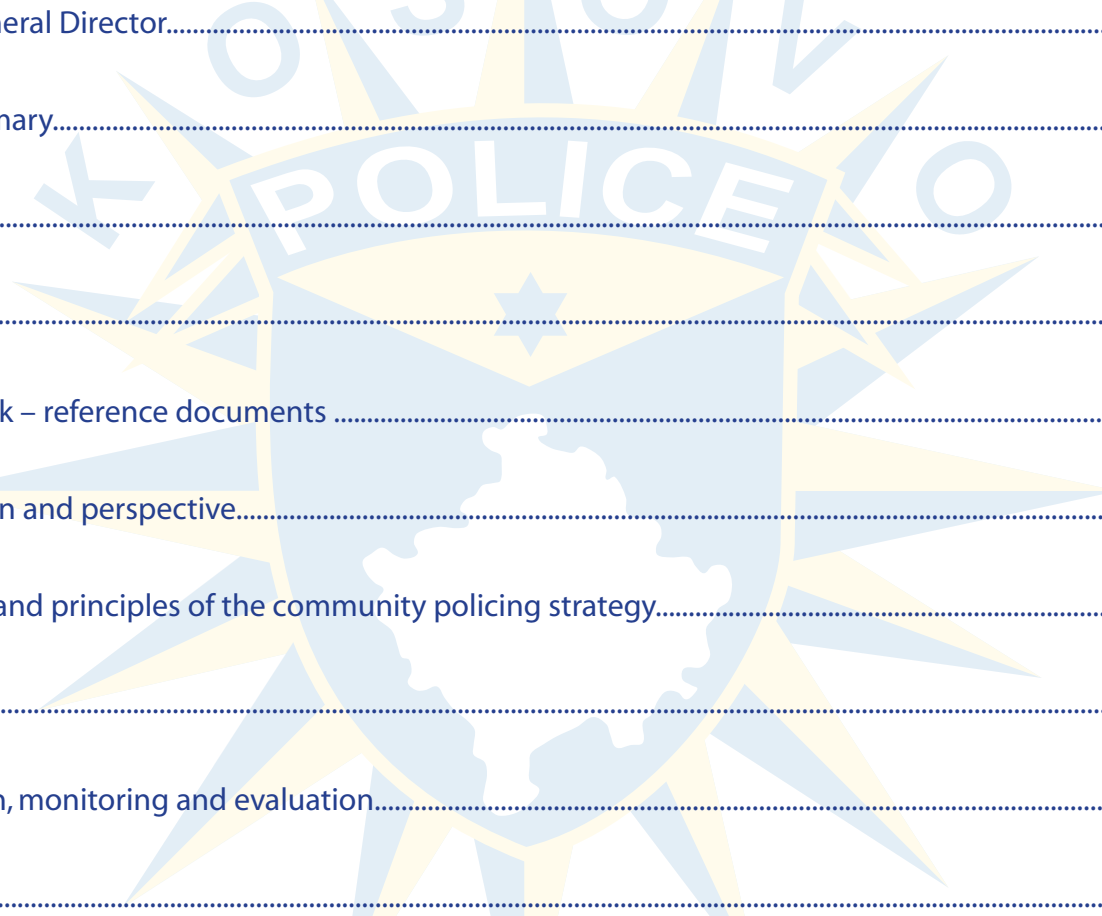**Republika e Kosovës**
Republika Kosova – Republic of Kosovo
Qeveria – Vlada – Government
Ministria e Punëve të Brendshme – Ministarstvo Unutrašnjih
Poslova/Ministry of Internal Affairs
Policia e Kosovës / Policija Kosova / Kosovo Police

COMMUNITY POLICING STRATEGY AND ACTION PLAN
2012 - 2016

C O N T E N T S

MESSAGE OF THE GENERAL DIRECTOR

Insecurity affects everybody and harms the basic principles of freedom which every citizen of Republic of Kosovo deserves to enjoy. Safety is a right, not a privilege. Every citizen of Republic of Kosovo has the right to move freely and live with no fear.

Kosovo Police driven by its vision; which is oriented towards providing security, law enforcement, crime prevention and is committed to serving the citizens; by promoting a safe and quiet environment for everyone throughout the country; presents this long term strategy of Community Policing and Action Plan for the period 2012-2016; which has its main motto "Police are the people and people are the police". By this strategy it is aimed that through community oriented policing, in full partnership with Kosovo society, through contacts and creative approaches, to impact positively in problem solving through the strategic objectives for next five years.

This strategy enables the needs of Kosovo citizens to become the aims of Kosovo Police, in providing professional services which are efficient, effective and accountable.

Partnership with citizens, through different ways, is the main promoter of determining police priorities, identifying the current and potential causes of criminality and conflicts within the society. This partnership is a strengthening factor creating the feeling of common responsibility for addressing the issues, which are identified as concerns.

With this concept of operation, citizens of Republic of Kosovo will not only live without fear of crime, but also will contribute in fighting criminality and other negative aspects of society.

A safe environment is also crucial to the economic development of the country. Protection of life and property is necessary in order that the Republic of Kosovo becomes an attractive country for investments and a competitive destination for tourism in the region and beyond.

SHPEND MAXHUNI
GENERAL DIRECTOR OF POLICE

EXECUTIVE SUMMARY

Police and citizens must be partners for safety and welfare in community

Since the late '70s, law enforcement agencies in USA and in Europe have studied, developed and implemented a strategy of policing in the community.

