrative procedures. Beside this, the emphasis is also on improvement of strategic planning and coordination of public policies to ensure consistency and affordability of government objectives and actions as well as strengthening capacities for an effective public finance management.

The Programme achievements and outcomes should be assessed considering the new government Programme (2013-2017) that urges for MoI/ASP commitment for the overall legal and institutional reform, dependence of project results on various external factors and stakeholders, and correlation with other initiatives in this policy area. The Programme strongly supported the continual reform in the MoI and ASP and was taking the advantage of any opportunity to create partnerships and work in synergy with other actors (Central and local government bodies directly involved with project implementation like SGS, RHs and LSMS, other development projects, donor community, NGOs, etc.).

The programme has been structured around the following three components:

* The implementation of an evidence-based Performance Management System that allows the ASP to track their performance and be able to strategically deploy suitable resources to support activities in an effective and efficient manner.
* The Police is able to solve and prevent more crimes with the assistance and cooperation with the public. Increased trust and level of cooperation between ASP, local government, central government, NGOs and communities.
* Stakeholders dealing with domestic violence, including the ASP, are better able to deliver services to reduce incidents of domestic violence. Improved Coordination between ASP and other actors to ensure adequate treatment of domestic violence cases.

When the Programme was in its half way, Parliamentary elections took place on 23rd June 2013. Although the official campaigning period only started on 24th May, preparations and planning – whether for political or security reasons – began much earlier for several groups involved in the SACP (particularly within the MoI and the ASP), and as such, the time available to focus on the Programme was reduced.

When the program’s activities were in full gear, Albania went through local election on June 2014. The elections saw a change in government, with the Socialist Party coalition replacing the Democratic Party. Despite strong efforts of ASP to keep up the pace with the work plan, it was impossible for them “to burn the candle on both ends” as they were overloaded with maintaining safety during the election campaigns. In order to bridge this gap, SACP had to reconsider the risk management matrix and re-adjust the activities in accordance with the new developments.

The new government has been very supportive to the Programme This was noted in the Programme Steering Committee meetings and increased frequency of contacts with MoI. On the other hand, the major reshuffles with the ASP as the main counterpart caused some delays in the implementation of the approved work plan. PMT had to strengthen efforts to make the newly appointed ASP/MoI personnel acquire comprehensive knowledge of the Programme and its activities.

The implementation process has worked very efficiently. In this report, details are given for all the three component areas. There is a high degree of success in terms of products delivered and in accordance with high quality ambitions. The Programme fulfilled project objectives in terms of outputs.

Major steps have been taken to increase the capacities of the ASP on performance management through trainings, study visit and internal and external surveys and piloting the LSMS. The surveys were further being used to feed inputs for the reforms to be undertaken by the new government. With regard to the partnership component, after the issuing of the Partnership Study which included various recommendations, the ASP welcomed the improvement of the Reception Halls in terms of visibility and business processes and drafting of the anti-social law. The practitioner’s manual on DV was produced by a reputable organization. The roll out of trainings on the manual in 12 RPDs gave an impetus to the work of this delicate sector in the ASP.

The implementation of all project intervention was a shared responsibility of SIPU/PMT and the beneficiaries. It should be noted that SIPU HQ was thoroughly involved in all stages of the process and provided on-going support to the realization, with an ambition to ensure that the project objectives were followed, that the projects did not deviate from plans, that the beneficiaries were constantly involved to ensure compliance, that beneficiary expectations were met and that the consultants did not work according to different agendas or plans.

SACP conducted three groups of situation scanning by means of studies and surveys, related to the three components of the program. In the course of three years, SACP carried out two studies in the context of policing partnerships with the community and three studies on domestic violence, one of which for the victims of violence and sexual assault. A recent survey scanned the current system with the aim of improving the referral system of DV. The PM component has had the largest number of surveys with 6 studies and surveys: two surveys to measure the public's satisfaction of police services were conducted in 2003 and 2004 and a third named as the Police Satisfaction Survey was carried out in 2003. LSMS was introduced with public surveys on the safety situation. SACP realized three surveys (2013, 2014 and 2015) within the LSMS and - although lacking a national dimension - managed to cover residents of 30 pilot areas in 7 regions of the country.

The findings and recommendations of all studies and surveys have been consulted with ASP and were implemented in the three component areas.

Six joint working groups with the ASP were established to draft the law on anti-social behavior, the ASP Strategy on Community Policing, to draft the Manual on Community policing and the design of exit strategy, the design of the electronic system for the RHs and Evaluation of LSMS. At present the draft law on anti-social behavior is submitted to the Ministry of Interior and is waiting for further proceedings. All experts in the field believe that the implementation of this law will impact directly on improving the quality of life of citizens.

74 projects under the SGS achieved promotion of school-police-civil society partnerships. Based on the principle of transparency and participation, the involvement of established local selection committees of SGS activities in awareness campaigns, project selections, in taking active part in activities and monitoring, helped the program achieve two major objectives: improving the skills of the State Police to provide safety and security in accordance with the principle of providing services, and increased confidence and willingness of individuals and communities to cooperate with the ASP to reduce the number of crimes.

The Programme drafted an Exit Strategy jointly with the ASP in 2014 in order to plan the sustainability and the ownership of the activities beyond the program. The implementation of the work-plan, has been part of SACPs daily agenda and tasks have been performed over and above the set objectives. SACP have even taken on additional tasks.

Another intervention suggested by the JWG and approved by the PSC, was the training of human resources and newly established department of strategy staff. International and domestic expertise provided training in workshop and on the job to enable, for the first time, the production of serious, realistic and budgeted strategic documents (annual CP strategies and action plans) that were feasible to be implemented on the ground.

Human rights based approach has led the program management team in every step of action. 10 projects under the SGS were implemented by the vulnerable and minority communities. Special attention was devoted to their representation in all activities and events prioritizing gender mainstreaming plan in particular.

In the period September-October 2013, a midterm external review was carried out by a Sida assessment team, which benefited greatly from the inclusion of two representatives from the ASP. The purpose of this assessment was to analyze on the performance of the SACP Programme and make recommendations for strengthening the implementation process. The main recommendation of the midterm review, were:

* Develop the enabling environment and encourage political engagement to support the programme;
* Develop greater ownership at the strategic level, whilst continuing to support strong ownership at grassroots level;
* Develop sustainability through a comprehensive handover/exit strategy and set up building blocks for Albanian authorities and civil society to take on an increasing role in implementation;
* Consolidate and enhance capacities of the main stakeholders and reinforce implementation of the programme;
* Continue to develop coordination with national and international initiatives, as well as increasing coherence between the programme components;
* Improve communications at all levels.

The above recommendations became object of analysis and reviews and were incorporated in our detailed work plans. In major part, these recommendations were fully implemented and the beneficiaries felt the worthiness of it.

This report also summarized knowledge transfer. The Programme has applied a structured approach to capacity building and all activities undertaken are listed in chapter 2 & 4, mostly being an integrated part of project components. The greatest achievement is probably the much broadened local resource base in ASP and local communities, which is capacitated to do functional and operational analysis and to deliver studies that comply with international best practices. MOI/ASP personnel have also been subject to capacity building on aspects of PR and communications skills and PMS.

# 2. OVERVIEW

The Final Report describes the assistance provided during the 42months of project implementation (March 2012 – September 2015), in compliance with:

* The Agreement on Development Cooperation for the period 29 March 2009 to 31 December 2012;
* The Specific Agreement on Support to the MoI/ASP on Community Policing between Sweden and Albania approved by the decision of Council of Ministers, No. 112, dated 13.2.2013, (hereinafter Specific Agreement);
* Terms of Reference for the Project;
* Project Document;
* SIPU Tender Proposal;
* Contract for Long-Term Consulting Service between Sida and SIPU International;
* the Inception Report adopted by the PSC on September 2012;
* Biannual reports (1st-Feb ’13; 2ond Sep.’13; 3rd, Feb. ’14; 4th Sept’14; 5th ‘Feb. ‘15 adopted by the relevant PSC meetings on March’13; May13; April ’14; Sep. ’14; March ’15;
* the Programme’s Work Plan for the period by end of September 2015 adopted by the PSC on the above dates;
* Exit strategy approved by PSC on April 2014.

**Programme’s main objectives according to ToR:**

* A police service that fully embraces the Community Policing philosophy: creating partnerships and synergies between different groups; a robust communication and consultation process as standard; transparency and accountability; and awareness of and use of correct roles and responsibilities, particularly in the areas of youth & police partnerships, and tackling domestic violence;
* A Community that embraces and supports the new role of the ASP;
* Expertise developed within the MoI / ASP to continue performance system development efforts and become the leaders in performance management within the region;

The project was designed to mobilize support to the MoI and particularly to ASP to enhance its managerial and operational capacity to implement the new ASP law and strategy as well as Action Plan and play a key role in coordination.

### 2.1. Programme’s context and overall progress achieved

It could be useful to shortly refer to the context when the program started in March 2012.

The context for the project has to a large extent been Albania’s wider efforts to prepare to become a candidate to join the European Union. In October 2012, EU Commission recommended that Albania should be granted EU candidate status, subject to completion of key measures in the areas of judicial and public administration reform and revision of the parliamentary rules of procedures.

While the EU´s latest Enlargement Strategy acknowledged Albania´s progress on key political reforms, it was clear that Albania needed to continue its reforms, in particular in the area of rule of law, putting emphasis on the proper functioning of state institutions and enhanced inclusion of civil society into government´s procedures and decision making. These required a comprehensive reorganization of the Albanian State Police as a service delivery organization and further upgrading of the administrative procedures. Beside this, the emphasis was also on improvement of strategic planning and coordination of public policies to ensure consistency and affordability of government objectives and actions as well as strengthening capacities for an effective public finance management.

The changes of government in the course of the project (one parliamentary election and one local election followed by a government reconstruction) naturally had some effect on the implementation of the Programme. Some of the RPD directors and department heads at the HQ were either reshuffled or replaced and the Programme had to support a smooth transition of knowledge and practices to new ASP personnel.

Progress has been considerably hampered due to the lengthy political campaign connected with the Albanian national election, which took place in late June. When the Programme was in its half way, Parliamentary elections took place on 23rd June 2013. Although the official campaigning period only started on 24th May, preparations and planning – whether for political or security reasons – began much earlier for several groups involved in the SACP (particularly within the MoI and the ASP), and as such, the time available to focus on the Programme was reduced.

During this reporting period 933 regular meetings took place with the MOI, ASP HQ, RPD and other stakeholder. Five PSC meeting, 21 JWG meetings, 119 Technical groups meetings (disaggregated in 56 LSMS/TGPM meetings 41 TGDV, 22 TGDY meetings) were facilitated. A total of 18 Workshops /focus groups were held and134 monitoring trips took place.

The activities involved a total of 1933 persons out of which 367 were ASP personnel. 72 senior ASP personnel and 194 midlevel police officers took part in the activities For the SGS alone there were 7240 direct community beneficiaries (3547 or 49% men and 3693 or 51% women); 122 police officers that have benefited by the activities, 28 (23%) women police officers and 94 (77%) male police officers.

### 2.2. Extra activities as positive deviation from the original work plan.

For the most part, PMT activities were implemented according to the work plan without undue difficulty. While activities were developed within the three component areas, the PMT encountered the need to either defer some of the originally planned activities or implement some additional activities as to better meet the objectives. For that reason, PMT had to adopt a flexible and constant learning approach.

**LSMS extra activities:** The activity was initially planned to be implemented in 10 pilot areas. Due to the constant progress of LSMS, PMT responded positively to the ASP request to extend it into 20 more pilot areas which required additional resources for the LSMS surveys, and as a consequence additional monitoring visits and on the job trainings. Additionally, during 2014-2015 PMT organized many regional meetings on LSMS which were not originally planned.

In order to complete the full cycle of LSMS, PMT contracted a company to build an online electronic LSMS system including an online database and website to show the results with the goal of improving analytical efficiency. The system was fully functional by November 2014 and was handed over to ASP HQ, IT department ready for use. Although PMT led some initial training on the use of the LSMS online system, it was impossible to cover training for all the 12 RPD staff due to a) time constraint, and b) the process of restricting and reappointing ASP personnel is still ongoing at the time of drafting this report.

**Workshop on Improving the Management of Human Resource capacity.** On January 2015, for a period of ten days, a series of seminars were held in Tirana, Lezha and Vlora with representatives of the ASP HQ General Police Directorate and the 12 RPDs on Improving the Management of Human Resource Capacity in the Albanian Police. In two-day workshops organized into four groups, 79 heads and specialists of human resources sectors, shared experience and received additional information on the European standards in this field.

**Managing the Small Grants Scheme.** In the Programme Document the managing of SGS was foreseen to be done by a contracted company. With the request of the PMT and upon approval of the PSC, the SGS was instead managed by PMT through hiring a small grants monitoring officer. The SGS monitoring officer had lead responsibility for management and monitoring, as well as administrative/financial issues.

**Establishment of reception halls**. In following up the proposed activities in the Partnership- Study, the establishment of the reception halls was a group of the planned activities. The fast pace of activities required innovations and high autonomy for the PMT, in order to give more flexibility and to redefine this section of the Programme. As a result, PMT managed to complete 15 architectural designs for reception halls (although it directly funded reconstruction of 7 RHS), it managed to train 67 ASP personnel (civilian and uniformed police on RH working practices and communication skills and also supported the ASP in drafting the by-laws related to service delivery procedure; SOPs and regulations for making up the electronic system and finalizing the fiches.

**Additional surveys**. Following a request by ASP, the SACP elaborated a **Staff Satisfaction Study** for the police officers. The survey on the satisfaction of police officers in relation to working conditions was conducted in November – December 2013 in order to assist the MoI and the ASP in compiling policy papers and strategies to improve their service to the citizens, the PMT conducted another Police Satisfaction Study**.** This survey targeted the victim of crimes and examined the public’s interaction with the police.

**Support for the PR and media Unit of the MoI and ASP**. For a period of 6 months (September 2014-march 2015), upon the request of the MoI, SACP supported capacity building of public relations of MoI and ASP (5 personnel). Also, the SACP procured a camera set with accessories, one set of Video Editing System, two mobile communication devices, two voice recorders and one set of Mobile Audio Set.

**Web constable**. In cooperation with Tirana RPD and Commissariat Nr. 1 and 2, as a compliment to the Reception Hall project, the PMT piloted the concept of Web Constable (Face-book page). During 2014-2015, SACP identified 2 policewomen, capable of using social network, trained and equipped them with laptops and internet service.

**Support to implementation of Police Case Management System.** Following a request from the ASP and in cooperation with ICITAP, the project to supported the development of the Operational Room Module, with the installation of a Police Case Management System. The equipment was procured and delivered to the ASP’s IT Department. The SACP agreed to cover the cost of the training equipment (laptops, projectors and WiFi hotspots) to be used by the mobile teams.

**Supporting the ASP on drafting the next three year strategy of police.** In order to improve the draft of the next 3-year ASP strategy, PMT facilitated workshops and expertise with the joint working group of the Department of Public safety of ASP HQ, in order to assist drafting the next three year strategy of police and designing the regulation section dedicated to community policing,

**Drafting the Community Policing Manual**. The major part of the SACP activity during the last period was dedicated to the work for designing the Community Policing Manual. Upon request of the Director General of the State Police and by approval of the JWG, SACP agreed to deviate from original plan and (instead of producing guidelines for annual strategies and joint planning of public safety issues) to produce a Community Policing Manual which is a theoretical and practical material to assist senior and mid level managers of the State Police. 1000 copies were produced and are to be delivered by end date of the Programme.

**Study visits**. Although not planed originally, three study visit of the ASP delegations were organized to Sweden by the SACP in order learn about Swedish practices connected with Community Policing, tackling DV, building partnerships with the local government, voluntarism, increasing trust and confidence and the ongoing Swedish police reform.

### 2.3. Collaboration with partners and program’s visibility.

At the heart of the Programme structure was the commitment that its activities and outputs within the three component areas would be developed, delivered, and disseminated in a collaborative manner. In particular, the Programme’s objectives explicitly cited the need for a collaborative approach, through the integration and strategic development of activities, initiatives and resources and the community-wide sharing and dissemination of good practice.

The Programme’s objectives also recognized the existence of some kind of ASP practice upon which its work ought to be build. Identification of several key delivery partners was among the first action that SACP undertook In brief; the program jointly with ASP identified four categories of partners’ collaborations:

* Cross cooperation within ASP HQ (General Directorate of Public Order, Directorate of Strategic Studies, General Directorate of Supporting Services, General Directorate of Border and Migration, Police Academy, Directorate of Professional Standards, Directorate of Technology of Information, Domestic Violence Sector and Public Relation Sector), as well as with the 12 Regional Police Directorate of the country;
* Cooperation with the Ministry of Interior (Secretary General Office, General Directorate of Development Policies, Strategic Planning and Integration, Directorate of Communication and IT and Anti-traffic Unit), as well as with other Ministries and Institutions (Ministry of Education, Ministry of Social Welfare and Youth, Ministry of Health, DEBASKON and the Agency of Civil Society Support and Development);
* Cooperation with local bodies; Municipalities, regional councils, prefecture offices and similar authorities of 12 regions of Albania;
* Cooperation with local organized and unorganized communities like Associations, NGOs, minority and vulnerable communities, etc.

