

**Republika e Kosovës** Republika Kosova – Republic of Kosovo Ministria e Punëve të Brendshme - Ministarstvo Unutrašnjih Poslova Ministry of Internal Affairs Policia e Kosovës / Policija Kosova / Kosovo Police Drejtoria e Përgjithshme e Policisë Generalna Policijska Direkcija/General Police Directorate



### PLANI ZHVILLIMOR STRATEGJIK STRATEŠKI RAZVOJNI PLAN STRATEGIC DEVELOPMENT PLAN 2011-2015

strategic development plan





Ministry of Internal Affairs Republic of Kosovo KOSOVO POLICE STRATEGIC DEVELOPMENT PLAN 2011-2015

Ministria e Punëve të Brendshme Republika e Kosovës POLICIA E KOSOVËS PLANI ZHVILLIMOR STRATEGJIK 2011-2015

Ministarstvo Unutrašnjih Poslova Republika Kosovo KOSOVSKA POLICIA STRATEŠKI RAZVOJNI PLAN 2011-2015

### MINISTRY OF INTERNAL AFFAIRS REPUBLIC OF KOSOVO KOSOVO POLICE STRATEGIC DEVELOPMENT PLAN FOR 2011-2015

### FOREWORD BY MINISTER OF INTERNAL AFFAIRS

The mission of the Ministry of Internal Affairs is through the mechanisms of law enforcement, firstly Kosovo Police, to maintain rule of law and public safety in general. The results in our work, influence not only everyday life of our citizens, but also the perspective of European integration of our country. So, there is no better instrument than the development of the mechanisms of law enforcement aiming improvement of efficiency in the fight against crime and negative phenomenon in the country.

In the furrow of capacity improvement and engagements in accordance with obligations deriving from the Constitution of the Republic of Kosovo, legislation in power and the priorities of the Government of the Republic of Kosovo, Kosovo Police is continuing with institutional reform compiling Strategic Development Plan 2011-2015 that doubtless will influence in improvement of the performance in direction to implementation of the platform for zero tolerance against crime.

This Strategic Development Plan determines main institutional reforms which will be implemented in the period 2011-2015. Through a long consulting process there are 7 main objectives identified, which require engagement and incensement of Kosovo Police capacities. These objectives include: preventing and fighting organized crime, public safety, observation and control of state borders, organizational development through performance management, modernisation of the organization, membership in international organizations, as well as empowerment of cooperation with local and international safety institutions. In all this fields there are specific reforms planned, including implementation time frame.

This plan requires a lot in the aspect of improvement that has to be implemented. Its implementation will be one of the main priorities of the Kosovo Police management, so we reasonably expect from Kosovo Police to quickly demonstrate first results to our partners, civil society, and citizens aiming realization of our dedication to build a country and society where rules the law based to democratic values and developed countries of the west.

Minister of Internal Affairs of Republic of Kosovo Mr. Bajram Rexhepi

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### FOREWORD BY DIRECTOR GENERAL OF POLICE

There are new challenges facing the region and the word today. Those affect Kosovo and its people. One of them is the process of European integration, of which Kosovo is part. Modern and community oriented police services form an important part in Kosovo's European aspiration.

The mission and vision of the Kosovo Police will be fulfilled by being committed and accountable, communicative and transparent, impartial and serious about the realization of its duties, and always at the service of the community.

It's my pleasure to present this Strategic Development Plan of the Kosovo Police for 2011-2015. The Plan outlines our Mission, Vision and Values along with our key Strategic Goals for the next five years. In the Plan we emphasize institutional reforms and creating a performance culture along with modernization of equipment and working techniques. These will strengthen capacity of the Kosovo Police in preventing and combating organized crime and improving cross-border security and control. In the Plan we also emphasize importance of cooperating with local and international institutions including through membership of regional and international organizations.

In order to make this Plan very practical, we have included a specific and measurable action plan in this document. We also want to make clear that our overall goal is to improve our service to the community which is why we have also included the key performance indicators that we will monitor and measure.

I strongly believe that this strategy will serve to consolidate and strengthen the rule of law and order, and the entire staff of the Kosovo Police, in particular the top management, will be completely engaged in order to deliver on time the objectives and priorities set out in this Strategic Plan.

Director General of Kosovo Police **Mr. Behar Selimi** 

### **METODOLOGY**

This document is drafted after a range of studies and analyses on the work of Kosovo Police and the Constitution, legislation and various Government strategies, external assessment from FRIDOM and EULEX, ICITAP and OSCE, most importantly, the needs of the community.

Good practice of police services of developed countries was also considered as part of preparing this Plan. Besides, the strategic planning process involved extensive consultations and collaboration with external stakeholders – the Ministry of Internal Affairs and other institutions of Kosovo Government, international partners, and various interest groups from civil society.

Based on the above outlined analysis and consultations process, the Kosovo Police senior management team held series of workshops to set the Mission, Vision and Values along with the top-level objectives. These are reflected in the first part of this Strategy. A special Kosovo Police working group followed the work by the senior management team. It developed a detailed set of actions to implement the agreed strategic objectives.

### **MISSION, VISION AND VALUES OF KOSOVO POLICE**

#### Mission

To provide security and policing services to all persons in Kosovo based on law, best practices and standards of democratic policing.

Kosovo Police will fulfil its mission by:

- Improving the public safety (safety of life and property).
- Protecting human rights and freedoms.
- Cooperating with the community and institutions.
- Providing security and border control (IBM).
- Improving the performance of the organization.
- Preventing and combating the organized crime.

#### Vision

"To serve together for a safer Kosovo".

"Professional, police, trained, well equipped, efficient in providing security, law enforcement and fight-



ing the crime by being an example in the region, always loyal and supportive to the community" **Values** 

**Impartiality:** Treating all citizens with consideration is impartial to all persons in Kosovo. **Integrity:** We will work with fairness, honesty and accountability, always based on the highest ethical and moral standards.

**Tolerance:** Good will and understanding for everyone.

**Dedication:** Vigilant and proactive in the organization and the community, self-motivated and creative.

**Respect:** Respecting diversity in Kosovo society and responding to needs of people. Its value for the people determines the priorities.

