



Republika e Kosovës
Republika Kosova – Republic of Kosovo
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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

THE PLAN ON STRENGTHENING THE INTEGRITY IN KOSOVO POLICE

2021 – 2025

Completed
September, 2022



The plan for strengthening the integrity in Kosovo Police 2021-2025 has been prepared by the Professional Standards Division, team of Integrity Sector.

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MR. FEHMI HOTI

ACTING GENERAL DIRECTOR OF POLICE OF THE REPUBLIC OF KOSOVO

FOREWORD

Integrity is behaving constantly in accordance with the ethical values and this is why the integrity is very important in both aspects, individual and institutional one.

Integrity in the organizational level is an indicator that the organization is built and operates in accordance with the ethical values.

In the individual level, integrity means that the individuals adhere the integrity principle and their behaviours are in accordance with the ethical values set by the Organization.

Integrity in the police organization means that the police work is led by a number of ethical values determined clearly, such as: objectivity, impartiality, professionalism and respect to diversity and gender, justice, equality, honesty, accountability, diversity and respect of human rights. Integrity should be encouraged by the police organization in all its levels.

Police is an institution that has the specific position and role in a democratic society,

which makes the integrity even more important.

In order to accordingly respond to the citizens' trust, Police adheres the Ethical Code and demonstrate high professionalism and integrity.

Based on surveys of local and international institutions, Kosovo Police is one of the most credible institution in the country and this credibility makes the institution even more responsible in advancing further the work standards of the policies against the negative and unethical phenomenon.

By establishing the Sector of Integrity in the Organizational structure of Police and the implementation of this plan, Kosovo Police shows its commitment in increasing and further advancing of the integrity in the organization and become a good example for others.

MR. Fehmi HOTI

Acting General Director of Police of the Republic of Kosovo

The plan for strengthening the integrity in Kosovo Police 2021-2025 has been prepared by the Professional Standards Division, team of Integrity Sector.

The Integrity Strengthening Plan has been reviewed by the commission for drafting Strategic Development Plan for Kosovo Police 2021-2025 as well as by the Directorate for Strategic Planning and Legal Issues

While drafting this plan, as reference have been taken:

1. The integrity plan in Kosovo Police 2018-2019;
2. The integrity plan of KSF 2019-2022;
3. EU twinning project "Strengthening of criminal investigation capacities against the organized crime and corruption;
4. Guideline for planning and managing the integrity 2015, UNDP;
5. Strategic Development Plan of Kosovo Police 2016-2020;
6. Document of policies on the Integrity of Kosovo Police, MD.
7. Law on Police, AI, Regulations and SOP-s of Kosovo Police.

II. INTRODUCTION

The institutionalization and strengthening of integrity remains a priority in building and development of the state institutions of the Republic of Kosovo and Kosovo Police.

The Integrity plan is a strategic and operational document relying on the results of the systematic assessment process of integrity level and of the risk that may arise within the organization.

Kosovo Police in 2017 drafted the “Plan for Strengthening of Integrity in Kosovo Police for year 2018 – 2019” which began implementing in early 2018. This plan is based in the EU Twinning project “Strengthening of capacities of criminal investigations against the organized crime and corruption” as well as in researching of integrity vulnerabilities within the organization.

Based on the “Plan on strengthening the Integrity in Kosovo Police 2018 – 2019”, the implementation group was obliged to supervise the implementation of measures and activities described in the integrity plan and report the activities and measures implemented in strengthening the integrity, as determined in this plan.

The integrity plan was a second task for the implementing group, compared to primary tasks that they perform in the certain units and sections.

With the modifications of the organizational structure of Kosovo Police in early 2019, Kosovo Police established the Integrity Sector within the Division for Professional Standards and based on the organizational structure, integrity officers was planned to be deployed there.

Among the tasks and responsibilities of the Integrity Sector are the drafting, updating and supervision of the implementation of the plan on strengthening of integrity in Kosovo Police.

The Integrity Sector drafts the Plan for Strengthening Integrity in Kosovo Police and this draft is subject of evaluation and finalization of a Commission appointed by the General Director of KP. The Integrity Sector updates and supervises the implementation of the plan for strengthening the integrity in Kosovo Police as well as compiles annual reports with recommendation for the General Director. The annual report after the approval is forwarded to the Director of Departments and offices of the General Director and Deputy Directors for discussion and action in accomplishing these recommendations.

All the departments and offices of the executive senior staff appoint the responsible officers to report about the implementation of the Plan for strengthening Integrity to the Integrity Sector.

The plan for strengthening the Integrity in Kosovo Police for 2021 – 2025 will be a continuation of the Plan 2018 – 2019 including some modifications regarding the tasks, activities and measures in achieving the objectives foreseen in this plan as well as the modifications in the methodology and stages of implementing the plan.

This plan is considered an important part of the overall planning processes related to the strategic plan for institutional development, which includes the aspects of risk management in the organizational level, determining the policies, procedures, rules, instructions and internal control system and accountability.