Collaboration across the Programme has taken many different forms, and as such needed to be considered in its broadest sense. The Programme’s approach has not only involved enabling collaboration amongst those working within ASP, either between different departments or within individual directorates/sectors, but has also enabled the ASP to work more effectively with a range of existing state sector organizations and local bodies on activities of mutual benefit.

SACP devoted special attention to the cooperation with ASP, as the main beneficiary part of the program. Enhancement of partnership and collaboration development was achieved through a participatory approach and intensive communication at all levels. The ASP members in JWG and technical groups, in the LSMS pilot areas, in the RHs process, in the SGS selection, implementation, and monitoring in awareness campaigns as well as in training and workshops, were without any exception, continuously kept informed and asked to take an active part throughout the entire process. SACP managed to attract ASP staff to be part and parcel of the above activities in and to be owners of the processes. Collaboration was not restricted to meetings, workshops/forum and work groups work. One on one meeting was a common way of discussing and finding proper solution for any problem that the Programme encountered.

One of the reasons for such successful engagement was that the SACP worked out and led a cohesion work plan which was created as a means of bringing together all the identified stakeholders on both a national and regional basis. When the Programme started, potential partners/stakeholders were identified, for the PSC, JWG, technical groups for the three component areas. A preliminary analysis helped SACP to identify and invite institution representatives to participate in Local Selection committees for the SGS in 12 regions of Albania. The same successful way was applied for regional meetings for the LSMS and regional committees for the RHs. This resulted in a natural introduction to key individuals involved in both regional and national activity, and consequently led to the development of working relationships that gave rise to collaborative activities.

Through the Programme, some existing networks have been extended as a natural consequence of the activities that have been undertaken. An important feature of the work of the Programme was that it sought to base its activities around existing organizations, networks and collaborations where these would offer a mutually beneficial starting point. Such an approach formed the basis for the wider transfer and embedding of project outcomes, but was equally prevalent across all three Programme components. In particular this was successful for the DV component (Victimization study, practitioners’ manual on tackling DV, rollout of training on the DV manual and the awareness campaigns).

**Developing new Networks and Collaborations**. There has been an increase in cooperation/networking with other organizations and/or relevant stakeholders within the framework of the Programme during 2012-2015. While the Programme sought to build upon existing networks and collaborative groupings where possible, a range of new networks were established by developing links between and within state and local body institutions and civil society. While RPDs staff and all Programme partners contributed to the development of these collaborations, the selection committees of SGS were ideally placed to broker and develop regional relationships, and this experience helped enable the same collaboration module developing LSMS piloting practices (selection of pilot areas, regional meetings for discussing the surveys’ results and action plans and strategies).

Furthermore, while developing the RHs processes, the SACP in conjunction with ASP facilitated regional forums to generate buy-in and engagement from key stakeholders like the business community, ASP-RPDS, construction companies, civil society. Following this spirit, PMT has also maintained active networking with the former winning grantees in all the 5 SGS phases with the aim of keeping them informed and updated on the Program’s activities. Currently, the SACP is networked with more than 75 organizations.

**During the complete life span of the Programme, the PMT devoted significant effort to increase the visibility of each component area**. Visibility of the SACP has been good amongst most of those directly involved in its implementation. The PMT in cooperation with the ASP put a lot of effort to expand this to a wider audience, especially in the last year of the Programme, when LSMS, RHs and SGS activities reached its climax.

ASP officers engaged in the Programme become well aware of its activities and aims. If reshuffling of some key RPD ASP staff would have been less frequent the Programme’s visibility would have been even better. The workshops on the manuals for DV and for partnerships, strategic capacity enhancement showed a high level of participation and interest from other relevant ministries.

There has been a high level of visibility of the programme amongst NGOs engaged in areas relating to community policing. This includes NGOs that are traditionally less engaged in this area, such as those working with youth or Roma communities. This is in part through the SGS, which has produced good visibility of the Programme in the communities where grants have been awarded. The visibility has been enhanced through the use of local media. Private business has been approached as well. Their involvement with the RHs (both in signing MoU-s and in construction processes), but also in the participation of SGS selection committees and regional meetings, have been good examples of increased visibility among a wide range of stakeholders.

**The performance of the programme’s web page has increased substantially**. The PMT worked closely with the local web page designer to make the web page more user-friendly and accessible. During the past six months the web page was visited by 133.789 viewers. The web page has been very helpful in informing the public about the activities of the component areas. It has been especially effective in relation to the SGS and the “web constable “piloting in Commissariat 1 and 2 of Tirana. During phase 2, there were incidents when traffic was so high that the service was interrupted. The Program’s other social network accounts in Face-book, LinkedIn, and Twitter has also been quite active.

The You Tube channel, launched in July 2013 by the PMT is active, showcasing the activities and achievements of the Small Grants Scheme projects of the fourth round, promoting new ideas among NGO-s and encouraging more innovative thinking about project results and impacts.

* The SGS project’s activities media coverage details were as follows:
* Newscasts: 53 (8 on national TV channels, 47 on local TV channels);
* TV reportages: 14 (4 on national TV channels, 10 on local TV channels);
* TV spots: 3 (local channels);
* Radio transmissions: 7 (local radio);
* Documentaries: 7 (Local channels, You Tube);
* Newspaper articles: 17 (4 in national newspapers, 13 in local newspapers);
* Online tools (Twitter, Face-book, You Tube channels, Websites): 23.

# 3. REFLECTIONS ON RESULTS ACHIEVED

The activities in three component areas follow a logical line of development. Initially, studies and researches performed, prepared the ground for reviews and analysis to continue with concrete interventions in the form of top down exercises. The overall progress undoubtedly represents the will of both the SACP’s and the beneficiaries to make reforms in line with new priorities and to make the organization more effective and efficient. Thereby new strategies for the main service delivery areas can be pursued. Hence, the studies/researches (especially within the PMS component), reviews and analysis have had clear purposes and contexts.

The activities in the partnership component, and in particular the development of the SGS are more of bottom-up and well defined support to a larger context of enhancing partnerships between police and community as envisaged in the partnership study.

Below you will find a detailed description of activities with their achieved results and outputs per 3 component areas.

## 3.1 Component 1 – Performance management system development

The development of the PMS has involved a great number of ASP personnel at HQ and RPD level. It can be considered as the component that required a lot of initiatives and energies in order to convince the ASP to shift their mentality and to understand the new PM system and to make them part and parcel of the process.

**Expected results as per ToR**

Completion of a comprehensive assessment report in partnership with the ASP on their use of goals, priorities and activity setting in the areas of partnership, domestic violence and youth-related issues (submission of written reports - three months; ten months; thirty months after the commencement of PMS project);

* Identification of improvements in the current mechanism/Identification of needs to turn the system in line with professional EU common practices;
* Initial development of a suitable organizational/managerial system for performance management in the areas of partnership, domestic violence and youth-related issues
* Satisfaction Studies;
* Testing and revision of the organizational system for performance management;
* Training and sensitization activities aimed at senior decision-makers in the ASP;
* Education and training activities aimed at Directorate of Professional Standards;
* Train-the-trainer capacity development activities for Performance Management training at mid and low levels within the ASP.

**3.1.1. Functional analysis of the current PMS; Comprehensive assessment report to ASP HQ/MoI.**

**Objectives as per Programme document**

* to analyze the current ASP (organization, functions, services) in order to complete an initial comprehensive assessment report in partnership with the ASP on their use of goals, priorities and activity setting in the areas of partnership, domestic violence and youth-related issues
* to identify improvements in the current mechanism
* to identify the needs to turn the system in line with professional EU common practices
* by the end of the project, to produce a final report on PMS, wherein propose measures for improvement of efficiency, coordination and cooperation, and for capacity building, related to the increased work load expected in relation to new ASP law, 5 years strategy of ASP, and the new laws and by laws related to that.

**Strategy of implementation**. The priorities identified by ASP senior and middle level management were: internal organization, capacity and functioning and possible improvements, to respond to modern EU models and good practices requirements.

**Activities realized**

* 40 regular-introductory face to face and structured group meetings with ASP at HQ and RPD level;
* 8 assessment trips to analyze the PMS at RPD level;
* 16 TGPM meetings to map number of issues for the existing PM system;
* 21 interviews with senior and mid-level police officers (RPD heads);
* functions and services analyzed,
* 2 workshops (1 international and 1 domestic) on evaluation of PMS report;
* 1 international workshop on PMS and CP;
* PMS assessment team established;
* 12 additional meetings with International organizations like ICITAP, OSCE and PAMECA working with ASP/MoI on aspects of law and order;
* Recommendations formulated and PMS proposed including new tools and methods and a list of specific training needs.

The activities (97 regular and specific meetings, 8 assessment trips, 16 TGPM/PMS assessment team meetings and 3 workshops) involved 210 ASP personnel, out of whom 35 were senior personnel, 76 ASP personnel from RPDs, 8 ASP HQ specialists and 12 international police and civilian experts.

**Achieved outputs**

* Draft logical framework for the PMS component;
* A detailed picture of the problems arising in the actual PMS at ASP HQ and in the RPDS.
* First assessment report on PMS;
* Drafted and submitted analysis papers, assessment and review documents on PMS to TGPM, JWG and PSC;
* Drafted and submitted first Performance Management Report (May 2013);
* Concept paper on recommendations to improve current PMS to turn the system in line with professional EU common practices;
* Draft and submit final Performance Management Report (September 2015).

**Description of the Results achieved**

During September 2012, following the inception report tasks, the PMT accomplished the logical framework of the PM component. The PMT discussed the platform with the ASP (TGPM) and finalized the document by mid October 2012.

In the period July 2012–April 2013, a number of consultative Joint ASP/PMT meetings were organized in order to review the organizational system for performance management including PMS assessments at RPD level. Eight assessment trips in 5 regional Police Directorates (Tirana, Lezha, Durres, Vlore and Korca) and a series of ASP HQ meetings, served not only to gather data for the PMS baseline report 2012, but were also used as brainstorming for ideas and suggestions for the implementing stage. The outcome helped both PMT and TGPM on mapping number of issues for the existing PM system. In September 2012, a workshop was organized with ASP to discuss the format, procedures, necessary documents and templates for the assessments. Shortly thereafter a joint PMT-ASP assessment team was set up.

In Oct 2012, the first PMS baseline report was completed and submitted to ASP. During January-February 2013 key stakeholders in ASP was introduced to good international police practice (LSMS).

In Dec. 2012 a two days international workshop took place in Tirana. 40 senior ASP representatives and selected lecturers from UK, Sweden, Croatia, Slovenia and Kosovo participated. Apart from the lectures, 3 joint working groups (ASP/International speakers) discussed and elaborated ideas for PMS and community policing. The workshop highlighted the ASP demand for best practices and good CP models, which could serve as examples for possible interventions for the existing Albanian PMS.

By May 2013, the first draft of the PMS report (2nd PMS report) was submitted to the JWG with the recommendations for improving the current PMS. By decision of the JWG, a change in the work plan was introduced: the validation of the first PMS report was not to be done by relevant European Policing organizations. Instead, an international workshop would validate the report and recommendations. The report identified two facts on the ASP performance management:

* The current system is well-designed and reflects a number of modern practices. Theoretically it is well-balanced between planning and evaluating the organization’s objectives and performance appraisal of police officers.
* The implementation practice, however, is not at the same level as the theoretical design. This needs to be improved in concerning overall evaluation and analytical practice. The coordination between different evaluation procedures and capacity building of the staff at different levels also requires improvement. Additionally, a practice of public perception evaluation should be introduced in the ASP performance management procedure as measurement mechanism.

All these activities were finalized with a one-day international Workshop on PMS report validation; organized in June 2013 with the participation of 27 senior ASP representatives and prominent experts from Sweden and Belgium. International actors that have been dealing with criminal justice activities, such as ICITAP and the OSCE, also participated. The workshop’s objective was to validate the recommendations and activities proposed in the May PMS report. The international police experts confirmed that the recommendations and approach were suitable for the ASP and were in line with best practices in EU police organizations.

Based on the findings, the recommendations were elaborated in two main areas:

1. Improvement of current business processes related to the performance management:

* Reviewing the business process for preparing and approving the RPDs’ annual strategies
* Improve the format of RPDs Strategies;
* Increase capacities of RPDs staff to strategically consider performance objectives based on costs;
* Improve the next Community Policing Action Plan;
* Create a solid link between the performance appraisal of police officers and the organization’s performance;
* Begin implementing the Police Case Management System and use it for performance management purposes.

1. Introduction of public perception in the performance management cycle:
   * Implement the Police Satisfaction Study;
   * Introduce the Local Safety Measurement System.

**3.1.2. Initial development of a suitable organizational/ managerial system for performance management in the areas of partnership, domestic violence and youth-related**

**Objectives as per Programme document**

* to test and revise the organizational system for performance management

**Activities realized.**

* An introductory International workshop on Performance management and introduction of a Local safety management system,
* 7 TGPM meetings,
* 52 preparatory meetings for the LSMS in the 30 Pilot areas with 135 participants,
* 27on the spot training for new action plans, , 40 ASP staff participated,
* 2 training workshops on LSMS practices,
* 6 regional meetings on LSMS, with 47 participants,
* 4 meetings and 3 Work group meetings on technical evaluation group on LSMS.
* 5 meetings with the WG on LSMS online system.
* 9 meetings with the LSMS surveys companies.
* 6 monitoring trips to LSMS surveys.

**Achieved outputs**

* + - Workshop in form of a forum with the ASP to discuss and elaborate possible organizational /managerial practices in these areas;
    - Current status of ASP use of goals, priorities and activity setting in the project areas assessed through the use of LSMS as an instrument;
    - organizational/managerial system for PM in the project areas developed;
    - Drafted and submitted a detailed study on adjusting the “Swedish” questionnaire to Albanian conditions;
    - 3 LSMS surveys completed and analyzed;
    - LSMS pilot areas action plans and assessment reports drafted and submitted to DSS
    - Local Safety Measurement System for the Albanian Police and action plan for analysis papers, assessment and review;
    - Preliminary analysis of the current gaps of action plans;
    - Proposal of a standardized procedure for drawing and implementing the action plans
    - Workshop on setting the technical evaluation of LSMS work group;
    - Regional meeting on LSMS, setting needed partnerships;
    - The electronic system and online database page for LSMS.

**Description of the Results achieved**

**LSMS.** When Programme started there was no clear and defined tool for evaluating the performance management throughout the whole ASP organization. In the PM Workshop organized in December 2012, the Swedish model of LSMS presented to ASP officials was an initial attempt to introduce a practical instrument for this. The workshop itself and the working groups welcomed the possibility to introduce such a system in Albania. During January –February 2013, PMT discussed the possibility of implementing LSMS in Albania with different representatives from the ASP, at the HQ and in the RPDs. The conclusions from the TGPM and RPD meetings were forwarded to JWG that decided the following:

1. The ASP officially agrees to introduce such system in Albania;
2. The LSMS is based on the philosophy of CP and contains 3 main components: 1) solution of the problem; 2) partnership with the community and 3) organizational and cultural transformation of the organization;
3. The JWG approved the next steps foreseeing a preparation phase March/April 2013 and the implementing phase May 2013 – onwards;
4. JWG assigned tasks to TGPM and PMT to set up the grounds for a successful adoption and implementation of the LSMS.

As a follow up, PMT requested in a letter to the Deputy Director General (the co chair of the JWG) to officially define the first 10 geographical pilot areas (in 5 RPDs) and assign relevant ASP personnel to work with the system.

During the preparation phase joint efforts of PMT/ TGPM were made to clarify issues like:

* Ways to build and adapt the LSMS system in Albania;
* Setting up follow up/evaluation structures;
* Adapting (adjusting) the “Swedish” questionnaire to Albanian conditions;
* Define structures in the ASP to analyze and process the surveys’ results;
* How to use IT and build a LSMS database for future use.

The PMT and ASP experts prepared reports, concept papers and especially a detailed study on adjusting the “Swedish” questionnaire to Albanian conditions, to make way to commencing piloting the LSMS in defined areas. The TGPM forum concluded that LSMS, once implemented by The ASP, will be used to provide information on: a) The level of safety as perceived by the community, including real crime levels, disorder problems, traffic security; and b) The level of community satisfaction with the police work.

The JWG approved the documents and agreed to develop the LSMS, taking into account the following steps: a) measure the safety perceptions of the community in the pilot areas; b) analyzing the findings; c) building relevant action plans; d) implementing and monitoring; e) re-evaluation of the safety situation in the community; f) analysis/assessment.

The LSMS was developed in three steps starting from October 2013. Once the PMT procured and contracted the companies to perform the LSMS survey in the first 10 pilot areas and later on additional 20 areas, the winning companies (ICLA-1st round & 2nd round- SWAG 3rd round) started the work on the ground.