**Transparency:** Open to the community and organization.

Partnership: Mutual support, dedication and credibility.

### **STRATEGIC OBJECTIVES**

Kosovo Police is responsible for many important tasks. They arise from the needs of the community, as well as laws and strategic documents approved by Kosovo's institutions. The tasks and priorities of the Kosovo Police are aimed at achieving the following seven key strategic objectives:

Preventing and combating the organized crime

Raising the level of public safety and trust of citizens (road traffic, juvenile delinquency, violence, public order).

Control, oversight, prevention and combating cross-border crime through the Integrated Border Management (IBM).

Development of organization through performance management (effective and efficient management of resources through programs of change).

Modernization and standardization of organization (advancing information technology, information, equipment, etc.)

Cooperation and membership into international organizations on preventing terrorism and the organized crime.

Strengthening the cooperation with other security institutions (local and international).

These objectives are briefly described in the sections below. The Action Plan showing how each objective will be implemented over short to medium term follows the description.

#### STRATEGIC OBJECTIVE 1: PREVENTING AND COMBATING ORGANIZED CRIME (TRAFFICKING, DRUGS, SMUGGLING, CORRUPTION AND COMPUTER CRIMES)

Kosovo Police, based on analysis of regional and international trends in the area of organized crime, which is growing, has set itself the strategic objective to direct its capacity on preventing and combating the organized crime (trafficking, drugs, smuggling, corruption and computer crimes). Setting this target was preceded also by increased dedication of the Government of Kosovo and the Ministry of Internal Affairs to prevent and combat every form of organized crime.

Kosovo Police was established in 1999 with the help of the international community. Forms of professional preparation of the Kosovo Police in the area of fighting organized crime have often reflected the training and response models of the countries where the international police came from. In spite the fact that police statistics over the years reflect the progressive increase of the results achieved in the area of fighting this criminal activity, the experience of the Kosovo Police in the area of fight against the organized crime is still under consolidation process, therefore the success in this area is an objective.

Today the Kosovo Police is in the process of standardization of forms and methods of approach, professionalism and training of personnel that deals directly with preventing and combating the organized crime.

Of course this process is associated with difficulties of different nature, ranging from the lack of relevant legislation, lack of experience and professionalism, limited material and technical capacity, lack of training for professional staff, and working space, financial and budget constraints, especially in the field of welfare for personnel that deals directly with fighting organized crime.

Management and staff of the Kosovo Police, despite facing these obstacles, are displaying a high commitment and conviction that they are able to meet the defined targets. In this regard support by all national and international partners is needed.

#### STRATEGIC OBJECTIVE 2: RAISING THE LEVEL OF PUBLIC SAFETY AND TRUST OF CITIZENS (ROAD TRAFFIC, JUVENILE DELINQUEN-CY, VIOLENCE, PUBLIC ORDER)

Various political and social developments in the country influence directly the public safety of Kosovo citizens. Public safety is what citizens face in everyday life and in some cases is perceived as the success or failure of police in general. It has great impact especially on increasing citizen's confidence in the police and the state, as well influence the level of cooperation of citizens with the police. Therefore increasing the level of public safety is on of the tasks of the police.

Today Kosovo is facing different problems ranging from the social, economic and property nature, infrastructure, changes and reforms in the legislation, etc. The above issues at the same time challenge, but also require systematic approach towards public safety.

There are considerable road accidents and many of these accidents are ending fatally. On the other hand, the increasing trends of violence, especially violence caused by students or young people in schools and juvenile delinquency, are a problem that concerns the citizens. These require the Kosovo Police to be more proactive in carrying out activities that prevent and combat such crimes and behaviour.

#### STRATEGIC OBJECTIVE 3: CONTROL, OVERSIGHT, PREVENTION AND COMBATING CROSS-BORDER CRIME THROUGH THE INTEGRATED BORDER MANAGEMENT (IBM)

The changes that have occurred in the Balkan region created a new mood in the management and control of borders and the relations between the countries of the region. Effective border management and border security are very important issues not only for Kosovo, but also for the region. For this reason, the Kosovo Police have set integrated border management as its priority and is committed to increase internal and external cooperation to ensure free movement at the border, but also safe and controlled one.

Problems of illegal migration and cross-border crime, which for various reasons in the region and the world are growing, have not spared even Kosovo. It is more true when we add to this the fact that Kosovo's geographical position is such that connects some of directions and route knots going from South to North and East to West, and the fact that Kosovo's borders are shaped in most cases with high mountains which are not so easy to be controlled. Although the Kosovo Border Police is under consolidation and it is in the process of transfer of oversight powers of the green line from KFOR, however there remains a lot of work to be done.

The Kosovo Government and the Ministry of Internal Affairs are considering the EU integration process as the key aim for Kosovo. They have underlined the need for further development of border police in order to increase the level of border security. All measures undertaken by the Kosovo Police, respectively the border police as a specialized pillar within the Kosovo Police that deals with border security issues, are aiming at facilitation of free movement of people and their assets, but always respecting the legal provisions in force.

The concept of Integrated Border Management, which has begun to be applied in Kosovo, is accepted by Kosovo Police as a concept that directly affects the efficiency and effectiveness of border security. This concept is based on cooperation between all agencies operating at the border.

The border police already have made some steps by signing the agreement of understanding with several agencies, and taking concrete operational actions to facilitate more efficient exchange of information related to issues of common interest. Introduction of the IBM concept, apart from operational benefits, directly have impact on reducing the cost of provided services and provides benefit to the citizens by saving time of waiting, number of checks and controls, etc.

#### STRATEGIC OBJECTIVE 4: DEVELOPMENT OF ORGANIZATION THROUGH PERFORMANCE MANAGEMENT (EFFECTIVE AND EFFI-CIENT MANAGEMENT OF RESOURCES THROUGH PROGRAMS FOR CHANGE)

Kosovo Police, though it does not have long experience, it has managed to create a leadership that plays a key role in managing the organization, linked not only with the existence of a clear vision, but also with the application of forms and methods that result in the creation of a management culture.