Community policing is the term that is used to describe a wide ranging philosophy, including strategy and police tactics which is determined as "problem orientated policing"; "neighbourhood policing"; " community oriented policing ".

Implementation of this strategy is not universal in all countries, but in principle, it is clear that the community policing is a philosophy that allows police and community (citizens) to work together for ensuring the public order and safety of citizens in the community.

With the adoption of the philosophy of community policing, **"together"**, we mean that partners should take over roles, responsibilities and actively participate.

To implement this strategy there are a huge number of programmes, together with principles and practices that deal with these issues.

This policing strategy does not aim to be an additional item, but it seeks to improve on the current level of cooperation between police and the community in Kosovo; to identify problems, obstacles, challenges and perspectives, in implementing the philosophy. To analyze the best practices and shortcomings of the past and as a result design a model of community policing, that should be implemented in order to improve the current situation.

INTRODUCTION

In Kosovo, according to traditional police philosophy, the police are a law enforcement institution, regardless of the constitution and legal standing, designated to provide protection and improve security for society in general, from individuals or groups that harm the security and welfare of others in society.

Kosovo Police was established in 1999 as a democratic institution to guarantee public order and safety; to protect life and the property of citizens; to provide free movement of people and goods, as well as to respect and protect human rights and freedoms and in this aspect encouraging results have been achieved.

Kosovo Citizens do not see police any more as an instrument of violence, whereas cooperation with the police is no longer perceived as loyalty to police by citizens. Based on the general analysis of KP interaction with local government, civil society and citizens, it is noted that the results are not at the desired level.

Given the past and the aims of the KP to become a really democratic police organisation, that cooperates with citizens, it is the duty of the police to make the first step.

On the other hand, given that the police are in the service of citizens, it is clear that citizens should not remain passive towards this cooperation. However, the degree of citizens' commitment, be it as individuals or as a society in general, to support police or to improve those services is still not in the required level.

METHODOLOGY

For drafting the Strategy of Community Policing the comparison method is used which describes the work of Kosovo Police from it establishment in 1999 up to now.

Drafting of the Strategy and Action Plan of Community Policing 2012 – 2016 has been preceded by many processes of change and strengthening of the concept of community policing. For this reason drafting of this strategy aims in developing and further advancing of the concept of community policing.

The pilot project was preceded by a series of changes in legal framework, which regulates the way of policing. (Form and work methodology in the geographical areas of the community, approved guideline in 2009 (Administrative Instruction AI MPB 08/2009 and AI /MAP 02/2009, for Municipal Community Safety Councils and AI / Kp 13/2009, police cooperation with municipal assembly and community), organizing work, internal relations and hierarchy; incentives to work; changes in communication and leadership style; changes in education and professional development; changes in police behavior and ethics; improvement in the communication with citizens etc. There are also foreseen that qualitative changes must be done within the community.

With pilot projects there are included:

- All police levels, central level and the local one.

- Community involvement with police in joint projects on combating crime,

- Selecting police staff and coordination of their work and activities with community,

- Training of police staff and members of community in several phases etc.

LEGAL FRAMEWORK-REFERING DOCUMENTS

Kosovo Police has a constitutional and legal mandate to guarantee order and public safety; to protect life and property of citizens; to guarantee free movement of people and goods; to protect and respect freedoms and human rights. This mandate derives from the Constitution, Laws, sub legal acts, strategic documents approved by institutions of Republic of Kosovo and best practices of police services of developed countries and the standards of democratic policing.

Based on the above, the reference documents for drafting the Strategy of Policing in Community are:

- Constitution,

- Criminal Code of Kosovo,

- Code of Criminal Procedure of Kosovo,

- Juvenile Justice Code,

- Law on Police,

- Law of Police Inspectorate of Kosovo,

- Law on Public Peace and Order,

- National Strategy on Community Safety,

- Strategy and Action Plan "Intelligence led Policing"

- State Strategy of Republic of Kosovo for Crime Prevention and Action Plan,

- Strategy and reviewed Action Plan for Reintegration of Repatriated Persons,

- National Strategy and Action Plan of Republic of Kosovo for Migration,

- State Strategy of Republic of Kosovo against Organized Crime and the Action Plan,

- National Strategy of Republic of Kosovo against Narcotics and the Action Plan,

- National Strategy of Republic of Kosovo against Terrorism and the Action Plan,

- National Strategy of Republic of Kosovo for Integrated Border Management and the Action Plan,

- National Strategy and Action Plan of Republic of Kosovo for Control and Collection of Small and Light Weapons as well as the National Reaction Plan and police actions and problem solving community orientated (working manual).

- Administrative Instruction AI MPB 08/2009

- AI /MAP 02/2009, for municipal councils for safety in community,

- AI/ PK 13/2009 police cooperation with municipal assembly and community,

- New police working methodology with the concept of community policing,

- Standard Operation Procedures for police actions in section,

- Terms of reference and SOP's for LCPS

MEANING OF THE PHILOSOPHY OF COMMUNITY POLICING

Community policing is an understood organizational philosophy and strategy (way to carry out the philosophy) which promotes actions based on partnership and cooperation between police and community; with the aim to achieve efficiency and effectiveness in problem solving, from crime to and negative aspects, to improve the quality of life for all.

Based on the concept of authors Robert Trojanowitz and Bonnie Bucqueroux, community policing is a new philosophy of police actions, based on the idea that police officers and citizens work together and in different creative ways to solve actual problems at a local community level, which are related with crime, fear from crime and various forms of disorder. This begins with the philosophy which is based on that premise that to achieve these goals, the police have to develop new relationships with law abiding citizens, by these actions the citizens have the opportunity to define priorities and to engage in various activities with the aim to improve the general quality of life in the areas where they live. This way community policing shifts from a reactive to a proactive approach towards problem solving.

