Government of ALBANIA

United Nations Development Programme

Support to Security Sector Reform (SSSR)

ALB/01/003

Programme Document
(Update of 20 August 2003)

This programme represents a transition and development of the current Small Arms and Light Weapons Control (SALWC) project into a more integrated and comprehensive framework of assistance in the area of Security Sector Reform and improvement of public order. The programme will build on the achievements of SALWC project and transform it into an umbrella programme for community safety and security through promotion of police transparency, accountability and partnership with the public it serves.

The SSR programme will evolve around two main components: (1) Police Transparency and Accountability, and (2) Community Safety and Security. It will also take over the SALWC components on weapons collection and control and introduce flexibly new components such as those related to community-based policing, strengthening police PR capacities and police-media relations, thus combining individual modules whose implementation will depend on agreed consensus, coordination and available or secured funding.

It is expected that at the end of the project the following will be achieved: (i) Establishment of a participatory partnership between communities and police in programme areas, (ii) Development of community-based policing curricula and approaches for use country-wide, (iii) Development of applicable models on police services education programmes, which could be adopted by the education system, (iv) Increased confidence in institutions and reduction of criminality and public disorder in targeted communities, and (v) Improved and more accountable police services provided to the community in a transparent manner.

Table of Content

ACRONYMS 3
PART I - SITUATION ANALYSIS 4
I.1 - Country background 4
I.2 - Problem to be addressed 5
I.3 - Relation to relevant outcome in the UNDP Country Programme 7
I.4 - National Institutional and Legal Framework 7
I.4.1 - Institutions 7
I.4.2 - Legislation 10
I.5 - UNDP Past and Current Support 11
I.5.1 – Small Arms and Light Weapons Control (SALWC) 11
I.5.2 - Local Governance Project 12
I.5.3 - MDG Regional Pilots 13
I.5.4 - Early Warning 13
I.5.5 - Disaster Management and Preparedness 14
I.5.6 - Mine Action 14
I.6 - Lessons learnt in SALWC and LGP 15
I.7 - Intended Beneficiaries 16
PART II - PROJECT STRATEGY 17
II.1 - National Strategy and Commitment 17
II.2 - Project Strategy 17
II.3 - Resource Mobilization Strategy 19
II.4 - Role and Support of BCPR in the Programme 20
II.5 - Summary of Programme Components 20
PART III - RESULTS FRAMEWORK 43
PART IV - MANAGEMENT ARRANGEMENTS 51
PART V - PROJECT REVIEW, MONITORING AND EVALUATION 54
PART VI - LEGAL FRAMEWORK 54
PART VII - CONSTRAINTS AND RISKS 54
PART VIII - BUDGET 56
PART IX - WORKPLANS 60
PART X - ANNEXES 61
X.1 - Key Terms of Reference 61
International UNV 64
National Public Awareness and Information Assistant 66
International Consultant for Community Policing Issues 67
National Survey Monitor Consultant 68
National Community Policing Officer (NCPO) 69
X.2 - National Action Plan Matrix on Community Policing - Relationships with the community 70

ACRONYMS

BCPR	Bureau for Crisis Prevention and Recovery, UNDP
BDP	Bureau for Development Policy, UNDP
CO	Country Office
CPC	Crisis and Post Conflict
CPSG	Community Problem Solving Group
CSO	Civil Society Organization
DEX	Direct Execution, UNDP
JSSR	Justice and Security Sector Reform
LGP	Local Governance Programme, UNDP
MDG	Millennium Development Goals
MPO	Ministry of Public Order
NSC	National Steering Committee
PAI	Public Awareness and Infiormation
PPA & CSS	Police Performance Assessment and Customer Satisfaction Study
PR	Public Relations
SALWC	Small Arms and Light Weapons Control, UNDP
UXO	Unexploded Ordnance
WED	Weapons in Exchange of Development

PART I - SITUATION ANALYSIS

I.1 - Country background

Albania has embarked on a democratic and free-market economy system in the early 1990s, coming from an extreme communist centralized system, which lasted for almost half a century. Starting from a very low economic baseline and an excessive political and social self-isolation, the transition has been difficult and with a high cost in all sectors.

The separation from the past system was abrupt and old mentalities and culture could not be changed quickly enough to keep pace. This situation, blended with an almost total lack of experience and know-how on shaping and operating democratic life and institutions, created a temporary deep socio-economic, political and institutional vacuum, where confusion and anarchy prevailed.

Besides economic hindrances, especially from a social viewpoint, the old societal structures as well as the relationships between individuals and the society with the state crumbled, bringing about a certain vagueness and search for identification of the role and position of the individual, the social protection structures and the role and power of the state to care for its citizens.

The changes brought about a dramatic shift from a system where the state practically had the monopoly of provision of basic care to its citizens as well as the ultimate right to control and decide upon the way of living of every individual, to a new system allowing for free initiative and where the free market, not the state, was to determine the quality of life. The old expectations to receive care from the state disappeared, which put people somewhat at a loss and eroded their confidence and cooperation with the state itself.

In addition, at crucial moments of the transition, the fragility of the new institutions led to high points of state paralysis and collapse, allowing for disorder and criminality to reach high levels all over the country. The culmination of these downturns was the crisis of 1997, caused by the collapse of fraudulent financial pyramid schemes, which wiped out an estimated 60% of private savings, and led to a widespread breakdown in public order and political upheavals in 1998. As a consequence, during this period, the state virtually melted away and the security services dissolved with astonishing speed. In a lawless environment, people broke into military depots and armed themselves. The country became a fertile ground for illicit activities where the existence of criminal bands and high levels of petty crime created a very insecure environment for the people and development.

Moreover, the low level and slow speed of institutional reforms, as well as the absence of solid rule of law during the transition, adding to that the opening of the country from its total isolation, were associated by the introduction of new concerns for human security through the rise of criminality, prostitution, drug abuse, human trafficking and other illicit activities.