To create a modern culture of performance management within the Kosovo Police it is necessary to change the mentality of its internal environment, which shall be followed by the change of mentality (attitudes) of individuals. Changing of the attitudes will be achieved through the clear definition of duties and responsibilities that enable an open internal environment. The goal is not only promoting individual values, but also the collective ones.

The Kosovo Police will publish an Annual Plan which will include specific improvement targets for all of the agreed performance indicators. The Plan will cover the key performance indicators listed below, all Indicators for the Strategic Objectives, the programme of Action Fiche agreed with EULEX and the Integrated Border Management Project.



	Objective	Indicator
1.	Reduce crime	Overall crime rate
2.	Improve Investigations	Clearance/prosecution Rate
3.	Reduce Homicides	Homicide Rate
4.	Improve investigation of Homicides	Homicide clearance rate
5.	Reduce inter ethnic crime	Inter ethnic crime rate
6.	Improve inter ethnic crime	Inter ethnic crime clearance rate
	investigation	
7.	Target Organised Crime	Prosecutions for Organized Crime
		Drug Seizures
		Assets Seized
8.	Target Corruption	Number of Investigations
		Successful Prosecutions
9.	Reduce Domestic Violence	Number of Domestic Violence Cases
	Number of successful prosecutions	
10.	Reduce Fatal Traffic Accidents	Number of Road Deaths

The Kosovo Police will establish a Directorate to monitor and measure performance for these performance indicators. This directorate will be responsible for gathering, analysing and publishing the information about the performance.

There will be a monthly Performance Meeting chaired by a Deputy Director General, where the performance will be analyzed. The Assistant Directors and Heads of Departments who own the goals and objectives will be asked to be accountable for performance. If performance is not on track to meet its target they will be responsible for an action plan to improve the position.

Every three months the Kosovo Police will provide a report on performance to the Minister of Interior. At the end of each year the Kosovo Police will publish an Annual Report outlining performance against all of the goals and objectives and explaining which targets have been met and which ones have not.

STRATEGIC OBJECTIVE 5: MODERNIZATION AND STANDARDIZATION OF ORGANIZATION (ADVANCING INFORMATION TECHNOL-OGY, INFORMATION, EQUIPMENT, ETC.)

Fulfilling the mission and achieving success by the Kosovo Police is impossible without a modern organization – particularly the support services. Results in policing cannot be achieved without efficient provision of uniforms, equipment, tools, weapons, facilities, infrastructure and other internal services. The current system of support services within Kosovo police is not fully adequate and needs modernizing. This concerns resource planning and management, avoiding bureaucracy and meeting internal needs of the police offices on time.

This Strategic Plan foresees improvement of work conditions within the Kosovo Police. This includes standardization of equipment, procuring of most advanced technical tools and modernization of existing equipment. Special importance will be put on use of modern information technology.

#### STRATEGIC OBJECTIVE 6: COOPERATION AND MEMBERSHIP INTO INTERNATIONAL ORGANIZATIONS IN PREVENTING TERRORISM AND ORGANIZED CRIME

Strengthening cooperation and being a part of international organizations is a very important and necessary element in the fight against terrorism and organized crime. This objective is set as one of priorities of Kosovo Police.

Membership into international organizations will also have effect on the improvement of fight against organized crime and terrorism. Development of direct lines of communication with various partners is considered to be very important. International cooperation among police organizations is important because it helps to increase the effectiveness and efficiency, but also enables the planning and undertaking concrete steps to prevent terrorism and organized crime.

Good relations with neighbouring countries and other countries are the priority of the Government of Kosovo, and also this is the priority of the Kosovo Police. These are concretized with a numerous joint agreements on issues of common interest, and some of these agreements are concretely related to cooperation in the area of security and combating organized crime.

#### STRATEGIC OBJECTIVE 7: STRENGTHENING COOPERATION WITH OTHER SECURITY INSTITUTIONS (LOCAL AND INTERNATIONAL)

The increased community demands for provision of different police services raise the need to for the Kosovo Police to enhance the cooperation with other partners in order to perform successfully its mission for a safe Kosovo. Police alone cannot be responsible for the safety of the community without the involvement of stakeholders, interest groups, and individuals in this process.

Lines of communication are necessary for the existence of cooperation, as well as assuming responsibility, setting and maintaining continuous contacts.

The raise of the level of cooperation will not simply consist only in solving problems but on identifying the needs for security. This identification will be a result of the creation of transparent and fair relations between the Kosovo Police and local and international institutions, and professional skills of police to prevent or respond on due time to solve issues. One of the key elements of cooperation is the expansion of existing contacts but also the building of new contacts, formalization of cooperation and joint exercises and training.

### **MEASURES TO REACH STRATEGIC OBJECTIVES**

In order to meet the above-described strategic objectives, the Kosovo Police has identified a range of measures and activities. These were approved during an intensive consultation process within the organization as well as with local and international partners. Also, the activity arising from strategic documents approved by the Ministry of Internal Affairs and the observations and recommendations from various reports of international institutions were taken into account.

#### STRATEGIC OBJECTIVE 1: PREVENTING AND COMBATING ORGANIZED CRIME (TRAFFICKING, DRUGS, SMUGGLING, CORRUPTION AND COMPUTER CRIMES)

With the purpose of reaching this objective, the Kosovo Police has foreseen several measures that will guarantee realization of the objective in question.

#### This includes:

Measure 1.1 Approval of bylaws, which would clarify territorial responsibility between units regarding the treatment of various cases that present the criminal acts of organized crime. Harmonize internal standard operating procedures.

Measure 1.2. Implement the concept of police operation being led by intelligence.

Measure 1.3. Modernization of existing equipment and technical means, especially in interview rooms, keeping evidence in high security room.

Measure 1.4 Creation of units: for registration of informers and computer crimes; setting the criteria for staff recruitment for units that deal with combating organized crimes.

Measure 1.5 Organization of activities which have influence on raising the level of awareness of citizens, so that citizens could be given the opportunity to contribute by cooperating, especially in providing information.

