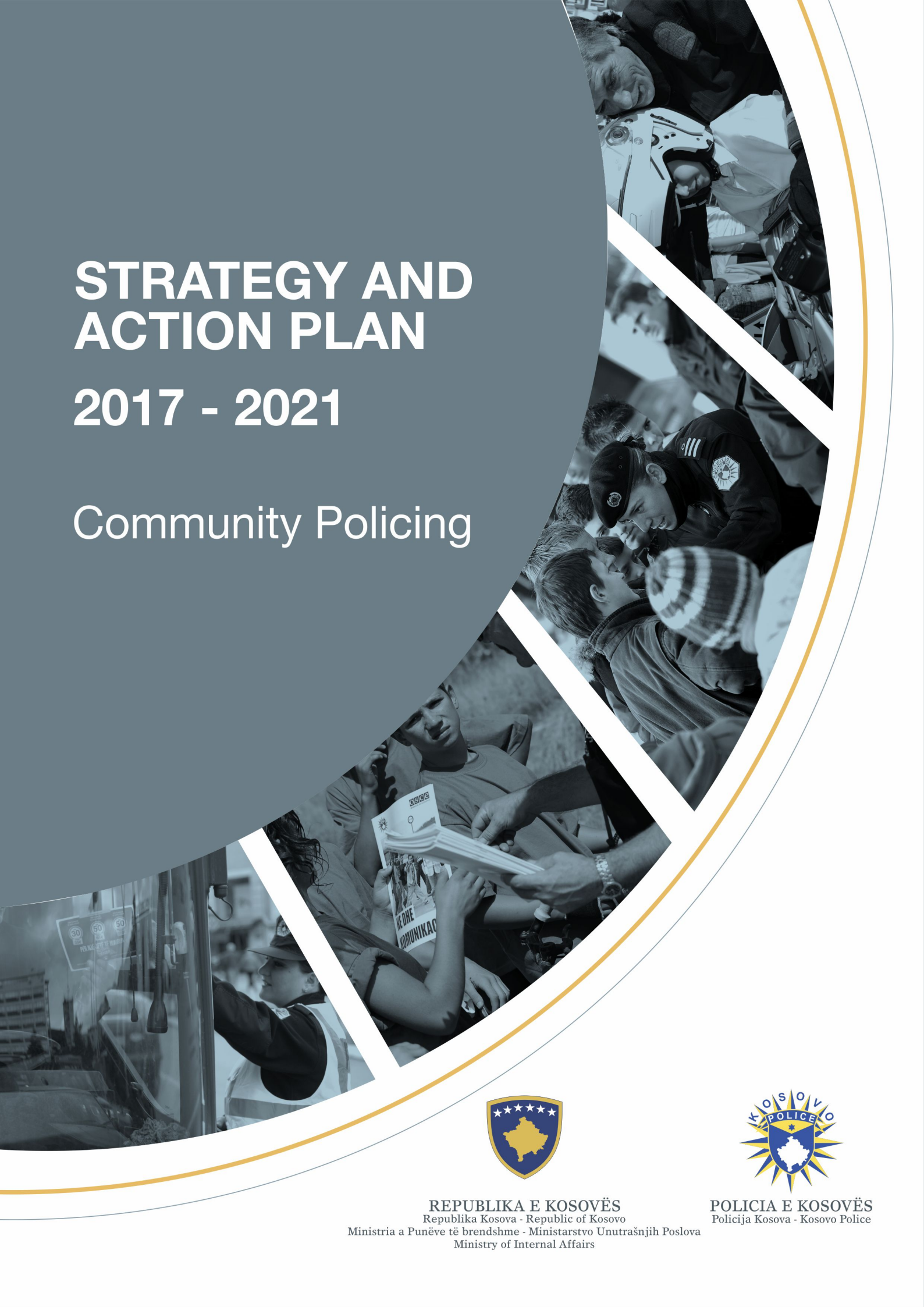


STRATEGY AND ACTION PLAN

2017 - 2021

Community Policing



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

CONTENT

Content2

Message Of The General Director Of Kosovo Police3

Executive Summary5

Introduction6

Methodology8

Legal Framework10

Current situation and perspective11

Vision Mission and principles strategy13

Vision Mission and principles of community policing strategy17

Areas of evaluation about the achievements of the Community Policing Strategy.....19

Abbreviations21

Definitions22

Action Plan.....24

MESSAGE OF THE GENERAL DIRECTOR OF KOSOVO POLICE

Security is one of the key aspects in a human society, and it has accompanied mankind at all phases of development.

Living and functioning freely and free of any fear is the first and foremost interest of each citizen, notwithstanding age, gender, race or religion. Therefore, any risk to security, seriously harms basic principles of human rights and freedoms.

Kosovo Police vision is focused towards ensuring and providing security, law enforcement and prevention of crime, with devotion and in citizens' service, to promote a safer and peaceful environment.

The Community Policing Strategy and Action Plan 2017-2021 continues in embracing the main motto "the police are the people and the people are the police", focusing on further development and enhancing the partnership with citizens.

The Strategy aims to further develop and enhance the "community oriented policing" as part of police philosophy, already practised and implemented in our country.

To implement the strategy in practice, we have set four objectives that include: strengthening and advancing partnerships, increasing the level of trust and satisfaction of the public with the police, cooperating and coordinating community policing activities with other strategies, as well as advancing internal reforms and mechanisms to monitor the implementation of the Strategy.

By providing professional, effective and efficient services, and by demonstrating honesty, sincerity, transparency and accountability in our work, we shall accomplish an important part of our mission, namely we will increase the level of public 'trust and satisfaction'.

Promotion and enhancement of partnership between Kosovo Police and the public shall be accomplished in different ways and methods of cooperation, and it will help in establishing police priorities, initially in identifying potential causes of crime, and followed by problem solving solutions within the society.

This partnership is an empowering factor in creating that feeling of mutual need and shared responsibility with the society in addressing and solving problems and issues of concern.

With the application of this concept by Police, the citizens of the Republic of Kosovo will be able to not only live free of fear, but also contribute in the fight against crime and prevention of negative phenomena in society.

A safe living environment is crucial for the emancipation of a society, for the wellbeing and economic development of the country.

EXECUTIVE SUMMARY

The Community Policing Strategy 2017-2021 reflects the pledge of the Kosovo Police and its commitment to increasing community safety through cooperation and coordination of activities with all stakeholders involved in the field of community safety and security, and which in a preventive manner act in identifying and resolving problems causing concerns and fear in citizens.

This is rather necessary, because building trust, strengthening legitimacy, improving cooperation and coordination of activities between all stakeholders covering community safety, are key to community stability, integrity of our criminal justice system, and provision of effective and efficient police services.

For these reasons, the Kosovo Police has specifically emphasized in this Strategy the increased interaction with the communities, through Municipal Community Safety Councils, Local Public Security Committees, business community, cultural and sports communities, NGOs and pre-university education institutions. The diversity of representation of such communities, with a special emphasis on gender, ethnic, religious, cultural and livelihood diversity, are amongst the most important assets for sustainable community policing. Also, the strategy provides that interaction with communities must follow public opinion poll surveys, as means of measuring public trust in the police.