The first round was conducted in October-November 2013 in 10 pilot areas (5 pilot RPDs -Tirana, Durres, Lezha, Vlora and Elbasan). In June 2014, the LSMS was carried out for the second time in 10 first pilot areas, while 20 additional were included in the project implementation as follows: Tirana (9 Pilot areas including Kavaja commissariat), Lezhë (2 PAs), Elbasan (3 PAs), Durrës (4 PAs including one police station area in Fushë-Krujë), Vlorë (2 PAs), Korçë (2PAs), Shkodër (2 PAs), Fier (2 PAs), Gjirokastër (2 PAs) and Berat (2 Pas). The 3-rd round of LSMS was carried out in April-May 2015 in all 30 areas of 10 districts and the results have been compared with those of the two first LSMS rounds. Write about the results (in not written below).

The LSMS (safety perception surveys), employed a quantitative research method which was implemented through systematic random sample selection. The technique used was the one suggested by the contractor, the “Household approach” with one individual interview in randomly selected houses. For consistency reasons, the tool used was the same questionnaire that was previously used in 2013 and2014 LSMS. The overall number of administrative pre-selected zones was 30, with an average of 10,000 – 12,000 inhabitants per zone; as such the LSMS 2015 covered a population of some 300,000 - 360,000 inhabitants. From this population, a sample of 200 respondents per each administrative zone, were selected through the use of sample extracting technique. In 30 pre-selected zones, a number of 6,000 respondents were interviewed. A total of 200 valid interviews were carried out in each pilot area.

Following the surveys’ results, PMT in cooperation with the ASP and organized a number of activities to analyze, draw appropriate action plans, implement and monitor, evaluate and draw conclusions.

These activities are grouped as described below:

**Coaching and mentoring.** Within this group of activities PMT, in collaboration with the Department of Strategic Studies and the Department of the Public Safety, organized and conducted meetings (24 in total) with the RPDs in 30 pilot areas in order to analyze the results. The purpose of the visits was to coach and offer expertise on drawing up action plans to address the findings. The results of the LSMS were discussed separately with each RPD in the respective pilot areas. The action plans that were drafted by the RPDs were reviewed by the SACP experts and representatives from ASP Headquarters (DSSP and Department of Public Order). Once ASP headquarters approved the plans, the RPDs began initiating activities. SACP experts and ASP headquarters staff made monthly visits to each RPD to review the implementation progress and share positive experiences.

To discuss the achievements and share experience together with peers from Sweden, the project organized a two-day workshop in April 2014. The purpose of the meetings was to provide information and instructions to Commissariats, draw appropriate analysis of results and make up the specific work plans based on the concerns of the citizens of the pilot areas. PMT has placed enormous attention to “preserve knowledge and experience” within the groups of zone inspectors in the pilot areas in cooperation with the ASP.

**Regional partnership meetings on LSMS implementation.** Starting from December 2014 to February 2015, PMT in cooperation with the Regional Police Directorates of Elbasan, Lezha, Shkoder, Berat, Gjirokaster, Vlora and Durres, conducted multilateral meetings on LSMS with the participation of the Mayor’s office, Prefect, the chairmen of Administrative Units where LSMS were being piloted, representatives of the Municipal Police, the Department of Education, Public Health, Regional Environmental Department, the Chamber of Commerce & Industry, Media etc.

These meetings marked another phase of the process, where all stakeholders discussed numerous problems, identified in the survey of LSMS in their respective areas, in order to deliver solutions. The very main objective was that all stakeholders should match ideas of the problems and as far as possible reach consensus about their importance of reducing them in the interest of the public. These regional conferences aims at serving as a ground to further elaborate the possibility of engaging stakeholders to take their own share of responsibilities and formalizing it in a proper official paper.

**The electronic system and online database page for LSMS.** As foreseen in the work plan, the SACP established an electronic system including an online database and website to show the results with the goal of improving analytical efficiency. In compliance with the procurement procedures, DMCS Company was hired as consultant to implement the activity and the system was fully functional by November 2014.

From September 2014 to delivery date, the consultant worked closely with the ASP and SACP program in order to: a) Develop a system to collect, process, store and display information and data collected by survey form for the 30 pilot areas; b) Develop a comparative analytical system, managing the gathered information for the provision of services; c) Create a system of storing electronic registries of the collected answers by survey form, with the aim to increase performance of internal operations, based on citizens perception of violence and crime. During this course of time, several three party (SACP, ASP and Company) meetings took place to gather opinions and transfer them into a reliable and user-friendly system.

The system has been delivered to PMT, which invited some key ASP person at the relevant department of the HQ for testing it. The system is ready for use featuring multiple user roles with different access rights (view, change, delete and update), ability to load, change, delete and insert data based on the specific rights of the user role. Most importantly the system enables data entry for future similar surveys in the ASP.

**Monitoring and evaluation.** Within the last semester of 2015, an Evaluation Technical Group was established. This forum met several times in order to determine the scope, and procedures of evaluating the present status of LSMS. An additional objective was the preparatory work to enable transfer of the ownership of the LSMS application (http://lsms.dmcs-online.com) from the private company to the IT Department of ASP HQ. The working group also reviewed the survey forms in order to improve and adapt them.

The use of SGS in the LSMS areas produced a tangible impact in the activities organized by the police and the outreach messages to the public. At this stage the LSMS results are not being contested and all RPDs have accepted the results and areas highlighted in the surveys. The method has started to produce results and is likely to reach its full potential.

The overall impression of the main beneficiary (ASP) was that LSMS worked in the Albanian context. The proof to this conclusion is the fact that ASP has finally incorporated mandatory surveys (to be carried out according to LSMS praxis) in the new ASP Law, in the draft strategy of the community policing and the New ASP regulation. The follow up of 3 LSMS rounds showed that Local safety surveys have given Community policing/partnership collaboration a good picture of the level of crime victimization, what the residents saw as the greatest problems, the extent of their worries about being subjected to crime and concrete unsafe factors in the area. All these concerns were analyzed by ASP, and for the first time concrete action plans in any single LSMS Pilot area was drawn, approved and implemented on the ground. The technical evaluation Joint working group came to the conclusion that there were considerable safety improvements in the LSMS pilot areas. This technical group mentions the wise combination of LSMS survey results with police statistics as a success factor for producing realistic and implementable action plans to bring about this improvements.RPD Elbasan and Lezha set an example of this improvement. It can now be stated that ASP has laid out very good ground s for taking up the ownership of LSMS. The ASP has worked out the action plan for implementing the 3 years CP strategy (2015-2017) where concrete tasks concerning safety surveys and monitoring are forecasted. Recently the ASO took over the LSMS online system, with all the 3 LSMS survey data inputted. This system together with the manual on CP will help the senior and mid level ASP officer (especially RPD directors) to integrate all the LSMS knowledge and praxis into their police work plans. According to this action plan the police are willing to set aside some resources for PM and LSMS, but they still they have planned to rely a lot on International assistance.

Due to the fact that the structural and organizational changes within the ASP took place or are about to take place only during 2015, the Programme faced with insufficient time to completely implement the envisaged philosophy PM system. The top management of the ASP especially the Director of State Police and General Director for Public Order has in several occasions expressed their commitment to continue with the development of PM within their organization. ASP has embraced the idea of PM, they have included this component in the main document, but it is too early at this stage to see the concrete results of this upgrade.

**3.1.3. The utilize of public perception to improve the performance management system**

**Objective as per Programme document:**

* to use public perception to improve the performance management system (Satisfaction Studies)

**Achieved outputs**:

* + - 2 police satisfaction surveys completed.
    - One analysis of PPS results by expert of Birbeck College, UK.
    - Internal staff motivation survey completed and submitted
    - External evaluation of the ASP completed and submitted.
    - Automatic Switch Board purchased and delivered to ASP in support of Police Case Management System.
    - 30 laptops, 3 projectors and 3 wireless access points purchased and delivered to ASP for the ASP training Mobile Team for PCMS.

**Description of achieved activities:**

In order to achieve as well as to comply with the approved work plan, surveys were conducted as follows:

**The Police Satisfaction Surveys.** PSS were carried out twice during the life time of the project. The first survey was conducted in the period August - September 2013 and the second one during September October 2014.The objective of this type of survey was: 1) Measuring the level of citizen satisfaction with ASP services and 2) Measurement of the activity of police impact on the daily lives of citizens.

The surveys were conducted for each region with a sample of 2,500 respondents of whom 200 for each region except for Tirana with 300 ones. Selection of sampling points was made on the basis of stratification by district and rural/ urban dimension. Selection of respondent families was done randomly.

These surveys are undoubtedly the most complex ones carried out in aspects of public safety and on the work of the State Police in Albania. The survey was conducted on the basis of six blocks of questions, which provide a comprehensive assessment of operations under surveys’ objectives.

The first results of the study were introduced at a senior police level workshop on 3 October 2013. The aim of the study was to measure public’s satisfaction with police performance. The survey was country-based and the information could also be disaggregated based on the regions and compared with other European countries. The questionnaire was the same one as used by the European Social Survey.

All the results were discussed with ASP, Ministry of Interior and other stakeholders in different activities. With the Department of Strategic Studies it was agreed to use PSS data as baselines for the performance indicators to be included in the ASP long term strategy.

The questions were mainly developed by an international expert group inside an EU project lead by Professor Mike Hough from the Birbeck University in London. The majority of the questions are used as the Police part of European Social Survey and sent out to all the member states of EU and some other countries. Also, comparative results with other EU countries (ESS – European Social Survey) are shown in the report which can be accessed in the SACP web page: [www.cp-project.al](http://www.cp-project.al) and in the interactive disk attached to the manual on CP.

It is worth mentioning that MoI and ASP has perceived the two studies as a very good baseline for future references, for drawing quantity and quality analysis and above all, using these data, enables the police to compare some of the results with its European counterparts (ESS). PMT is of the opinion that this potential can be resorted to by the aforementioned every year as performance indicators and as one of the necessary bases for strategic documents and work plans.

**Internal Staff Motivation Survey.** Following a request by ASP, the SACP elaborated a Staff Satisfaction Study for the police officers. The survey on the satisfaction of police officers in relation to working conditions was conducted in November – December 2013, by two companies, namely: (ICLA) The Institute for Leadership in Albania and (QBTL) Center for Business Technology and Leadership, in collaboration with the Sector of Strategic Studies in ASP.

The survey was conducted in 12 districts of the State Police with the participation of 473 police officers, representatives of 43 police stations, police commissariats and 8 Regional Director of Border and Migration. The number for each district and the unit was selected in proportion to the total workers in each district and unit. It mainly focused on basic organizational aspects related with the employee satisfaction regarding working conditions, motivation and job satisfaction.

In general the results bring us positive facts which show that current employees feel motivated to work at the state police institution. Achievement is one of the important factors that make employees feel motivated at work. Results will show that around 86% of employees feel that working as a police officer gives them the opportunity to get to know their achievements and this makes them proud.

It is interesting to note also that employees who have less than two years in the police prefer not to answer (14%) and that 57% of them do not feel motivated that this work recognizes their achievements. This is obvious also to younger employees, such as group age 20-25 years and 26-35 years. It is interesting to point out that 43% of employees who have a seniority of less than 2 years will not agree to choose careers and qualifications instead of monetary incentives.

With regard to the relationships with superiors and motivation that field levels take from their superiors, is to be highlighted the fact that there is a large percentage of positive responses about relationships with superiors.

In relation to overall job satisfaction, it is positive the fact that 68% of respondents answered that they would not immediately accept an offer for a better job or better pay outside of the police system. This finding comes naturally when considering motivational factors where we have noticed a high sense of motivation of employees to work at ASP.

Meanwhile analysis brings us other interesting findings which informs us that 60% of respondents would prefer to change the department / unit without losing seniority and rank if they were given the opportunity to (It is strongly associated with motivational factors such as development, progress and evaluation).

In relation to working conditions employees feel unhappy about: 63% of equipment and tools available to perform the work and service; 45% the way how complaints and problems are treated in their organization ; 65% the health assistance they receive in case of accidents at work ; 55% the help of a psychologist that the organization offers and 53% the introduction of the new police uniform.

The results were discussed with the ASP and became part of the larger “internal evaluation” of the organization, prepared by the Department of Strategic Studies and Strategies. The results will also feed with information the policy makers and the working group elaborating the new legal package for the ASP. The purpose of the survey and the study that followed was to identify to better understand the important factors associated with motivation and satisfaction of the work of employees of ASP as an important factor in their commitment and work performance.

**External evaluation of the ASP.** In order to assist the MoI and the ASP in compiling policy papers and strategies to improve their service to the citizens, the PMT conducted another external evaluation survey. This survey targeted the victim of crimes and examined the public’s interaction with the police. The analysis was quantitative and qualitative.

Four surveys were completed in four different areas of policing: traffic police, border police, and victims of crime and users of the 129 emergency free toll numbers. A set of structured interviews were conducted with different stakeholders from state institutions, NGO-s, media, business representatives, all with interaction with the police.

Focus groups were organized with different layers of the society. At the conclusion, a comprehensive analytical report was submitted to ASP and MoI with recommendations to improve the policies and future interventions.

In brief, the study found that almost all of the groups that were surveyed had a positive perception regarding the improvement of ASP performance during the four-month period of January - April 2014.

Some of the aspects for the positive evaluation by these groups of ASP performance included:

- improved communication of police officers toward citizens;

- inclusion of a greater number of women with professional communication skills;

- better distribution of police staff in the field;

- the professional appearance and behavior of the traffic police;

- the overall good work performed by the Border Police;

- the enhanced convenience to contact the police when citizens needed to file complaints, as well as tracking of issues and access to information related to crime reports.

In early May 2014 a round table meeting was organized with the participation of the MoI, ASP and other institutional and civil society actors, in order to discuss the findings and recommendations of the study. The recommendations were well perceived by the ASP and MoI and served as basis for the elaboration of the new legal package prepared by the ASP.

**Support to implementation of Police Case Management System.** Following a request from the ASP and ICITAP, the PMT analyzed the current implementation phase of the Police Case Management System (PCMS). This analysis focused on the impact the implementation of this system will have in the overall performance management system within the ASP.

The PMT decided to support the development of the Operational Room Module, as it is closely linked with the access of the public to the police, via phone calls. After approval by Sida, the PMT supported the development of the Operational Room Module with the installation of a Police Case Management System (PCMS). For this purpose the equipment was procured and was delivered to the ASP in October 2013.

As a second intervention within this component it was foreseen to support the training of the users of the system. In cooperation with the ASP IT Department and ICITAP it was agreed to divide the work in order to create synergies and make efficient use of existing resources. The ASP and ICITAP agreed to create a mobile experts’ team that will travel to each commissariat and train the users in situ. All costs for trainers and logistics were covered by ASP and ICITAP. The SACP agreed to cover the cost of the training equipment (laptops, projectors and WiFi hotspots) to be used by the mobile teams. This training process is still ongoing.

On September 2014, in a ceremony held At ASP HQ Conference hall, SACP completed the procedures and handed over to ASP HQ: 30 laptops, 3 projectors and 3 wireless access points that will serve the mobile team to train the personnel all over the country. All the purchased equipments were directly delivered to the ASP IT Department.

PCMS began being piloted in RPD Tirana and Elbasan. The training Mobile teams have already started the work on the ground covering training for more than 50 % of the RPDs. It is worth of mentioning that although ASP plans to complete the PSMS basic training for all 12 RPDS, the system will be functional only by the next year when the entire ASP restructuring and reorganization is done.

**3.1.4. Education and training activities for performance management component**

**Objectives as per Programme document**

* + Training and sensitization activities aimed at senior decision-makers in the ASP
  + Education and training activities aimed at Directorate of Professional Standards /Directorate of strategic studies and publications
  + Train-the-trainer capacity development activities for Performance Management training at mid and low levels within the ASP

**Activities realized**:

* two international conferences on PM and crime prevention with participation of 137 ASP and 14 international experts;
* three study visits to Sweden to get experience on LSMS and CP with participation of 22 senior ASP officers;
* one training workshop on LSMS practices with participation of 50 senior ASP officers;
* a ten-days cycle of training seminars with 98 mangers of the ASP on enhancing strategic planning capacities and costing of strategies, delivered by 2 experts;
* workshop on Improving the Management of Human Resource Capacity with the participation of 79 heads of HR sectors at ASP HQ and RPDs;
* 13 on the job-training visits of the PMT expert to RPD areas in order to assist drafting the annual strategies on CP;
* two days workshops on LSMS (train-the-trainer) with the participation of 11 international experts;
* 3 domestic experts and 87 ASP mid and low level of ASP officers.

**Outputs produced;**

* + Senior ASP level became aware of LSMS;
  + Deputy directors and above within ASP understood what performance management is about;
  + More than 70 of ASP HQ, department of strategic studies staff were trained for PM.
  + Core group of local training team was formed to deliver relevant short term awareness training on PMS.
  + Drafted and submitted study documents and delivered training on enhancing strategic planning capacities and costing of strategies;
  + Improving the Management of Human Resource Capacity;
  + Assistance given to ASP HQ, DSS department and 12 RPDs to draft RPD’s Annual Strategies on Community policing;
  + Work group set up and expert assistance provided to draft the next 3 year strategy of police (draft strategy of CP);
  + Work group set up and expert assistance provided to draft the new structure of the ASP.

**Results achieved**

A number of regional and national training interventions were organized to contribute to capacity building and enhanced competence of senior decision makers and DSSP at ASP HQ and RPDs, to be capable of better using the PMS, which is the objective of this component.