#### STRATEGIC OBJECTIVE 2: RAISING THE LEVEL OF PUBLIC SAFETY AND TRUST OF CITIZENS (ROAD TRAFFIC, JUVENILE DELINQUEN-CY, VIOLENCE, PUBLIC ORDER)

#### This objective will be fulfilled through these activities:

Measure 2.1. Greater presence of police through more frequent patrols in certain points (hot spot), direct contacts and advises to citizens as necessary, and quick and efficient response.

Measure 2.2. Organizing proactive activities related to road traffic safety with the aim of educating the citizens. Increasing the number of controls and other police actions in order to prevent road traffic violations.

Measure 2.3. Other actions and awareness campaigns aimed at preventing and reducing violence and juvenile delinquency.



Measure 2.4. Updating the existing emergency plans, as well as increasing the coordination of activities with the Emergency Department of MIA, in order to enhance the efficiency of emergency response.

#### STRATEGIC OBJECTIVE 3: CONTROL, OVERSIGHT, PREVENTION AND COMBATING CROSS-BORDER CRIME THROUGH THE INTEGRATED BORDER MANAGEMENT (IBM)

Measure 3.1. Effective border control for documents of the persons and their vehicles in order to reduce the waiting time through the application of the system of "one stop one check" and setting joint cross-border points with neighbouring countries.

Measure 3.2. Capacity building for takeover of surveillance of the green line from the KFOR.

Measure 3.3. Increasing quality of control of the entry and stay of foreigners in Kosovo.

Measure 3.4. Strengthening further the concept of integrated border management, by signing memorandums of understanding and cooperation with agencies with which agreement has not yet been signed, designing and implementation of joint operational plans, patrol and joint training.

Measure 3.5. In order to maintain professionalism and preventing corruption within the border police, a rotation system of transfers of border police will be used.

Measure 3.6. Improving the infrastructure through renovation of existing facilities and building additional facilities. Increasing the number of cabs, BMS databases, installation of joint cameras, advancing TETRAPOL digital communication.

#### STRATEGIC OBJECTIVE 4: DEVELOPMENT OF ORGANIZATION THROUGH PERFORMANCE MANAGEMENT (EFFECTIVE AND EFFI-CIENT MANAGEMENT OF RESOURCES THROUGH PROGRAMS FOR CHANGE)

Measure 4.1. Kosovo police will make an analysis of needs for each job position within the organization and on that occasion it will clarify duties and responsibilities for each position and review of standard operation procedures.

Measure 4.2. Review of procedures for promotion and carrier development.

Measure 4.3. Improvement of human resource management will be achieved through the establishment of procedures for maintaining vitality of staff, and based on analysis achieved by identification of needs to allocate and reallocate the staff.

Measure 4.4. Increase of efficiency of administrative services will be achieved through the development of procedures for benefits in accordance with police law, health support and wellbeing of employees and creating a sustainable salary system.

Measure 4.5. Decentralization of decision-making responsibilities.

Measure 4.6. Enhancing the quality of training programs will be achieved through the updating the existing modules and development of new ones, creating a modern and sustainable system through long-term planning. Particular importance will be given to advanced and specialized training, especially in the area of combating the organized crime.

Measure 4.7. Establish a Performance Directorate. Publish an Annual Plan covering all the Performance Indicators. Monitor and measure the plan and report quarterly on Performance.

#### STRATEGIC OBJECTIVE 5: MODERNIZATION AND STANDARDIZATION OF ORGANIZATION (ADVANCING INFORMATION TECHNOL-OGY, INFORMATION, EQUIPMENT, ETC.)

Measure 5.1. Given the importance of radio-communications for the successful operations, Kosovo Police will invest in expanding the existing network of radio-communications and it will upgrade the level of security in radio-communications.

Measure 5.2. Information Technology as one of the core pillars of the success of police operations will be improved by increasing the capacity of existing microwave links and improving the power supply. Safety of information technology network through encrypting of equipment and implementation of VPN in KP systems and application of digital certificates for encrypting of e-mails.

Measure 5.3. Modernization and standardization of equipment and information technology and logical division of connections (VLAN), and adapting the concept "police led by intelligence".

Measure 5.4. Increasing the capacity of telephone network through installing equipment as router, switch, etc.

Measure 5.6. Upgrading the current capacity of information technology network through additional servers enabling the improvement of databases and their integration into a single base. Building a backup server (Disaster Recovery Centre) that will be able to maintain functional communication even if the primary system is out of function due to any emergency.

Measure 5.7. In order to enhance the safety of police stations and downsizing the personnel engaged in police stations is foreseen to install the system of CCTV cameras.

Measure 5.8. The importance of collection, examination and especially the confirmation of material evidence is considered by upgrading the technology for the laboratory experiment (especially experimentation of gunpowder particles, glass, soil, textile fibbers, DNA). Regarding the raising of the examination reliability this lab will work on the standardization / accreditation of the laboratory according to ISO standards, and membership in the European network of forensic institutions.

Measure 5.9. Developing a master plan to improve the working spaces, including the renovation of existing facilities and construction of new facilities. In order to provide adequate conditions, the detention centres' facilities will be improved.

Measure 5.10. Improving working conditions would include the standardization of uniforms, equipment and motor vehicles.

Measure 5.11 Increase of efficiency will be achieved through decentralization of supporting services and management of budget.

#### STRATEGIC OBJECTIVE 6: COOPERATION AND MEMBERSHIP INTO INTERNATIONAL ORGANIZATIONS IN PREVENTING TERRORISM AND ORGANIZED CRIME

Measure 6.1. Training of Kosovo Police personnel about the operation of international and regional organizations and participation in regional and international initiatives aimed at preventing and combating organized crime and terrorism is more than necessary. Another activity will be the organisation of conferences, concluding memorandums of understanding and participation in joint operations.

Measure 6.2. Initiating procedures for membership into relevant organizations (regional and international) in order to advance cooperation and to achieve standards required in the area of combating organized crime and terrorism.