For the Police to be efficient and effective in exercising its duties and responsibilities of community policing, it is of critical importance that such duties are discharged in compliance with set policies, which in turn must reflect values of the community, but also challenges, internal and external, faced by the Police. For these reasons, the Strategy focuses on advancing of internal police reforms, but also in strengthening internal and external oversight on community policing in Kosovo.

Within the realm of advancing internal reforms in the police, special attention is paid to training workshops, due to the rather wide range of new challenges to policing. These training workshops are mandatory, since police officers must be trained and capable of covering a wide array of challenges, including international terrorism, rapidly developing technology, increasing migrations, legislative changes, emerging cultural norms, and other challenges.

Advancement of technology and improved utilization of social networks for communication is another focus of the Strategy, since their use could improve policing practices, in turn also influencing the trust-building and strengthening of legitimacy. Utilization of new technologies offers the Police a chance to outreach and raise awareness of communities for a dialogue on their expectations on transparency, accountability and privacy.

The implementation of the Strategy is based on the following four (4) main steps:

- *Action Plan*, with a total of **4** strategic objectives, **12** strategic sub-objectives, **55** activities, which elaborate on measures and actions to be taken in fulfilling the mission and vision of the Strategy, followed by coordinating bodies and entities defined as implementing institutions, timelines and material resources necessary for implementation, and implementation monitoring indicators.
- *Appointment of human resources* -
- *Activity financing*, which are defined pursuant to the best possible estimate of financial resources available in the Kosovo Police budget, which remains the main resource for funding activities in community policing;
- *Strategy Implementation Monitoring Mechanism* - appointment of coordinator and implementation and monitoring group at the central level GPD and at regional level for order and border, holding periodical evaluation meetings, field inspections of strategy implementation.

INTRODUCTION

Crime trend development, dynamics of movement of humans and goods, rapid technological advancement, difficulties presented in the past in terms of community safety, and our European integration aspiration, have brought up the demand for citizens, but shared by the Police too, for an enhanced and sincere partnership between citizens and Police. This approach is applied with a view of improving quality of life and safety for the community, through mutual cooperation in resolving and preventing negative phenomena and various crimes, which may potentially occur in communities.

Kosovo Police was established in 1999 as a democratic police service, to guarantee public order and safety, to protect lives and properties of citizens, to guarantee free movement of people and goods, to counter informality, and to observe and defend human rights and freedoms guaranteed by the legislation of the Republic of Kosovo, and international conventions.

During the period of United Nations Interim Administration Mission administration in Kosovo, the Kosovo Police had mainly a reactive approach, while the preventive approach was mainly operating with the so-called “community offices” at all levels of the organization. This approach was rather limited, because a limited number of police officers were engaged. As time went by, a need was identified for involving all police officers in a more preventive approach in policing activities. In order to advance this approach, somewhere around 2010, a new policing methodology was developed to guide community policing activities. This new policing methodology was initially piloted in several police stations, to see the assessment within the police organization, but also to see the acceptance and reactions of the community members towards the approach.

Upon a successful piloting of the new policing methodology, and findings that such a policing approach is necessary, and pursuant to the National Community Safety Strategy 2011-2016, the KP Director General decided to develop a “Community Policing” Strategy and Action Plan 2012-2016. Such a strategy contained three key objectives, through which the philosophy or concept of community policing was extended: **1. Organizational transformation; 2. Partnership Building with the Community; and 3. Problem-solving.**

The Kosovo Police also applies an Intelligence-Led Policing concept, which allows the contribution from the community policing to analytical products, through which, resources would be effectively and efficiently guided towards police priorities, with a special emphasis on: (a) targeting offenders, specifically active criminals; (b) crime and disorder management; (c) crime and related incident investigation, and (d) application of preventive measures, including cooperation and local partnership to reduce crime and other disorders.

Application of the strategy was followed by changes in the KP organizational structure, development and amendment of many standard operating procedures, administrative

instructions, which served to advance and at the same time facilitate practical implementation of the community policing concept.

Community-oriented policing or the community police concept reflects the role, relevance and precious assistance of the community and partners, who together with the law enforcement agencies, provide for sustainable security for the community. This means that police actions and activities cannot guarantee efficiency without sincere cooperation with the community.

Through this policing approach, comprehensive engagement and partnership with the citizens would provide a safe environment for the community. This collaborative approach would contribute the development of mutual trust between Police and community members.

METHODOLOGY

Drafting of the present strategy took a comprehensive consultative process with stakeholders directly involved in the successful implementation of the Strategy, including the Kosovo Police members, local and central levels, representatives of the Ministry of Internal Affairs, representatives of security forums, non-governmental organizations and representatives of international organizations active in Kosovo.

In drafting the strategy, all evaluating reports and other documents have been considered in relation to the implementation of community policing in Kosovo, starting with those drafted by the Kosovo Police, Police Inspectorate of Kosovo, non-governmental organizations and assessment reports drafted by various international authorities. Such reports were drafted in compliance with qualitative and quantitative approaches in collecting and analysing data, starting with the data collected through:

- (a) monitoring of the process of community policing itself,
- (b) interviews with stakeholders directly involved in implementing this policing approach,
- (c) various groups engaged in different events, such as seminars, conferences, debates, meetings;
- (d) various opinion poll surveys; and
- (e) data from comparison of achievements and challenges in implementing the community policing approach, between police sectors/areas of responsibility of police stations.

As a result of this process of a comprehensive analysis related to implementation of the community policing approach, all achievements but also issues that require revision and new orientation for the period 2017-2021 have been carefully identified.

It is worth mentioning that in the framework of the strategy development process, a total of 14 meetings were held with the working group drafting the Community Policing Strategy and Action Plan 2017-2021, a process which was preceded by an agenda drafted by the working group.

According to the agenda, meetings held involved representatives of many local and international authorities, and a comprehensive three-day workshop with 45 representatives thereby reviewing the whole process of drafting the strategy. Upon completing the workshop, the strategy was finalized, ensuring that each action is in compliance with the legal framework and secondary legislation regulating relevant matters of community policing, and the Strategic Development Plan 2016-2020 of Kosovo Police.

Institutions involved in working groups:

- Ministry of Internal Affairs;
- Kosovo Police;
- Police Inspectorate of Kosovo.

International organizations, NGOs and other authorities that have helped develop this document for the final draft:

- ICITAP Program of the US Department of Justice;
- Organization for Security and Cooperation in Europe Mission in Kosovo;
- UNDP/FERM- United Nations Development Program – FERM Program;
- KCSS – Kosovo Centre for Security Studies;
- Community Security forums.

Kosovo Police is grateful and thankful to all stakeholders who have contributed in the development of the strategy, by helping Kosovo Police to empower community policing approach, together with all relevant institutions at central and local levels, as one of the key preconditions in ensuring sustainable community policing.