Based on the needs assessment, the decision was made to develop three training formats covering the following subjects:

* + 1. Training and sensitization activities on community policing and PMS, aimed at senior decision-makers in the ASP. This section involved activities subdivided as :

1. International conferences
2. Study visits
3. Workshops
   * 1. Education and training activities aimed at Directorate of Professional Standards /Directorate of strategic studies and publications. Workshops as the main feature of this group of activities involved the following training modules :
4. Enhancing strategic planning capacities and costing of strategies;
5. Improving the Management of Human Resource Capacity.
6. Assistance to draft RPD’s Annual Strategies on Community policing.
7. Assistance to draft the next 3 year strategy of police
8. Assistance to draft the new structure of the ASP.
   * 1. Train-the-trainer capacity development activities for Performance Management training at mid and low levels within the ASP. This section involved activities subdivided as :
   1. Workshops
   2. On the job training

**International Conferences.** During the implementation period 2013-2015, were organized 2 international conferences that mainly contributed to sharing experiences and introduce the best international and regional practices to the ASP.

The international conference of June 25th 2013 dealt with crime prevention and community policing. As anticipated, the conference was found useful for sharing experiences and introducing the best international and regional practices. 80 senior officials from the ASP took part. Experts from the UK, Sweden, Italy, Estonia and Kosovo and international organizations, representatives of various government agencies and non-government in Albania also attended.

On 14th of April 2015 the second conference on Community Policing was held and focused on the police work being closer to the citizens and its contribution to improve their life. In the conference all RPD directors and department heads at the ASP HQ participated, which shared the Swedish experience with regard to community policing and its techniques.

**Study visits.** Three study visit of the ASP delegations were organized to Sweden by the SACP in order learn about Swedish practices connected with Community Policing, tackling DV, building partnerships with the local bodies, voluntarism, increasing trust and confidence and the ongoing Swedish police reform.

In December 2013, an ASP delegation went on a 5 days-study visit to Sweden. The delegation consisted of a MoI representative, ASP HQ Department/sector heads and the Tirana RPD deputy director. The group had a chance to observe how LSMS functions in Police areas in the capital and central Sweden. The delegation was also introduced to Swedish practices connected with state of the art reception halls.

In March 2014 a delegation headed by the Director General of ASP paid a two-day visit to Sweden. The delegation held meetings in the Parliament, the Ministry of Justice, the Directorate General of Swedish Police, the Stockholm National Police Board, and visited a community policing area.

In early October 2014, a delegation headed by the Secretary General of the MoI made a five-day visit to Sweden. 11 senior police officers of ASP attended this study tour. The delegation held meetings at the Ministry of Justice, Parliament, Swedish National Police Board, and the Police Directorate of Stockholm and Gavle. It also visited a community policing station in Solna.

The Swedish Police played a central role in all study visits and was very supportive and received all delegations with great dedication.

**Workshop with the ASP senior police officers on PMS.** In the framework of PM component, in October 2013**,** the PMT organized a workshop with 50 senior ranking ASP police officers, including the General Director and Deputy General Directors. The participants were primarily department and RPD directors. The participation of a high level Swedish National Police Board delegation, led by Director General of the Swedish Police, brought on board useful and valid experiences in the areas of the implementation of modern systems of PM. The workshop also generated discussions on good practices of community policing as well as on the philosophy and praxis of management and leadership in the police organization.

**Enhancing strategic planning capacities and costing of strategies.** In **July 2014**, The SACP and the ASP (namely DSSP) organized a two day training workshop for all RPD directors, finance staff and other high level staff in ASP headquarters. The training focused on improving capacities at the RPD level to prepare better strategic documents with clear activities and measurable indicators. Most importantly, the focus was on costing these strategies and managing existing resources to achieve all of the goals.

This activity was followed by a cycle of training seminars, which occurred on 17 -26 November 2014. This event was attended by 98 managers (police and finance sectors), mostly department directors and chiefs of sectors from the directorate general of ASP and 12 Regional Police Directorates as well as Departments of border and migration. The two-day workshops were organized into four groups. The International expert, from Germany, with previous experience in preparing and monitoring police strategies, was involved mostly on theoretical part. The Domestic Expert was involved in contextualizing training curricula and leading practical exercise. The purpose of the seminar was to define the mission and vision of public organization – Police organization, mode of formulation, implementation, monitoring and evaluation of a strategic plan, methods for selecting effective strategies and policies. It also aimed at informing participants how to design objectives and activities to achieve these objectives.

**Workshop on Improving the Management of Human Resource Capacity**. On January 2015, for a period of ten days, a series of seminars were held in Tirana, Lezha and Vlora with representatives of the ASP HQ General Police Directorate and the 12 RPDs on Improving the Management of Human Resource Capacity in the Albanian Police. In two-day workshops organized into four groups, 79 heads and specialists of human resources sectors, shared experience them, and received additional information on the European standards in those aspects. The contribution of a national lecturer and an expert of the German Police were brought in this workshop. The workshop’s goal was to increase capacities of HRM officers in the Albanian State Police HQ and RPDs to effectively analyze capacities of human resources and provide advice to high level managers on staff related issues as well as to make them correctly understand concepts like capacities framework and management of capacities, increased ability to identify capacities for a particular job position and evaluate existing capacities, improved HR long term planning capacities and performance appraisal techniques.

**Assistance to draft RPDs’ Annual Strategies on Community policing.** One of the main tasks of Dec. 2014-Jan. 2015 was to assist the RPDs on drafting the annual strategies on community policing. Following the two-day workshop organized in November with the RPD heads and chiefs of finance sectors, a joint team of the PMT and DSSP paid visits on the ground to assist the designed working groups, with the aim of drafting, improving and finalizing these important documents.

**Supporting the ASP on drafting the next 3 year strategy of police and new police regulation.** In order to improve the draft of the next 3-year ASP strategy, PMT facilitated a half-day workshop with the joint working group of the Department of Public safety of ASP HQ, by September 2014. In addition to that, in order to assist designing the regulation section dedicated to community policing, PMT facilitated a half day workshop with the work group of the ASP HQ Public Order Directorate.

**Supporting the ASP on drafting new structure.** PMT has also contributed with expertise in supporting the ASP in drafting a new structure in accordance with the new law on ASP which will come in force by March 2015. Since the beginning, PMT took an active part in the new joint working group that was set up by the ASP for this purpose. Its work has been more intensive by late November 2014 to February 2015, and consisted mainly of bringing best international practices and ideas, especially in the field of Community Policing, and the role of Zone Inspectors. The Program’s philosophy has aroused a growing interest on the part of the ASP members of the working group.

**Train-the-trainer capacity development activities for Performance Management.** Although the Program could not entirely meet the objective of establishing a ToT team for PM training at mid and low level of ASP, the PMT placed its efforts to create a core group of Police officers at HQ and RPD level (especially at pilot areas) who could serve in future for transfer of knowledge and good practices all around the organization. At present there exist a group of 5-7 police officers (RPD Elbasan, Vlora, Lezha, Korca, and Berat) who under the special attention of the PMT have been part of almost every step in the LSMS development in Albania. They have been active during the introductory and assessment trips for the PMS; they took part in every workshop, and on the job-training sessions; they also were actively kept informed on all the action plans, next step developments, researches and similar paper work.

Despite the fact that the ASP is likely to be on the verge of another wave of restructuring this “core team“ is capable of training future police officers who are to deal with PM issues in the organization. On the other hand frequent reshuffles within the ASP hampered the establishment of a clear ToT group. The issue was brought forth many times to the JWG and PMT explored several options to ensure the sustainability on this matter.

In the light of training the mid and low level of ASP on PM, SACP has organized two groups of workshops for the ASP personnel involved in the LSMS pilot areas. The training workshops basically involved Chiefs of Commissariats, Zone Inspectors and personnel responsible for law and order in the Pilot areas, RPD Heads of Public Order and Safety. SACP hosted twice two-day training workshops in Durres (23-24 April 2014 and 12-13 November 2014). ASP HQ participated with representatives from the Department for Public security and the Department of Strategic Studies.

The sessions involved an explanation of the LSMS concept, the LSMS findings in Albania and a review of the crime situation in Albania. The participants had the opportunity to hear examples of best practices of LSMS from Swedish Police representatives. The topics of their presentations were: "Experience of Managing LSMS in HQ/RPDs/Commissariats by Swedish Police, Successes and Failures in the Implementation of the LSMS Concepts - Submission and Elaborating the Key Issues and Lessons Learned”. The Swedish experts and ASP representatives examined methods to improve public perception in the pilot areas which paved the way to quality analysis of law and order situation in the pilots and served as a baseline for resolving the most common problems in the relevant AoR.

Overall, the PMS component of the SACP has produced high quality outputs. The two reports analyzed the current system(s) used by the ASP and included concrete recommendations for improvements. This was achieved through a participatory approach at HQ and RPD level, with recommendations discussed and agreed with the ASP. Valuable feedback was received for the workshops organized with the ASP on performance management. The police customer satisfaction survey also falls under the PMS component. It was undertaken by an independent organization which used an internationally recognized European Social Survey (ESS). The MoI, ASP and DSDC have expressed a high level of interest in the survey as a means of feeding into their monitoring systems.

## 3.2. Component 2 – Partnership with the main focus on youth.

Activities in this component area anticipated to develop the existing partnership of ASP with other official/governmental partners and large community and take regulatory steps in order to upgrade the level of commitment by the other partners. The approach that was adopted was two-folded: on the legal aspects SACP supported ASP to prepare laws, bylaws, regulations, MoUs, effective rules and procedures and clear channels of communication. On the other hand, ASP took an active part in a great number of activities that involved the grass roots, especially within the SGS awareness campaigns and RH-s.

**Expected results as per Programme document:**

* Conducting a study to define “partnerships” in the context of Community Policing and development of a project proposal and plan for establishing a mechanism for partnerships (e.g. a law, policy or specific procedures)
* Community Policing Seminar
* Follow-on activities to initiate implementation of recommendations from partnership study (up to the budget limit);
* Development of a manual for relevant stakeholders at region and district levels to work with the ASP to undertake joint planning on public safety issues and development of the annual District Community Policing Strategy
* Delivery of roll-out training workshops across Albania on the manual
* Management of an accountable small grants system (maximum 5,000 Euros per grant) to support meaningful, locally-identified projects that enhance the relationship between youth and police
* Production of age and target group-specific awareness material, and distribution, in partnership with the ASP, on contemporary threats to children and youth (e.g. cyber-bullying, drugs, road safety, sexual harassment, etc)
* Organization of seminars/workshops involving Youth and Police focusing on police training and raising awareness on youth issues
* Collection of information to feed into the performance management system design project

**3.2.1. Conducting a study to define “partnerships” in the context of Community policing and development of a project proposal and plan for establishing a mechanism for partnerships (e.g. a law, policy or specific procedures).**

**Objective:** to critically examine the network of police partnerships and, most importantly, the quality of these partnerships.

**Achieved outputs:**

* + ToR drafted and agreed with the ASP for contracting the study on partnership;
  + A study report was produced and circulated in the ASP and amongst the relevant actors and partners
  + A workshop in form of a presentation was organized to discuss the findings , recommendations and proposed options of the report;
  + Work group with ASP set up to discuss the recommendations of the partnership study
  + An action plan produced and delivered to ASP on how to develop the mechanisms
  + Work plan was approved by the PSC
  + A detailed work plan produced and approved by the ASP for identified follow-on activities;
  + Specific activity outputs

**Activities realized.** Two preparatory meetings were done and one presentation with the company that carried out the study on partnership. One international community policing seminar organized with the participation of 40 senior ASP officers.

**Description of achieved activities**

In March 2013, the Institute for Policy & Legal Studies (IPLS) was awarded the contract to conduct a study to define “partnerships” in the context of community policing and to develop a proposal for establishing a functioning mechanism for partnerships (e.g. a law, policy or specific administrative procedures). The primary objective of the study was to identify the root causes of why a more effective relationship does not exist between the police and civil society.

By September 2013, the IPLS completed and delivered a study report on defining “partnerships” in the context of community policing and developing a proposal for establishing a functioning mechanism for partnerships. The objective of this study was to critically examine the network of police partnerships and, most importantly, the quality of these partnerships. Building upon findings related to the current state of partnerships, the study provided recommendations on ways to improve the partnerships and to develop new ones where they are nonexistent, or where they are in their incipient stages. IPLS used questionnaires, semi-structured interviews and a series of focus groups as their primary method of collecting information. Activities involved the completion of questionnaires, interviews and focus groups to finalize with a workshop with the participation of a vast range of stakeholders and police. Below are some of the suggestions provided in the study:

* + SACP should assist ASP in the building of a model reception office because the conditions in the existing reception centers are deteriorated and there is lack of training of relevant officers on public communication techniques and skills.
  + Entice the interest of state partners for new forms of cooperation with the police;
  + Make it a legal requirement for state partners to be pro-actively involved in the important processes of planning and monitoring community policing.
  + Develop a special law for the anti-social behavior which will give the police, local government and inspectorates the right to request restriction orders for violators from the Court. The violation of this order should be considered a criminal violation;
  + Establish a coordinating committee for community policing, in accordance with the model created per Council of Ministers Decision no. 334, of February 7, 2011 “On the coordination mechanism for the referral of domestic violence cases and the ways to proceed against them”.

**3.2.2. Community Policing Seminar**

In line with approved work plan, a two days’ international workshop was organized in December 2012 with participation of 40 senior ASP representatives and selected lecturers from UK, Sweden, Croatia, Slovenia and Kosovo. Apart from the lectures, three joint working groups (ASP/International speakers) discussed and worked out ideas for Community Policing and PMS. The issues raised and discussed, the exchange of opinions and experience were found very important for the progress of CP philosophy in Albania. The workshop highlighted the ASP demand for best practices and good CP models.

**3.2.3. Follow-on activities to initiate implementation of recommendations from partnership study**.

**Achieved outputs**:

* TOR prepared and agreed with the ASP for hiring expert for drafting a law on antisocial behavior;
* Work group (ASP + PMT expert); set up for analyzing the draft law on antisocial behavior;
* Draft Law on ASB prepared and submitted to MoI, ready for sitting at parliamentary committee for further procedures;
* Work group with ASP on drafting the CP strategy set up;
* Expertise support to drafting strategy on CP provided;
* Introductory Workshop to present the draft strategy on CP developed;
* ToR prepared and agreed with ASP for hiring company of drafting the integrated communication strategy;
* Draft of Integrated Communication strategy completed and introduced to JWG;
* PSC approved the integrated communication strategy;
* PMT expert completes the document on revision of all services provided by the ASP to the public and simplification of the work process in the framework of intervention in the RHs;
* Work group on RHs set up;
* Action plan on RHs drafted and agreed with ASP;
* MoU-s and contracts for construction of RHs drafted and agreed with the MoI/ ASP/ASHC/ Union of Chamber of commerce/ and construction companies;
* Fiches, SOPs and regulations related to services in the RHs finalized and approved: electronic system of the RHs completed and tested ready for use;
* 52 ASP personnel trained on communication and RH practices in a cycle of two-day training sessions
* Architectural designs for 9 RH-s prepared by the contracted PMT architect and delivered to ASP;
* 7 RHs constructed and fully operational;

**Drafting the three years strategy on Community policing** The process involved setting up a working group (PMT+ legal expert +ASP) and started its work on January 2015. PMT continued to assist with the required necessary expertise and facilitate 6 meetings of the joint working group for drafting the Three Year Strategy on Community Policing.

**Drafting a law on anti-social behavior.** In compliance with the partnership study suggestions and according to which steps (both regulatory and organizational) that needs to be taken in order to equip the police with clear competencies over anti-social behavior, the PMT hired a legal expert to support ASP on drafting the new law.

The work on drafting this document started in **February 2014**, and involved one on one consultations, regular joint meetings between the expert and the working group (PMT, the ASP and a legal expert) and workshops that brought together the MoI, the ASP, local government, other line ministries, civil society and the Ombudsman to discuss and review an initial draft law. At present the draft law is being modified to conform to the recommendations of the workshop and is sent to line ministries and parliamentary committees in order to sit for passing procedures. Once enacted, the new law will permit the police to take action regarding minor acts of anti-social behavior.

**Integrated communications strategy and communication plan of awareness campaign for 6 sectors at the ASP.** In January 2014, thanks to the good cooperation with ASP HQ, the Integrated Communication Strategy and Action Plan was revised and approved. The company selected to draft the document (COMPORT) worked for a period of four months and consulted the draft with various actors in the ASP through interviews and focus groups. In conclusion, it organized the two-day training on communication skills at the Police Academy. 80 police officers from all over the country took part. A working group was set up and is functioning at the ASP HQ in order to implement the strategy for the next stage.

**Police commissariat Reception Halls.** This activity was implemented in relation to the MoI initiative and responding to the recommendation of the partnership study on improving the ASP services to the citizens. Initially the PMT supported the designing process of the reception hall of the Commisariat Nr.2. This was followed by a cycle of face to face and working group meetings with MOI, ASP HQ, RPD Tirana, Commissariat 2, the business community, legal experts, etc.