This integrity plan is an opportunity for the Kosovo Police to develop and implement a comprehensive institutional approach for improving employees’ performance, reducing the acts of misconducts and corruption and to foster a greater trust of citizens to police.

III. PURPOSE

The purpose of the plan for strengthening the integrity in Kosovo Police is:

1. The strengthening of integrity and organizational culture against corruption by identifying risks and planning adequate implementation measures within the organization.
2. Strengthening of institutional capacities for prevention of negative phenomena, which may threaten the integrity on Kosovo Police by providing support in raising professionalism of police employees into all fields identified as threatened by unethical and illegal acts.
3. Identification of risks, analyzing and risk assessment, specifying the actions and measures for achieving certain objectives in strengthening the integrity, law enforcement, values and professional standards.
4. Prevention and elimination of risk of corruption and other phenomena that threatens the Organizations' integrity, identifying high risk fields, balancing between the proactive and reactive forms of managing the integrity risk, reduction / elimination of opportunities for corruption, improving the overall sustainability against corruption, raising awareness into all levels and functions, encouraging of collective commitment in managing the risk of integrity.
5. To assist in managing the risk related to corruption, conflict of interest, criminal offences against official duty, unethical behaviours, etc..

IV. VISION, MISSION, VALUES, GUIDING PRINCIPLES

The plan for strengthening the integrity aims to fulfil the vision, mission, values and guiding principles of Kosovo Police, in order to have a reliable, professional and accountable police.

A.VISION

A professional, trained, well equipped and efficient police organization in providing safety, law enforcement, prevention and combat of crime, being an example in the region, always in support and loyal to community.

B.MISSION

To provide safety and services to all individuals in Kosovo, based on the law, best practices and standards of a democratic policing. To increase safety and life quality always in partnership with community, to promote public safety and prevention of crime, to keep the public order and legal rights of all individuals providing efficient and effective service.

Kosovo Police shall fulfill its mission by:

1. Providing public safety (life and property),
2. Protecting human rights and freedoms,
3. Cooperating with community and Institutions,
4. Border controlling and Surveillance
5. Improving performance of the organization,
6. Preventing and combating the organized crime, corruption and other criminal forms and activities,
7. Reacting efficiently in all types of emergencies (natural and man-made disasters).

C.VALUES

Values are virtues of each employee in Kosovo Police making the individual and Institution manifest a high personal and Institutional integrity anywhere and at any time through such values.

1. Integrity - work justly, honesty and sincerity, always based on the highest ethical and moral standards. To have the physical and moral courage to do what is right. Be honest and to not tolerate unethical behaviour.
2. Ethics - We appreciate honesty and integrity and will demonstrate these values in all our actions. We are responsible for maintaining the public trust with the highest ethical standards and including ethics at all levels of the organization.
3. Professionalism - To be professionally prepared, to know and apply contemporary methods, techniques and tactics in performing duties.
4. Respect for diversity and gender - To treat all individuals with dignity, respect and without any discrimination.
5. Accountability - To be responsible for the undertaken actions and work in compliance with the laws into power, Administrative Instructions, Regulations and other bylaws
6. Creativity - to work actively in order to undertake actions on improving the service and working methodology in the Unit / Sector where we work
7. Leadership - to be responsible to be proved as an example and with personal dedication regardless where we work
8. Service orientation - By providing greater security we can increase the quality of the life of community we serve.
9. Dedication - Vigilant and proactive in the organization and community, self-motivated and

creative.

10. Diversity - We appreciate and respect our differences and admit that our origins are unique, they strengthen our organization and community. We try to reflect the community we serve and respect each other's skills, knowledges and abilities.

11. Political impartiality - the impartiality and neutrality about the political beliefs and views of individuals

D. PRINCIPLES

The plan for strengthening integrity is conceived and led by the following principles:

1. Equal and fair treatment of all individuals;
2. Respect for fundamental rights and freedoms;
3. Impartiality and neutrality regarding the political views and beliefs of individuals;
4. Integrity, honesty and responsibility in public service;
5. Transparency-provision of information for citizens and being open towards the public;
6. Legitimacy, suitability and proportionality
7. Commitment to employment, advancement and assignment of tasks in a comprehensive, meritorious and non-discriminatory manner, reflecting the multi-ethnic character in the Republic of Kosovo and recognizing the principles of gender equality and human rights provided in the Constitution.

V. OBJECTIVES

In order to increase and strengthen the Integrity, by this plan it is determined that through a number of activities be achieved the objectives that are achievable.