However, despite these challenges and considering the starting point of the transition, Albania has made remarkable progress in implementing many structural and institutional reforms required to establish a functioning market economy and the creation of a democratic system of governance. Since 1997-98, by pursuing a vigorous programme of recovery, heavily supported by the international community, and ensuring an increasing political stability, the progress, although slow, is positive.

The results of these efforts have helped the government to put the economy on a rapid path of growth. The most important elements of a market-based economy are already established and more generally, macro-economic stability is considered to be successful. Annual GDP growth had averaged over 7% since 1998, shrinking in 2002 to 6% and expected to bounce back to around 6.5% in 2003. Increased growth and better tax collection are expected to reduce the budget deficit from 9% of GDP in 2002 to 7% in 2003. Year-on-year inflation is forecast to fall from 4% at the end of 2002 to 2.5% towards the end of 2003.

Major improvements are visible in the area of public order and the fight against organized crime. The crime rates have fallen as a result of restored normalcy and the increasing performance of public order forces. The retrieval of looted weapons has reduced their availability to about one third of the original number lost (figures indicate that one third are already retrieved and another one third is estimated to have been smuggled across borders to feed neighboring armed conflicts). There are positive results in reducing the levels of human trafficking and in fighting organized crime and corruption.

Albania has adopted an ambitious National Strategy for Social and Economic Development, supported by the World Bank. UNDP is promoting the political commitment and mechanisms of integration of the Millennium Development Goals into the current development strategies of the country, in order for the country to ensure a clear vision and targets for sustainable development. The start of negotiations for a Stability and Association Agreement with the EU has formally started in early February 2003.

Nevertheless, challenges are not exhausted and growth and stabilization still depends on a number of daunting yet basic tasks, including:

- Continuation of political stability
- Maintenance of positive macro-economic indicators
- Improvement of the administrative capacity of the civil service;
- Strengthening of the decentralized government
- Securing the independence of the judiciary
- Deal with widespread corruption;
- Tackle organized crime, particularly trafficking in people and drugs;
- Increase security and the rule of law generally across the country, etc.

I.2 - Problem to be addressed

As it is stated by various development reports addressing the question of security of the individual and the implications of its shortage for sustainable human development: “the security has become one of poor people’s major concerns… and … all too often the poor perceive the state institutions that possess the legal monopoly of coercive power – the military and the police – as “sources of insecurity” rather than as public institutions providing justice, equity, and the preservation of peace”.

Safety and security is not just a question of conflict, crime, and public disorder, but, as significantly, is an issue of good governance.[1] Consequently, governance reform of the justice and security sector is now widely recognized as one of the essential conditions, albeit not sufficient, for sustainable human development.

In this context and in a changing environment of security patterns and concerns, where country priorities are simultaneously driven by external international factors and commitments as well as by local challenging problems, beyond the plain presence and impact of illegal weapons among civilians, a programmatic approach, targeting the individual and the state and their mutual relationship behavior, is of critical importance.

An approach, focusing on issues of transparency and accountability of police as a public service, is a contributing factor to the issue of security and safety of individuals and their communities. This approach, as part of UNDP’s corporate assistance framework in Justice and Security Sector Reform – JSSR – will aim at bolstering the trust of communities and individuals in the police and strengthen cooperation and communication between them. This trust is essential in the provision of an effective public service and will, over time, help produce a more secure and safe environment, which in turn is fundamental to the establishment of a sense of personal security, the maintenance of public order, and the enforcement of the rule of law.

[1] Organization for Economic Co-Operation and Development, *The DAC Guidelines: Helping Prevent Violent Conflict.* . (OECD, 2001), p. 38.

Delving into the definitions, according to the Development Assistance Committee, OECD (DAC), JSSR involves transforming the way the sector is managed and monitored to ensure that the sector's principle institutions (first and foremost, the judiciary/courts, corrections, police, and military) are accountable to democratic civil authorities and that sound principles of public management and governance are instituted.

To put it briefly, JSSR is a long-term developmental programme involving a change in the behavior, actions, operations, and strategies of the sector's personnel and the institutions in which they serve the public.

It is clear that there are different paths to achieving JSSR objectives given that the principles, policies, laws, and structures developed during a JSSR good governance programme must be rooted in the reforming country's history, culture, legal framework and institutions. While recognizing that JSSR is a developmental programme that partakes of many of the principles and elements of other good governance initiatives, it is also important to acknowledge that JSSR has its own particular "points of entry."

In this aspect, a most appropriate entry point for a JSSR programme by UNDP Albania is the Small Arms and Light Weapons Control (SALWC) project vehicle, which has already established a geography and a network of relationships with the local police, local government and local communities and earned their trust. Although the weapons surrender amnesty law approved recently will extend the amnesty period for another two years, SALWC activities in Albania, in the current form "weapons in exchange for development" will wind down over this period.

As no weapons collection process will be able to completely address the issue exhaustively within any project time limits, it becomes increasingly important to address the issue from a wider perspective, providing for long term approaches, while addressing in parallel other elements of community and individual security and safety. These elements range from promotion and awareness in reducing recourse to weapons, building trust and cooperation partnerships between communities as well as enhancing effectiveness and transparency of police operations. These efforts are expected to prevent and reduce crimes as well as influence in decreasing the gun culture behavior in general.

According to an impact survey focusing on perceptions of the security level, carried out by SALWC project in seven prefectures in 2002, the general opinion about the principal causes having a positive impact on security and reduction of crime rates were:

- improvement of the awareness of the population through the direct negative effects of the use of weapons and the public campaigns organized by the state and UNDP projects; and,
- improvement of the work of the police and other state structures.

However, for the majority of the interviewees, the main indirect causes of armed incidents were among:

- high degrees of poverty;
- low level of education;
- lack of capacity, professionalism and commitment of the police staff;
- property conflicts,
- movement and internal migration of the population from different areas, and
- the weakening of traditional social structures.