LEGAL FRAMEWORK

- Constitution of the Republic of Kosovo;
- Criminal Code of the Republic of Kosovo Republic of Kosovo;
- Criminal Procedure Code of the Republic of Kosovo;
- Juvenile Justice Code;
- Law on Police;
- Law on Gender Equality;
- Law on the Police Inspectorate of Kosovo;
- Law on Public Peace and Order;
- Law against Domestic Violence;
- Law on Control and Oversight of State Borders;
- Law on Foreigners;
- Law on Road Traffic Rules 05-L-088;
- Law on Hunting- 02-L-53;
- Law on Local Self-Government.

RELATIONSHIP WITH STRATEGIC DOCUMENTS:

- Strategic Development Plan 2016-2020
- “Community Policing” Strategy and Action Plan 2012-2016;
- National Community Safety Strategy 2017-2021 (draft);
- “Intelligence-Led Policing” Strategy and Action Plan 2013;
- State Crime Prevention Strategy and Action Plan of the Republic of Kosovo;
- Revised Strategy and Action Plan for Reintegration of Repatriated Persons;
- National Strategy and Action Plan of the Republic of Kosovo on Migration;
- State Strategy of the Republic of Kosovo against Organized Crime, and Action Plan;
- National Strategy of the Republic of Kosovo against Drugs, and Action Plan;
- State Strategy of the Republic of Kosovo against Terrorism, and Action Plan;
- National Strategy for Preventing Violent Extremism and Radicalism that leads to Terrorism;
- National Strategy of the Republic of Kosovo on Integrated Border Management, and Action Plan;
- National Strategy and Action Plan of the Republic of Kosovo on Control and Collection of Small and Light Arms, and National Response Plan and Policing Activities, and community-based problem solving (working manual);

SECONDARY LEGISLATION AND OTHER DOCUMENTS:

- Administrative Instruction 10/2012 Police Cooperation with the Municipal Assembly and Community
- Administrative Instruction AI MIA 08/2012 – AI /MPA 02/2012 on Municipal Community Safety Councils;

- PIK Report no. 8/2015: “Implementation Evaluation of Community Policing Strategy and Action Plan 2012-2016”,
- Standard Operating Procedure for Policing Activities in the sectors;
- Terms of Reference and PSO’s for the LPSCs.

CURRENT SITUATION AND PERSPECTIVE

The Monitoring and Implementation Group¹ found that the objectives and Activities which derive from the Community Policing Strategy and Action Plan 2012-2016 have been largely implemented. The evaluation is based on references of periodical reports by police stations, RPDs, KP Departments, evaluation report of the Police Inspectorate in 2015, and reports and evaluations made in meetings and workshops held with citizens who only support such finding.

1. Findings related to fulfilment of the first strategic objective (organizational transformation) show that the vast majority of activities in this objective have been completed. Out of twenty (20) activities as planned with the Action Plan, 18 have been fully completed, one (1) was not addressed at all² and one (1) was not properly addressed³.

Activities completed are those related to the following areas: appointment of stakeholders in implementing and monitoring the Strategy and Action Plan, issuance of legal/organizational rules, consisting in developing and adapting fourteen (14) new PSOs, preparing and adapting all training modules to the requirements of community policing concept, division of areas of responsibility of police stations. Areas of police stations are divided into one hundred and forty-four (144) patrolling sectors.

All necessary training modules have been provided to all KP personnel in terms of community policing, including training for Community Policing Trainer, and also training is held for members of security forums.

2. Findings related to the meeting of the second Strategic Objective II – *Partnership-Oriented Police* show that the following activities were completed;

- Identification of local and international partners in support of implementation of the Strategy and AP, in a number of security forum
- Establishment and operationalization of fifty-six (56) LPSCs, thirty-five (35) CSATs, and thirty-four (34) MCSCs,
- Meetings and workshops with partners, meetings with citizens in promoting the concept of Community Policing,

¹ A group assigned for monitoring and implementation of the Community Policing Strategy 2012-2016.

² Police Museum, lacking financial and logistical means, was not addressed at all.

³ Evaluation Report of the Police Inspectorate of Kosovo on implementation of the Community Policing Strategy

- Projects implemented in improving community safety, through civil volunteerism and groups involved in initiatives to assist the KP,
- Holding lectures on negative phenomena,
- Information of citizens on complaints mechanisms, for addressing them in relevant institutions, status of cases reported, information of citizens on open doors, reports of security forums and meetings with the community in identifying police officers and division of their roles and responsibilities.
- There are sector files in all police stations and they are updated as needed.
- Regular meetings have been organized with Executive Council of LPSCs.
- Database on establishment of LPSCs created by police stations, namely by police sectors.

All these activities have marked an increase from year to year, both in quantity and quality, which resulted in fulfilment of the whole objective.

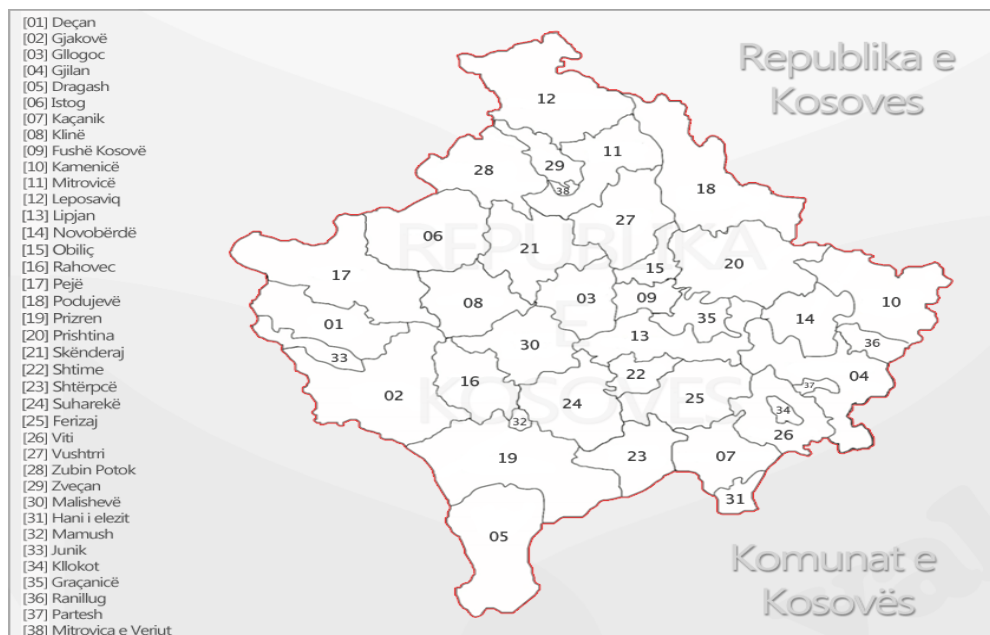
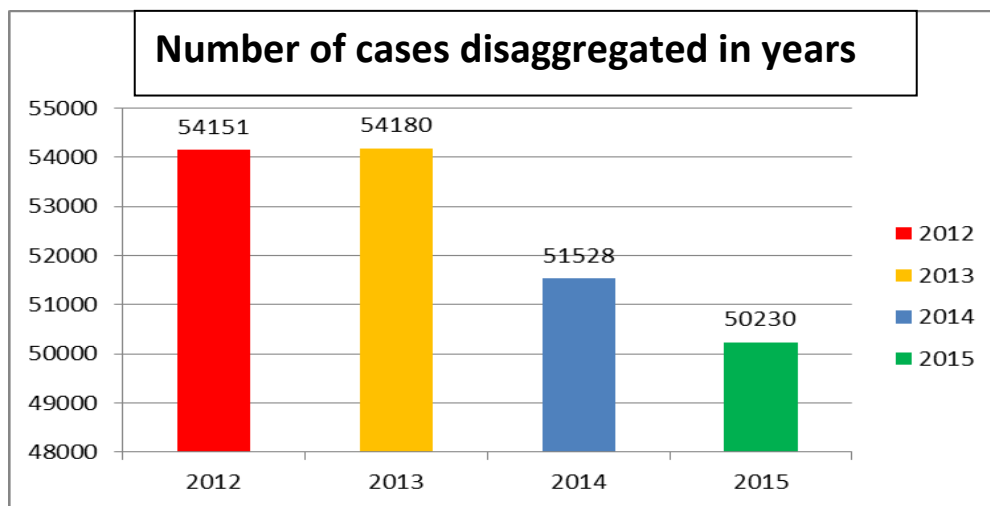
3. Findings related to fulfilment of the III Strategic Objective - *Problem Solving*.