1. Raising awareness of integrity and ethics in the Police,
2. Strengthening internal control in identifying and eliminating irregularities at work, raising professionalism and integrity and Professional development of staff in specific fields and sectors.
3. Prevention of conflict of interest,
4. Evaluation of the internal normative acts of the organization in terms of prevention of corruption, conflict of interest and strengthening of integrity,
5. Strengthening the principle of objectivity, impartiality and transparency,

A. ORGANISATIONAL CULTURE

1. Code of Ethics and Police Integrity

All employees of Kosovo Police are subject of the police ethics code and conduct with integrity. Based on the findings of a survey it appears that a small number of employees have manifested personal example of ethical conduct and integrity within the Organization. Therefore, it is required to work more in this direction and to ensure that all the supervisors and the police employees give a personal example of good ethics and personal integrity.

2. Fight against corruption

In order to report, prevent and combat the offences related to corruption, that seriously threatens the integrity of Kosovo Police, it is necessary that the leaders organize meetings with the police staff, where there would be discussed about the conduct with integrity in preventing and combating corruptive criminal offences. The issues related to integrity and corruption should be discussed on the organizational units during the regular meetings. There should be drafted plans for training and campaigns for raising awareness for integrity and ethics within the KP organization in prevention and combating the corruption and other negative phenomena.

3. Conflict of Interest

Conflict of interest means the situation of noncompliance between the official duty and private interests of the police employee, where he/she has direct or indirect personal or private interest which may impact or are likely to impact on the legality, transparency, objectivity and impartiality, while exercising official duty in the Kosovo Police.

Amongst the necessary measures to prevent the conflict of interest are:

a) Withdrawal in case of conflict of interest – means when a police officer has suspicions or finds that the conflict of interest has occurred (arisen) or may occur (arise), should immediately inform his direct supervisor or the respective unit.

Even though the legislation into power regulate most of the cases of conflict of interest, our institution is committed in strengthening the mechanisms for prevention and avoidance of eventual conflicts of interest

b) Review of normative acts for the issues of off-duty employment -

The off-duty employment means the employment, engagement on the private institutions, organizations or companies, where the implementation of police powers is not required, with or without payment. If such engagement-employment hinders or may hinder in the performance of official duty or in a way violates the realization of the objectives of the institution, then the KP employee may not be engaged – employed out of official duty. Secondary employment is not allowed if it may constitute a conflict of factual or obvious interest with the official duty or it negatively impacts on the ability of the employee in performing official duties and responsibilities. For this reason, one of the envisaged measures is the review of the Administrative Instruction “On the work relationships in Kosovo Police “and the Standard Operating Procedure “For the engagement of police officers outside the official duty”.

c) Information and awareness about the prevention of the conflict of interest – Besides those measures have been foreseen to increase and raise awareness about the prevention of conflict of interest through trainings, workshops or seminars organized constantly by the Human Resources Department.

B. COMMUNICATION, INFORMATION AND TRANSPARENCY

1) Kosovo Police is transparent in providing information for media and public. The office of Information and Public Relations of Kosovo Police is responsible to carry out all the activities regarding the cooperation, information and responsibility of transparency.

2) Police cooperates with media in order to inform the public for the events from the field of safety and the activities of Police in keeping the order and safety in the country.

3) It is recommended that Kosovo Police be proactive in guaranteeing the transparency on time towards the demands for information from media, non-governmental organizations and other stakeholders.

4) To achieve the cooperation, information and public trust in Kosovo Police, it is necessary to publish the documents, acts and other letters in Kosovo Police webpage, that are easily accessible to citizens.

VI. METHODOLOGY

The duties and activities arising by the “Plan for strengthening of Integrity 2021 - 2025” are mandatory (implementable) for the structural and organizational components in Kosovo Police.

Responsible for supervision of implementation of the “Plan for Strengthening of Integrity in Kosovo Police 2021 - 2025” is the Section for Integrity / Division of Professional Standards.

All the Departments, Divisions, Directorates, Sectors and other Units within the organizational structure of KP, send their six (6)-months reports to the Section of Integrity regarding the implementation of actions and measures in strengthening the integrity described in the Chapter VIII - Activity A of this plan “Table of objectives, activities, responsible authority as well as the measuring parameters for strengthening integrity in Kosovo Police 2021 - 2025.

During the drafting of the first plan for integrity, the working group has applied two methods to analyse and assess the vulnerability of integrity within the Kosovo Police. Completing the questionnaires was the first method while the second method has been focus-groups in workshops and interviews with police representative. The purpose of applying these methods has been to gather accurate and qualified responses to the vulnerabilities of the integrity of each identified area as well as to provide additional information and suggestions for improving integrity measures.

A. STAGES OF IMPLEMENTING THE INTEGRITY PLAN

The plan for strengthening the Integrity in Kosovo Police 2021- 2025 shall be implemented into two stages:

1. FIRST PHASE - 1st January until 30 June

From 1st of July until 15th of July all the Departments, Divisions, Directorates, Sectors and other units within the offices of the General Director and deputy directors, must send periodic reports for the first six-month phase of plan implementation, supplemented as described in the Chapter VIII of this document, in the Integrity Sector. The Integrity Sector after receiving the reports, processes, analyzes, evaluates and draws the conclusions of the received data.