#### STRATEGIC OBJECTIVE 7: STRENGTHENING COOPERATION WITH OTHER SECURITY INSTITUTIONS (LOCAL AND INTERNATIONAL)

Measure 7.1. Being aware that only in cooperation with other institutions is possible to fulfil its mission, the Kosovo Police will formalize the forms of cooperation through the preparation of communication and cooperation procedures for all issues of common interest.

Measure 7.2. Advancement of existing contacts and extending of new contacts and cooperation with other national and international institutions. Apart from preventing and combating the crime the focus will be in the area of training, education and development.

Measure 7.3. Concluding memorandums of understanding and joint exercises at the national level on crime prevention.

#### ACTION PLAN

### STRATEGIC OBJECTIVE 1: PREVENTING AND COMBATING ORGANIZED CRIME (TRAFFICKING, DRUGS, SMUGGLING, CORRUPTION AND COMPUTER CRIMES)

Me	asure 1.1.	Standardizatior	n of investigatio	investigation units at both national and local level			
Activities			Timeline	Responsible pillars/departments	Cost	Indicators	
1	Approval of sublegal acts for definition of matter and territorial competence.		ial 2011-2012	KPGD /DPA/Investigation Pillar	Administrative Cost	Number of sublegal acts approved	
Me	asure 1.2.			npleting and adapting all s n conformity with effectiv		e effect on prevention and	
Act	ivities		Timeline	Responsible pillars/departments	Cost	Indicators	
1	1 Review of KP Principles and 20 Procedures		2011-2015	KPGD /DPA / Investigation Pillar	Administrative Cost	Number of Principles and Procedures that are reviewed and issued	
2	2 Review of SOPs in 20 Investigation Pillar		2011-2015	/DPA / Investigation Pillar	Administrative Cost	Number of SOPs that are reviewed and issued	

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м	easure 1.3.	Enhancing the im	plementatior	n of concept <u>"Police Led k</u>	oy Intelligence"	
A	Activities		Timeline	Responsible pillars/departments	Cost	Indicators
1	1 Implementation of Action Plan drafted for the concept "Police led by Intelligence"		2011-2012	KPGD	16 Million € Donation	Various reports about process of implementing the plan according to foreseen activities.
2	2 Setting "HOT LINE" for information related to organized crime and corruption		2011	Investigation Pillar and DITC	Administrative Cost	Number of information from citizens
3		of debates, with citizens in order rganized Crime and	2011-2015	KPGD	Administrative Cost	Number of debates and roundtables Number of publications in media

#### STRATEGIC OBJECTIVE 2: RAISING THE LEVEL OF PUBLIC CONFIDENCE AND TRUST OF CITIZENS (ROAD TRAFFIC, JUVENILE DELINQUENCY, VIOLENCE, PUBLIC ORDER)

r	Neasure 2.1.	Enhancing the coo	peration with c	itizens on identification	n and approach towar	ds their needs for safety.
4	Activities		Timeline	Responsible pillars/departments	Cost	Indicators
1	I Increasing the number of quality patrols		2011-2015	Operation	6.000.000€	Number of patrols
2	Advising citiz safety.	zens about their	2011-2015	Operation	500.000€	Number of realized meetings. Realized projects for advising the citizens about safety.
3	Reducing the responding time upon call for help.		2011-2015	Operation	10.000.000€	Time of responding upon call for help
4	Securing reli facilities	gious and cultural	2011-2015	Operation	1.500.000€	Number of secured facilities

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Measure 2.2. Planning and preparation				st and proper emergend	cy response.	
Activities		Timeline	Responsible pillars/departments	Cost	Indicators	
1	1 Updating plans for emergency response.		2011-2015	KPGD	5.000€	Number of plans for emergency response.
2	2 Strengthening the continuous cooperation with DEM and other institutions responsible for emergency response.		2011-2015	KPGD	10.000€	Number of joint responses

#### Measure 2.3.

Improving and maintaining the public safety

A	ctivities	Timeline	Responsible pillars/departments	Cost	Indicators
1	Continuous analysis related to public safety	2011-2015	Operation	50.000 €	Number of analyses and drafted reports.
2	Addressing identified issues that have impact on public safety among responsible institutions and cooperation with them for elimination of problems.	2011-2015	Operation	50.000€	Number of identified issues that have impact on public safety among responsible institutions.
3	Installing surveillance cameras in technical (key points) cities.	2011-2015	Operation	2.000.000	Areas covered by surveillance cameras.

Measure 2.4.

Prevention and reducing the number of accidents with fatality

Activities		Timeline	Responsible pillars/departments	Cost	Indicators	
1 Increasing the number of traffic control and activities		2011-2015	Operation	Administrative Cost	Reducing the number of accidents with fatality	
2	2 Education Programs for citizens.		2011-2015	Operation	Administrative Cost	Number of realized programs
Measure 2.5. Prevention and rec			lucing the lev	el of juvenile delinquer	ncy.	
Activities		Timeline	Responsible pillars/departments	Cost	Indicators	

			pillars/departments		
1	Realization of awareness campaigns on preventing and combating juvenile delinquency	2011-2015	Operation	50.000 €	Number of organized campaigns
2	Training of police officers for approach toward juvenile delinquency	2011-2015	Operation	50.000€	Number of trained police officers

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#### STRATEGIC OBJECTIVE 3: CONTROL, OVERSIGHT, PREVENTION AND COMBATING CROSS-BORDER CRIME THROUGH THE INTEGRATED BORDER MANAGEMENT (IBM)

Mea	asure 3.1.	Free movemen	it of people a	nd goods, and their assets t	hrough CBP	
Act	ivities		Timeline	Responsible pillars/departments	Cost	Indicators
1	Checking document		2011-2015	Border Police	Administrative Cost	Number of registered persons
2	Controllin their docu	g vehicles and iments	2011-2015	Border Police	Administrative Cost	Number of registered vehicles and checked documents
3	3 Application of system "One stop one check"		2011-2015	Border Police	Administrative Cost	Number of persons detected for illegal entry/exit
4		of joint CBP with ring countries	2011-2015	Border Police	Administrative Cost	Number of persons that are refused to ENTRY/EXIT. Enhancing the level of profile. Raising the second line of control.
Mea	asure 3.2.	Takeover of res	ponsibility fo	r green-line surveillance		
Act	ivities		Timeline	Responsible pillars/departments	Cost	Indicators
1	1 Developing a Guideline for takeover of responsibility for green-line surveillance		2011	Border Police	Administrative Cost	Approved Guideline
2	Capacity bu supervision surveillance		2011-2015	Border Police	Administrative Cost	Capacity building in the area of personnel and equipment Number of sectors under supervision of Border Police