The police are a law enforcement institution for ensuring stability and are the first line to confront internal strife. This requires not only engagement and professionaliam but also the creation of a respective legal framework, development of an efficient police structure, modernization of equipment and partnership with the citizens and civil society.

Community policing aims not only to create a positive impression of the police, but also to improve the safety of citizens and their trust in the police. This would also raise citizen awareness, increase the number of reports and information given by citizens, which would enable the more effective identification of the problems and solutions to those problems.

It is well known that police is not the only institution responsible for fighting and crime prevention and that achievement of this mission cannot be achieved without interaction with other institutions, actors and other interested parties. Therefore, the improvement in the trust and cooperation with citizens, is essential in fulfilling this mission.

Implementation of the community policing philosophy has certain benefits:

- Creation of a modern culture of management, which will change current approach of work in police with dynamic and proactive planning.

- Police can provide quality in delivery of service but needs the support in contemporary infrastructure in legal, technical and institutional aspects as well.

CURRENT SITUATION AND PERSPECTIVE OF THE COMMUNITY POLICING

Current situation

Graphic 1: Represents the trends of crime of total number of cases occurred during last five (5) years 2007-2011 as well as the movements of the graphic through criminal analyses especially during the years 2010-2011.
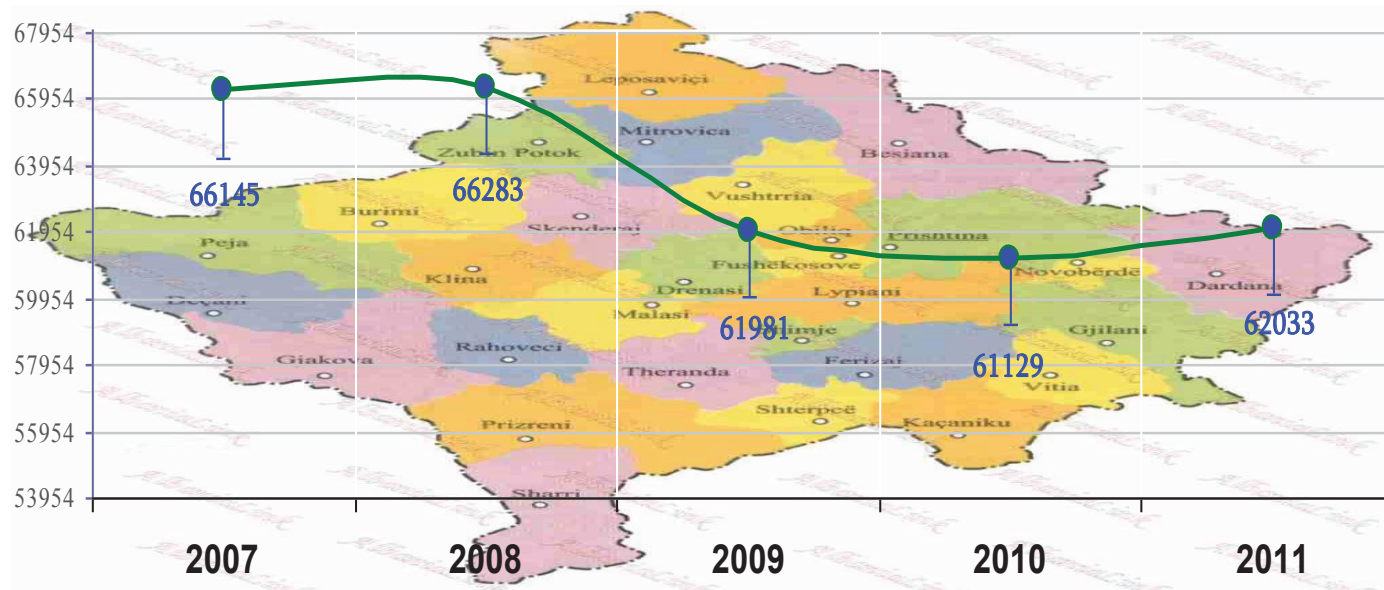
"Police are the people and People are the police" is motto of the police by which is aimed to convince citizens that police are dedicated to guarantee order, safety and their welfare.

The progress on police reform was slow in the entire region (Balkan). However, police in the Western Balkans have improved during last five years; thanks to the important inclusion of internationals and investments inside the domain of the law enforcement. EU and USA are engaged in special way, through political and financial engagement, as an instrument to advance this agenda which includes also protection of police from political interference, increase of police professionalism, improving legislation, restructuring police to increase the responsibility and effectiveness; implementation of recruitment and promotion processes, according to professional achievements; reforming the system of training and improving external supervision and the mechanism of internal control.

This transformation process is complicated and comprehensive. By its'implementation partnership between police with citizens will increase; improvement of the quality of service by standardisation of the organization and police procedures, as well as development of acts and rules based on those of European Union.

IContrary to other police in the region, Kosovo Police was established in 1999 as a new institution of democratic policing and did not undergo any transformational process from traditional one in contemporary one. Main strategic directions of Kosovo Police and further democratic developments of this institution made that KP be more credible and with higher trust from the citizens.

For this aim it is established a new category of police officers named community police officers, who are authorized to deal with community concerns, in which case the opportunity of developing interactions with citizens, with the aim to identify and solve their problems.