2. SECOND PHASE - 1 July until 31 December

From 1st of February until 15th of February, all the Departments, Divisions, Directorates, Sectors and other units within the offices of the General Director and deputy directors, must send periodic reports for the first sub-phase of plan implementation, supplemented as described in the Chapter VIII of this document, in the Integrity Sector.

The Integrity Sector after receiving the reports, processes, analyzes, evaluates and draws the conclusions and based on the findings makes the recommendation of measures for strengthening the integrity. The annual report on the implementation of Integrity Plan is sent to the General Director on March.

VII. IDENTIFIED RISKS AND VULNERABILITY LEVEL OF THE INTEGRITY IN KOSOVO POLICE

A. BASIC FIELDS OF VULNERABILITY IN KOSOVO POLICE

The basic fields of vulnerability in Kosovo Police are: Field of Investigation (organized and economic crimes, corruption etc.), public safety (Operations, road traffic, specialized units, etc.), Integrated Border Management and Control, supporting services (procurement, administration of properties and stocks, budget management), human resources (recruitment, selection, promotion, etc.). Kosovo Police must work further in drafting and updating of work procedures, to create better conditions for training employees to perform their work with high integrity. Additional measures should be undertaken to strengthen the mechanisms of internal control and accountability, with the aim of supervising the implementation of tasks by the police employees.

B. ORGANIZATIONAL ASPECT

1. Job description and duties

Based on the data emerged during drafting the “Plan for strengthening integrity in Kosovo Police 2018-2019”, it resulted that in cases when the personnel (subordinates) are assigned additional tasks that are not in job description, then the supervisors should that in an optimal time fill the job description for their subordinators with additional tasks and require their approval.

In order to increase the quality in this field, more attention should be paid in reaching full reporting relations between the organizational units, with the aim that the actions / decisions could be audited – inspected and their implementation be supervised. Also, for ensuring quality in performing police duties, there is the need for a more direct and continuous control and supervision.

2. Evaluation of performance, promotion/advance and recruitment

The performance of work should be formally assessed once a year based on the procedure that determines the rules and criteria for performance evaluation for all employees in the Kosovo Police in accordance with the Administrative Instruction on the employment relationship in the Kosovo Police. However, in terms of promotion / recruitment, advance and selection of staff, it is recommended that there be greater transparency, in order to avoid opinions that the staff are selected in different positions / advancement based on partiality or nepotism.

In order to increase integrity within the organization, the Police must increase transparency in recruitment processes and in advancement / promotion processes.

Transparency in employment, promotion / advance and staff training, avoids misperceptions and directly affects the image and integrity of the Kosovo Police and the trust of police personnel in the processes and organization.

For a fair process, it is recommended;

1. To have adequate training of the staff that he/she manages and implements the process,
2. Clear and transparent rules during the whole process,
3. Precise criteria for assigning / appointment of members of commissions and evaluation panels.

3. Strengthening of mechanisms of Internal Controls

Direct supervision, inspections, audits, investigations and decision-making are essential to maintaining and enhancing the integrity of the Kosovo Police. As a result of these controls, actions

are taken to improve bad behaviour, the system and bad work practices. Strengthening internal control mechanisms are guarantees for the establishment - strengthening of integrity in the Kosovo Police. This action plan aims to increase supervision and strengthening internal controls through inspections, audits, investigations and direct supervision. The implementation of clear and defined policies in handling disciplinary violations and the punishment of perpetrators should not be tolerated by the mechanisms for the implementation of disciplinary proceedings.

4. Advancing the public procurement system

At the general level, public procurement is one of the most important areas for building or even undermining the integrity of an organization. Procurement is a sensitive area, and based on the findings during the drafting of this integrity plan, it is necessary to increase transparency during the procurement process, to implement the rules, which prevent conflicts of interest during the preparation of the procurement process in accordance with the legal basis covering this area. Additional measures should be taken to raise awareness of public, fair and competitive procurement. Ensure that the recruitment of professional staff and continuous training of staff in the field of contemporary procurement procedures is being carried out. The quality improvement and strengthening of the procurement procedures should be done. It is necessary to clearly define the responsibilities from the requesting unit to the final procurement procedures.

5. Raising the level of implementation and management of service contracts

Police should pay attention to the management and execution of contracts according to the contracted agreements, increasing control mechanisms in the field of contract management, ensuring that the services or works that are being provided by the economic operator are being provided according to the specifications. Police must ensure that the staff involved in the contractual procedures have the qualifications and professional training in this field. Increase transparency in the field of contract execution and the realization of payments and expenses.