The pilot phase analysis and the SACP expert research served as a baseline document for the future intervention in other RPDs though out the country. For almost 10 months the program implemented the intervention action plan for improvement/construction of 7 RHs for commissariats of Tirana, Shkodra, Berat, Durres, Elbasan, Vlore, Pogradec and Korca. The intervention was three-folded:

* 1. Revision of all services provided by the ASP to the public and simplification of the work process.

In order to formalize the process and establish legal procedures for future use, two MoU-s were drafted; one at a national level (signing parties were MoI, Union of Chamber of Commerce and Industries (UCCI), SACP and AMSHC (Agency for the Support of Civil Society) the second one was limited to the work related to relevant commissariat.

Also, during 2014 a total of 92 services delivered by the police were identified and mapped. Particular attention was paid to the new laws. A joint working group consisting of ASP HQ Experts and PMT expert worked in regular meetings to draft specific recommendations to simplify the procedures and adapt those to the “one stop shop” philosophy. The SACP supported the ASP during the elaboration of the by-laws for each law approved that is related to service delivery procedure.

By October 2014, the joint working group for making up the electronic system of the RHs conducted the workshop on finalizing the fiches, SOP-s and regulations with all the included appendices in accordance with new legislation that is recently approved. The first test of the system took place in early November 2014, with the inauguration of the RH of Commissariat 2 of Tirana.

* 1. Capacity building for the staff working at reception halls.

In order to increase the capacity of the police commissariats on the system and the rules of organization and functioning of the reception halls for Citizens, SACP held from Sept. 2014 to March 2015 a cycle of two-day training sessions with the chiefs of Public order in RPDs, heads of commissariats and Zone inspectors. In addition to acquiring knowledge on the system and service rules for the RHs, the participants gained knowledge on communication with citizens and the techniques.

* 1. Improving the infrastructure for the reception halls.

Intervention was combined with infrastructure improvements. SACP drafted the full design of the commissariats of RPD Tirana (comm. nr. 1, 2, 3, 4 and 5) and after a joint fact finding mission in several RPDs, SACP drafted the full designs of the above commissariats and hired an expert to monitor the construction work quality. The procurement of works for these RPDs was done consequently in the following months.

Following the model of the RH of commissariat no 2 in Tirana, during October-December 2014 several meetings were held in RPD of Durres, Vlora, Berat, Elbasan, Korca and Pogradec to start the process of constructing the RHs. The process began with the selection of construction companies which had agreed to work without any profit and continued with the signing of MoUs, also signed by civil society. At present work has already completed in all 7 RHs and expected service delivery is ongoing. It should be noted that the feedback from both police and public are very good, in relation to the service delivery improvement in the RH. The Albanian Prime Minister took part in the inauguration ceremony of RH of Vlora, Korca and Pogradec. Joint ASP and PMT evaluation and monitoring teams, have observed that the timely response and very and very friendly environment in the RHs is rewarded by the community. The local ASP, also sate that this new mode of operation has helped a lot in their daily work

**Additional activities to follow on activities for partnership:**

**Achieved outputs:**

* Funds provided to jointly support the ASP run project ”Drug Awareness/Demand Reduction”, by provision T-shirts, transport and other items included ;
* Funds provided for supporting “open doors week of the police” and 100 years Anniversary of the ASP. 30,000 fliers and postcards and wall-calendars were produced and delivered;
* 10,000 copies of the pocket handbook for the police professionalism were produced and delivered to ASP;
* 1,500 copies of the manual for the Zone Inspectors assistants were produced and delivered to ASP;
* 300 fliers, 2 laptops, 2 internet subscription cards were delivered to the Police Commissariat 1 and 2.
* Support to MoI PR and Media Unit with capacity building and equipment (camera set with accessories, one set of Video Editing System, 2 mobile communication devices, 2 voice recorders and one set of Mobile Audio Set)

**Support for Drug Awareness/Demand Reduction project.** From **2013-2015** SACP, each summer, has jointly worked with USA – ICITAP in order to support ASP in organizing a summer camp for 3 days in Shengjin for the winners of the best drawing on the topic of “Stop Drugs-a Drug Awareness/Demand Reduction project” to 13 years old pupils from all over Albania in the frame of the Programme on increasing awareness against alcohol, smoking and drugs. Two winners from each of the 66 participating schools were chosen by a team of educators and police.

The prize was a weekend at Camp Light-Force in Lezhe from June 7th to the 9th. The camp’s theme centered on recreational activities but also included time for the 132 participants to receive additional training on substance abuse. The SACP assisted in providing funds to cover transportation costs, training materials, hats and t-shirts.

**Support of the open doors week of the police.** Each year from 2013-2015, SACP has supported ASP to realize the open doors week, by financing the production of postcards and leaflets. These initiatives were regarded as valuable tools for fostering relationships and partnerships between the police and the community. Also, in the framework of 100th Police Anniversary, the PMT agreed to finance the production of 3,000 awareness leaflets, 2,000 postcards that transmit partnership messages and information approaches for the public and 2,000 wall calendars for the year 2013.

**Support of ASP for producing the pocket handbook for the police professionalism.** Under the request of the ASP, the SACP program supported producing 10,000 copies of the pocket handbook for the police professionalism. This handbook is meant to be a reminder to the police employees for their proper conduct and professionalism when they appear in public.

**Support of ASP for producing the manual for the Zone Inspectors assistants.** Together with pocket handbook, the SACP responded to the ASP request for producing 1,500 copies of the manual for the Zone Inspectors assistants. For both, manuals and the pocket books, SACP took care of the entire process from designing, printing to delivering the product to the ASP HQ which finalized by end of July.

**Support for the PR and media Unit of the MoI and ASP.** For a period of 6 months (September 2014-march 2015), upon the request of the MoI, SACP supported capacity building of public relations of MoI and ASP. In accordance with the provisions of the project, SACP procured and handed over to the beneficiaries the camera set with accessories, one set of Video Editing System, 2 mobile communication devices, 2 voice recorders and one set of Mobile Audio Set.

**Web constable.** In cooperation with Tirana RPD and Commissariat Nr. 2 and commissariat No 1, (as a compliment to the Reception Hall project) the PMT started the preparations on piloting the concept of “Web Constable” Face book page. This is a community policing concept which is being used successfully in several EU countries. During 2014-2015, SACP, approval of the JWG and in cooperation with RPD Tirana identified policewomen, capable of using social network, trained and equipped them with laptops and internet service. In June 2014 Albanian web constable met her Estonian counterpart, at a SACP sponsored workshop on community policing. The two are now working together in sharing good practices. The Web Constable approach involves promoting the community to interact with a person rather than an institution. Along with sharing safety information and providing simple legal advice the Commissariat 2, Web Constable has also been asked to assist in finding missing persons.

**3.2.4. Development of a manual for relevant stakeholders at region and district levels to work with the ASP to undertake joint planning on public safety issues and development of the annual District Community Policing Strategy**

**Activities realized:**

* Work group for Community Policing Manual and tasks distribution matrix established;
* letter sent to the GD of the ASP on the CP manual,
* Order of the GD on the CP manual delivered;
* 5 meetings of the WG developed,
* ToR-s for contracting the printing house developed and approved with the ASP,
* 7 meetings with the contracted printing house developed;
* 3 meetings with the web developer organized.

The major part of the SACP activity during the last period was dedicated to the work for designing the Community Policing Manual. Upon request of the Director General of the State Police and by approval of the JWG, SACP agreed to deviate from original plan and develop a Community Policing Manual which is a theoretical and practical material to assist senior and mid level managers of the State Police. In order to make this document useful and sustainable, the drafting was made though group work (Joint Working Group with ASP experts chaired by Mr. GD- JWG co-chair) and individually, making it possible to observe the time limits set in the tasks distribution matrix. 1000 copies are produced and are to be delivered by end date of the project.

**3.2.5. Management of an accountable small grants system (maximum 5,000 Euros per grant) to support meaningful, locally-identified projects that enhance the relationship between youth and police**

**Objective:** To use the SGS project to enhance partnership and increase trust and confidence among ASP and community, to use the SGS tackle the problems identified in the LSMS surveys and bring feedback on the PMS**.**

**Achieved outputs:**

* Guidelines on SGS and local selection committees produced and approved by the ASP.
* Activities and financial Reporting templates drafted and approved by the JWG
* 12 Local SGS selection committees established
* In 5 rounds, 74 winning projects selected by the 12 Local selection committees;
* Coaching and mentoring offered to all winning projects;
* 74 SGS project to enhance youth –asp partnership disbursed
* 41 monitoring trips to SGS projects sites
* 5 M&E reports of the projects chosen, produced and delivered (one for each SGS round)

In general, the Small Grants Scheme implementation has noted significant success. Both Community and ASP as main beneficiaries have considered the procedures as transparent, flexible and well communicated to potential applicants. The PMT has also provided support and coaching throughout the process. Implementers selected by the SGS have delivered the activities foreseen and provided the requisite feedback on the results achieved.

Since the very start, the SGS was designed as a subcomponent within the partnership area in order to develop activities that promoted relationships between police and youth with a special attention to vulnerable communities like Roma, Balkan Egyptian minorities and LGBT. Partnerships between the ASP and schools have improved and youth are more engaged with the ASP. NGOs and the ASP have worked together to implement activities and there has been a growing number of examples of them working together.

Furthermore, the SGS selection committees were made up of ASP, civil society and local government representatives. It can now be stated that in these 3 and a half years of experience, a considerable amount of data is ensured for the police. These data consist of plentiful of information concerning contact details valid local stakeholders like schools, civil society associations, local body representatives, who are willing to cooperate with the local police. This data also include, practices tested in all 12 RPDs in enhancing partnerships between ASP and public. They can serve as a basic guideline and answer book to daily problems that ASP needs to solve on the ground.

October to December 2012 marked the commencement of the implementation of the SGS in Tirana with 3 pilot projects. In the first 2 months specific guidelines and ToRs were prepared. In November 2012 the Tirana Selection Committee selected three NGOs. Specific three-parties MoU-s (ASP, PMT, grantee), signed the date of the official launch of the SGS and guided the implementation activities for all three project. All of them were implemented in close cooperation and proactive involvement of Tirana RPD officials and PMT.

From round to round, procedures and guidelines were improved to better fit ASP and community needs as well ease the implementation process. With the intention to bridge to two other component areas and especially feed in information to the PMS, the SGS was particularly oriented towards citizens’ concerns expressed in the LSMS surveys. After the second round of SGS, ASP was of the opinion that SGS activities were an efficient appropriate tool to timely act on people’s concern on safety issues.

From 2013-2015, following the pilot activity, 5 more rounds were developed. Out of 195 project proposals 72 projects were selected, which involved activities in 12 RPD areas ensuring a complete geographical spread throughout Albania.

In all the 5 SGS rounds, public awareness campaigns preceded the implementation of activities. Through them, SACP intended to inform interested persons and local NGOs about the opportunity to apply for a grant through the Small Grant Scheme in the defined areas. The Project Management Team used a wide variety of media to inform individuals and groups about the SGS. This included newspaper advertisements, posters, the internet and other contacts. The application processes were well-conducted which can be attributed to the easy access to information about the Small Grant Scheme on the Project’s website

Parallel with the awareness campaign, the PMT, in cooperation with the Joint Working Group (JWG), organized Small Grant Scheme Selection Committees (SGSSC) in each region (except Tirana, where one had already been created during the pilot phase). The SGS Selection committees were comprised of maximum of 12 members which represented the institutions described in the SGS guidelines.

The grant selection process included two stages: concept paper and full proposal stage. Non Governmental Organizations and individuals were invited to express their interest by writing a concept paper which described their proposed activities. As a result of the awareness campaign, proposals were submitted to each SGS Selection Committee

In order to further facilitate the process, PMT members made a total of 41 preliminary visits to each region in order to instruct the newly formed SGSSCs about the SGSs objectives. The PMT also provided them with guidance on evaluating the project proposals. In general, The SGSSCs selected three of the best project proposals submitted in their region. In some occasions they have selected 4 projects.

The PMT developed special project selection instructions as a guide to assist the committees in performing their work. In addition, the PMT created an evaluation sheet template with a scoring matrix to ensure fairness. In accordance with the agreed documents and work methodology, the PMT organized separate meetings with the all RPDs in Albania. This was done in order to establish the RPD working groups that would work jointly with the winners. One of their primary objectives was to identify the Commissariats where the activities of each project would occur.

Most of the proposals aimed at building the youth-police partnership and the winning projects could be grouped as follows: School-based partnership’ projects; problem solving partnership; media and police projects, sports and police projects, preventing violence in schools initiative, art and police projects , prevention of DV projects etc.

During the implementation period there were 996 (89.5%) awareness raising activities organized and carried out by NGOs and individuals in cooperation with RPDs. There were 121 (10.5%) capacity building activities. 578 were activities involving ‘School-based partnerships’. 149 activities or 23% concerned ‘Problem solving partnerships’; 177 activities focused on promoting voluntarism, 59 activities or 3% were related to ‘Community Policing and Domestic Violence’; 48 activities or 10% belonged to ‘ media and police subcategory.

Considering the beneficiaries, the SGS projects provided the following results. There were: 40 060 persons who were direct community beneficiaries, 17 879 or44.63 % males and 22 181 or 55.37 % females; 674 police officers benefited by the activities, 145 (21.5%) women police officers; 10 (13.8%) out of 72 winners were either Roma organizations or projects whose targets were the Roma and Balkan Egyptian and LGBT communities; 49 (68.05%) projects were implemented in urban areas and 23 (31.9%) of the others in the suburban or rural ones.

In response to the degree of importance of the SGS, PMT established a Monitoring Team (MT) to follow the SGS activities. The task of MT was: to evaluate the implementation status of grant projects. In total, the monitoring team made 145 trips out of Tirana.

The table below is a further disaggregation of the figures concerning the SGS implementation

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Description | **Round 1**  Feb-July 2013 | **Round 2**  Oct-2013-Feb 2014 | **Round 3**  May-July  2014 | **Round 4**  Nov. 2014-feb 2015 | **Round 5**  May-Sept 2015 | **Total** |
| Nr of proposals/winning grantees | 22/**15** | 22/**16** | 56/**17**  3 extended to Nov 2014 | 49/**18** | 46/**6** | **195/72** |
| **Activities** |  | | | | | |
| Drug prevention |  |  | 9 | 7 | 78 | **94** |
| Cyber crime Prevention |  |  |  |  | 17 | **17** |
| Sport and police |  |  | 17 | 2 |  | **19** |
| Art and police |  | 1 |  | 22 |  | **23** |
| Media and police | 2 | 31 |  | 15 |  | **48** |
| Enhancing voluntarism | 2 | 18 | 24 | 133 |  | **177** |
| Road safety | 6 | 9 |  | 48 |  | **63** |
| Environment crime prevention |  |  |  | 20 |  | **20** |
| Awareness activities | 205 of 229 | 206 of 230 | 93/321 | 367of405 | 125 of 137 | **996** |
| Capacity building activities | 24 | 36 | 11 | 38 | 12 | **121** |
| School based partnership | 138 | 146 | 112 | 140 | 42 | **578** |
| Problem solving/conflict resolution | 53 | 38 | 43 | 15 |  | **149** |
| CP &DV | 7 | 7 | 45 |  |  | **59** |
| Trafficking of human beings |  | 35 |  | 12 |  | **47** |
| Gambling prevention among youth |  | 9 | 17 |  |  | **26** |
| **Beneficiaries** |  | | | | | |
| Direct beneficiaries | 6540:  2990 m 3550 females | 7240-3402 m-3838 F | 8760  3511 M  5249 | 12880 5796 m, 7084 F | 4640 2180 m246 0 f | **40060:**  **17879 M**  **22181** |
| Police officers | 117-31 f | 142-38 | 174-22 F | 169-31 F | 72- 23 f | **674: 145 F** |
| Vulnerable(LGBT) & Roma minorities | 3NGOs | 2 with 13A | 3 NGOs | 2 |  | **10 NGOs with 137** Activities |
| Urban | 10 projects | 14 | 12 | 11 | 2 | **49** |
| Suburban or rural | 5 | 4 | 5 | 7 | 2 | **23** |

**3.2.6. Production of age and target group specific awareness material and distribution in partnership with ASP, on contemporary threads to children and youth**

**Objective:**

To produce in cooperation with ASP, awareness material on 6 contemporary threats as defined by the Integrated communication strategy (on cyber-bullying, drugs, road safety, sexual harassment, etc).

**Achieved outputs:**

* identification of relevant awareness material and target audience;
* ToR for contracting companies to produce awareness material completed, approved and published;
* recruitment process for the implementer completed;
* Awareness materials on threats to drugs 10,000 fliers spot was produced and delivered;
* Awareness materials on prevention of violence in schools 10,000 fliers + a spot was produced and delivered;
* Awareness material anti-trafficking in human beings 22,000 fliers+ spot was produced and delivered;
* Awareness materials on cyber security 16,000 fliers + spot produced and delivered ;
* Awareness materials for road safety 12,000 flier for teenagers and 12,000 fliers for children + spot produced and delivered;

**Description of activities**

**Awareness campaign against trafficking in human beings.** The 3rd week of October 2014 coincided with awareness campaign against trafficking in human beings in Albania's main cities. The campaign, led by the Ministry of Interior, was developed in collaboration with the SACP.