It is for the above reasons that the present Support for Security Sector Reform project (SSSR) has been developed as a modification of the SALWC project, with a view of gradually phasing out the direct support to weapons collection activities and phasing in the JSSR related activities.

I.3 - Relation to relevant outcome in the UNDP Country Programme

At the end of 2000, UNDP globally updated its development strategy for crisis and post-conflict (CPC) countries to emphasize four key risk factors "that fuel violent conflict:" inequity, inequality, justice, and insecurity.[2] UNDP is already addressing in different countries many of the identified root causes of conflicts through development projects promoting socio-economic development, good governance, access to justice and rule of law.

In Albania, the development of a Human Security concept and the identification of specific initiatives have started since 2001. The need to develop such a concept was triggered by the special conflict situations associating the country transition, the impact of the transition itself on the social, political, economic and institutional areas, where deficiencies influence directly the individual's sense of security, and the need to bring people and their basic concerns to the central attention of any developmental path.

As the concept is large and multifaceted, the focus of promotion of human security for UNDP is retained around personal and community security and has become one of the main outcomes of the country strategic results framework of assistance. This outcome, in full compliance with the UNDP corporate Goal 5 on Special Development Situations – "Reduced incidence of and sustainable recovery and transition from complex emergencies and natural disasters", falls under the corporate outcome "Strengthened public security, civil protection and policing in the context of overall initiatives for security sector reform".

However, the diversified UNDP assistance in the human security field falls practically under different additional corporate goals and outcomes such as the Goal 2 (Poverty Reduction - Economic and social policies and strategies focused on the reduction of poverty; Corporate Outcome on HIV/AIDS: " Institutional capacity built to plan and implement multi-sectoral strategies at both national and sub-national levels to limit the spread of HIV/AIDS and mitigate its social and economic impact on poor people and women) and Goal 5, corporate outcomes on Disaster Management: (i) "National Development policies and programmes integrating factors of natural disaster risk" and "Common inter-agency approaches to disaster reduction and recovery formulated and applied" and on Mine Action: "Expanded national capacity for mine action including training" and "Reduced physical, social and economic effects of land mines/UXO on rehabilitation and recovery".

I.4 - National Institutional and Legal Framework

I.4.1 - Institutions

The **Ministry of Public Order (MoPO)** and the **State Police** are the main government bodies in charge of developing strategies and policies for ensuring order and public safety in the country as well as for implementing in practice the requirements of such strategies and policies. The Minister of Public Order is the highest authority that [in accordance with the government programme] directs under his responsibility the entire Police activity and exercises civil control[3].

The mission of the Ministry of Public Order, outlined below, is somewhat similar to the mission and duties of the State Police. The MoPO mission is[4]:

- To guarantee order and public safety in the country;

[2] United Nations, Executive Board of the United Nations Development Programme and of the United Nations Population Fund, "Role of UNDP in Crisis and Post-Conflict Situations," DP/2001/4, November 27, 2000, www.undp.org/erd/ref/undp_in_cpc_sit.pdf, para. 45.

[3] Law Nr. 8553, date 25.11.1999 On The State Police Of Albania

[4] Idem

- To protect the integrity of the main public institutions and to ensure governmental representation all over the territory of the country;
- To respect individual rights and freedoms;
- To support and assist the population in different misfortune cases, in cases of eventual conflicts or in social tumult;
- To provide special protection for senior government officials.

While the mission of the State Police reads: "to safeguard order and public security as well as to guarantee the enforcement of the law"[5].

The main duties of the State Police are:

- to protect order and public security;
- to protect the exercise of freedom and duties of individuals ;
- to take measures for the prevention and investigation of crimes ;
- to check the state border of the Albanian Republic;
- to supervise road traffic;
- to guarantee the security of the most important personalities;
- to guard the most important institutions and public properties;
- to request for the enforcement of laws or sub-legal laws charged for them ;
- to assist in cases of natural disasters or accidents.

At the central level, the General Directorate of Police, besides its definite functions, has a number of Departments in charge of coordination, planning or statistical analysis, such as:

- The sector on weapons and ammunition collection
- The section on human resources development
- The Unit on Data Processing
- The Police Academy, etc.

In exercising its duties, the State Police makes use of its central and regional structures, the regional Directorates of Police, which are the highest administrative bodies of the Police in the region. The Directors of Regional Police Directorates have the responsibility for the management, co-operation and control of police activities within their territorial jurisdiction.

According to the Law on the State Police, a close cooperation between the Police structure and the local government should be established at the local level, for the police to carry out successfully its duties. The law, among other elements, stipulates that[6]:

- The regional police should cooperate with the local government, by respecting their mutual independence.
- The legal acts issued by the local government are compulsory for application by the Police, as long as they are compatible with their institutional duties.
- The establishment and the dismantling of peripheral operative units of the Police and, in case of appointment of regional police director or chief, the competent authority will have a preliminary opinion of the respective local government, prior to the appointment.
- The directors of the regional police and the commissariat chiefs should compile an annual report to the respective elected local government official on the situation of public order and security in the jurisdiction area, the measures taken and the action needed for its improvement.
- If the elected body of the local government establishes additional structures to deal with public order and security, the respective representative of the regional police structure should assist this new structure to carry out its activity through analysis and studies in the field.

Civil Society is a very important element in addressing issues in the security sector. The civil society "civilian" presence and ability to "permeate" community and police environments in a

[5] Idem
[6] Idem

neutral way is a very valuable asset for use in programme implementation. While identification of most appropriate NGOs will take place during programme implementation and in conformity with implementation requirements and set objectives, some local NGOs have already a very positive track record in police assistance. Especially, the **Albanian Center for Human Rights** and the **Institute for Democracy and Mediation** are respectively well known in the areas of human rights, code of ethics and legislation training from one side and the community-policing and problem solving approaches from the other. The Programme could not overlook these experiences, but rely and exploit them in the development and implementation of its activities.