The short term goal is establishing an effective relationship between police and citizens and thereby learning their problems and the long term goal is in the ability of community police to liaise with the community and other part of police with as well as all in engaging in problem solving and crime prevention.

The pilot project in the implementation phase was well accepted by the citizens and community that were involved in the project and had great media reports and comments.

During the review of the implementation of the pilot project of the new police work methodology according to phases and its completion, from the mutual police-citizen meetings and vice versa as well as local and international experts, these statements are made:

- Cooperation and communication of police and citizen is improved,

- Orientation of police in solving community problems is improved,

- The situation between reactive and proactive work has improved as well as preventive work in comparison with repressive one,

- It is advanced the work in protection of victims of crime and especially the protection of special ethnic communities,

- It is concluded that it is necessary that the deployment of community police officers should be for one area for at least 2 years,

- The provision of services by community police is done accordance with the specific needs of the citizens of that area,

- Community police, all share the same thought that police should be "helper" and "friend" all of the citizens that respect the law.

Perspective

Where to – where are we going to? - Quo Vadis?

- To set the needs of the community in police priorities.

- To solve the problems through cooperation with the community, via respect for each-other and the provision of maximum efforts to solve problems.

- We should have strong support for community policing from all police personnel (police officers and civil staff).

- To appoint the sufficient number of personnel and necessary skills, in needed time and place.

- We will make sure that we have dedicated community police officers at all times (to be visible, present, and familiarized with community).

- Supported with material resources necessary for strategy implementation.

- We will use specific functions in support of community (members of security forums).

- We will demonstrate transparency and accountability through powerful police leadership.

- Prevention, detection of criminal acts and perpetrators of criminal acts, bringing them in front of justice as well as protection of the vulnerable groups.

- To identify and to avoid barriers which impede equal communication with community in some special sector areas.

- Proving that we care and offer a quality police service.

VISIONI, MISSION AND PRINCIPLES OF COMMUNITY POLICING STRATEGY

Vision

Kosovo Police is dedicated to improving the quality of life of the of Kosovo by promoting of safe and secure communities and increasing wellness and liveability

Mission

Through community orientated policing & problem solving, it shall be our mission to enagae in community partnerships. Officers, recruited from all sectors of the Kosovan society shall work assigned areas, building professional relationships through continuous personal contact. They will be trained to effectively communicate, deal with diversity and liaise regularly with all sectors of the community. Our contacts with the Kosovan society will be strengthened through proactive enforcement and non-enforcement activities, with community participation and community-based public safety programmes. The community will assist in identifying problems and participate in creating problem-solving approaches to develop responses to concerns.

Principles

The strategy will comply with these essential principles for a successful implementation of community policing:

Legitimacy – the actions to be undertaken for implementation of this strategy should be in accordance with the constitution, laws and other normative acts local and international, applicable by Republic of Kosovo.

Coordination and cooperation - A community policing strategy that enables policing and its partners to work jointly in identification and problem solving as well as improvement of community conditions and increase of security level.

Partnership - The appointment of police officers or teams and partnership with the community for identification of needs and security challenges.

Transparency – Efficient engagement, communication and feedback for community.

Priority – the management will monitor and evaluate performance and commitment that police provide / serves the community needs.

Credibility – communication process and cooperation with community would enable the citizens to have the contact officer (police officer).

Respecting of freedoms and human rights – respecting and guaranteeing of the freedoms and rights of all persons (citizens) during the whole process of strategy implementation.

Flexibility - Implementation of the strategy will be adapted to the circumstances and specifics of the work based on local context.

Quality of service – providing better quality services to the community

Professionalism – responds to all requests and needs of citizens (community).

Neutrality – Impartiality, Kosovo Police treats all persons with respect, regardless of circumstances, and provides impartiality to citizens with its actions, complying ethnic, genitive, religious, and racial neutrality.

STRATEGIC GOALS

The strategy will be complied with these strategic goals and specific objectives for successful implementation of policing in community.

I.   Organizational transformation

Community Policing will provide police service through a focused approach to the consumer, with the establishment of partnerships; in order to increase resources of the community in problem solving, to prevent crime, to decrease the fear of crime, to catch the persons involved in criminal activities and to improve the quality of life in community. This requires a transformation in the police organization. The transformed approach in community building is when the police and members of the community achieve mutual trust, to understand each other and to recognise each other in participation process. Data from police and community will be treated with balancing between the services with legal mandate and to the police services that are considered important for inclusive parties in improving the quality of life.

Specific objectives:

1.1. Support of the senior executive management in implementation of the philosophy (concept) "community policing"

1.2. Harmonization of SOPs and job description in support of the strategy.

1.3. Strengthening of capacities within KP organization, relying in transforming approaches of policing in community.

1.4 Drafting and implementation of the communication strategic plan to support community policing strategy.

II. Partnership-oriented policing

The partnership will be developed in order to routinely bring interested parties to interaction on a particular problem. This partnership will developed and maintained in order to have maximum efficiency and effectiveness in problem solving. This partnership will develop confidence and will allow the community to contribute on a regular basis; networking of partnerships, focusing on crime prevention and problem solving, will increase the social wealth available to address the problems in the community.

Specific objectives:

2.1 **Kp at all levels promotes partnerships with the community, individuals - influential groups from the community, including members of government agencies, civil society, influential community groups, local businesses, religious leaders, media and other individuals**

2.2 The partnership in all levels that serves to provide joint commitment police-community and joint partnership for identification of additional resources that may contribute in problem solving.