- There is an increase in the number of NGOs and security forums involved in solving community problems in partnership with the Kosovo Police.
- There is considerable increase in the number of projects implemented in the community, which are mainly initiatives of LPSCs deriving from community demands,
- Police reports on citizens' concerns and issues, addressed and concrete results in problem solving,
- Planning and direction of police patrols in sectors, results both in prevention and problem solving,
- Increasing number of cases referred to prosecution and courts, a clear indicator of improved effectiveness of policing, based on the community policing approach.

4. Findings related to the Monitoring and Evaluation of Implementation of Plan and Strategy - show that the Strategy and Action Plan have been challenged by a number of objective and subjective factors, which represent difficulties and obstacles in the way of implementing strategic objectives. Such factors are of organizational, technical/logistic and partnership nature.

- *Organizational*: lack of necessary personnel for sector work, engagement of existing human resources in non-policing activities, transfer of police officers to other units, old age of a number of officers engaged in sectors.
- *Technical/logistic* - considerable lack of technical devices and vehicles, lack of working premises in several police facilities and field work, lack of budget in helping KP and Security forums (LPSCs) in holding meetings, workshops, debates and projects related to awareness raising of the community in crime prevention and problem solving related to crime.

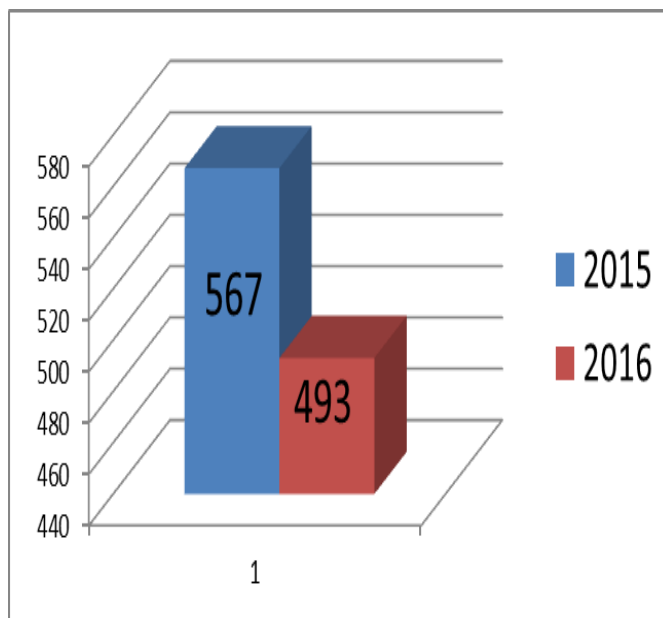
- *Partnership* – partnership with local government authorities was satisfactory, but forms and mechanisms to enhance and expand partnerships in the future must be found.
- The findings presented derive from reports by police stations, RPDs and other units implementing the Strategy and Action Plan, including: Inspection Report no. 8/2015 “Evaluation of Implementation of the Community Policing Strategy and Action Plan 2012-2016”, reports, debates and workshops with and from strategic partners, such as OSCE, ICITAP, UNDP which have positive findings in implementing the Action Plan of the Strategy.
- Achievements and outputs of implementing the Community Policing Strategy and Action Plan 2012-2016 are further argued by annual reporting statistics of the cases in the Kosovo Police as of 2012, when the Strategy and AP started to be implemented until 2015, where we see a decline in the number of cases.



Safety in pre-university education institutions

improving safety in pre-university education institutions remains a challenge not only for the Republic of Kosovo, but in the region and wider. Engagement in preventing and early identification of problems in schools remains amongst priorities of the Kosovo Police. This is achieved through sincere and mutual cooperation between the Police, parents and education personnel.

Although statistics show a decline in cases of violence in and around schools for 2016 when compared to the past year, there is still a necessity in enhancing this proactive approach.



Road traffic safety

Another priority of the Kosovo Police remains the improvement of road traffic safety. Improvement in this area should not depend on the Police alone, because an important role in this regard must be played by various stakeholders at central and local levels, while a precious contribution is given by drivers and the society. The Kosovo Police statistics show that for the period January-October 2016, we have recorded an increase of 8.13%. The total figure for this year is 14485 accidents, of which 82 with fatal consequences for 92 persons, accidents with injures were 5231, with a total of 10252 persons injured, and accidents involving material damages were 10349.