Of special importance is also the **local business community**, which is relatively new and not yet a relevant partner for co-financing development. To-date local private business is mostly known as a sponsor of cultural and artistic activities and specifically in the capital city it has been involved in co-financing public infrastructure rehabilitation. Yet, security concerns are very relevant to promoting and sustaining business growth and expansion and it is very likely for private business to support the programme, even in a way that may require the programme to tailor approaches for business security needs. Therefore, the programme would need to explore innovative ways for tapping into this substantial potential and enhance ownership and support for programme activities as well.

In the framework of institutional reforms within the Police and because questions of public order and the improvement of the rule of law are of great importance in the national and international context of Albania, the Police is receiving careful attention and substantial assistance from bilateral and specialized international police programmes.

The assistance to the police is wide-ranging and encompasses issues from anti-trafficking, fighting organized crime and respecting human rights to specific and technical police training. The major international players in this area have established an International Consortium (IC), which is the main forum for co-coordinating police assistance, police reform and programmes on trafficking and organized crime. The number of members to the IC is over 24, including UNDP among other international organizations, bilateral and specialized police programmes.

Among the most important organizations in the police assistance area, the following are of direct interest to the proposed JSSR programme:

OSCE Presence in Albania – whose mandate includes providing advice and assistance, in particular in the following fields: (i) democratization, media and human rights; (ii) election preparation and monitoring; and (iii) other activities, including monitoring the collection of weapons. More specifically, the OSCE Department for Security Co-operation provides analytical capacity on public order and security issues and works closely in co-operation with international actors involved in border management and associated issues. The department liaises with security-related ministries and the Albanian Military and Police. It also maintains regular contacts with major international organizations in the country.

ICITAP – The International Criminal Investigation Training Assistance Program (ICITAP) is a US Justice Department Program in Albania and has its office at MoPO. The ICITAP project was initiated in 1998 to provide supervisory training on transitioning to democratic policing. The overall goal of the ICITAP project is to develop a civilian Albanian State Police with the highest ethical standards, based on respect for human rights and the rule of law. This goal is being achieved through: (1) assisting in providing training that meets the changing needs of an institution in its infancy and the ever-changing environment within which it operates, (2) improving police-community relations, (3) assisting the Police in strengthening its investigative capacity, particularly in dealing with organized and transnational crime, and (4) improving the leadership and management skills of police officers.

ICITAP developed a police Code of Conduct and Use of Force statute that was adopted by the Albanian parliament, resulting in the creation of an Office of Professional Responsibility. Subsequently, ICITAP focused on developing the strategic planning capabilities of the Albanian State Police. ICITAP also conducted investigations training, management training and provided technical assistance to senior police officials. Another important part of this

effort is the academy development component of the project, which has provided the Police with assistance in organizing and managing the academy, developing qualified Albanian instructors and providing technical assistance in the area of curriculum development. ICITAP's current efforts focus on institutions to combat organized and transnational crime including assistance to the Financial and Economic Crime, Anti-Drug and Anti-Terrorism Offices of the Organized Crime Sector of the State Police.

ECPA/PAMECA – ECPA (European Committee Assistance Program for Albania), as part of the EC assistance to the Albanian Police has taken over the mission from the Western European Multinational Advisory Police Element (MAPE), which was present in Albania from 1997 to May 2001. MAPE has provided Training Assistance and Logistic Support to Albanian Police troops. The main mission of ECPA was dealing with organized crime and general aspects of trafficking, including human trafficking. During 2002 they have initiated a community-policing pilot in one of the police commissariats of Tirana, which lasted only nine months. ECPA closed down its mission in January 2003 and is replaced by PAMECA, (Police Assistance Mission European Committee for Albania). The new mandate of PAMECA includes again training of senior police officials in the same areas as ECPA.

DANIDA: - is a Danish Foreign Ministry Program, which has been present in Albania since 2000. Its programme is being implemented mainly in the prefecture of Diber, which includes three districts, Peshkopia, Bulqiza and Burrel. The main activities it has carried out include:

- A twinning process between the three districts of the prefecture with three police commissariats in Denmark.
- A twinning process of the Albanian Police Academy and that of Denmark
- Training assistance to the Order Police
- Training assistance to Road Police
- Recent training assistance to Border Police, etc.

In addition, DANIDA has been running a program called SSP (School, Social Service and Police) in the Prefecture of Diber for some time, where during its implementation it has established a working group with teachers, criminal and public order police officers. The recommendations of this programme have been adopted by the prefecture Directorate of Education, which has included in the education curricula of municipal (not communal) schools a training component where:

- Children at 1-4 grade learn about general rules and regulations on how to move around the town and traffic rules.
- Children at 5-8 grade learn how to prevent crimes
- Children at high school 1-4 grade learn how to prevent trafficking including drugs, human traffic and all other aspects related to trafficking

I.4.2 - Legislation

The development of legislation in the area of security is being driven by the need of institutional reforms within the State Police, the efforts and process of integration of the country to the EU and the emerging problems of the public order and security during the transition.

From a strategic development aspect, the main documents guiding the orientation of the police work and mandate are:

- The government programme,
- The strategy for Stabilization and Association to the EU,
- The strategy of reform of the State Police,
- The national strategy on fighting human trafficking,
- The strategy on fighting corruption,
- The national action plan on fighting terrorism,
- The national action plan for membership in NATO, etc.

From a legislative aspect, the Law “On The State Police”, approved in 1999, represents a major step in building up democratic legislation acts and reforms. While this law defines the role and mandate of the State Police as part of public administration within a democratic society, a number of specific pieces of legislation are developed in response to emerging issues, such as:

- The law on weapons and ammunition collection
- The law on the "Code of Ethics" of the police officer
- The law "On the organization and functioning of the police of the municipality and commune
- The law on fighting corruption within police forces, etc.