6. Improving of the management system of material, financial goods and assets

Through proper management of material, financial goods and assets, as a structured decision-making process is aimed the increase of the quantitative and qualitative provision of supplies and services, aiming at minimizing the cost and eventual corruption risks.

a. Strengthening of financial logistics planning and management - Planning, organizing, administration, controlling of funds and preparing of technical and functional requirements are our goal for a better and efficient management functioning of logistic support.

b. Improvement of assets management – one of the most concrete measures is that the management of assets and fleet and it should be done through the evidencing and creation of a better accountability system.

c. Analysing of projects (requirements) and preparation of technical specifications – To establish commissions of experts to assess the requirements in terms of planning, market research and design of technical specifications, in order to increase the quality of supplies, services and contracted work constructions, and to have more accurate estimates between planned prices and those offered by the market, as well as the prevention of technical ambiguities in the requirements for equipment or other services in order to prevent the risk of project failure.

d. Improving budget planning and implementation - In order to strengthen efficient budget management, it is important to plan budgeting activities on time.

C. RISK IDENTIFICATION AND ASSESSMENT

1. Identification of integrity risk in Kosovo Police

Identification of the integrity risk means the identification of situations that may occur and which may affect in achieving the objectives of the organization. This shall require identification of risk sources, fields of impact, events and their causes. The final results will be a comprehensive list of integrity risks based on that events which may increase, prevent, degrade or delay the objectives.

Valuable information can be extracted from questionnaires which are designed to research risk sensitivity from the personnel and their perception whether the organization is or may be at risk in achieving its objectives, regarding the integrity. The fair administration of the process is a prerequisite for its efficiency. Experience shows that guaranteeing anonymity for the process is critical in reducing internal resistance, if it exists.

Identification may also include obtaining information from external sources such as monitoring reports, other various reports such as audit, supervising and control authorities, inspection, complaints, media reports, surveys, disciplinary and administrative decisions, court judgments and police decisions, etc. This may also include understanding the institution's processes and gathering information about potential integrity violations.

This can provide an overview of risk tolerance and risk taking in the institution and may highlight certain areas of concern.

2. Integrity risk assessment in Kosovo Police

This stage is about understanding the risks of integrity. This is based on the results of risk identification from the previous stage (only identified risks and risk identified factors are subject to further analysis) and provides inputs for the next stage - the risk assessment stage and risk treatment. Risk analysis analyses the risks in terms of likelihood and consequences. This includes current (existing) treatments / controls that affect the likelihood of consequences, as well as assessing their effectiveness (whether risk factors are fully managed, partially or not managed at all).

Kosovo Police / Integrity Sector through the reports arising from this action plan shall constantly realize / assess the risks for the activities that may threaten the integrity of the Organization.

VIII. ACTIVITIES

With the aim of strengthening the integrity and eliminate all the possibilities whether normative or organizational, with this plan is foreseen that the police components of all levels undertake respective activities which are not limited only in them in order to achieve the objectives of this plan. The activities for the organizational levels will be further described and listed in the table of objectives, activities, responsible and supportive authority as well as measurement parameters.

The Integrity Sector upon receiving reports, will process, select, analyse, conclude and in certain cases will make recommendation at improving and strengthening integrity within the organization.

This plan can be supplemented and amended depending on the situations and requirements presented during the implementation process.

**A. TABLE OF OBJECTIVES, ACTIVITIES, RESPONSIBLE AND SUPPORT
AUTHORITY AS WELL AS THE MEASURING PARAMETERS IN
STRENGTHENING THE INTEGRITY IN KOSOVO POLICE**

A. TABLE OF OBJECTIVES, ACTIVITIES, RESPONSIBLE AND SUPPORT AUTHORITY AS WELL AS THE MEASURING PARAMETERS IN STRENGTHENING THE INTEGRITY IN KOSOVO POLICE

OBJECTIVE 1	ACTIVITIES	RESPONSIBLE AUTHORITY	SUPPORTING AUTHORITY	TIME PERIOD	MEASUREMENT PARAMETER
Raise awareness for integrity and ethics in Police	1.1. Organizes and participates in tribunes, conferences, seminars or any other public event in promoting Integrity.	The office of the General Director of KP / Dep. General Director of Operations / Dep. General Director of Resources. All Departments/Divisions/Directorates/Sectors/Units	HRD/ DSS/ ICITAP/ OSCE	In continuation	1. Number of organizations 2. Number of participants in tribunes, conferences, seminars. 3. Types of materials for awareness raising.
	1.2. Organization of training, workshops or seminars to promote integrity, ethics, rules of conduct, prevention of conflict of interest, protection of whistle-blowers with all KP employees.	Human Resources Department	Training Division	In continuation	Number and type of trainings. Number of participants. Number and type of training in service as well as the number of participants.
	1.3. Refreshing current training programs and creating new basic and specialized programs in the field of integrity, ethics, rules of conduct, prevention of conflict of interest, protection of whistle-blowers. Integrity and ethics should be included in every KP training program	Human Resources Department	Training Division	In continuation	Number and type of refreshed programs. Number and type of basic and specialized training.