Comparison of accidents in Kosovo for period covering January-October 2015/2016					
January-October 2015		January-October 2016		(+/-)	%
Fatal accidents	96	Fatal accidents	82	-14	-14.58
Deceased persons	108	Deceased persons	92	-16	-14.81
Accidents with injuries	4318	Accidents with injuries	5231	913	21.14
Injured persons	8729	Injured persons	10252	1523	17.45
Accidents with damages	9107	Accidents with damages	10349	1242	13.64
Hit and run	964	Hit and run		/	/
Total accidents	14485	Total accidents	15662	1177	8.13
Tickets/Citations issued	260527	Tickets/Citations issued	276453	15926	6.11

Prevention of violent extremism and radicalism leading to terrorism

The phenomenon of violent extremism and radicalism potentially leading to terrorism is already a concerning phenomenon for the whole world. Like any other democratic country, the Republic of Kosovo faces repeated threats of radicalism and extremism, which may lead to further violence. In this regard, institutions of the Republic of Kosovo are committed to fulfil the duties deriving from the legal basis and national strategies in preventing and fighting all forms of radicalism and extremism in religious, political and nationality grounds, building domestic capacities to counter the threat, and to be an important international partner in preventing and countering terrorism. Citizens of the Republic of Kosovo are committed to European integration, and they see their future in EU, and radicalism and extremism of any kind does not enjoy the support by the vast majority of citizens of the Republic of Kosovo. It must be stated that the people of Kosovo have had religious tolerance for centuries. Such tolerance specifically existed amongst the Albanian nation, which pertains to all three bigger religions: Muslim, Catholic and Orthodox. It must be stated that identification of Albanians with religious faith does not fall within the domain of identity, but only as a cultural layering. Most recent studies of international organizations conducted in 2011 and 2012, support the assessment that there is a high religious tolerance in Kosovo.⁴ These researches also confirm the populist image of Kosovars as supporters of pro-western values.

Security of cultural and religious heritage sites in the Republic of Kosovo

Protection and promotion of cultural and religious heritage in Kosovo is much more important in presentation of cultural values of nationalities that live in Kosovo. This is exactly why a Unit for Protection of Cultural and Religious Heritage Sites was established within the Kosovo Police in 2013. Through different activities of this unit and in cooperation with the Community Police and Prevention Directorate the aim is to improve the perception on cultural and religious heritage as well as to understand it as a common national value.

⁴ Pew Research Centre, *World Muslims: Religion, Politics and Society*, 2013, pg. 150, 153.

Perspective

To continue vigorously in finding alternatives for overcoming difficulties and challenges, which posed an obstacle in achieving maximum and desired results which derive from objectives and activities of the Strategy and Action Plan 2012-2016.

- Provide qualitative and priority services, focused on finding solutions to problems, concerns and grievances of the community.
- The police organisation in all levels should provide support with the aim of implementing the community policing philosophy.
- Kosovo Police should adapt its organisational structure and ensure sufficient human resources for implementation of the Strategy.
- Material resources are essential and should be ensured for implementation of the present strategy.
- Utilise groups and individuals with influence and specific functions in support of the community, such as members of security forums, with the aim of finding solution to problems, concerns and grievances of the community which are related to security, and rule of law.
- Ensure transparency and accountability through effective and efficient police leadership in dealing with professional, ethical and moral demands of citizens towards the KP.
- Identification, evidencing, treatment and solving of demands addressed by citizens with the view of eliminating factors that contribute to crime and insecurity for individuals and community such as concerns about crime, discovery of criminal offences and their perpetrators and bringing them to justice, should remain priorities for the KP.
- Prioritize identification and protection of vulnerable individuals and groups.

VISION, MISSION AND PRINCIPLES OF THE COMMUNITY POLICING STRATEGY

Vision

Kosovo Police aims to be effective, efficient and trustworthy, and provide qualitative services in order to guarantee a safe environment through sustainable partnership with citizens and the community.

Mission

The mission of the present strategy shall be inclusion of citizens, community in all levels of problem solving that is directly related to community safety and provision of qualitative services for crime victims, by improving the level of satisfaction and increasing public trust.

PURPOSE AND OBJECTIVES

Through objectives and activities the strategy will continue further practical implementation of the concept and philosophy of community policing and ensure proactive approach of the Police towards problems in the community.

Objectives of the present strategy are as following:

I. EMPOWERMENT AND PARTNERSHIP ADVANCEMENT

The aim of this objective is to continue the advancement of partnership between the Kosovo Police and other institutions, with the aim of coordinating activities and exchange of relevant information for prevention and combating of crime. In this respect, the KP, especially through this objective, aims to advance its cooperation with security forums, media and NGO-s at the local, national and international level, with the aim of dealing with root causes and circumstances in which crime is manifesting itself, which is related to the level of safety and security in general.

Kosovo Police will engage in partnership with other institutions in cases where the safety of citizens and security of property and sites of special importance especially those of cultural and religious heritage.

II. IMPROVEMENT OF PUBLIC TRUST AND SATISFACTION WITH THE POLICE WORK

This objective with its sub-objectives are aimed at improving the quality of police services, which in turn would influence improvement of trust and satisfaction of citizens with police work.

Through this objective, KP aims to provide professional, efficient and effective services, and to improve the level of accountability before the citizens and institutions.

III. COORDINATION OF COMMUNITY POLICING ACTIVITIES WITH OTHER STRATEGIES

The Strategy aims to ensure practical implementation of the objective and sub-objectives, and further elaborate concrete activities and obligations for the Kosovo Police stemming from all other strategies related to activities of Community Policing.

IV. ADVANCEMENT OF INTERNAL REFORMS AND STRATEGY IMPLEMENTATION MONITORING MECHANISMS

This objective aims to ensure planning for adapting internal reforms and Strategy implementation monitoring mechanisms for community policing, both at central and local levels. This is done with a view of ensuring that all objectives and activities as provided by the Strategy are effectively implemented within timelines set forth by the present document.

MEASUREMENT OF ACHIEVEMENTS OF THE COMMUNITY POLICING STRATEGY

Community policing is a long term process that requires measurement of certain areas of the present strategy in biannual and annual periods, in compliance with the AP of the Strategy.

The measurement should include the following elements (application areas):

1. Level of empowerment and enhancement of cooperation with the community, in identifying and resolving problems related to criminality and fear of crime in the community.
2. Improvement of performance in terms of satisfaction and trust of community on the services rendered at all levels by the KP for the citizens and institutions of the Republic of Kosovo.
3. Rate of completion of activities deriving from the conjunction of other strategies with the Community Policing Strategy and Action Plan 2017-2021.
4. Advancement of internal reforms and strategy assessment mechanisms, to be empowered and advanced in response to the needs identified in evaluation reports of the present Strategy in time periods and challenges identified.

Principles:

Legality: actions to be undertaken in implementing the Strategy must be in full compliance with the Constitution, laws and other normative acts, domestic and international, applicable in the Republic of Kosovo.

Coordination and cooperation: - the Community Policing Strategy allows the Police and its partners to work together in identifying and resolving issues. It also enables creation of a safer environment for the Community.

Transparency: effective engagement, communication and feedback to the community.

Satisfaction and credibility: the process of communicating and cooperating with the community, thereby enabling a contact (police) officer for the citizens.

Intelligence-Led Policing:

Linking ILP with the CP, with a view of ensuring mutual exchange of information and production of analytical outputs.

Priority: the management monitors and evaluates performance and commitment of the Police in serving the community needs.

Impartiality:

Kosovo Police shall treat all persons with respect, regardless of circumstances, and shall act without any bias against citizens, with due regard for ethnic, gender, religious and racial impartiality.

Diversity: Equal access for all citizens of the Republic of Kosovo and wider, by providing qualitative services.

Values: Kosovo Police shall undertake its actions and activities with due respect for values of communities living in the Republic of Kosovo.