Within the scope of improving the capacity building of public relations of MoI and ASP, PMT has cooperated with the MoI and ASP for the commencement of the awareness campaign on partnership, road safety, cyber-crime, violence in schools etc. PMT managed to guide the process. Production of age and target group-specific awareness material, and distribution, in partnership with the ASP, on contemporary threats to children and youth (e.g. cyber-bullying, drugs, road safety, sexual harassment, etc.) took place

As stated above, the SACP has continuously supported ASP in awareness campaigns. An amount of 30,000 fliers aimed for the tourist seasons were produced and delivered to ASP PR sector for their functional use. The integrated communication strategy was set up the 6 fields of interventions for awareness against contemporary threats to children and youth: prevention of violence in schools, cyber-bullying, drugs, road safety, trafficking of human beings etc.

From March to September 2015 the following awareness material were produced and delivered:

* + Awareness material on threats to drugs (10,000 fliers). In April a spot was produced;
  + Awareness material on prevention of violence in schools (10,000 fliers). In May a spot was produced;
  + Awareness material on anti-trafficking of human beings (22,000 fliers). In June a spot was produced;
  + Awareness material on cyber security (16,000 fliers) + spot;
  + Awareness material for road safety (12,000 flier for teenagers and 12,000 fliers for children) + spot
  + 15,000 leaflet for web constable commissariat no 1.

## 3.3. Component 3 –Domestic Violence

**Expected results as per Programme document**:

* + Development and distribution of a practitioner’s manual on tackling domestic violence
  + Victimization Study
  + Delivery of trainings workshops on the manual across Albania
  + Identification, development and distribution of Domestic Violence awareness material for increasing awareness on the roles and responsibilities of different agencies responsible for tackling Domestic Violence
  + Conduct a study on how to improve current reporting system for Domestic Violence incidents to eliminate double-reporting and streamline current processes
  + Collection of information to feed into the performance management system design project

**3.3.1. Victimization study.**

**Objectives:** to conduct a study on the victims of domestic violence and sexual assaults in Albania in order to create a baseline for data comparison and developing future action plans related to combating DV.

**Achieved outputs:**

* ToR for contracting company to make the study developed and approved with the ASP;
* 5 Meetings with the research company to discuss progress;
* 2 Monitoring visits to follow up research work developed;
* Introductory workshop to present the study organized ;
* Presentation of the study to JWG;
* Study approved by the PSC;
* 100 copies of the study were printed;

In line with the logical results framework of DV component area, PMT prepared the ToRs, and after discussing them with ASP and following all the other required procedures and guidelines, on February 15, 2012 contracted the NGO “The Hotline for Women and Girls” to conduct a study on the victims of domestic violence and sexual assaults in Albania.

On September 2013, the contractor delivered the study which was the joint work of the NGO’s staff and consultants affiliated with the organization. The study gathered data on DV with the view that it would be useful in developing future action plans related to combating DV. The research was conducted in all 12 regions of Albania (in rural and urban areas) with significant attention to Tirana and was based on a comprehensive survey that included in-depth interviews and focus group discussions to collect information from victims of DV.

The overall recommendation of the study highlights the need for a better communication strategy with the victims and the broader public. Recommendations were classified in 5 groups: a) for the Roma community, b) for the LGBT community, c) for women victims of violence d) for children and finally e) for the elderly.

The final product was delivered to ASP HQ/DV sector and was introduced to JWG meeting which led to its approval by the PMT & ASP. 100 copies of the study were printed in a combined English/Albanian format and delivered to ASP.

**3.3.2. Development and distribution of a practitioner’s manual for tackling DV with descriptions of roles and responsibilities**

With respect to the practitioners’ manual, the activities were two-fold:

* Manual on DV finalized and produced and,
* Roll out training on DV manual initiated,

**Achieved outputs:**

* ToR for contracting company to make the study developed and approved with the ASP;
* 2 Meetings with the research company to discuss progress;
* 4 Monitoring visits to follow up research work developed;
* Introductory workshop to provide a comprehensive briefing of the process;
* A final review of the study developed;
* Presentation of the study to JWG;
* Study approved by the PSC;
* 500 copies of the study were printed and delivered to ASP DV sector and RPDs;
* PMT drafts the ToR and contracts the expertise of a company to provide a nationwide training about how to use the Manual;
* Training workshop organized in 12 RPDs
* Monitoring visits of PMT to check the follow up developed;

On 5 July, 2013 the Gender Alliance for Development Centre (GADC) was awarded the contract to develop and distribute a Practitioner’s Manual for Tackling Domestic Violence. The purpose of the activity was to develop a manual to increase the knowledge among practitioners tackling DV within their areas of responsibility and increase collaboration between agencies. The Manual was to include updated technical material, such as legislation, standards and operating procedures. GADC began work the second week of August 2013.

Their approach involved quantitative and qualitative analyses through: focus groups, semi-structured interviews, reviews of Albanian law (domestic violence legislation,), and public surveys. In October 2013, GADC provided a comprehensive briefing at a workshop with all of the stakeholders in order to conduct a final review of the Manual before it was officially published. The manual was designed as a general guideline for all the stakeholders involved in the fight against DV, with a special focus on the staff of the ASP. The manual consists of four main parts which provide practical knowledge based on the actual domestic laws in force.

Following the work plan, PMT drafted the ToR and contracted the expertise GADC to provide a nationwide training about how to use the Manual. The goal of the training was to provide a full understanding of the manual for its potential users. The training sessions were organized in 12 regions of Albania. They consisted of two days of classroom training. The first day involved 30 people, 15 of whom represented the police departments of the region. The others were from various institutions responsible by law to implement the Law on Domestic Violence; the second day the training continued with the 15 police officers.

In total there were 14 training sessions including a training of trainers. The participants included 392 people (185 males and 207 female). Out of the 392 participants, 224 were police officers (163 males and 62 females). The training sessions were conducted in Durres, Lezha, Elbasan, Fier, Kukes, Vlore, Tirana, Shkoder, Berat, Korce, Diber e Gjirokaster. In conclusion, the training of trainers (18 police officers) was organized in Tirana with representatives from police departments from each region in order to create a group of trainers within the Albanian State Police.

**3.3.3. Conduct a study on how to improve current reporting system for Domestic Violence incidents to eliminate double-reporting and streamline current processes**

**Achieved outputs:**

* ToR for contracting the expert to make the study developed and approved with the AS
* Report produced to provide options on improving the reporting system of DV;
* Presentation to JWG and discussion and approval on report findings;
* An action plan produced on the way forward to streamline reporting;

**Description of activities:**

On July 2015, the contracted expert released the report on DV reporting system under the title: “Assessment of the functioning of the domestic violence structures of the Albanian state police, as part of the national referral mechanism for the treatment of domestic violence cases”

The report was designed to assist employees of the MoI/ASP for a more effective planning of steps to be undertaken following the new Strategy on the Community Policing 2015-2017, new Law on State Police, etc., and is part of a series of reports and studies compiled in the frame of Swedish Support. The report was prepared by two experts and was revised by the advisory team composed by State Police and SACP. The draft was consulted with the working group established by SACP with representatives of ASP, as well as with a wide range of stakeholders including representatives from state institutions, international organizations working on the same issues, experts of the field, etc. The feedback and comments received were reflected in the final version of the report. The main focus is the role of the police in handling cases of violence in family relations in the context of the philosophy of community policing, as well as its role as one of the key members of the Referral Mechanism set up for this purpose. The report can be considered also as a complementary part of a series of preliminary studies conducted by the SACP or even following several assessments carried out by other actors in this direction.

Its added value remains precisely in exploring the situation within the structures of the State Police and the identification of needs for improving cooperation with other members of the Referral Mechanism, from the perspective of the police officers themselves and intertwined with the philosophy of policing community. Methods used were mainly qualitative ones: desk review of the existing studies, researches, evaluation reports as well as of the existing legal and policy framework. Additional information was gathered from 17 in-depth interviews and 3 focus group discussions with a total of 42 professionals (10 women) from Tirana, Shkodra and Elbasan.

The selection of the targeted areas was done considering some specific criteria, such as:

* + The existence of Referral Mechanism for treatment of domestic violence cases;
  + The high number of domestic violence cases reported, aiming to cover north and south, but avoiding cities involved in the assessment of the effectiveness of referral mechanism, conducted this year by UNDP.
  + Limited time-frame and cost for conducting such assessment.
  + Mechanism and police officers at the Police Department of the District. Special role here should play cooperation between local coordinators at municipal level and Specialists for Juvenile and Domestic Violence who also have the obligation on keeping statistics.

**3.3.4. Development and distribution of DV awareness material to the general public in order to increase awareness of the respective roles and responsibilities of different stakeholders responsible for tackling DV**

**Achieved outputs:**

* Identification of relevant awareness materials and target audiences
* Production and distribution of awareness materials

Initially, in June 2014, under the commitment to increase awareness on Domestic Violence in Albania, SACP along with OSCE and other local donors co-funded the DV awareness starting in Korca to be then followed by Shkodra, Vlora and Fier. This experience served as good grounds launching the awareness campaign activity as forecasted in the action plan.

According to the scheduled plan, during October -November 2014, PMT conducted a number of preliminary meetings with ASP HQ DV sector and MoI for launching the awareness campaign against DV. The main aim was to determine the modalities, key persons to be involved and the geographical spread.

Subsequently, this working group drafted a work program and calendar of activities. Timetable provided activities in the 12 RPDs supplemented with sensitizing materials (banners, flyers, ribbon, spots, etc.). SACP produced all these materials in a timely manner. Activities included TV show talks and joint meetings with pupils and students. This event concluded successfully on 10th of December and the feedback was rewarding.

## 4. REPORT ON THE IMPLEMENTATION OF THE GENDER MAINSTREAMING PLAN

Being aware that any effort at community policing reform should be launched from a rights-based approach, the PMT from the very start of the Programme has underpinned gender mainstreaming and integration of the gender perspective into every stage of policy processes – design, implementation, monitoring and evaluation – with a view to promoting equality between women and men.

By July 2012, PMT produced the “Gender Mainstreaming plan 2012 – 2015” which set up the main tasks to ensure that the three component areas integrate a gender perspective including an analysis of the consequences of suggested reforms for women and men respectively. This report gave a lot of consideration to the actual ASP action plan on diversity and gender mainstreaming 2010-2015.

The GMP suggested the gender mainstreaming activities to be carried out in close cooperation with ASP and the responsible diversity officer. During the inception phase, an assessment of gender mainstreaming status in the Albanian State Police was carried out, as a first example of this cooperation. A number of meetings with the responsible officials on diversity and gender related issues, at ASP HQ, some dedicated meetings to gender issues with TGs and a lot of interviews with RPD staff, highlighted the need for the PMT to work not only at improving the technical abilities of ASP and other beneficiaries; but also on achieving a change in the mentality of the police. In that respect, the Gender Mainstreaming Plan was promoted as of outmost importance.

The cooperation with the diversity officer was good until first semester of 2014. PMT maintained regular communication and exchange data and reports to that date. With the new structural changes in ASP, the former assigned Diversity officer was promoted to another duty (serving at the secretariat of the director general). The cooperation with her replacement was not as fruitful as with the former and it did not last long. The difficulties in cooperation were two-folded: firstly it took some time for her to get updated with her new job and requirements; and secondly she did not have the needed flexibility of cooperation, as she needed to check with her chain of command for almost every step, hampering as such the smooth day-to-day functioning of the joint gender mainstreaming plan.

During the second half of 2014 until the end of the Programme, the position of Diversity and gender mainstreaming officer disappeared. In fact, our PM experts have raised the issue with the HR office in one to one meeting as well as in different forums and workshops. The PMT has been reassured that both ASP action plan on Gender and diversity 2010-2015, as well as the jointly agreed GMP of the Programme were the focus of this office. Despite the fact that there was no directly assigned diversity and Gender officer, the duties were transferred to other HR specialist and gender indicators and the follow up of the action plans were observed in an equal mode. PMT has not been able since then to receive the needed data reports in order to be as complete as previously.

In order mitigate the risk PMT adopted another strategy to follow up with the GMP. The ultimate goal was to achieve gender equality. The evaluation in the first gender mainstreaming report accordingly addressed itself to the whole range of Programme’s work and assessed gender mainstreaming within the organization from the perspective that this implied. Within the LSMS development area (in LSMS pilots and regional meetings on LSMS), in the SGS (in the SGS specific selection committees + balanced composition of project implementing teams), in other activities like reception halls selection committees or all kind of training and workshops the PMT focused specifically to achieve its goals on gender mainstreaming which can be described as following:

* 1. Ensure that gender analysis is an integral part of all its activities;
  2. Make support for gender equality a key element of policy dialogue with partners;
  3. Develop strategies to ensure its capacity for gender mainstreaming.

### 4.1. Gender Mainstreaming Strategy Approach

In all the stages, the SACP has advocated a systematic approach to the gender mainstreaming strategy, including in particular:

* effective application of a gender impact assessment of policies;
* development of statistics broken down by sex;
* use of indicators to measure progress;

The implementation of the Programme was guided by the following gender mainstreaming principles during the period 2012-2015.

* The project should always strive for gender balanced representation in all entities.
* All project members or ad hoc ones and related working groups members should be aware of the gender equality and its obligations within the normative and institutional framework of ASP.
* All members or ad hoc associates related to the project should take on individual responsibilities to implement and respect Diversity and Equality;
* Awareness of the fact that all project activities always aim enhancing gender equality
* Awareness of the fact that women and men expect equally benefiting from resources allocated for different activities and projects
* Support ASP to develop and plan internal gender policy in order to ensure and support integration of gender aspects into their sectors
* Support internal trainings of ASP staff on gender awareness in general, and on gender specific expertise in the project areas
* Support ASP in development of the gender sensitive indicators in monitoring and evaluation of plans and performance in all departments

The different Gender Mainstreaming project activities were divided into three dimensions: the first one went ongoing and parallel with planning of certain activities and the second dimension was the execution of different performance indicators for use while the third one was assessments or follow-ups of more comprehensive character. All three dimensions were continuously reviewed in biannual periodical reports and in the annual reports. Data for performance indicators must be reliable and consistent over time, sensitive to progress toward results, feasible and affordable to collect and analyze, and useful for decision making. Once the indicators are selected, a baseline must be established. The lack of baseline data for the indicators makes it difficult to demonstrate progress in achieving results.

### 4.2. Practical use of Gender mainstreaming in the three component areas

During the life span of the programme, the GMP aimed at supporting ASP in organizing and implementing jointly with ASPs diversity officer the following gender mainstreaming activities:

* Inclusion of the gender balance and the gender sensitive indicators as important criteria for the small grant scheme.
* Creating appropriate formal and informal communication approaches with female employees especially with those interested in Community policing and the project areas of Performance Management, Domestic Violence and Partnership/youth issues in the State Police.
* Organization of trainings on Community policing with women and girls who are potential candidates for being prospects of working in the project areas; including organization of consultation sessions where higher rank female officers consult those with lower ranks;
* Assist the ASP diversity officer in organizing activities related to community policing, especially in the three Programme areas of Performance Management, Domestic Violence and Partnership/youth issues.

In general there have been commendable efforts to mainstream gender in most of SACP practice areas, but the issue still remains a difficult matter in the RPDS as our main counterpart. The RPDS experienced frequent reshuffles and as a consequence knowledge and experience gained in the given areas of interest was lost. In several occasions, the SACP working teams faced with the situations when the new staff did not seem to know how to apply a gender mainstreaming perspective. While there have been some isolated efforts to address broader gender issues, the tendency was to seek small, women-focused activities. It was due to a steady and uncompromised position of the PMT that the Programme’s goals of the GMP were followed up and indicators were observed

SACP observed and led the activities periodically in order to determine:

* If the gender balance is included as an important criteria for the small grant scheme and also if the mandatory gender sensitive indicators were present.
* If the appropriate formal and informal communication approaches with female employees especially interested in Community policing and the project areas of Performance Management, Domestic Violence and Partnership/youth issues in the State Police have been created.
* If the trainings on Community policing with women and girls who were potential candidates for being prospects of working in the project areas have been organized.
* The results of the follow-up of the gender balance in the project framework; the Steering Committee, the Joint Working Group, PMT and the Technical Groups
* If the number (or percentage) of female staff in each working group or equivalent in the project have been followed up.
* If the respective number and percentage of men and women at each decision-making or specialist level in each working group or equivalent in the project have been followed up.
* If the number of women and men, participants per topic of training, was registered.
* If developments of the gender indicators in monitoring and evaluation plans have been done.
* If annual formal or informal collaboration and communication mechanisms exist within women’s groups, human rights groups and other civil society groups on local, municipal and district levels of ASP and their follow up in relation to gender issues. If each year, a review was done on how men and women in local communities were consulted on crime prevention priorities and approaches of the ASP.
* If the reviewing of agendas and meeting minutes were held between the ASP and community members looking for gender mainstreaming developments every year.
* If the RPDs assessments were made in compliance with quantitative methods of data collection to produce quantifiable results, so they focus on issues which can be counted, such as percentages of women and men exposed to different types of crime, the number of male and female refraining from activities due to fear of being a victim of crime, or men and women assessments of the late at night outdoors’ situation.