<p>1.4. Cooperation agreements with local and international centres (organizations) that provide training in the field of integrity, ethics, prevention of conflict of interest and protection of whistle-blowers.</p>	<p>Human Resources Department</p>	<p>Directorate for Strategic Planning and Legal Issues</p>	<p>In continuation</p>	<p>1. Number of agreements 2. Number and type of conducted trainings according to the agreements.</p>
<p>1.5. In order to advance discipline, integrity, ethics, police management at all times and situations must promote the culture of being with integrity.</p>	<p>The office of the General Director of KP / Dep. General Director for Operations / Dep. General Director for Resources. All Departments/Divisions/Directorates/Sectors/Units</p>	<p>Police Management</p>	<p>In continuation</p>	<p>All types of awareness activities</p>

OBJECTIVE 2	ACTIVITIES	RESPONSIBLE AUTHORITY	SUPPORTING AUTHORITY	TIME PERIOD	MEASUREMENT PARAMETER
Strengthening internal control in identifying and eliminating irregularities at work and raising professionalism and integrity and Professional development of personnel in specific fields and sectors	2.1. Planning and implementation of continuous inspections regarding the fulfilment of duties and responsibilities, discipline at work, as well as compliance with the norms of the code of ethics for KP employees	The office of the General Director of KP / Dep. General Director for Operations / Dep. General Director for Resources. All Departments/Divisions/Directories/Sectors/Units	The entire police management	2021-2025	Carrying out regular extraordinary and instant inspections by management. Findings, Activity, Recommendations and fulfilment.
	2.2. Initiating and beginning of disciplinary proceedings in any case of misconduct that violates the integrity and damage the image of Kosovo Police.	The office of the General Director of KP / Dep. General Director for Operations / Dep. General Director for Resources. All Departments/Divisions/Directories/Sectors/Units	Directorate of Internal Investigations	2021-2025	Number of disciplinary initiations related to cases of behaviour of employees that violate integrity and damage the image of the Kosovo Police. Number of complaints received for police officers related to ethical conduct and corruption and abuse of official duty.
	2.3. Receiving, providing, evidencing and handling with priority all the information regarding the corruption and abuse of official duty, unethical behaviors of the Police employees.	The office of the General Director of KP/deputy general Director for OPERATIONS/deputy general Director for RESOURCES. All the departments/divisions/directories/ates/sectors/units.	Directorate of Internal Investigations	In continuation	The number and nature of information and their addressing.

<p>2.4. Carrying out annual and extraordinary audits regarding the processes of recruitment, selection, performance appraisal, promotion and assignment of evaluation panels.</p>	<p>Audit Unit</p>	<p>Human Resources Department</p>	<p>2021-2025</p>	<p>Audit reports, recommendations and their implementation.</p>
<p>2.5. Dealing with violations and violators of discipline related to corrupt behaviour, abuse of official duty, exceeding authority and force, as well as unethical behaviours that affect the reduction / fading of the Police image.</p>	<p>All police components according to the organizational structure: Local level, , DHBVK, KBD and KA</p>	<p>The office of the General Director of KP / Dep. General Director for Operations / Dep. General Director for Resources. All Departments/Divisions/Directorates/Sectors/Units</p>	<p>In continuation</p>	<p>Number of cases investigated with recommendations; Number of cases handled, first instance decision; Number of cases handled second instance, decisions issued; Disciplinary violations; Corruption, exceeding the authorizations and use of force, unethical (discrediting) behaviours that affect worsening of the police image.</p>
<p>2.6. Planning and organizing basic and specialized trainings in the fields of crime investigation, organized crime, economic crime and corruption for all employees in the sectors / units that investigate crimes in the above fields. Ensure adequate selection of participants in training.</p>	<p>Human Resources Department</p>	<p>Investigation Department</p>	<p>2021-2025</p>	<p>Number and type of training. Number and category of participants in training and criteria for participation and selection for each training.</p>

<p>2.7. Planning and organizing basic and specialized trainings in the fields of road traffic, crime prevention, patrol and investigation. Ensure adequate selection of training attendees.</p>	<p>Human Resources Department</p>	<p>Department of Operations</p>	<p>2021-2025</p>	<p>Number and type of training. Number and category of participants in training and criteria for participation and selection for each training.</p>
<p>2.8. Planning and organizing basic and specialized trainings in the field of state border control and surveillance, integrated border management, investigation of cross-border criminal offenses and other areas related to the control and management of the state border and integrated border management. There should be done the adequate staff selection in training.</p>	<p>Human Resources Department.</p>	<p>Border Department</p>	<p>2021-2025</p>	<p>Number and type of training. Number and category of participants in training and criteria for participation and selection for each training.</p>
<p>2.9.Planning and organizing basic and specialized training in the field of logistics, asset management, procurement, contract management, budget, facilities and information and communication technology. There should be done the adequate staff selection in training.</p>	<p>Human Resources Department.</p>	<p>Department of Supporting Services</p>	<p>2021-2025</p>	<p>Number and type of trainings. Number and the category of participants on trainings and criteria for participation and selection for each training.</p>
<p>2.10. Planning and organization of basic and specialized trainings in the field of internal investigation and background check</p>	<p>Human Resources Department.</p>	<p>Division of Professional Standards and local level</p>	<p>2021-2025</p>	<p>Number and type of trainings. Number and the category of participants on trainings and criteria for participation and selection for each training.</p>