ABBREVIATIONS

AKM	Association of Kosovo Municipalities
CP	Community Policing
CRSSU	Cultural and Heritage Sites Security Unit
CSAT	Community Safety Action Team
DAT	Directorate Against Terrorism
DB	Department of Border Police
DCPP	Directorate of Community Policing and Prevention
DI	Department of Investigation
DIA	Directorate for Intelligence and Analysis
DICT	Directorate for Information and Communication Technology
DO	Department of Operations
DSPLA	Directorate for Strategic Planning and Legal Affairs
DSS	Department of Support Services
DT	Division of Training
EULEX	European Union Rule of Law Mission
GPD	General Police Directorate
HRD	Human Resources Department
ICITAP	International Criminal Investigation Training Assistance Program
ILP	Intelligence-Led Policing
IU	Inspection Unit
KOC	Kosovo Olympic Committee
KP	Kosovo Police
KPIS	Kosovo Police Information System
LPSC	Local Public Safety Committee
MCSC	Municipal Community Safety Council
MEST	Ministry of Education, Science and Technology
MH	Ministry of Health
MLSW	Ministry of Labour and Social Welfare
NGO	Non-Governmental Organization
OSCE	Organization for Security and Cooperation in Europe
PRIO	Public Relations and Information Office
PS	Police Station
RBD	Regional Border Directorate
RPD	Regional Police Directorate
RRTU	Regional Road Traffic Unit
UNDP	United Nations Development Program
UNICEF	United Nations Children’s Fund
VERLT	Violent Extremism and Radicalism Leading to Terrorism

DEFINITIONS

COMMUNITY – an ethnic, religious, linguistic, social, professional or other group of members sharing common characteristics or interests, perceived or perceiving themselves to be distinguished in a way in a society within which they exist.

COMMUNITY SAFETY – implies, but is not limited to, a concept viewing the occurrence of physical and social changes in compliance with priorities of communities in local environs as a way to prevent crime and other disorders. This allows citizens to view and enjoy full benefit of their social and economic lives without fear of crime, disorder or disaster.

PUBLIC SAFETY means prevention and protection against events that may undermine the public safety and security due to considerable risk, such as crime and disaster, both natural and man-made.

COMMUNITY POLICING – means a philosophy and organization strategy (a way to embody the philosophy) that promotes action based on partnership and cooperation between Police and communities, with a view of ensuring effectiveness and efficiency in identification, prevention and resolution of criminality and other occurrences, in a way of improving quality of life for all.

INTELLIGENCE-LED POLICING – (also known as analysis-based decision-making) means a philosophy of management and working model, the aim of which is to help prevent, discover and reduce crime, using analytical products to effectively and efficiently guide police resources towards policing priorities, with a special emphasis on: (a) targeting offenders, especially active criminals; (b) management of crime and disorders, (c) investigation of crimes and related incidents, and (d) undertaking preventive measures, including local partnership and cooperation to counter crime and other disorders.

EXTREME, EXTREMISM: may be defined only in relation to a wider ideology, e.g. within the framework of extreme nationalism, extreme environmentalism, religious extremism. The defining feature of extremism is rejection of one or more essential principles by its main ideology. A nationalist who considers members of all other nations as inferior, or rejects the possibility of cohabitation, or believes that others must be denied their rights, is an extreme nationalist. A religious believer who condemns leaders or most members of another faith is an extremist. Extremists may not necessarily be violent.

RADICALISM: a process of approving of extremist ideologies, and in instances, transformation into a violent extremist.

TERRORISM: although terrorism has different definitions, yet there is no precise and unique definition for it, but one of the definitions can be the use of violence to impose terror on civil population. Terrorism is a special kind of violent extremism.

PARTNERSHIP BETWEEN POLICE AND COMMUNITIES - means cooperation between police and citizens, with a view of ensuring early identification of negative occurrences and community conflicts, and joint prevention of the same, to avoid or counter serious consequences for the community itself.

MCSC - Means the Municipal Community Safety Council, established in all municipalities of the Republic of Kosovo.

LPSC - means the Local Public Safety Committee, established by the Police Director General as an advisory body within a certain area of each municipality, working to the best interest of the community for effective community policing work;

CSAT - means Community Safety Action Plan, made of municipal officials, police and community leaders. Their primary role is to identify and address issues of crime, security and safety, and quality of life.

NGO - means Non-Governmental Organizations registered with the NGO Registration Office of the Ministry of Public Administration of the Republic of Kosovo.



Republika e Kosovës
 Republika Kosova – Republic of Kosovo
 Qeveria – Vlada – Government

Ministry of Punëve të Brendshme
 Ministarstvo Unutrašnjih Poslova
 Ministry of Internal Affairs

Kosovo Police/Policija Kosova/Kosovo Police
 Directorate e Përgjithshme e Policisë/
 Generalna Policijska Direkcija/General Police Directorate



ACTION PLAN

Activities	Measurement Indicator	Responsible Institution	Supporting Institution	Implementation Deadline	Cost	Comments
Strategic Objective 1: EMPOWERMENT AND ADVANCEMENT OF PARTNERSHIP						
SUB-OBJECTIVE 1.1. Improved safety at schools						
1.1.1 Organization of periodical meetings related to safety at schools: MEDs, school representatives, parent councils, NGOs and security forums.	At least two meetings at regional levels with responsible persons in pre-university schools	Kosovo Police, Kosovo Police, DCPP, RPDs and police stations	MEST, MED, schools, NGOs	Every school year, period of implementation of Strategy 2017-2021	Budgeted	

1.1.2 Organization of lectures, debates, and awareness campaigns in schools in relation to negative occurrences	<ul style="list-style-type: none"> - Number of lectures - Number of participants - Number of schools - Number of media debates, spots, workshops, seminars, sports activities, etc. 	Kosovo Police	MED, school institutions, media, NGOs	On-going	12000 Euros/year	Drafting and printing promotional materials and items
1.1.3 Organization of training of trainers at local level (RPDs and SPs) to lecture at schools	<ul style="list-style-type: none"> - Number of trainers identified and trained - Drafting of a Trainers' Program 	Kosovo Police, RPD	Training Division/DCP P	First half of 2017	Budgeted	

SUB-OBJECTIVE 1.2 Enhancement and empowerment of partnerships with security forums, media, NGOs and various organizations involved in community safety issues.