Based on the Gender Mainstreaming Plan the PMT was attentive to turn it into an explicit issue in all three component areas. Gender indicators were assessed in all the activities, meetings workshops, conferences. Also, the PMT guided all the activities of the Small 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 geography).

Overall, the PMT assessed that within the three component areas 54 782 persons took part in all the program activities out of which 32 249 or58.86 % were males and 22 533 or 41.13% were females hat participated in the program activities during this reporting period. Whereas specifically from the ASP, a total of 974 police officers participated out of which 245 were females.

Almost 68.5 % of the training workshops on communication skills and practices in the Reception halls were females. 15.4 % of the participants in the three international conferences were females as well.

A growing number of female participation was noted in the regional meetings on the LSMS that was rated from 4.7 % in Elbasan area to respectively 12.7% in Berat and 14.7% in Korca area.

During this reporting period, PMT and ASP organized three different cycles of training explicitly: training on HR management, strategic planning and costing as well as on reception halls. These cycles involved a total of 232 police officers out of which 163 were males and 69 or 29 % were female police officers.

The training on practitioner’s DV manual the situation appears as follows: In these training sessions, 374 people out of which 172 were males and 202 were females. ASP attended the training with 207 police officers out of which 150 were males and 57 were females.

SACP could not achieve its goals for gender mainstreaming in the LSMS piloting. Figures were not promising either in the pilot areas or in the LSMS training workshops where the total number of female officers was only 4. The same held true for the female participation in police case management trainings.

Specifically for the SGS, the PMT noted a rather good gender balance especially for the 12 RPDs in 5 rounds. In total, there were 40 063 direct community beneficiaries, 17 879 or 44.6 % males and 22 184 or 55.37 % were females; 674 police officers have benefitted by the activities, 145 (21.51%) women police officers. The approach was effective and the planned goals were accomplished beyond expectations. During the implementation of the SGS, 41.2% of winners were either women organizations or women individuals; 53.2 % of 12 SGS selection committees were women; 81.7 % out 12 RPD responsible persons/police monitors were women; 70% of the implementing/core working groups of projects as a total was women members.

## 5. LESSONS LEARNED AND SUSTAINABILITY, ASSESSMENT OF THE OWNERSHIP OF ACHIEVED RESULTS DURING THE PROGRAMME PERIOD.

### 5.1. Sustainability and transfer of ownership to the beneficiary.

Sustainability and ownership has been generally recognized as a major objective and has marked accordingly the entire life of the Programme. Indeed PMT gave an early start to drafting the exit strategy jointly with the ASP being aware of the relevance of this document.

Through a participatory approach, the Programme managed to actively involve the ASP to firstly draft and approve the Exit strategy and secondly to elaborate a joint action plan for its implementation. Upon decision of JWG, an implementing working group was set up. The implementation of the work plan that accompanied this document has been part of our daily agenda and tasks, and despite challenges, was performed well including even additional tasks.

Our main beneficiaries, but also our research documents points out the considerable efforts that were made during programme implementation to ensure Albanian ownership in terms of focus areas, approach and participation.

In order to ensure sustainability and enable ownership, the exit strategy was conceived and implemented based on a combination of four main components:

1. Enshrining a comprehensive and sound vision for the future implementation of the community policing in ASP strategic documents;
2. Inclusion of the core elements of Community Policing in the ASP legal framework;
3. Elaboration and dissemination of broad set of working materials with general knowledge on Community Policing and specific working materials on specific components;
4. Continuous capacity building and knowledge transfer during the entire program life cycle.

**1. Enshrining a comprehensive and sound vision for the future implementation of the community policing in ASP strategic documents**

In order to achieve this, PMT has given contribution in:

* Drafting the 7 years police strategy ( 2015-2020);
* Drafting the Policy document on community policing (the 3 years strategy)

When the program commenced PMT found a fragmentary, and somehow non-existing and chaotic practice of CP, whilst community policing today has become a tangible reality and part of the legal framework of the police. An evident example of this reality is the 7 years strategy of the ASP (with a complete chapter on community policing) and the Policy Document on Community Policing.

The above documents constitutes three strategic priorities: 1) integration of the philosophy of community policing in all components of the work of the State Police, 2) consolidation of partnerships with the community and 3) improving the quality of administrative services for the citizens and business.

**The Strategy of Public Order** (Program of the State Police) 2015-2020 has centered on the philosophy of community policing, by recognizing "the further development of the philosophy of community policing, reinforcing values organization, better adapted to the needs of the community service, proactive policing applied, using forms of effective instruments of cooperation with local government bodies, public services of various subjects of the society”.

This strategy, for the first time, defined the motto of the State Police and what is the "heart" of a philosophy of community policing: "Together for a safer environment and quality of life in the community" and defined it as philosophy of the organization, recognizing that "Fulfilling the vision calls for the implementation of the philosophy of community policing, setting the standard for communication, transparency and accountability of police officers and citizens, create partnerships and synergies between different groups to solve problems and strengthening public safety. "

**The Policy Document on CP**, among these three priorities, sets out 10 objectives and paths for concrete interventions to achieve them covering all elements necessary to deepen the implementation of community policing in the police. This document has put a special emphasis on improving administrative services for citizens and business, the use of modern technologies of information and setting up offices to deliver appropriate services to the citizens. It defines the new role of the Zone inspector or the CP officer and restructures the police areas. It also brings a new era of mentality shift, management and restructuring of ASP. Most of the elements of community policing mentioned above are reflected in detail in the draft rules of ASP. This provides the legal basis necessary the proper implementation of the policy documents.

In terms of organization and functioning, the documents provide:

* + A re-organization of covering the territory with a view of "functional police zone", which will be split (in one or several neighborhoods) per each commissariat/police station. Each commissariat will be organized according to the new administrative division.
  + A reshape of Police Zone Specialist function to CP officer, with specific tasks to fulfill two main functions:1) establishing and maintaining direct relationships with citizens and representatives of state institutions and community and 2) maintain the intelligence to gather information in order to prevent anti-social behavior and criminal acts
  + The creation of small, flexible responsible structures for developing, promoting and monitoring the implementation of community policing practices in Head Office and local police departments.

Strategically, the documents provide:

* + Increased role of commissariats/police stations and a new concept of planning based on the orientation towards service delivery to citizens and resolving the root causes that lead to security problems, implementing a preventive and proactive vision.
  + The problems of security in the community will be identified in a scientific manner and periodically (1 to 2 times per year) on the basis of a system of measuring Community Safety (the system will be based on a survey of residents or other techniques of social sciences).

In terms of philosophy of work, namely partnership with the community, the documents provide:

* + Inclusion of the community in all phases of police work and activities starting with planning and monitoring the work of the Police. More specifically it foresees the establishment of citizen-ASP forums for each area, which will participate in the drafting of local police action plans and annual strategies of community policing and monitoring their implementation.
  + Inclusion of the community in addressing the problems of security by promoting cooperation or services in the Police area.
  + Inclusion of institutional partners (state institutions, government bodies, business communities etc.) to address security concerns by instituting specific instruments to exchange information and to maintain permanent dialogue with these partners to promote the undertaking of responsibilities for addressing concrete works

**In procedural terms**, the documents provide for the review and the gradual improvement and development of identified concrete policing methods policing suitable for each of the security problems that appear in the Albanian communities.

**In management aspect of human resources**, the documents envisage improving recruitment practices and rules of financial incentives to enable the absorption and retention as specialists of community policing of proficient individuals in ASP, determining in advance high standards for recruiting and ensuring their ongoing training-for this facility.

**Finally,** those documents have put a special emphasis on improving administrative services for citizens and business, anticipating simplification further administrative procedures, the use of modern technologies of information and setting up *Reception halls* offices to deliver services for the citizens established by "ones-stop-shop" model in all commissariats of the country, cutting costs, time and increase access to the administrative services of the state police.

**2. Inclusion of the core elements of Community policing in the ASP legal framework**

SACP has successfully contributed to:

* The new ASP law;
* Parts of the new ASP regulation;
* The draft law on antisocial behavior.

**Firstly**, due to the direct coaching and expertise of the SACP, the Law "On the State Police" (Law no. 108/2014), has already initiated steps to clear and secure the future direction of community policing. This law puts CP on the basis of the activity of the State Police which and explicitly defines its basic components. Article 80 of the law defines the philosophy of community policing as a basis for strategic management and planning of the work of the State Police, specifying the obligation to draft annual strategies for community policing at the local level. The same article establishes the obligation for developing these strategies in conjunction and with the participation of other state institutions, civil society, representatives of religious communities in a consultation process to institutionalize the community, with an emphasis on the prevention of crime as a fundamental objective. Several other articles of this law (Article 76, Article 78, and Article 79) stipulate a legal level, the second component of community policing, the partnership with the community, civil society and other institutions of state and local government in order to increase public safety. Article 5 and Article 77 determine principles of transparency and public information as main principles of the State Police. Pursuant to this law is drafted the strategy on CP.

**Secondly**, in the new regulation of the state police that got approved in the September 2015, a considerable part is devoted to the functions of the community policing officer. This is a direct translation of the joint efforts of ASP and SACP experts to introduce the CP philosophy and practice.

**Thirdly**, the draft law on antisocial behavior was a work done in compliance with the partnership study suggestions according to which steps (both regulatory and organizational) need to be taken in order to equip the police with clear competencies over anti-social behavior.

The PMT legal expert to supported ASP on drafting the new law. The work on drafting this document started in February 2014, and involved one-to-one consultations, regular joint meetings between the expert and the working group (PMT, the ASP and the legal expert) and workshops that brought together the MoI, the ASP, local government, other line ministries, civil society and the Ombudsman, to discuss and review the initial draft law that was prepared and distributed.

At present the draft law is being modified to conform to the recommendations of the workshop and is sent to line ministries and parliamentary committees in order to sit for passing procedures. Once enacted, the new law will permit the police to take action regarding minor acts of anti-social behavior.

**3. Elaboration and dissemination of broad set of working materials with general knowledge on Community policing and specific working materials on specific components**

The Programme has delivered two major manuals. Below we are briefly enlisting some of the most important products:

* Manual on community policing;
* Practitioners’ manual on tackling domestic violence.

**The Manual on Community Policing** is considered as the most important document produced. Its relevance and acceptance by the ASP went beyond expectations. This manual was a summary of approaches and methods used from the beginning as well as selected best practices. It is theoretic but foremost pragmatic in its design and content.

**DV practitioners’ Manual.** The manual was designed as a general guideline for all the stakeholders involved in the fight against DV, with a special focus on the staff of the ASP. The manual has increased the knowledge and collaboration among practitioners tackling DV within their areas of responsibility. It includes updated technical material, such as legislation, standards and operating procedures and consists of four main parts which provide practical knowledge based on the actual domestic laws in force.

**4. Capacity building and knowledge transfer**

Capacity building and knowledge transfer was considered and applied in all stages of the project cycle, aiming to organize training, coaching and mentoring processes that would ensure transfer of useful knowledge and/or facilitate learning explicit knowledge, for the benefit of all beneficiary parts and other stakeholders participating in the various activities.

PMT has shown that the project has applied a structured approach to capacity building and have listed all activities undertaken, mostly being an integrated part of project components. The best achievement is probably the much broadened local ASP resource base, better capacitated to do functional and operational analysis and to deliver studies that comply with international best practices. MOI/ASP personnel have also been subject to capacity building on aspects of PR and communications skills and PMS. This was done taking into account, the fact that all good international practices (as in the case of LSMS, RHs, community policing techniques, etc.) must both be learned and made usable in the Albanian context. If both conditions do not exist, the knowledge has not been transferred. The goal of knowledge transfer has been to share valued and useful information, within a meaningful context, so that it can be used when making decisions and taking action.

In developing a format and approach to knowledge transfer, the project has looked at the aspects of defining the user’s needs and defining the transfer tools like coaching and mentoring, collaboration, communities of practice, documentation, use of experts, structured training events, knowledge capture such as analysis of current knowledge, meetings, on the job training, process mapping etc; and incorporated those aspects into the project’s work plans.

SACP has contributed to capacity building for both beneficiaries: MoI and ASP (HQ and RPDs). While investments were carried out exclusively to increase capacities to PR and media unit at the MoI, support to ASP, for the 3 component areas, was multifold. The Programme has made use of international and national experts as well as ASP expertise at considerable scope.

For the PM component, capacity building activities varies from coaching and mentoring, learning to prepare documentation, strategy papers, action plans, on the job training, structured training events, workshops conferences, group works, meetings, process mapping, etc. It started by technical work group meeting establishment of working groups followed by workshops,

Training was done for staff ASP HQ and RPD Staff to develop knowledge on LSMS, drawing annual strategies on CP and preparing action plans and calculate the costs. Training was also done on change management and on the introduction of budgeting and costing.

By involving national expert and DSS staff in core groups in planning and designing the CP annual strategies, capacity building was done. In terms of knowledge transfer sustainability, this is probably only secured by the enhanced capacity of certain individuals within the ASP.

The project also provided coaching to staff in ASP for the activities involving RHs, SGS, web constable, awareness campaigns and practical implementation of practitioner’s manual on DV.

The approach was to involve the ASP in scanning the situations, in the gradual analysis of findings, and then produce proper operational plans. In all these training events and workshops dialogues and discussions have prevailed. These dialogues and discussions have in our view important capacity building aspects such as:

* Discussions on best practices
* Dialogue on relevance of results and purpose of change
* Shift of mentality

### 5.2 Challenges and lesson learned

**5.2.1. Challenges and problems faced**

Being aware of different challenges of knowledge transfer, PMT had to address challenges like:

* Adapting knowledge transfer interventions to the background of the participants. In some cases, special efforts were made to bring together and create a collaborative environment among educated and trained junior staff and conservative experienced but “old generation”;
* Organizational culture that is non-conducive to knowledge sharing and lack of willingness to share knowledge or rather, not understanding that knowledge transfer is for the benefit of the institution and not for individuals.
* Inability to recognize and/or articulate knowledge or good practices information as a general package and in the context of the main aim of this Programme to enhance flexibility and increase Internal ASP communication. At several occasions PMT had to convince the ASP HQ officials - accustomed to act in accordance with rules and produce formally correct official documents - that they also were able to be innovative, creative and had the capacity to set and work against development objectives;
* Knowledge transfer is time consuming as many activities take part outside defined training events;

Some of the constraints or issues that affected implementation have been:

* Continuous reshuffle and /or replacement of ASP personnel;
* Stakeholders engagement ( difficulties to ensure same enthusiasm as ASP);
* Election campaigns. ASP personnel were overloaded with maintenance of law and order and unable to take part in some of the planned activities.

**5.2.2. Success factors and lessons learned**

Below some key success factors (internal and external are listed

* Clearly defined goals (including the general project philosophy or general mission of the project, as well as commitment to those goals on the part of the team members);
* Competent project manager and skillful competent Programme team members;
* Sida support;
* The project coordination has been one of the most important success factors. Most of them associated successful coordination with efficient management skills, well defined tasks during the project life cycle, as well as clear work distribution among the project partners;
* Communication among partners and stakeholders is seen as the third most important success factor. The use of face to face communication as well as alternative communication channels like e-mail, social media, etc have been important. In addition, using networking skills at all levels are imperative in communicating with any stakeholder;
* Stakeholder Engagement: Working Together to Create a Change. Stakeholders got recognized for their contribution to the project and engaged willingly in the development of all activities, through a participatory approach including agenda setting and decision-making as well as in implementing, evaluating and reviewing actions;
* Construction of and establishing adequate communication channels and networks. Plenty of information has been made available on the project objectives, status, changes, organizational coordination, clients’ needs, etc;
* Monitoring and control mechanisms (including planning, schedules, etc.). Programs are in place to deal with initial plans and schedules. Especially with the SGS and RH-s;
* Feedback capabilities. All parties involved in the project area have been able to review project status, make suggestions and corrections through formal feedback channels or review meetings;
* Adequate responsiveness to ASP/MoI requests .SACP responded to beneficiaries’ requests in a structured and transparent manner. Further, the client received assistance and coaching in order to have projects successfully implemented.