2.3 Partnerships with community that serves to provide transparency, equal approach to the police service, increase of public confidence and police accountability through the proactive communication, coordination and cooperation.

2.4 KP cooperates with the community safety forums as public consultation mechanisms, in order to decrease or prevent crime, increasing perceptions for security, to address general security issues in community and to provide the willingness of citizens to cooperate with police.

2.5. Use of the intelligence products to set the priorities in prevention of negative aspects in the community.

III. Problem solving

Unified efforts to solve problems will highlight the need for the identification of problems through data and a strong partnership. This cooperation effort will allow the police to set priorities from a community perspective. The process of problem solving will be used uniformly based on the **SARA** model, via **identifying, analyzing, reacting and evaluating, of the process.** The aim of problem solving is to identify the underlying causes of the problem and then to address them rather than to respond to similar problems, in the same way. Human resources will also be engaged in solving other problems.

Specific objectives:

3.1. Kosovo Police uses the existing partnership to solve community problems and advancing of methods and best applied techniques in democratic policing, known as models; SARA, PAT (problem analysimg triangle), RAT (routine activity theory), etc.

3.2 The **Use of intelligence products by Kp in setting priorities for crime prevention and community problem solving**

3.3 **Facilitating the free flow of people across the state border line**

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3.4. **Prevention of crime and negative aspects through the exchange of information & cooperation with citizens**

IMPLEMENTATION, MONITORING AND EVALUATION OF COMMUNITY POLICING STRATEGY

Implementation and monitoring of the community policing strategy

For efficient implementation and monitoring of this strategic document, the following is needed:

1. Separation and determination of responsible areas (sections) in accordance to the development strategic plan.

2. In principle, selection and appointment of police personnel with at least 2 years in the same section.

3. Adequate training for police officers based on concept of community policing.

4. Cooperation with other law enforcement agencies.

5. Cooperation with civil society, media.

6. Establishment of public trust and institutional image.

7. Strengthening, growth and development of public safety forums.

8. Creation of alternative opportunities for meetings and exchanges of ideas and viewpoints such as: project Police day (opened gate) visit at schools, visit of communities in police stations, awareness campaign for prevention of drugs, reduction of crime, juvenile delinquency, domestic violence and traffic safety, etc.

9. Creating groups for implementation and monitoring throughout the Kosovo Police pillars.

10. Appointment of the coordinator and working group for implementation and monitoring of the strategy.

11. Establishment – drafting of efficient mechanism, which ensures that the strategy will be communicated within the organization (KP for each police officer) and externally (to the partners, involved parties as well as civil society).

12. The need to provide resources in implementation of the strategy. The strategy should be supported with all necessary resources for its implementation in practice.

13. Review and drafting of administrational instructions, principles, procedures and SOP.

Evaluation of community policing strategy

Policing in community is a long-term process and it is required to be evaluated in periods that are in accordance with the community policing strategy. The evaluation will include these elements (application field):

1. Increase of the efficiency and effectiveness performance for the police officers (at all levels) during police activities and coping with challenges, problems of the citizens and other institutions subject to the identified problems.
2. Individual evaluations of the performance of police officers.
3. Assignment of police officers in conjunction with the crime trend indicators.
4. Development of surveys with the citizens about the perception of citizens for order and public safety.
5. Analysis of the sustainability of public safety forums.
6. Analysis of media reports (TV, electronic and written media)
7. Evaluation of the strategy implementation will be made in periods of 6 months by the senior and executive leadership.

COMMUNITY POLICING STRATEGY AND ACTION PLAN 2012 - 2016

Action Plan

2012 – 2016

Strategic Goals	Objectives	Activities	Responsibilities and Institutional support	Time Limits	Budgetary cost	Indicators
1. **Kosovo police, at all levels of leadership sets the conditions for improving the quality of police service through - community policing**	**1.1** Support of the senior executive management in implementation of the philosophy (concept) "community policing"	**1.1.1.** The appointment of the coordinator and working group with representation from all the columns for the implementation and monitoring strategy.	General Director	Upon approval of the strategy.	Administrative Cost	Appointment decision
		1.1.2. Assignment of duties and responsibilities to the coordinator and working group.	General Director	Upon approval of the strategy	Administrative Cost	Duties and responsibilities defined by decision
		1.1.3. Review of organisational structure to support the strategy	Coordinator and group for implementation and monitoring.	No later than November 2012	Administrative Cost	Delivered proposals

		1.1.4. Identification of needs for staff support	Coordinator and group for implementation and monitoring.	No later than August 2012	Administrative Cost	Identified needs Addressed Requirements for approved needs by the Director General
		1.1.5. Meeting the identified needs for the strategy implementation	General Director	August 2013	There are budgetary costs	Final approval of the structure
	1.2. Harmonisation of SOPs and job descriptions in support of the strategy	1.2.1. Review and amendment of Principle P- 5.12 Actions of police in the community	DSPPLI and Community Police Department.	June 2012	Administrative Cost	Review and amendment of the Principle
		1.2.2. Review of standard operating procedures at all levels of KP	Coordinator and group for implementation and monitoring - DSPPLI.	June 2012	Budgeted	Revised SOP
		1.2.3. Reviewing of job description	Coordinator and group for implementation and monitoring - DSPPLI.	September 2012	Budgeted	Reviewed job descriptions