<p>2.11. Planning and organizing of the training for evaluation panels regarding the processes carried out in the Police</p>	<p>Human Resources Department</p>	<p>The whole police component</p>	<p>In continuation</p>	<p>Number and type of trainings. Number and the category of participants on trainings and criteria for participation and selection for each training.</p>
<p>2.12. Continuous training for the responsible personnel in the field of contract management as well as for the personnel who prepare technical specifications</p>	<p>Human Resources Department</p>	<p>Department of Supporting Services</p>	<p>In continuation</p>	<p>Participation in training of the responsible personnel for the foreseen areas as well as the number of trainings developed for contract management and technical specifications.</p>
<p>2.13. Providing and organizing trainings in the field of communication with the public, information management.</p>	<p>Human Resources Department</p>	<p>Office of Information and Public Relations (OIPR)</p>	<p>2021-2025</p>	<p>Number and type of trainings. Number and the category of participants on trainings and criteria for participation and selection for each training.</p>

OBJECTIVE 3	ACTIVITIES	RESPONSIBLE AUTHORITY	SUPPORTING AUTHORITY	TIME PERIOD	MEASUREMENT PARAMETER
Prevention of conflict of interest	3.1. Declaration of withdrawal in case of conflict of interest	The office of the General Director of KP / Dep. General Director for Operations / Dep. General Director for Resources. All Departments/Divisions/Directorates/Sectors/Units	Liaison officer with AAK	In continuation	Number, nature and process of declaration of withdrawal related to the conflict of interest.
	3.2. Reviewing the secondary employment procedure and determining of clear criteria of circumstances that indicate the possibility of conflict of interest or the use of professional knowledge of work that represents a conflict of interest.	Human Resources Department	Directorate for Strategic Planning and Legal Issues	2021-2023	Number of the SOP for secondary jobs with specifics of the criteria, list of the prohibited jobs as well as the list of units due to the nature of work, are not allowed to work out of official duty.
	3.3. Review and handling of any request of secondary employment in terms of the conflict of interest, which is in contrary with the applicant's position.	Human Resources Department	DSPLI	In continuation	Number and nature of refused requests due to the conflict of interest.
	3.4. To establish standard operating procedures, where there are described clear criteria for selection and responsibilities of the contracts manager and the assessment of damages caused by police operations.	Department for Supporting Services	Directorate of Strategic Planning and Legal Issues	2021-2025	Number of the SOP for selection and responsibilities of the contracts manager and the evaluation of damages caused by police operations.

OBJECTIVE 4	ACTIVITIES	RESPONSIBLE AUTHORITY	SUPPORTING AUTHORITY	TIME PERIOD	MEASUREMENT PARAMETER
Assessment of the internal normative acts of the organization in terms of preventing corruption, conflict of interest and strengthening integrity	4.1. Review / supplementation of accurate description of duties and responsibilities for each position within the department, divisions, directorates, sections and units.	The office of the General Director of KP / Dep. General Director for Operations / Dep. General Director for Resources. All Departments/Divisions/Directorates/Sectors/Units	Directorate of Strategic Planning and Legal Issues. Human Resources Department. Division for Professional Standards / Inspection Sector	2021-2025	Form for description of additional tasks which have not been described in the form of job description.
	4.2. Review, harmonization and supplementation of existing normative acts in the field of work relationship, discipline, assessment of the use of force, medals and rewards, voluntary resignation, suspension of employment, return, promotion, etc. in order to prevent the possibility of violation of the process of integrity. Drafting of new normative acts.	Human Resources Department	Directorate of Strategic Planning and Legal Issues	2021-2025	Which acts have been reviewed, harmonized, supplemented and in which segments. How many new normative acts have been drafted and which ones.
	4.3. Drafting new normative acts, reviewing, harmonizing and supplementing the existing normative acts in the field of road traffic, crime prevention as well as in the field of patrol and investigation, in order to prevent the possibility of corruption and abuse of official duty.	Department for Operations	Directorate of Strategic Planning and Legal Issues	2021-2025	Which acts have been reviewed, harmonized, supplemented and in which segments. How many new normative acts are drafted and which ones.