**Lessons learned:**

* **The implementation strategy chosen by SACP has been successful**. The basic idea applied by the project was to establish the SACP identity, to create and advertise success by delivering “tangible” services, such as training, capacity building, legislation improvement, and infrastructure and to gradually engage in more complex and challenging change processes including policy development and strategy making.
* **Transparency and openness:** The policy of offering services and acquiring external resources through open calls for proposals has helped the project create an image of fairness and transparency. The geographical distribution of project services and the policy to provide all materials in Albanian has also assisted in this respect. SACP is now perceived as an engine for CP theory and practice and a generator of partnership development between ASP and civil society.
* **The program has proactively addressed some of the policy areas that offered potential for improvement.** Sustainability, mechanisms for cooperation between local governments and civil society as well as quality assurance systems are issues that have been given attention to by the program. The organization of regional LSMS meetings, SGS selection and monitoring processes, the publication of reports and other similar measures have been taken in an effort to “push” the issues. The chosen approach has been to offer MoI/ASP an opportunity to review experiences gained in Western countries, to discuss their applicability in their own context and to start action planning. Regional events have in several cases been followed by national activities and further initiatives might be taken in future.
* **The program has applied various mechanisms in order to promote continuous learning**. Surveys and evaluations have been employed not only to assess the safety situation as in the case of LSMS, but also to capture views and comments that are used to improve and refine the methods and procedures applied. Regular involvement of the ASP HQ departments and RPDs in project implementation has ensured that all major lessons learnt have been documented and fed into reports and other publications, made available through monthly progress reports, the Web page, etc. Increasingly, the ASP staff members have visited each other to exchange information and to transfer knowledge and approaches, when possible in conjunction with regional events or other bilateral activities.
* **Media coverage** of program’s activities has been good. The experience with media coverage of SGS should be considered and put forward as a good practice. The combination of local TVs with social networks (You Tube, Facebook and Twitter) proved to be efficient, easy to access, flexible, direct and more essentially at very low cost. ASP should take on board both the SGS media coverage experience and the web constable piloted in Commissariats no 1 and 2 in RPD Tirana.
* **This programme included a number of activities and processes that PMT believe have provided a strong foundation**. It is strongly recommended that the momentum developed in the SACP continues, as well as benefiting from the relationships developed over the past three years. However, there are already a number of areas that can be identified as key lessons that should be taken forward:
* **The Small Grant Scheme** has been widely acclaimed by police and the community as a huge success. 74 small grants awarded during 5 phases not only involved NGOs and other well organized advocacy group but also individuals and police officers in drafting and implementing SGS projects. Minority communities, such as the Roma and LGBD, were very much present in the projects. ASP and the programme has demonstrated openness towards youth and marginalized groups which has improved the ASP image towards the public
* **Regional Committees** like selection committees of the SGS, RHs local committees, LSMS regional conferences (meetings) have been widely been recognized by all parties as very good forums to discuss, analyze and even monitor ASP joint efforts to maintain public safety and prevent crimes, which is one of the main pillars of the philosophy of CP.

PMT also claims that the project has been able to establish excellent links with our partners. Good relations are conditions for achieving results. SACP has been proactive, by making seemingly competent and well researched interventions, filtering the requests, and accepting proposals that were regarded as serious and relevant. We feel that we have been met with respect and that our interventions have been made with the best of intentions.

## 6 Final financial report including all expenses financed under this contract and administrative issues

The PMT hired two assistants during the inception period. The PMS expert had to limit his project engagement to 25% and was complemented by a local PMS expert. The international policing expert had to resign due to health reasons in December 2013. An international policing expert joined the team on 4 March 2014. At the end of April 2013, the PMT has hired a contractor to monitor the small grant scheme. In July, the PMT hired a new Office Assistant-Accountant to replace a staff member who had resigned to accept a position with PAMECA IV.

After the midterm evaluation report of ISSAT it was recommended an extension of the international police advisor position until August 2014.

PMT has managed its human resources very well. In accordance with the schedules, the international advisor to the PMT left by late September 2014. In addition, the former local PM expert ceased working with the PMT due to another assignment. PMT managed to find the substitute, in due time and ensured that this staff changes did not hinder the further progress of the PM component. In order to meet the needs of the growing amount of activities PMT assigned extra tasks to the PMT members and re-adjusted their positions within component areas.

The final financial report will be submitted to Sida by end of October. The annual audit for 2015 will be submitted to Sida before the end of this year.

## ANNEX 1: Main objectives and results according to PD

The project is structured under three main components.

|  |  |  |
| --- | --- | --- |
| **Component 1**  **Performance Management System Development** | **Component 2**  **Partnership Development , including Youth and Police Partnerships** | **Component 3**  **Tackling Domestic Violence** |
| Specific Objective  *The implementation of an evidence-based Performance Management System that allows the ASP to track their performance and be able to strategically deploy suitable resources to support activities in an effective and efficient manner* | Specific Objective  *Police are able to solve and prevent more crimes with the assistance and cooperation with the public. Increased trust and level of cooperation between ASP, local government, central government, NGOs and communities* | Specific Objective  *Stakeholders dealing with domestic violence, including the ASP, are better able to deliver services to reduce incidents of domestic violence. Improved Coordination between ASP and other actors to ensure adequate treatment of domestic violence cases.* |
| Expected results   * *Completion of a comprehensive assessment report in partnership with the ASP on their use of goals, priorities and activity setting in the areas of partnership, domestic violence and youth-related issues (submission of written reports - three months; ten months; thirty months after the commencement of PMS project)* * *Identification of improvements in the current mechanism* * *Identification of needs to turn the system in line with professional EU common practices* * *Initial development of a suitable organisational/ managerial system for performance management in the areas of partnership, domestic violence and youth-related issues* * *Satisfaction Studies* * *Testing and revision of the organisational system for performance management* * *Training and sensitization activities aimed at senior decision-makers in the ASP* * *Education and training activities aimed at Directorate of Professional Standards* * *Train-the-trainer capacity development activities for Performance Management training at mid and low levels within the ASP* | Expected results   * *Conducting a study to define “partnerships” in the context of Community Policing and development of a project proposal and plan for establishing a mechanism for partnerships (e.g. a law, policy or specific procedures)* * *Community Policing Seminar* * *Follow-on activities to initiate implementation of recommendations from partnership study (up to the budget limit);* * *Development of a manual for relevant stakeholders at region and district levels to work with the ASP to undertake joint planning on public safety issues and development of the annual District Community Policing Strategy* * *Delivery of roll-out training workshops across Albania on the manual* * *Management of an accountable small grants system (maximum 5,000 Euros per grant) to support meaningful, locally-identified projects that enhance the relationship between youth and police* * *Production of age and target group-specific awareness material, and distribution, in partnership with the ASP, on contemporary threats to children and youth (e.g. cyber-bullying, drugs, road safety, sexual harassment, etc)* * *Organisation of seminars / workshops involving Youth and Police focusing on police training and raising awareness on youth issues* * *Collection of information to feed into the performance management system design project* * *Identification of opportunities and disbursement of funds for extension or continuation of existing activities to support police and youth partnerships* * *Support the ASP and Prosecutors Office in preparing TAIEX application for: i) Experts visit on Police Juvenile Diversion Schemes in EU; ii) Study tour to examine Police Juvenile Diversion Systems in EU* * *Support the ASP with preparations for TAIEX funded expert visit and study tour to introduce the ASP to good international practice in youth policy and diversionary systems* * *Support pilot project on the police role on juvenile diversion that could provide assistance to the work of the government commission on juvenile justice* | Expected results   * *Development and distribution of a practitioner’s manual on tackling domestic violence* * *Victimisation Study* * *Delivery of trainings workshops across Albania on the manual* * *Identification, development and distribution of Domestic Violence awareness material for increasing awareness on the roles and responsibilities of different agencies responsible for tackling Domestic Violence* * *Conduct a study on how to improve current reporting system for Domestic Violence incidents to eliminate double-reporting and streamline current processes* * *Collection of information to feed into the performance management system design project* |

## ANNEX 2: Logical Framework Matrix

**Project Area 1 – Support for the identification and start-up of a performance management mechanism for the ASP**

**Hereafter is the Logical Framework Matrix (adopted as part of the Project Inception Report) with comments/clarifications inserted that are relevant to the project implementation.**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Intervention Logic Performance Management focus area** | | | | |
| **Results** | **Accomplishment of Activities** | **Objectively verifiable indicators (OVI)** | **Achievement of Expected Results** | **Assumptions** |
| **Result 1:** Implementation of an evidence-based Performance Management System to track performance and strategically deploy suitable resources.   * R.1.1. Current status of ASP use of goals, priorities and activity setting in the project areas assessed; * Activity 1.1. Completion of a comprehensive assessment report in partnership with the ASP on their use of goals, priorities and activity setting in the areas of partnership, domestic violence and youth-related issues; * Sub activity 1.1.1. Identification of improvements in the current mechanism; * Sub activity 1.1.2. Identification of needs to turn the system in line with professional EU common practices; * R.1.2. Organisational/ managerial system for performance management in the project areas developed; * Activity 1.2. Initial development of a suitable organisational/ managerial system for performance management in the areas of partnership, domestic violence and youth-related issues; * Sub activity 1.2.1 -Satisfaction studies * R.1.3. Senior decision-makers and Directorate of Professional Standards within the ASP trained and capable of using performance management in project areas; * Activity 1.3. Testing and revision of the organisational system for performance management; * Activity 1.4. Training and sensitisation activities aimed at senior decision-makers in the ASP; * Activity 1.5. Education and training activities aimed at Directorate of Professional Standards; * R. 1.4. TOT team for Performance Management training at mid and low levels within ASP, established. * Activity 1.6. - Train-the-trainer capacity development activities for Performance Management training at mid and low levels within the ASP. | **Completed**  First assessment report and 5 pilot assessments in RPDs. The Second PM report was due on May 2013. The process involved continuous discussions and brainstorming with the ASP representatives at the Technical Working Groups.  Some of the needs are already identified, i.e. the use of external measurements for level of safety and crime in local areas and the adjustment of resources and activities based on these assessments.  The proposal with recommendations to improve the system in the first PM report of May 2013.approved by JWG and valid dated on IC on PM June 2013  4 satisfaction studies completed( 2 PSS+ internal staff motivation survey+ external evaluation of ASP)  2 international conferences on PM and crime prevention held  10 days cycle of training seminars on enhancing strategic planning capacities and costing of strategies  Workshop on management of human resource capacity  1 High level training workshop on LSMS  2 LSMS workshops with core groups of pilot areas  13 on the job training visits for drafting the RPD annual strategies | **Result 1:**   * 1.1 Validation of report by relevant European policing organizations * # and rank of ASP personnel participating in assessment; * 1.2. Reports completed within deadline; * # and rank of active participation of ASP; * # of external meetings and consultations with all stakeholders; * # of joint technical group meetings exchanging information * 1.3. 90% of deputy directors and above participated in project activities; * 65% of the Directorate of Professional Standards are certified on performance management; * Percentage of males/females trained * 1.4. 65% positive feedback from at least 3 trainings; * # of trainings/activities held * Local TOT available for further trainings. * percentage of females in ToT team | The validation of 1st report and recommendations. Was done by the International workshop June 2013.  182 officials from the ASP, of which 37% high rank, 29% mid rank and 34% low rank.  **Ovi met**  210 ASP personnel, 35 senior, 76 mid rank  **OVI met** 97 meetings  **OVI met**37 meetings.  OVI met  OVI **partially met**. 100 % of the DSSP are trained and have taken an active part in the process but the Program has not, yet certified them yet.  73.2% males 36. 7 % females  More than 75 % positive feed back  22 trainings and activities  **Ovi Partially met**  **Ovi not met** | Overall Assumptions for the development of The Performance Management System::  • The ASP receive sufficient financial support to implement the Performance Management System beyond the time of the programme  • The ASP acquire additional knowledge and expertise to enable the implementation of such a system across the ASP  • Willingness of senior ASP officers (and MoI when relevant) to formulate their strategic decisions based on the information gathered from the Performance Management System  Due to structural changes within ASP HQ, PMT shift from DPS to DSS (directorate of strategic studies )  Delays due to structural change  Due to structural changes within ASP HQ, PMT shift from DPS to DSS (directorate of strategic studies )  *Core groups created but not explicitly ToT, due to constant reshuffle within ASP* |

**Project Area 2: Partnership Development, including Youth and Police Partnerships**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Intervention Logic Partnership and Youth focus area** | | | | |
| **Results** | **Accomplishment of Activities** | **Objectively verifiable indicators (OVI** | **Achievement of Expected Results** | **Assumptions** |
| **Result 2/Activity 2: Partnership Development, including youth and Police Partnerships**   * **Activity 2.1**. Conducting a study to define “partnerships” in the context of Community Policing and development of a project proposal and plan for establishing a mechanism for partnerships (e.g. a law, policy or specific procedures); * **Activity 2.2.** Follow-on activities to initiate implementation of recommendations from partnership study (up to the budget limit); * **Activity 2.3.** Development of a manual for relevant stakeholders at region and district levels to work with the ASP to undertake joint planning on public safety issues and development of the annual District Community Policing Strategy; * **Activity 2.4**. Delivery of roll-out training workshops across Albania on the manual; * **Activity 2.5**. Management of an accountable small grants system (maximum 5,000 Euros per grant) to support meaningful, locally-identified projects that enhance the relationship between youth and police; * **Activity 2.6.** Production of age and target group-specific awareness material, and distribution, in partnership with the ASP, on contemporary threats to children and youth (e.g. cyber-bullying, drugs, road safety, sexual harassment, etc); * ***Sub activity 2.6.1*** Organization of seminars / workshops involving Youth and Police focusing on police training and raising awareness on youth issues. * **Activity 2.7**. Collection of information to feed into the performance management system; * **Activity 2.8.** Identification of opportunities and disbursement of funds for extension or continuation of existing activities to support police and youth partnerships.’ * **Activity 2.9** Support the ASP and Prosecutors Office in preparing TAIEX application for: i) Experts visit on Police Juvenile Diversion Schemes in EU; ii) Study tour to examine Police Juvenile Diversion Systems in EU * ***Sub activity 2.9.1*** Support the ASP with preparations for TAIEX funded expert visit and study tour to introduce the ASP to good international practice in youth policy and diversionary systems * ***Sub activity 2.9.2*** Support pilot project on the police role on juvenile diversion that could provide assistance to the work of the government commission on juvenile justice | Activity completed report submitted on sept. 2013. Followed by proposal and plan developed and agreed with JWG/PSC  **Completed:**  **1-draft 3 years CP strategy,**  **2- draft Anti social behavior law,**  **3-Integrated comm. strategy ,**  **4- construction of 9 Reception halls, 15 architectural design for the RHs, Business engineering ( SoPs, regulations, fiches etc.), 6- production of electronic system for the RHs**  Manual produced  **completed**, SGS started piloting in Tirana to end with 74 grants for 5 rounds covering 12 regions of Albania  Completed ( for 6 areas were produced around 90.000 fliers and 7 spots)  **Completed**  **Completed**,  **Partially completed**  ***Partially completed*** | * PMT; * 74 Grant Contracts; * Workshops/trainings; * Report/Presentation; * Manual; * Advisory Committees * Prioritization & selection criteria; * M & Evaluation Plan * Promotional Activities; * Work Plan; * Meetings. * trainings | OVI completely met, 74 grants in 12 RPD areas  OVI met each of 74 grantees coached and mentored  5 M&E SGS reports produced  Manual on CP policing produced  12 advisory(SGSSC) committees created in 5 phases of SGS as selection and monitoring committees  Ovi met, guidelines produced selection criteria to 12 SGSSC delivered  M&E plans for SGS produced and functional  OVI met, conference and launching ceremonies took place.  **OVI met**.  **OVI met**.93 meeting face to face meetings and groups meetings as well as 16 TGPY meetings took place out of which 8 were joint meetings  Ovi met 2 trainings on RHs developed ( 95 asp staff involved )  Ovi partially met | * ASP willing and committed to provide time and resources in kind to the project activities.   By Joint decision with ASP PMT decided to extend the task beyond the wok plan, and produce a more complete manual as a theoretical and practical guide for senior and mid rank Police officers  The idea for this planned activity was explored in a number of visits with stakeholders, face to face meetings and forums. The issue was discussed several times with the JWG. It came out that there was no room for sticking to the initial pal for Taiex support to international practice on youth policy and diversionary system. In order not loose knowledge (PMT had already started to train the ASP on Taiex application) by decision of JWG and approval of the PSC we shift attention to DV component, A visit is going to be realized by October 2015. |

**Project Area 3: Tackling Domestic Violence**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Intervention Logic Domestic Violence focus area** | | | | |
| **Results** | **Accomplishment of Activities** | **Objectively verifiable indicators (OVI)** | **Achievement of Expected Results** | **Assumptions** |
| Result 3/Activity 3: Tackling Domestic Violence   * Activity 3.1. Development and distribution of a practitioner’s manual on tackling domestic violence; * *Sub activity 3.1.1* Victimization study (2) * Delivery of training workshops across Albania on the manual; * Activity 3.2. Identification, development and distribution of Domestic Violence awareness material for increasing awareness on the roles and responsibilities of different agencies responsible for tackling Domestic Violence; * Activity 3.3. Conduct a study on how to improve current reporting system for Domestic Violence incidents to eliminate double-reporting and streamline current processes; * Activity 3.4. Collection of information to feed into the performance management system design project. | Completed Sept. 2013  Completed October 2013  14 training sessions including ToT  Completed July 2015  Completed | * PMT; * 3 Grant Contracts; * Manual; * Trainings/workshops; * 1 Report; * Presentations; * Awareness materials;   Meetings; | Ovi met ( GADC granted the contract)  Ovi met report delivered on Oct 2013, approved by the JWG on the same month.  14 training sessions including ToT  Report delivered on Oct. 2013, approved by the JWG on the same month.  Ovi met (banners, flyers, ribbon, spots, 2000).  1 TV spot produced  OVI met, 31 meetings 14 trainings, 4 workshops ( face to face , groups and 8 TGDV meetings) took place | ASP willing and committed to provide time and resources in kind to the project activities. |

## ANNEX 3: Financial execution report

To be completed once the last financial report is delivered