		1.2.4. Completion and approval of SOPs.	Coordinator and group for implementation and monitoring - DSPPLI.	December 2012	Budgeted	Approved SOP
		1.2.5. Completion and approval of job descriptions	Coordinator and group for implementation and monitoring - DSPPLI.	December 2012	Budgeted	Approved Job descriptions
		1.2.6 Kosovo Police Human resources include activities dealing with community policing (all scales in favour of building relationships and solving problems, etc.) in evaluating the performance / assessments where applicable.	DSPPLI, Department of Personnel, Department of Community Policing and Crime prevention	2012	Budgeted	Performance Evaluation Form is amended and implemented in all Kp
		1.2.7. Preparation and distribution of a handbook / community policing manual	DSPPLI, local and international partners	September 2012	Budgeted	Prepared and distributed manual
1.3. Strengthening capacities within the Kp organisation by relying on		1.3.1 Building a special program on Information Technology in order to support community	Group for implementation and monitoring and management of	December 2012	Budgeted	The program design and functionality

	transformational approach to community policing	policing strategy and the flow of information	information technology.			
		1.3.2 The scope of the IT system at all levels of the KP organisation	Group for implementation and monitoring and management of information technology.	December 2012	Budgeted	System operationalisation
		1.3.3 Identification and preparation of trainers	Training Department, Department of Community and Prevention, the OSCE, ICITAP	June 2012	Administrative Cost, Donations	Number of identified and prepared trainers
		1.3.4 Development of a basic training program for community work	Training Department, Department of Community and Prevention, the OSCE, ICITAP	October 2012	Administrative Cost, Donations	Designed programme
		1.3.5 Organising and delivering of training for all police officers	Training Department, Department of Community and Prevention	December 2012	Administrative Cost, Donations	Number of conducted trainings
		1.3.6 Inclusion of specific modules for the community within basic police training	Training Department, Department of Community and	January 2013	Administrative Cost, Donations	Designed Module and its inclusion in the basic training program for Police

organised at the Academy	Prevention, the OSCE, ICITAP			
1.3.7 Analysis and identification of needs for specialised training to the community	Training Department, Department of Community and Prevention, international partners	September 2013	Administrative Cost, Donations	Compilation of the list for specialised training
1.3.8 Conducting Specialised training	Training Department, Department of Community and Prevention, international partners	December 2016	Administrative Cost, Donations	Number of delivered trainings
1.3.9 Completion of training curricula for leadership, management on issues dealing with the community	Training Department, Department of Community and Prevention, international partners	May 2013	Administrative Cost, Donations	Designed Module and involvement in training programs under the leadership level
1.3.10 Organisation of study visits to the countries that apply this strategy and provision of feedback to officers at respective levels,	Training Department, Department of Community and Prevention, international partners	December 2016	Administrative Cost, Donations	Number of visits and reports

	1.4 Drafting and implementation of strategic plan of communications in support of community policing	1.4.1. Launch awareness campaigns through the media about community policing strategy	Office of Public Affairs (DPP-DRP), coordinator and working group to implement the strategy	Ongoing	There are budgetary costs	Number of campaigns
		1.4.2 Publication of community policing strategy in the Kp official website	Coordinator and group for implementation and monitoring Office of Public Affairs (DPP - DRP)	Ongoing	There are budgetary costs	Number of publications
		1.4.3 Informing police officers at all levels regarding strategy	Coordinator and group for implementation and monitoring	No more than 45 days after approval	Administrative Cost	All levels are informed
2. Kp is committed to advance the partnership with the community as a prerequisite for	**2.1 Kp at all levels promotes partnerships with the community, individuals - influential groups**	2.1.1, Identification of partners at central level (Partners in Prime Minister's Office for Good Governance; the Office of the	GPD, responsible pillars and community Policing Department	Immediately after the strategy approval	Budgeted	Identified partners

the development of effective democratic policing necessary to increase safety, security, freedom of movement and overall quality of live for all citizens	**from the community, including members of government agencies, civil society, influential community groups, local businesses, religious leaders, media and other individuals**	Presidency; respective ministries, independent agencies; local and international NGOs; international organisations and donor community; media; political parties; religious leaders; community business / Chamber of Commerce, etc.)				
		2.1.2 Institutionalisation of partnership at central level (harmonisation, drafting and adoption of inter-sector administrative guidelines, signing of memoranda of cooperation, where appropriate, conducting forums, achievement of the relevant agreements, participation in regular meetings and working groups and joint planning)	GPD, pillars, Community Policing Department	Immediately after the strategy approval	Budgeted	-Signed agreements and memoranda - Approved Administrative Guidelines
		2.1.3 Identification of partners at local level	RPD, Police stations, police	3 months after strategy	Budgeted	Identified partners

		(municipal institutions, community safety forums, local and international NGOs, international organisations and donors, media, political parties, religious leaders, business community / Chamber of Commerce, influential persons and community groups)	substations	approval		
		2.1.4 Identification of partners at local level (municipal institutions, community safety forums, local and international NGOs, international organisations and donors, media, political parties, religious leaders, business community / Chamber of Commerce)	RPD, Police stations, police substations	Immediately after the strategy approval	Budgeted	Number of conducted meetings, number of newly established safety forums and the number of implemented plans and projects
2.2 Partnership at all levels that serves to ensure joint commitment of community policing partnerships to identify common additional resources	2.2.1 Involvement and engagement of interest groups (keeping the neighbourhood, "school safety patrols," conciliatory advice to resolve problems	GPD, pillars, Community Police Department, Public Relations Office, RPD,	Immediately after the strategy approval	There are budgetary costs	- Number of resolved cases - Number of addressed cases