<p>4.4. Establish standard operating procedures that describe the work procedures for the administration of road traffic accidents, tickets, damage assessment caused by police operations, the manner of intervention and the use of physical force.</p>	<p>Department for Operations</p>	<p>Directorate of Strategic Planning and Legal Issues</p>	<p>2021-2022</p>	<p>Reference number of SOP-s</p>
<p>4.5. Drafting new normative acts, reviewing, harmonizing and supplementing existing normative acts in the field of investigation of crime, organized crime, economic crimes and corruption in order to prevent the possibility of corruption and abuse of official duty.</p>	<p>Investigation Department</p>	<p>Directorate of Strategic Planning and Legal Issues</p>	<p>2021-2025</p>	<p>Which acts have been reviewed, harmonized, supplemented and in which segments. How many new normative acts are drafted and which ones.</p>
<p>4.6. Drafting new normative acts, reviewing, harmonizing and supplementing existing normative acts in the field of budget management, procurement, contract management, assets, logistics, facilities, information technology and communication in order to prevent the possibility of corruption and misuse official duty</p>	<p>Department of Supporting Services</p>	<p>Directorate of Strategic Planning and Legal Issues</p>	<p>2021-2025</p>	<p>Which acts have been reviewed, harmonized, supplemented and in which segments. How many new normative acts are drafted and which ones.</p>
<p>4.7. Draft SOP-s with clear and specific criteria for staff selection in the position of contract manager</p>	<p>Department of Supporting Services</p>	<p>Directorate of Strategic Planning and Legal Issues</p>	<p>2021- 2022</p>	<p>Reference number of SOP-s</p>

<p>4.8. Create special standard operating procedures that describe the work procedures for budget administration, procurement, contracts, assets, logistics, facilities, information technology and communication.</p>	<p>Department of Supporting Services</p>	<p>Directorate of Strategic Planning and Legal Issues</p>	<p>2021 - 2022</p>	<p>Reference number of SOP-s</p>
<p>4.9. Drafting new normative acts, reviewing, harmonizing and supplementing the existing normative acts in the field of control and surveillance of the state border as well as Integrated Border Management, in order to prevent the possibility of corruption and abuse of official duty.</p>	<p>Border Department</p>	<p>Directorate of Strategic Planning and Legal Issues</p>	<p>2021-2025</p>	<p>Which acts have been reviewed, harmonized, supplemented and in which segments. How many new normative acts are drafted and which ones.</p>
<p>4.10. Review, completion of SOP-s for classification of documents and information as well as regulation of procedures for access to information and official documents.</p>	<p>Office of General Director of KP</p>	<p>Directorate of Strategic Planning and Legal Issues</p>	<p>2021-2025</p>	<p>Type of document Reference number</p>
<p>4.11. Review, harmonization and completion of existing normative acts in the field of witness protection, ZDND, audit, internal investigation, inspection, integrity, ILECU, QOKK, central evidence room, KBD and KA, KSHPF, DPSÇL in order to prevent the possibility of corruption and abuse of official duty.</p>	<p>Office of the General Director of KP / Deputy General Director of Operations / Deputy General Director of Resources</p>	<p>Directorate of Strategic Planning and Legal Issues</p>	<p>2021-2025</p>	<p>Type of document Reference number</p>

OBJECTIVE 5	ACTIVITIES	RESPONSIBLE AUTHORITY	SUPPORTING AUTHORITY	TIME PERIOD	MEASUREMENT PARAMETER
Strengthening the principle of objectivity, impartiality and transparency	5.1. Application of the principle of objectivity - impartiality and transparency in the processes of promotion, recruitment and advancement of KP employees.	Human Resources Department	All Departments/Divisions /Directorates/Sectors/Units	In continuation	Number and the type of competitions, notifications of candidates. Announcement of meritorious lists
	5.2. Application of the principle of objectivity - impartiality and transparency in public procurement processes, asset and budget management and contract management.	Department of Supporting Services	All Departments/Divisions /Directorates/Sectors/Units	In continuation	Implementation on time of the foreseen processes being impartial and transparent. The reasons for not realizing any process
	5.3 Application of the principle of objectivity and impartiality for performance evaluation for KP employees	Human Resources Department	All Departments/Divisions /Directorates/Sectors/Units	In continuation	Number of disagreements with performance evaluation. Number of complaints for performance evaluation.
	5.4. Publication of documents, acts, documents on the Police website so that citizens have access to them.	Deputy General Director for RESOURCES/DS PLI	Office for Information and Public Relations (OIPR)	In continuation	Number and type of published documents



POLICIA E KOSOVËS
POLICIJA KOSOVA
KOSOVO POLICE

PROGRAMI RAPORTIMI DIGJITAL APLIKACIONI ‘LAJMËRO POLICINË’

MUNDËSI AL-
TERNATIVE E
KOMUNIKIMIT TË
QYTETARIT ME
POLICINË PËR
LAJMËRIMIN E
RASTEVE

GARANTIM
ANONIMITETI
DHE REAGIM
I SHPEJTË

APLIKACIONI
“LAJMËRO POLICINË”
ËSHTË PLATFORMË
ELEKTRONIKE

MUNDËSI
E DËRGIMIT
TË TEKSTEVE,
FOTOVE
DHE VIDEOVE

RAPORTO
NË 24 ORË



Lajmëro
Policinë

BASHKËPUNIM,
PARTNERITET,
TRANSPARENÇË