I.5 - UNDP Past and Current Support

I.5.1 – Small Arms and Light Weapons Control (SALWC)

UNDP assistance to the security sector so far has been focused on addressing the proliferation of small arms and has promoted the voluntary surrender of illegally held weapons, since 1998, through the approach “weapons in exchange for development”. This assistance evolved from a pilot project in 1998 in the District of Gramsh, which was implemented from December 1998 to January 2000. During its 2-year life span, this project resulted in the collection of some 5,000 weapons and 12 small-scale community based development projects were awarded at a total cost of $800,000.

The Gramsh Pilot project (GPP) was the first attempt to use development projects as an incentive for the voluntary surrender of weapons by civilians. Projects dealing with road construction, telecommunication and electrical distribution have not only encouraged the people of Gramsh to disarm, but have also benefited the security and development of their region. The GPP inspired considerable confidence in the local population, an effect that was not originally foreseen but highly appreciated.

As a consequence, at the request of the Government of Albania, UNDP implemented another project in the districts of Elbasan and Diber from June 2000 to February 2002, using the same WED approach, but with a component for weapons destruction. During its nearly 2-year life span, this project resulted in the collection of close to 6,000 weapons and the destruction of 16,000 weapons. 23 development projects were awarded at a total cost of $1.8 million.

At the end of 2001 a new Small Arms and Light Weapons Control (SALWC) project was developed by UNDP and approved in February 2002. The project established Field Offices in each of the areas of intervention at the end of April 2002 and began its field operations as of May 2002. The project operates in five prefectures (Tirana, Shkodra, Lezha, Kukes, Vlora), based on “hotspots” established by the Government and consisted of 5 components:

- Massive Public Awareness and Information Campaign (PAI)
- Development Projects
- Weapons Collection activities
- Logistic support to Weapons Collection Units
- Development of a pilot database weapons registration and control system

As first input before and during the first phase of SALWC, the project provided support to the weapons collection units of the Police by providing essential equipment, including 20 vehicles, communications equipment, computers and metal detecting devices. The project has planned to donate 10 additional vehicles and 24 metal detectors to the MoPO. This equipment is now in Albania under UNDP custody.

As a second input, by the end of the amnesty period, as of 4 August 2002, the SALWC project had conducted three weapons collection competitions among communities in each prefecture, as a result of which 42 development projects were awarded at a total cost of

$962,000, in “exchange” of 6,453 weapons collected in the project area and 11,864 nationwide. These results on weapons collection, achieved over a period of 3.5 months, compare very favorably with those of the two previous projects achieved over a lifespan of some 2 years.

As a third input, the project is assisting the government in developing a functional and accountable database weapons registration and control system. Assistance in the form of IT equipment, together with appropriate training and testing in real-time conditions, is foreseen. It is expected that this will become the basis for a nationwide weapons registration and control system.

As a fourth input, the project has supported capacity building and institutional strengthening for the government Weapons Collection Units. Technical support was provided together with assistance to orientate these units towards more community-oriented approaches and to increase the levels of awareness and participation of all stakeholders in weapons collection activities.

Increasingly, UNDP has cooperated and established close relationships with various structures of the Ministries of Public Order, Local Government and Defense, both at the central and local levels. Close cooperation has been established especially with the National Weapons Collection Structure at the Ministry of Public Order until the dismantling of the structure following the expiration of the Amnesty Law on 4 August 2002. A new amnesty law, approved by the government in December 2002 and by the Parliament in March 2003 will enable the re-establishment of the Weapons Collection Structures of the MoPO.

I.5.2 - Local Governance Project

The Local Governance Programme is one of flagship UNDP interventions in the area of Democratic Governance and constitutes an umbrella programme of different interrelated projects. The LGP is mainly geared towards the provision of assistance to the local governments through the formation of self-governing community based organizations (CBO) at the village (communes) and to neighborhood (municipalities) level.

The LGP is aiming at developing the institutional capacity, primarily, at the commune and municipality levels, by providing technical and financial backstopping services to support community-led and managed development. LGP also provides support to the communities through small grants to undertake projects planned and prioritized at the community level.

The self-governing, community based organizations form an essential ground for ensuring communities involvement in the decision-making process by building effective partnership with local governments. The local governments are encouraged to have links with the communities, being informed of its needs and priorities through close interrelations and collaboration with the community based organizations at the village level.

Currently the LGP is present with its core programme in three prefectures, Kukes, Fier and Gjirokaster, while other related projects under its umbrella are the Clean and Green in Tirana and Korca, the Capacity 21 in Fier, and the forthcoming MDG pilots in five additional prefectures.

The SSSR programme will be taking advantage of LGP’s experience and approach in working with communities and on social mobilization. It is expected that this experience would be adopted whenever appropriate in SSSR community policing and community problem solving leadership components in particular.

It may also be an option to enable a synergistic action in areas where SSSR and/or LGP are actively present and pilot capacity building and security and safety agendas jointly by both programmes.

I.5.3 - MDG Regional Pilots

In line with the UNDP corporate development agenda, which aims at promoting the MDGs at the country level, the CO has recently undertaken a comprehensive campaign on public awareness and advocacy, in order to raise awareness among the Albanian general public, national stakeholders and the local donor community on the MDGs and their impact on Human Development. This campaign has already taken place in six regions of Albania and the main purpose has been to bring the MDGs to the local level in order to sensitize the local authorities as well as to promote the findings of the MDGs national baseline report "Albanian Response to the MDGs".

During this process, it has been agreed to undertake local analysis on the MDGs through the mobilization of the local human resources and the identification of appropriate indicators, which would better qualify and quantify the MDG targets for each respective region. This activity is being followed by a pilot MDG project, aiming at helping the development of MDG Regional Development Reports/Strategies, where regional priorities of development would be identified through a comprehensive participatory approach and guided by an MDG results oriented perspective. Currently, the selected municipalities for testing the pilot are Berat, Elbasan, Gjirokastra, Kukes and Fier.

This process, having many similarities in common with the LGP, in terms of social mobilization and local development approach, would also be beneficial and influential in developing and implementing the SSSR programme.