Mea	Aeasure 3.3. Control and supervision of movement of foreigners in Kosovo							
Acti	vities	Timeline	Responsible pillars/departments	Cost	Indicators			
1	Control of Foreigners at the ENTRY	2011-2015	Border Police –Department of Border Control	Administrative Cost	Number of registered foreigners. Number of persons that attempted to enter illegally in Kosovo			
2	Control of stay and movement of foreigners within Kosovo Strengthening the prevention and investigation of cross- border crime	2011-2015	Border Police –Department of Border Control	Administrative Cost	Number of persons attempting to leave illegally from Kosovo Number of deported persons Number of investigated cases. Number of cases forwarded to Prosecution. Number of detained persons. Amount of seized weapons ammunition and explosives. Amount of seized narcotics. Number of examined documents.			
Mea	sure 3.4. Advancing coo	peration with	iin IBM					
Acti	vities	Timeline	Responsible pillars/departments	Cost	Indicators			
1	Concluding national and international cooperation agreements	2011-2015	Border Police	Administrative Cost	Number of concluded agreements-protocols			
2	Development of joint action plans	2011-2015	Border Police	Administrative Cost	Number of developed plans			
3	Joint patrols and operations	2011-2015	Border Police	Administrative Cost	Number of joint patrols and operations			
4	Organization of joint trainings with local and international agencies within IBM	2011-2015	Border Police	Administrative Cost (eventual trainings abroad are covered by donations)	Number of joint trainings			

Measure 3.5. Preventing corruption within Border Police							
Activities		Timeline	Responsible pillars/departments	Cost	Indicators		
1	1 Training of police officers about the anticorruption issues		2011-2015	Border Police	Administrative Cost (eventual trainings abroad are covered by donations)	Number of trained police officers	
2	2 Developing and distributing questionnaires to the citizens at the cross- border points.		2011-2015	Border Police	15.000€	Number of developed and distributed questionnaires	
3	3	Application o system for pc		2011-2015	Border Police	Administrative Cost	Applied system of rotation

Measure 3.6.

Upgrading the infrastructure of Border Police

Activ	vities	Timeline	Responsible pillars/departments	Cost	Indicators
1	Building and renovating facilities	2011-2015	Border Police	Donations for construction and renovation 500.000	Number of facilities that are built and renovated
2	Adding more cabins for checking the documents	2011-2015	Border Police	20.000 €	Number of additional cabins
3	Building additional lanes	2011-2015	Border Police	800.000 €	Number of additional constructed lanes
4	Installing databases into BMS system	2011-2015	Border Police	Donations – twinning project	Developed and applied system
5	Installing system of joint cameras.	2011-2015	Border Police	Donations – twinning project	Installed system of cameras
6	Building ANPR system	2011-2015	Border Police	Donation	Developed system
7	Upgrading the digital communication system TETRAPOL	2011-2015	Border Police	5.000 € + donation	Upgraded system

#### STRATEGIC OBJECTIVE 4:

DEVELOPMENT OF ORGANIZATION THROUGH PERFORMANCE MANAGEMENT (EFFECTIVE AND EFFICIENT MANAGEMENT OF RESOURCES THROUGH PROGRAMS FOR CHANGE)

Meas	Aeasure 4.1. Improving performance management of Kosovo Police								
Activities			Timeline	Responsible pillars/departments	Cost	Indicators			
1	Review of job descriptions, SOPsand clear definition ofresponsibilities and duties		2011-2015	Training and Personnel Pillar	Administrative cost	Number of reviewed SOPs			
2	2 Building managerial capacities at both strategic and tactical level through continuous trainings		2011-2015	Training and Personnel Pillar	Administrative cost	Number of realized trainings per year			
3	Continuous implementation of recommendations of EULEX and other international partners.		2011-2015	Training and Personnel Pillar	Administrative cost	Implemented recommendations			
Meas	Measure 4.2. Developing policy for career development								
Activ	vities		Timeline	Responsible pillars/departments	Cost	Indicators			
1	1 Review of procedures for promotion and career development		2011-2015	Training and Personnel Pillar	Administrative cost	Finalization and approval of promotion procedures			

# 2011-2015

Mea	Measure 4.3. Improving the human resources management										
Acti	vities		Timeline	Responsible pillars/departments	Cost	Indicators					
1	Developing long-term plan for human resources management		2011-2015	Training and Personnel Pillar	5.000€	Long-term Development Plan drafted and approved					
2	2 Developing clear procedures to keep long- term vitality of Kosovo Police taking into account the scale of loss of personnel.		2011-2015	Training and Personnel Pillar	Administrative cost	Drafted procedures					
3	Allocation and		2011-2015	Training and Personnel Pillar	Administrative cost	Adequate allocation and reallocation of human resources					
4	4 Definition of responsibilities and competences according to hierarchy and function		2011-2015	Training and Personnel Pillar	Administrative cost	Definition of level of responsibility					
Mea	Measure 4.4. Increasing the efficiency of personnel and administrative services										
Acti	vities		Timeline	Responsible pillars/departments	Cost	Indicators					
1	for earning	ting procedures	2011-2015	Training and Personnel Pillar	Administrative cost	Reviewed and upgraded procedures					
2	2 Review and advancing procedures for health support and welfare of employees		2011-2015	Training and Personnel Pillar	Administrative cost	Drafted Procedures					
3	Creation of a sustainable		2011-2015	Training and Personnel Pillar	Administrative cost	Salary system approved					