1.2.1 Organization of meetings, round-tables and seminars with LPSCs	<ul style="list-style-type: none"> - Number of reports, workshops and seminars with LPSCs; 	DCPP and other partners	Security forums, municipalities, RPDs, Training Division, police stations, other partners	On-going	Budgeted	
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1.2.2 Provision of ID cards for LPSC members, and logistical support	<ul style="list-style-type: none"> - Number of LPSC members equipped with cards. - Number of activities and projects supported 	DCPP, RPDs, police stations/patrol sectors	GKPD, DSS	On-going	1000/year	
1.2.3 Establishment of LPSCs, updating, improving participation of women and youth, and training	<ul style="list-style-type: none"> - Number of requests for establishment, updates and training - number of members trained - percentage of women and youth participation 	GKPD, DCPD, international partners	Police stations, RPDs, international partners	On-going	Budgeted	
1.2.4 Participation of police officers in security forums' activities, together with media, NGOs, and various organizations working with community safety issues	<ul style="list-style-type: none"> Number of official attendance reports Number of topics, issues and demands addressed Number of projects implemented. 	Police stations /patrol sectors	DPS DCPP RPD OSCE	On-going	Budgeted	

1.2.6 Organization of meetings with security forums, media, NGOs, and various organizations, to promote community policing strategy and KP achievements.	At least two meetings a year	RPDs /Regional media offices, PRIO-KP, police stations and DCPP	MIA/DCS, NGOs, press and electronic media, portals, etc.	On-going	Budgeted	
1.2.7 Organization of awareness-raising campaigns to promote relevance of LPSCs	- Number of campaigns - Number of leaflets - Number of media presentations	DCPP, RPDs, PS	PRIO, LPSCs, international partners	On-going	Budgeted + donation	
SUB-OBJECTIVE 1.3 Enhancement of partnerships with the business community and culture/sports communities						
1.3.1 Organization and participation in meetings with business representatives in relation to improvement of safety and security.	At least one meeting a year	Kosovo Police (RPDs and police stations)	Business community, municipalities	On-going	Budgeted	

1.3.2 Implementation of joint projects to improve security and safety.	Number of projects implemented	Kosovo Police (RPDs and police stations)	Business Community, Municipalities, security forums, NGOs	On-going	Budgeted/donation	
1.3.3 Organization and participation in coordination meetings with the sports community	At least two meetings per year	Kosovo Police (RPDs and police stations)	MCYS, KOC, Municipal Directorates for culture, youth and sports, sports federations and clubs, fan clubs, media, sports facility managers	On-going, as per sports events calendar	Budgeted	
1.3.4 Organization and participation in coordinating meetings with the cultural community	At least one meeting a year	Kosovo Police (RPDs and police stations)	MCYS, Municipal Directorates for culture, youth and sports	On-going, as per cultural events calendar	Budgeted	
SUB-OBJECTIVE 1.4 Enhanced safety in road traffic						
1.4.1 Organization of coordinating meetings with partners related to road safety	At least two meetings per year	GPD and RPDs	MIA, MI, MEST, MoJ, KJC, MoH, AKM, Road Traffic Safety	On-going	Budgeted	

			Council, Kosovo Insurance Bureau and Association of Insurance Companies, NGOs			
1.4.2 Identification of hot spots and traffic problems at the level of RPDs	- Number of reports - Number of hot spots identified	GPD (Road Traffic Division), RPD (Regional Road Traffic Units), Police stations	MIA, MI, MEST, MoJ, MF, MoH, AKM, PMO	On-going	Budgeted	Number of inspection reports as decided by MI on identification of hot-spots, submitted to relevant authorities for addressing them
1.4.3 Development of action plans and implementation of projects as per activity 1.4.2, and awareness campaigns for traffic safety	- Number of projects - Number of campaigns	GPD (Road Traffic Division), RPD (Regional Road Traffic Units), Police stations	MIA, MI, MEST, MoJ, MF, MoH, AKM, PMO, Road Traffic Safety Council, Kosovo Insurance Bureau and Association of Insurance Companies, NGOs	On-going	4000 euro/year and donations from Supporting Institutions	Awareness raising activities on traffic (brochures, leaflets, TV-ads, etc.)

1.4.4 Periodical road inspections	At least two inspections annually at central level, and quarterly at RPD level (report and recommendations)	Road Traffic Division, RPDs, RRTU, Motorway Control Unit Police stations	MI, Municipalities	On-going	Budgeted	
SUB-OBJECTIVE 1.5 Enhanced safety and security in cultural and religious heritage sites, and other sites under MCYS protection						
1.5.1 Inspection of sites and development of specific files.	At least one recommendation report per year	CRSSU, RPD, Police stations, police sectors	MCYS, RPDs, police stations, police sectors, religious communities	On-going	Budgeted	
1.5.2 Organization of coordinating and cooperating meetings with relevant stakeholders	At least two meetings per year at RPD level	CRSSU, RPD Police stations, police sectors,	MCYS, RPDs, police stations, religious communities	On-going	Budgeted	
1.5.3 Re-evaluation of threats and provision of safety.	Number of evaluation reports	Road Traffic Awareness Unit	DIA, RPD, Police stations	On-going	Budgeted	

1.5.4 Monitoring, reporting and periodical addressing in relation to the condition of buildings.	- At least 4 periodical reports	CRSSU	MCYS, RPDs, police stations, religious communities	On-going	Budgeted	
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STRATEGIC OBJECTIVE 2: IMPROVEMENT OF PUBLIC TRUST AND SATISFACTION WITH POLICE WORK

SUB-OBJECTIVE 2.1 Training and awareness-raising of personnel in relation with public satisfaction and trust with police work

2.1.1 Development of KP personnel training programs	Plan drafted and adopted	Training Division	DCPP and partners	First half of 2017/as per strategy implementing plan	Budgeted	
2.1.2 Organization of awareness-raising workshops for senior management	At least one workshop per RPD, and one workshop at GPD level	Training Division	DCPP and partners	2017	Budgeted	Workshop includes RBD representatives
2.1.3 Identification and training of trainers	- Trainer needs identification - Number of certified trainers	Training Division	DCPP and partners	First half of 2017/as per strategy implementing plan	Budgeted	

SUB-OBJECTIVE 2.2. Take action in improving public trust and satisfaction with police work

2.2.1 Implementation of a public opinion survey of satisfaction and trust	At least one research per year	GPD, RPDs, police stations	PIK, partners and NGOs	On-going	10000/year	
2.2.2 Draft an action plan to address survey recommendations	– At least one plan per year – Number of recommendations addressed	GPD, RPDs, police stations	/	On-going	Budgeted	
2.2.3 Development of a website link for RPDs, public appearances and publication of periodical reports on transparency	Website created and number of periodical reports	GPD, RPDs, DCPP	PRIO	First half of 2017 (website creation), On-going for other items	Budgeted	
2.2.4 Draft an action plan to implement the police approach on trust and satisfaction	Plan drafted	GPD, DSP, DCPP	PIK, Training Division, DSS, international partners	2017	Budgeted	

2.2.5 Draft unitary forms for victims, adoption and distribution	Forms drafted and adopted	DSPLA	Partners	2017	Budgeted/donations	
2.2.6 Hold periodical meetings with village and local urban community representatives	At least one meeting a year	RPD, police stations and border police stations (only those at border line)	Partners	On-going	Budgeted	
2.2.7 Draft and review procedures for timely response to cases, and build capacities	- Procedure developed - Time of arrival - Report analysis	GPD, RPDs, police stations	/	First half of 2017	Budgeted	
2.2.8 Train police officers/investigators on the trust and satisfaction model	Number of officers trained	RPD, Training Division	/	2017	Budgeted	
2.2.9 Assignment of priority cases and progress monitoring in such cases	Number of priority cases resolved, and periodical reports related to crime discovery	PS Investigation Chiefs and RIS Chiefs	/	On-going	Budgeted	