I.5.4 - Early Warning

The Early Warning programme is a research initiative in the area of human security, which aims at establishing and monitoring a system of indicators characterizing the perceptions of individuals and communities about their safety and security. The concept of human security stresses that people should be able to take care of themselves, to have the opportunity to meet their most essential needs and to earn their own living. Improving the human security of citizens is a critical ingredient of participatory development, of social inclusion, poverty alleviation and of sustainable human development.

Therefore, UNDP views Human Security as a key potential contributing factor in the reduction of poverty and inequality and has made it one of the centerpieces of its assistance where the SSSR and other initiatives are evolving. The Early Warning project is the holistic approach taken in assessing the lack of and need for improving human security. As its objective says, it will attempt "To identify through continuous monitoring issues of human insecurity at the local level in order to alert any possible tensions, conflicts or crisis in the form of updated and regular information to policy and decision-makers aiming to advocate for timely and strategic preventive actions."

This assessment will look at the trends of established indicators over time and provide analysis, policy briefs and recommendations about addressing emerging issues, social discontent and concerns, causes of de-motivation and lack of confidence. To achieve this target there will be extensive need for cooperation and crosschecks with other

By focusing on personal and community security, such an assessment will attempt to disaggregate its analysis to local levels, obtain and process information, seek cooperation and crosschecks from other initiatives operating with communities in the field such as the Disaster Management and Preparedness, the Mine Action programme and the Local Governance programme. These interactions will strengthen the holistic approach in promoting human security from an upstream as well as from a downstream aspect, where each initiative will mutually benefit and contribute in building up a framework of commonalities on addressing the human security theme.

I.5.5 - Disaster Management and Preparedness

This project, situated between governance (capacity building) and human security (prevention measures and preparedness to humans security threats) is another complementary ingredient contributing to the "closing circle" of human security promotion. The man objective of the DM project emphasizes its aim as being " to increase human security in Albania by strengthening the national and local disaster management system and capacities of relevant institutions in undertaking their responsibilities".

This objective is to be achieved by strengthening capacities and undertaking concrete action at central and local level. These latter will include: planning and training processes, policy support and partnership building (at central level) and training; public awareness; and pilot disaster mitigation projects involving communities at local level.

Although oriented more towards natural disasters, which in themselves are permanent and sudden sizeable threats involving large communities, the DM project can see itself related and contributing to other efforts and aspects of an overall enabling environment for improved human security.

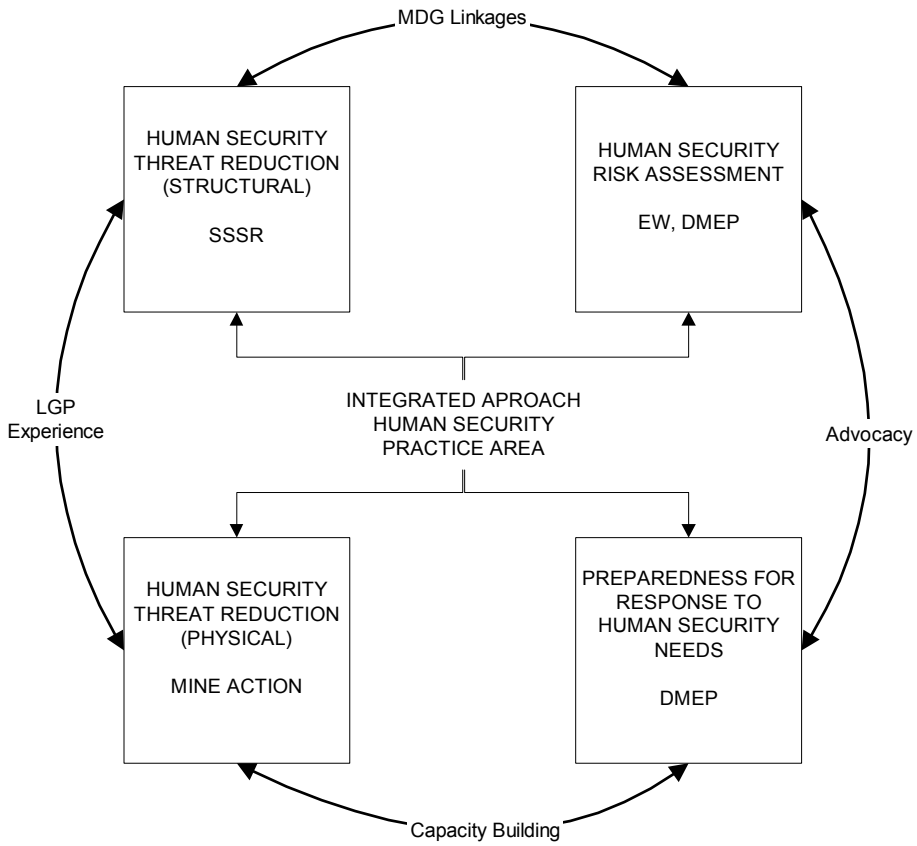
I.5.6 - Mine Action

The Mine Action programme is focusing on the coordination and monitoring of the mines clearance activities in the Northeastern Albania, therefore contributing to the recovery from a conflict and an existing impersonal threat.

This undertaking derives form the corporate UN's policy on mine action which states that "UNDP is responsible for addressing the socio-economic consequences of landmines and for supporting national and local capacity building to ensure the elimination of the obstacle they pose to the resumption of normal economic activity, reconstruction and development."

The project therefore aims at building capacities in coordination and planning at the central level, but delivers in particular advice, awareness, health assistance training and information at the local level to the communities threatened by the mines. These efforts are in line with the overall capacity building and measures taken to reduce human security threats within communities, being they intra-societal threats or natural/physical ones. Therefore, the socio-economic impact surveys and other analysis the project will undertake will need to complement and take into consideration the surrounding factors and findings produced by other initiatives as well.