Me	Measure 4.5. Decentralization of responsibilities and decision-making									
Ac	tivities		Timeline	Responsible pillars/departments		Cost		Indicators		
1	Review and harmonization of principles and procedures in the area of responsibilities and decision-making		2011- 2015	KPGD	KPGD			Principles and procedures reviewed and harmonized		
Me	Measure 4.6. Enhancing the quality of KP development programs, education, and training activities									
Ac	Activities		Timeline	Responsible pillars/departments	Cost		Indicators			
1	Identification needs analys	n and training sis	2011- 2015	Training Department	Adminis cost	strative	TNA	Identification Report		
2		ustainable and em of on-job	2011- 2015	Training Department	Administrative cost		Standardized training system			
3	Review, advancing and developing new modules for basic and advanced training			Training Department				lules reviewed, drafted and oved		
4	Long-term planning of training programs for career development		2011- 2015	Training Department	Adminis cost	strative	Lon	g-term planning programs		
5	Improving capacities of		2011- 2015	Training Department	Adminis cost	strative	Traii	ning staff is trained		
6	Ŭ	of advanced zed training for	2011- 2015	Training Department		ons by OSCE, US y, German		uber of organized trainings uber of trained staff		
	-	and combating crime and cross-			Embass Embass	sy, Turkish sy, etc.				
7	and specializinvestigation	of advanced zed training for and combating crime and cross-	2011- 2015	Training Department	Embass	OSCE, US sy, German sy, Turkish	Nun	nber of organized trainings nber of participatory nizations in training		
8		esponsibilities ation training at el.	2011-2015	Training Department			Trar	isferred responsibilities		

#### Measure 4.7. **Performance Management** Timeline Responsible Cost Indicators Activities pillars/departments Creating a Performance 2011-KPGD **Annual Plan** Directorate, publishing an Annual Plan covering all performance indicators and monitoring, measuring and publishing results.

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#### STRATEGIC OBJECTIVE 5:

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MODERNIZATION AND STANDARDIZATION OF ORGANIZATION (ADVANCING INFORMATION TECHNOLOGY, INFORMATION, EQUIPMENT, ETC.)

Me	Measure 5.1. Digitalization of radio-communications system								
Act	ivities		Timeline	Responsible pillars/department	s Cost	Indicators			
1	1 Improvement of existing infrastructure and network extension		2011-2014	Support Services / ICT Directoral	te 5.000.000€	Upgraded and extended network.			
2	Upgrading the security	e communications		Support Services / ICT Directoral	2.000.000 € te	The security level of communications equipment			
Me	Measure 5.2. Upgrading the capacity of microwave links of KP.								
Act	ivities		Timeline	Responsible pillars/departments	Cost	Indicators			
1	Improving existi infrastructure (c	ng physical olumns, facilities etc.)	2011-2014	Support Services / ICT Directorate	1,500.000 - 2.000.000 €	Number of columns and facilities that are built			
2	2 Improving power supply.			Support Services / ICT Directorate	500.000€	Improved electric energy e with adequate equipment			
3	Upgrading capao microwave links	city of existing		Support Services / ICT Directorate	1.000.000 €	Number of installed microwave links			

Me	leasure 5.3. Upgrading the security of IT network								
Ac	tivities		Timeline	Respons	ible pillars/departments	Cost	Indicators		
1	1 Implementation of 2011-2 encrypting the point-to- point network equipment and point-to-multipoint		2011-202	13 Support Services / ICT Directorate		1.000.000 - 1.500.000 €	Number of installed equipment		
2	2 Implementation of VPN for 2011 KP sensitive systems		2011-20	15 Support Services / ICT Directorate		100.000€	Implemented systems		
Me	Measure 5.4. Upgrading the infrastructure of passive network (LAN) in police facilities.								
Ac	Activities			Timeline	Responsible pillars/departments	Cost	Indicators		
1	Standardiza police facilit	tion of cable insta ties.	lment in	2011-2012	Support Services / ICT Directorate	200.000€	Number of police facilities covered by instalment		
2	Modernizat	ion of equipment			Support Services / ICT Directorate	1.000.000€	Replaced equipment		
3	Logical divis	ion of connections	s (VLAN).		SHSHM/ ICT Directorate	500.000€	Number of logical connections (VLAN)		
Me	easure 5.5.	Improving	telephor	ie network -C	Sannopy.				
Ac	tivities			Timeline	Responsible pillars/departments	Cost	Indicators		
1	Installing ne switch etc.)	etwork equipment	(router,	2011-2013	Support Services / ICT Directorate	500.000€	Installed equipment.		
2	Upgrading t network	he capacity of tele	phone		SHSHM/ ICT Directorate	2.000.000€	Enhanced capacities		

# 2011-2015

Me	easure 5.6.	Advancing currer	nt state	e of syste	em				
Ac	Activities		Timeli			onsible s/departments	Cost		Indicators
1	Transfer into server syste	o new versions of ms.	2011-2	2013 Suppor Directo		ort Services / ICT torate	1.500	0.000€	Number of installed servers
2				Support Services / ICT Directorate		150.000€		Number of new services	
3	Improving the current system of users.				Support Services / ICT Directorate		100.0	000€	Percentage of progress of users' system
4	<ul> <li>a) Developing backup system (Disaster Recovery Centre)</li> <li>b) Application of digital certificates for e-mail encrypting.</li> </ul>				Directorate		800.0		Developed systems
Me	easure 5.7.	Developmen	t and ii	ntegrati	on of	KP Databases			
Ac	tivities			Timelir	ne	Responsible pillars/departments		Cost	Indicators
1	Developmer for KP needs	nt and updating data 5.	bases	2011-2	015	Support Services /ICT Directorate		1.000.000€	Developed/updated database
2	Integrating e single platfo	existing databases in rm.	to a			Support Services / ICT Directorate		1.000.000€	Integrated databases.
Me	Measure 5.8. Adopting the IT system in conformity with concept of "Police led by Intelligence"								
Ac	Activities			Timelir	ne	Responsible pillars/departments		Cost	Indicators
1	from action	ng activities stemmin plan for application o olice led by Intelliger	of	2011-2	015	KPGD		2.000.000€	Fulfilled needs. Reporting about the implementation of actions set out in the plan