2.2.10 Hold meetings between sector police officers, sector supervisors, and sector coordinators, with a view of information sharing on the security and crime situation in respective regions	Number of meetings and minutes (at least quarterly)	RPD, police station	Regional Coordinator	On-going	Budgeted	
2.2.11 Monitoring of trust and satisfaction approach	Publication of monitoring report	PIK and partners	/	On-going	Budgeted	

STRATEGIC OBJECTIVE 3: COORDINATION OF COMMUNITY POLICING ACTIVITIES WITH OTHER STRATEGIES

SUB-OBJECTIVE 3.1 Prevention of Violent Extremism and Radicalism Leading to Terrorism

3.1.1 Establish and maintain sector files related to persons suspicious of being linked to extremism and radicalism	<ul style="list-style-type: none"> - Number of files generated - Number of sites identified - Number of reports addressed 	<p style="text-align: center;">Police Station/Police Sector</p>	<p style="text-align: center;">GPD, RPD, DAT, DCPD</p>	<p style="text-align: center;">Generated Files - 2017 Maintenance - On-going</p>	<p style="text-align: center;">Budgeted</p>	
3.1.2 Early identification of persons, suspicious VERLT activities, and addressing to competent authorities.	<ul style="list-style-type: none"> - Identification of criteria - Number of persons, activities and locations identified 	<p style="text-align: center;">DAT, Police Station/patrol sector</p>	<p style="text-align: center;">DIA, DAT, referral mechanism</p>	<p style="text-align: center;">On-going</p>	<p style="text-align: center;">Budgeted</p>	<p style="text-align: center;">List of identification criteria of persons and activities suspected to be linked to VERLT, created by DAT</p>
3.1.3 Hold awareness training workshops for police officers in relation with VERLT.	<ul style="list-style-type: none"> - Drafting of the program - Number of training workshops - Number of trained officers 	<p style="text-align: center;">Training Division and DAT,</p>	<p style="text-align: center;">RPDs and police stations</p>	<p style="text-align: center;">Drafting of program - 2017, training on-going</p>	<p style="text-align: center;">Budgeted</p>	<p style="text-align: center;">Training Division develops an action plan for training provision</p>

3.1.4 Hold awareness-raising lectures related to VERLT in pre-university schools.	Number of lectures, schools and attending students	RPD, DAT, police stations	MEST, MED, representatives of religious communities in Kosovo, NGOs	On-going	Budgeted	
SUB-OBJECTIVE 3.2 Coordination of activities with the ILP Strategy						
3.2.1 Hold joint periodical meetings at local and central levels, to coordinate implementation of strategies	At least two meetings a year	<ul style="list-style-type: none"> - Strategy Implementation Coordinators (CPS and ILP) – central level, - Regional Directors at local level 	DI, DO, DB, DSS, DHR, DIA and DAT	On-going	Budgeted	
3.2.2 Operationalization of an information and case storage room/system installation, and staff training	<ul style="list-style-type: none"> - Number of rooms operational - Drafting of a training program - Local Training of Trainers - Number of officers trained 	DIA and DICT	DO, DT, DSS	Training Program development – 2017, training of trainers – October 2017	Budgeted	Training program developed by DICT, DIA and TD

3.2.3 Draft periodical reports on information collection	- Number of monthly reports - Number of monthly information items	RPD, DIA, police stations, RIS, Fast Response Unit	DIA, SPIK	On-going	Budgeted	
3.2.4 Draft and update criminality maps for local and central levels	Number of maps developed and updated	RPD, station/sector/RR TU	DIA, KPIS	Drafting - 2017, on-going updates	Budgeted	

STRATEGIC OBJECTIVE 4: ADVANCEMENT OF INTERNAL REFORMS AND INTERNAL STRATEGY IMPLEMENTATION MONITORING MECHANISMS

SUB-OBJECTIVE 4.1. Empowerment of police sectors

4.1.1 Revision of police sectors, based on establishment criteria	Number of revised police sectors	Police Station Commanders	RPDs and DCPD	First half of 2017	Budgeted	
4.1.2 Implement a “two-year minimum” standard for police officers at police sectors	Annual reports on progress in such standard	SP Commanders and RPDs.	Public Safety Division and Department of Operations.	On-going	Budgeted	
4.1.3 Draft and adopt a unitary monthly form for recording and reporting on all police activities in a patrol sector	Adopted unitary monthly forms, Reports based on such forms	Public Safety Division	RPDs, DCPD, DSPLA and police stations.	Adoption of a form in the first half of 2017, and periodical reports	Budgeted	

4.1.4 Empowerment and operationalization of human and logistical resources (undertake a pilot-project for a model sector in a RPD)	Reports on sectors complete in staff and logistics; implementation of a pilot project	Police Station Commanders and RPDs	Department of Operations, Department of Support Services, Public Safety Division, and RPDs	On-going - Pilot-project in the second half of 2017	Budgeted	-Pilot project implemented in all A-category PSs (one sector) - Summary report on pilot-project success rate
4.1.5 Continued establishment of contact offices in sector rural areas	Number of offices established	RPD, Police stations	DSS, municipalities	On-going	Budgeted	
SUB-OBJECTIVE: 4.2. Review of action procedures						
4.2.1 Revision and amendment of all SOPs and other documents related to this Strategy	Number of procedures and documents revised and amended.	Police stations, RPD, DSP, DCP, etc.	DSPLA	On-going	Budgeted	

SUB-OBJECTIVE 4.3 Mechanisms of support, monitoring, evaluation and reporting

4.3.1 Appointment of a Coordinator and Monitoring and Implementation Group at GPD central level	Decision of the Kosovo Police Director General	Director General	/	Early 2017	Budgeted	
4.3.2 Appointment of a Coordinator and Monitoring and Implementation Group at regional and border level	Decision of Regional Public Order and Border Director	Regional directors	/	Q1 2017	Budgeted	
4.3.3 Hold periodical evaluation meetings	- Central level 2 yearly meetings - Regional level 4 yearly meetings	Central and regional level coordinators	DO, DB, DSS, PRIO and other partners	On-going	Budgeted	
4.3.4 Field inspection of strategy implementation	At least one inspection annually	Central and regional implementation and monitoring groups	PIK, IU	On-going	Budgeted	
4.3.5 Develop annual evaluation report on Strategy implementation	Report developed	Central and regional implementation and monitoring	/	On-going (January each year)	Budgeted	Annual information report on strategy implementation

		groups				addressed to the Director General
4.3.6 Revision and amendment of Action Plan	As needed	Central and implementation and monitoring group	Regional implementation and monitoring groups and partners	As needed	Budgeted	As adopted by Director General