The overall visualization of assistance in the human security area can be outlined as below:



I.6 - Lessons learnt in SALWC and LGP

The experience gained by both ongoing UNDP initiatives will be explored in the implementation of the SSSR by improving approaches to communities, local authorities and police directorates.

From the SALWC project perspective, the institutionalization of a local counterpart in a co-structure ensured in line and concerted efforts to apply the project strategy, impact on the number of weapons surrendered and identification of a list of priority actions for development. The co-structure also helped convey the project messages through to the public and was instrumental in promoting community participation.

It was also found that the representatives of the local authorities and the police were more inclined to support the project as the development incentives associated to the weapons surrender were very needed to somewhat alleviate the burden of development challenges existing at the local level, while triggering a multiplier effect for weapons collection in various community groups. Therefore, combining development incentive awards with weapons collection has resulted in a successful and welcome trade-off. In fact, during the implementation of the first phase of SALWC, it became abundantly clear that the availability of development incentives on a competitive basis was the driving force behind the surrender of weapons by the population.

Communities and the public, on the other hand, have not been approached directly by the project, with respect to the participation and dialogue, but through the co-structures at village/quarter level, in a door-to-door public awareness and information campaign as well as through the media and various social activities organized in this context.

However, there is likely untapped potential in participation and social mobilization and, while the problem solving at the level of the co-structures has worked fairly well so far, with the new orientation and focus of the programme, it is advisable at this stage to reach the communities directly through mechanisms of participatory approach, in order to enable them to voice their needs and views on weapons proliferation, order, violence, and expectations from the institutions. This will add more responsibility and accountability to the co-structures, as it will create a more transparent environment for development in the area.

From the LGP perspective, the approach to local development has its own challenges. The decentralization policy and strategy of the Government is not yet fully understood and adopted by the local authorities. There is confusion and problems are created unintentionally as this newly acquired power and responsibility cannot be effectively assimilated. In addition, people are generally skeptical about the self-development approach and expect help and grants from institutions in order to undertake community as well as individual activities. This is also because no decentralized or participatory planning process has been practiced in the country, especially at the local level. Therefore, the concept is new both to the elected authorities and people in the regions.

By coping with these and other issues encountered at the local level, the LGP has made its own way and promoted establishment of community-based organizations through discussions, consultations and participation. The dialogue has involved different categories of society, the local authorities and the public by explaining the role and potential of each social partner in a cohesive social environment as well as the need for open and democratic needs assessment, prioritization and decision-making. This experience, currently being tested, will serve as a practical basis for the SSSR in approaching communities and preparing development and problem agendas. This experience will also enable communities to work more effectively and productively with the police as communities may have acquired the ability to solve communal issues.

I.7 - Intended Beneficiaries

The main beneficiaries of a SSSR programme are the communities, which will be able to rely more and cooperate better with the police. It can be expected that more 'trust' in the police and overall confidence in the institutions would increase the number of crimes reported to the police, create a more peaceful and cooperative social environment among community members and between the community and the local police.

The central and local police are also direct beneficiaries, since the communities they serve will be expectedly encouraging police operations and helping the police carry out more effectively its tasks. The communities themselves, from actual sources of problems will become an ally in fighting or preventing public order offenses. It is also expected that police operations will gain more significance and worth through development of a clear vision and targets in response to actual community expectations, which will bring increased motivation and social solidarity at the local level.

Civil society is also a beneficiary in that the NGOs or other CSOs involved in implementing programme components would be gaining technical capacity, better exposure to field work, closer ties and dialogue with various community groups at local level.

The business community in the targeted areas will be also a direct beneficiary and expectedly a contributor in programme implementation, since business interests are very dependent on the overall security situation and trust and any improvement in this sector has an immediate positive impact on business operations

Overall the programme will have an impact in improving the environment for sustained public order at local level, strengthening police capacities, promoting a positive police image and the police role as a provider of public services, enhancing mutual trust in social cohesion and cooperation and contributing to the perfection of the rule of law and the security and safety of ordinary citizens.

PART II - PROJECT STRATEGY

II.1 - National Strategy and Commitment

Increasingly, the fight against organized crime, trafficking, corruption and the improvement of public order and security across the country are becoming strategic priorities for Albania, as the country is making efforts to comply with requirements for entering a Stabilization and Association Agreement with the EU.

In this context, the Ministry of Public Order and the State Police have developed recently a three-year strategy and Action Plan (2002-2005) in line with the above priorities. This document outlines a number of main strategic priorities until 2005:

- Completion of the legal framework covering the operations of the Ministry of Public Order structures
- Improvement of the organizational structures of the ministry of Public Order at the central and local level
- Zero tolerance against organized crime and trafficking
- Adoption of democratic standards of policing
- Enhancement of cooperation with operations of the international police organizations
- Cleaning up police staff ranks from corrupted and unqualified individuals

This national strategy has a separate section on community policing and the improvement of relations with communities at large identifying also some desired activities. However, detailed programmes and necessary actions cannot be undertaken easily without the commitment and support of the donor community as well. The Strategy Action Plan matrix is also attached as a nonofficial translation in Annex X.2 of this programme document.

Furthermore, with still a considerable number of small arms in circulation, a specific Amnesty Law has now been approved, extending the amnesty period for two more years. While the Law provides guarantees for non-prosecution and penal implications for voluntary handovers, this is not a sign of shrinking fight against crime. The Law is an appeal to ordinary citizens to cooperate and abide to the requirements of a democratic society; it makes no trade-offs with criminals and gangs as well as illegal use of weapons. Enforcement will follow the amnesty period and a gradual shift will require timely awareness and legal provisions

II.2 - Project Strategy

The proposed SSSR programme attempts to develop initiatives related to improving the security and safety of communities and individuals, reducing the risks of violence by curtailing the tools as well as increasing the transparency and accountability of the police towards this public, all this through building on the credibility, relationships and alliances established by the SALWC project. The programme will be composed flexibly of a number of components, whose implementation will depend on agreed consensus, coordination and available or secured funding.