Me	easure 5.9.	Developmen	t of su	rveillance	svsi	tems (CCTV)			
						· ·			
Act	Activities		Timeline	5	Responsible pillars/departments		Cost	Indicators	
1	Installing surveillance cameras in police facilities					SHSHM/Directorate of	СТ	1.500.000€	Installed cameras.
Me	Measure 5.10.								
Activities		Timeline	9	Responsible pillars/departments		Cost	Indicators		
1	<ul> <li>Standardization/ Accreditation of KP</li> <li>Laboratory in conformity with ISO</li> <li>17025 standard</li> </ul>		2011-20	12	Support Services / Directorate of Forensic Laboratory		200.000€	Accreditation of KP Laboratory	
2	2 Membership of laboratory into European Network for Forensic Scientific Institutes (ENFSI).				Support Services / Directorate of Forensic Laboratory			Membership	
3	3 Advancing technology for laboratory experiment/examination (equipment for experiment with gunpowder particles, glass, soil, textile fibres, ballistic, chemical, ADN etc.).					Support Services / Directorate of Forensic Laboratory		500.000€	Providing relevant technology to the laboratory
Me	asure 5.11.	Improvement of	manag	ement of	f Po	lice buildings			
Act	tivities		Timeli			onsible s/departments	Cost		Indicators
1	Study of cur state/assess definition of	ment of needs and				ort Services / torate of MO			Drafted report
2	Drafting Master plans				ort Services / torate of MO			Drafted report	
3	Building and facilities.	I renovating police				ort Services / torate of MO			Number of built and renovated facilities
4	Improving co detention ce					ort Services / torate of MO			Number of improved detention centres

#### Measure 5.12. Standardization of KP uniforms and equipment Activities Timeline Responsible Cost Indicators pillars/departments Designing and selecting the KP Support Services / Logistics Uniform designed and selected uniform Directorate Standardization of equipment Support Services / Logistics Standardized equipment of KP Units Directorate Standardization of KP motor Support Services /Logistics Standard approved vehicles Directorate Measure 5.13. Improving the management of supporting resources Timeline Responsible Cost Indicators Activities pillars/departments Creation and Support Services System created and implementation of implemented integrated system for management of supporting resources Decentralization of Decentralization achieved **Support Services** management of supporting resources and logistics Enhancing the quality of Principles and implemented **Support Services** logistical service through SOPs principles, procedures and **SOPs** Improving processes of Support Services Improved process monitoring, use and maintenance of equipment Drafting the plan for **Support Services** Drafted and approved plan improvement of operation fleet services through

decentralization

M	leasure 5.14. Improvement of financial system									
Ac	tivities		Timeline	Responsible pillars/departments	Cost	Indicators				
1	Decentraliza	tion of KP budget		Support Services		Decentralized budget				
2	and procedu financial ma	drafting principles ires necessary for nagement at the onal and local		Support Services		Drafted and approved principles and procedures				

#### STRATEGIC OBJECTIVE 6: COOPERATION AND MEMBERSHIP INTO INTERNATIONAL ORGANIZATIONS IN PREVENTING TERRORISM AND ORGANIZED CRIME

Me	asure 6.1.	Cooperation and terrorism	d membershi	p into international orga	nizations on prev	enting organized crime and
Act	Activities		Timeline	Responsible pillars/departments	Cost	Indicators
1	and coordin	d international	2011-2015	Department of Training	Budgeted	Number of organized trainings
2	internation organized v to prevent	n in regional and al initiatives vith the purpose and combat nd organized	2011-2015	Investigation Pillar	Budgeted	Number of participants in initiatives
3	Organizatio conference	on of 3 regional s	2011-2015	KPGD / Investigation Pillar	Budgeted / Donation	Number of participants in initiatives
4	cooperatio countries in preventing	memorandums of n with regional n the area of and combating nd organized	2011-2015	KPGD	Budgeted	Concluded Memorandums
5	Participatic operations countries	n in joint with regional	2011-2015	Investigation Pillar	Budgeted	Number of operations

#### Measure 6.2. Membership into regional and international organizations Timeline Responsible Indicators Activities Cost pillars/departments Initiating procedures for 2011-2015 **KPGD** Administrative Requests for membership 1 membership into relevant Number of memberships Cost police organizations (regional and international)

#### STRATEGIC OBJECTIVE 7: STRENGTHENING COOPERATION WITH OTHER SECURITY INSTITUTIONS (LOCAL AND INTERNATIONAL)

Me	asure 7.1.	Formalization of agencies	f cooperation	with local and internationa	Il institutions in th	e country for law enforcement
Act	ivities		Timeline	Responsible	Cost	Indicators
				pillars/departments		
1	Compiled procedures of communication and cooperation related with all issues of common interest		2011-2015	KPGD	Administrative Cost	Compiled procedures, regular meetings, memorandums of understanding, cooperation agreements and protocols with common interest

Measure 7.2.
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Expanding and advancing cooperation with international institutions with law enforcement agencies to combat crime activities

Activities		Timeline	Responsible pillars/departments	Cost	Indicators
1	Advancing existing contacts with law enforcement agencies and combating crime.	2011-2015	KPGD	Administrative Cost	Realized contacts
2	Expanding new contacts with law enforcement agencies and combating crime	2011-2015	KPGD	Administrative Cost	Number of new contacts,
3	Concluding mutual and inter- state cooperation agreements on combating crime activities.	2011-2015	KPGD	Administrative Cost	Number of concluded agreements
4	Enhancing regional and international cooperation in the area of training, education and development	2011-2015	KPGD	Administrative Cost	Number of cooperation in specified areas Number of trained personnel

Measure 7.3.

Building partnership with all local stakeholders in the area of security

Ac		ivities	Timeline	Responsible pillars/departments	Cost	Indicators
	1	Concluding Memorandums of Understanding	2011-2015	KPGD	Administrative Cost	Number of realized memorandums/agreements
	2	Joint training and operations at the national level for prevention of crime	2011-2015	KPGD	Administrative Cost	Number of realized trainings Number of realized operations.