that can contribute to solving the problem.	through mediation				
	2.2.2 The commitment of volunteers who help police **trainees** in solving the problem, marked citizens (with fluorescent vest) to help the police in non-emergency cases,	GPD, pillars, Community Police Department, Public Relations Office, RPD **Police stations, police substations**	2013	Budgeted	The number of people and involved groups
	2.2.3 Establishment of a working group for sharing gratitude for special contribution given by the citizens or security forums and police	Coordinator of the working group for implementation	December 2012	Budgeted	Established group and the number of citizens and police officers rewarded
2.3 Partnerships with the community that serves to provide transparency, equal access to police service, increase public confidence and police accountability through proactive communication, coordination and	2.3.1 Organising meetings, workshops and seminars with community and NGOs	KP,	Ongoing	Administrative cost	Number of conducted meetings
	2.3.Presentation of the opportunities offered by the Kp for secure communication and reliable with the Community (communication through physical contact, through phone	KP	December 2012	Administrative cost	Number of conducted presentations

cooperation.	which is free-gratis and anonymous citizens for police, communication via e-mail or other forms.				
	2.3.3 Organising lectures in elementary and secondary schools regarding the KP role, responsibilities and duties	Kp/police officers	Ongoing	Administrative cost	Number of conducted lectures
	2.3.4 Organising lectures in elementary and secondary schools to arise students' awareness for the consequences By use of narcotics • Threats from Weapons • Consequences of Trafficking in Persons And Traffic Safety	Kp/police officers, MEST, HM, NGOs	Ongoing	Administrative cost	Number of conducted lectures
	2.3. Information of citizens in their native language on the mechanisms of complaints against police action	All Kp levels	Ongoing	Budgeted	Established mechanisms and the number of returned information
	2.3.6 Informing citizens about the status of	All Kp levels	Ongoing	Budgeted	The number of returned information

		reported cases to the police and report of actions taken.				
		2.3.7. Open Gate on the occasion of the anniversary of the police establishment	All Kp levels	Police Day	Budgeted	Number of stations and citizens visited
		2.3.8 Presentation of the work and activities related to state security from all levels in the media.	GPD, RPD Police station and substations,	Ongoing	Budgeted	Number of presentations within the year
		2.3.8 Establishment and functioning of the police museum	MoIA, GPD, Steering Group	December 2015	?	Operationalization of the museum
2.4 Kp uses community safety forums as public consultation mechanisms with the intent of reducing and/or preventing crime, increasing perceptions of safety, to address general community safety issues and ensure citizen willingness to cooperate with the police.	2.4.1 Kosovo police Station commanders analyze the safety and security situation for their assigned AoR and identify those locations that require the establishment of an LPSC in accordance with the Law on Police and current SoP / ToR.	Sector leaders, Sector coordinators, Chiefs of operations Community policing unit chiefs and station commander and RPD	Ongoing	Budgeted	Safety and Security reports Number of identified sites. Number of established LPSCs
		2.4.2 Kosovo police Station commanders are responsible for maintaining previously established Local Public Safety Committees (LPSCs).	Sector leaders, Sector coordinators, Chiefs of operations Community policing unit	Ongoing	Budgeted	LPSC Evaluation Reports

			chiefs and station commander and RPD			
		2.4.3 Designing a reporting template specific to police interaction with community safety forums and other community partners	Directorate for Community Policing and Crime Prevention, supported from Directorate for Strategic Planning and Policy and Legal Issues	October 2012	Budgeted	Designed, approved and implemented Template Report and reporting SOP
		2.4.4 LPSC and CSAT activities are reported through the chain of command in the Department of Community Policing	Sector Leader Station's Community Policing Coordinator Regional Community Policing Coordinator Regional Director Directorate of Community Policing and Crime Prevention.	Ongoing	Budgeted	Number of produced reports
		2.4.5 Station commanders initiate meetings with LPSCs and CSATs in order to share information and gather information.	Station Commanders Sector Leaders	Ongoing	Budgeted	Number of the meetings held
		2.4.6 Station	Sector leaders,	Ongoing	Budgeted	Number of the created

		Commander ensures that all sectors develop AoR profiles that include locations and membership of community safety forums (e.g. LPSCs, CSATs and MCSCs).	Sector coordinators, Chiefs of operations Community policing unit chiefs and Station Commanders			profiles
		2.4.7 Sector Leaders regularly engage with the general public in order to identify themselves, their roles and responsibilities, and their contact information.	Sector Leaders (Station Commanders)	Ongoing	Budgeted	Number of contacts done.
		2.4.8 The Directorate of Community Policing and Crime Prevention organises the LPSC Executive Councils at regular intervals as needed in accordance with current SoPs, and accepts the invitations of other safety forums	Directorate of Community Policing and Crime Prevention Regional Community Policing Coordinators Station Community Policing Chiefs at station level	Ongoing	Budgeted	Number of organised Executive Council Meetings
		2.4.9 If needed, Community Safety Trainers (trained LPSCs and CSATs, ToTs) are used by the Kosovo police as part of ongoing community safety projects and	Directorate of Community Policing and Crime Prevention Regional Community Policing	Ongoing	Budgeted	The number of trainers involved in various initiatives of community policing

		awareness raising campaigns at various venues.	Coordinators Station Community Policing Chiefs			
		4.2.10 Community safety forums, particularly LPSCs and CSATs, are utilized by the Kosovo police to contribute to community tension monitoring, public awareness raising, community safety information gathering source, and incorporate these forums in emergency response activities as necessary.	Sector Leaders, Sector coordinators, Chiefs of operations Community policing unit chiefs and Station Commanders Regional Police Directors General Director's office	Ongoing	Budgeted	Number of reports

Number of community safety forums engaged

Number of people engaged |
| | | 2.4.11 Establishment and admistration of LPSC and CSAT databases (members/leaders/contact information and specialised skills | Community policing unit chiefs Community Policing Coordinators Directorate of Community Policing and Crime Prevention | Ongoing | Budgeted | Databases are established and maintained at each KP station |
| | | 2.4.12 LPSCs and CSATs activities, with or without police participation, are reported to Kosovo police public information office and subsequently | Station Commanders Kp regional public information officers General Director's press | Ongoing | Budgeted | Number of press releases |

		disseminated to the general population.	and media relations office			
		2.4.13 Support for the concept of LPSCs, CSATs, MCSCs, other community safety forums and partnerships are actively promoted by all members of Kosovo police	Kp in general	Ongoing	Budgeted	Number of promotional activities (meetings, conferences, workshops, awareness campaign, school visits, community events)
	2.5. Using intelligence products to prioritise the prevention of negative aspects in the community	2.5.1 Receiving information on community concerns through meetings and other forms of communication	KP	Ongoing	Administrative Cost	Number of information received
		2.5.2 Analysis of community concerns and identification of indications on possible different problems	KP	Ongoing	Administrative Cost	Number of identified indicators
		2.5.3. Involvement of community concerns in determining of the Kp prioritization	KP	Ongoing	Administrative Cost	Number of Kp documents involving concerns in the priority of the plans
		2.5.4. Undertaking specific activities to prevent and reduce the	KP	Ongoing	Administrative Cost	Number of actions / operations undertaken

		circumstances that cause the problem				
3. Kp in partnership with the public, includes in problem solving processes that they identify, analyse and respond to community concerns	**3.1.** Kosovo police uses existing partnership in solving problems in the community and the advancement of methods and techniques best applied in democratic policing, known as models: SARA, PAT (Problem Analysis Triangle), RAT (Routine Activity Theory) etc..	3.1.1. Identification of responsible officials in the very near future for the advancement of partnerships with community	All levels	Ongoing	Budgeted	Number of identified police officers
		3.1.2. Involvement of citizens, non-governmental organisations and safety forums in the problem solving	In all levels	Ongoing	Budgeted	The number of citizens, NGO and safety forums
		3.1.3 Kp appoints police officers in order to identify the persons, groups and categories most sensitive (the vulnerable) which may be easier targets of attacks and victimization	All levels	Ongoing	Budgeted	- The appointed Police Officer - Number of identified persons and groups

	3.2 Use of intelligence products by Kp in setting priorities for crime prevention and community problem solving	3.2.1. Collaboration with the community through meetings and other communication forms and discussion of concerns of citizens.	In all levels	Ongoing	Budgeted	Number of held meetings
		3.2.2 Reporting concerns of citizens by police officers to the respective units	In all levels	Ongoing	Budgeted	Number of reports
		3.2.3. Analysis of community concerns and indications on possible problems.	CPD, Community Policing Directorate, RPD and Police stations	Ongoing	Budgeted	Number of analyses
		3.2.4 Assignment of Kp priorities in solving problems by relying on citizen concerns.	CPD, Community Policing Directorate, RPD and Police stations	Ongoing	Budgeted	Number of priorities
		3.2.5. Presentation of solved problems as a	All levels	Ongoing	Budgeted	Number of solved problems

		result of the Kp with the community and the importance of reporting negative phenomena in problem solving				
	3.3 Facilitating the free flow of people across the state border line	3.3.1 Initiation of request to the relevant Ministries to draft and approve agreements for facilitating the free movement of residents in border areas	Kp General Directorate	Ongoing	Budgeted	Number of approved agreements
		3.3.2 Cooperation with neighbouring authorities to implement joint agreements	Border Police	Ongoing	Budgeted	Number of issues addressed/resolved
		3.3.3 Implementation of activities arising from joint agreements with neighbouring states	Border Police	Ongoing	Budgeted	Number of implemented activities

	3.4. Prevention of crime and negative aspects through the exchange of information & cooperation with citizens	3.4.1 Preventing illegal crossings and illegal migration of the state border	Border Police /Crime Pillar	Ongoing	Budgeted	Number of activities carried out
		3.4.2 Prevention of cross-border crime such as human trafficking, weapons smuggling, narcotics, stolen vehicles etc..	Border Police /Crime Pillar	Ongoing	Budgeted	Number of activities carried out
		3.4.3 Prevention of illegal logging	Local level Relevant agencies Citizens	Ongoing	Budgeted	Number of activities carried out

Acronyms

KP – Kosovo Police
AI – Administrative Instruction
SOP – Standard Operational Procedure
LPSC – Local Public Safety Committies
EU – European Union
SARA - S-Scanning-A-Analysis R-Reaction –A-Assessment
NGO – Non Governmental Organizations
GPD – General Police Directorate
RPD – Regional Police Directorate
DSPPLI – Directorate for Strategic Planning, Policies and Legal Issues
KAPS – Kosovo Academy for Public Safety
OSCE – Organization for Security and Cooperation in Europe
ICITAP - International Criminal Investigation Training Assistance Program
MEST – Ministry of Education, Science and Technology
MH – Ministry of Health
CSAT –Community Safety Action Teams
MCSC – Municipal Community Safety Councils
DIA – Directorate for Intelligence and Analyze
USA – United States of America
IBM – Integrated Border Management
TPA – Triangle of Problem Analyze
TRA – Theory of Routine Activity

POLICE