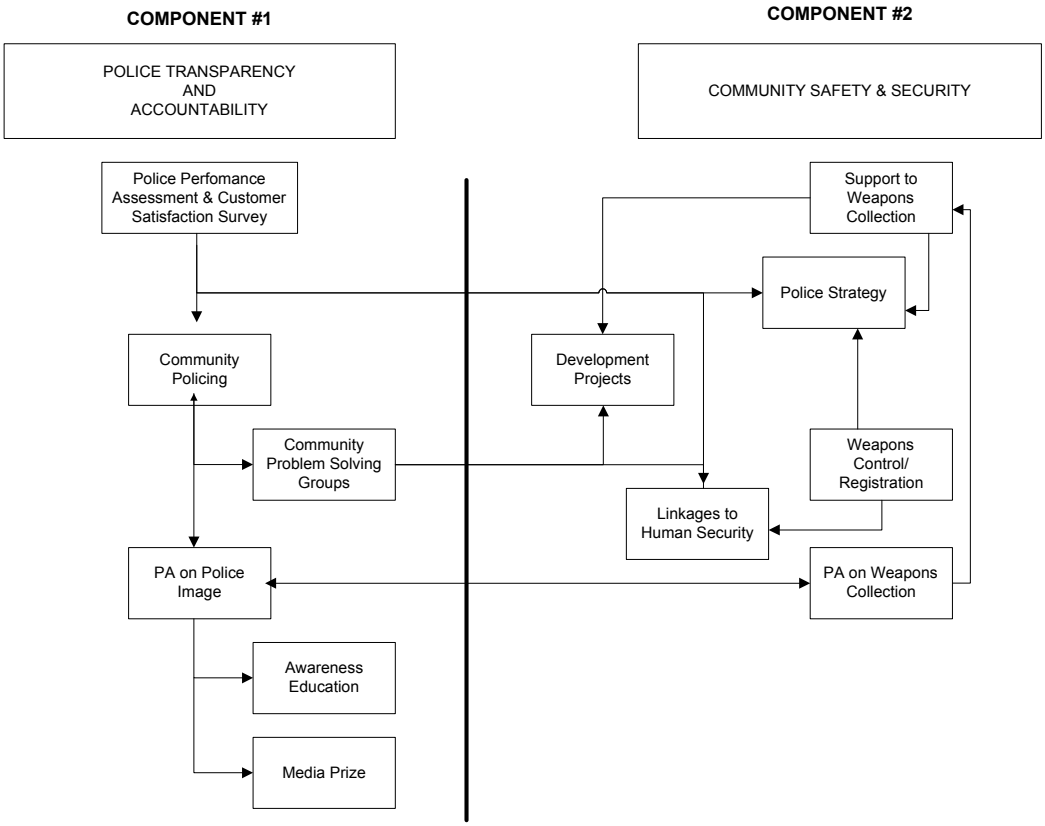
The SSSR programme will initially operate in the SALWC areas of intervention, where contacts, alliances and relationships are already established. The geography of the programme may be extended or altered, however, based upon request, consensus and availability of funding.

Among the components to be developed within the programme framework, there is continuation and innovation, as new components will be introduced. The SSSR programme will take over SALWC components and advance their implementation The current SALWC project will continue to support the Weapons Collection Units in their operations, promote the voluntary surrender of weapons through a targeted public awareness and information campaign, provide development incentives through competition for better performance, and

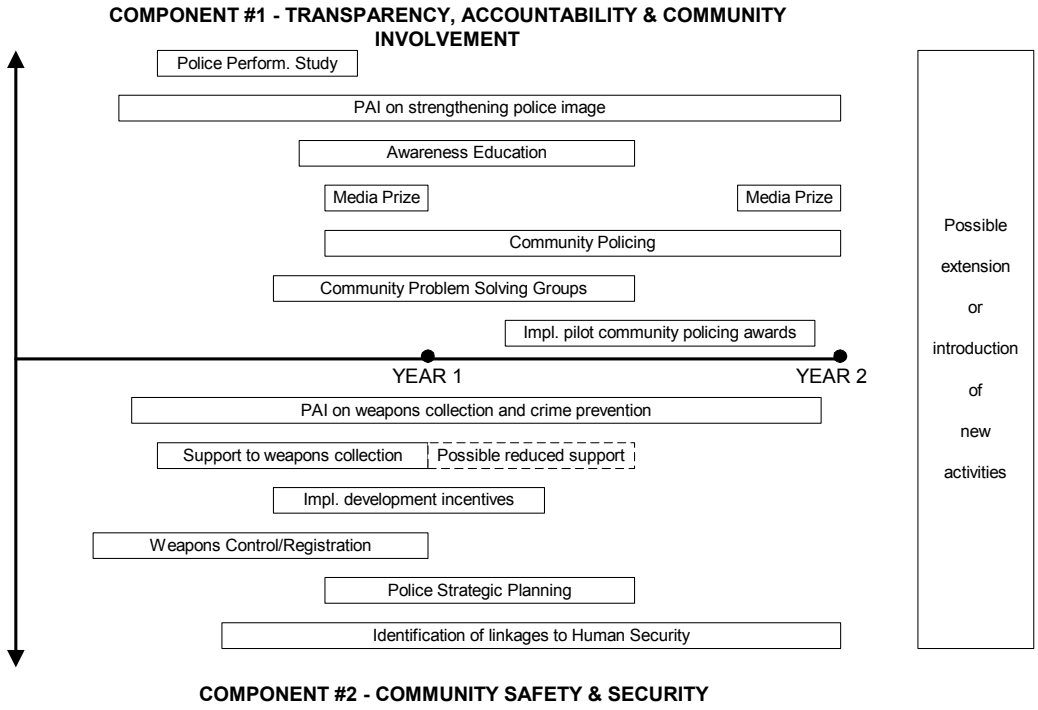
support the establishment of a database for registering weapons at the central and regional police directorates.

With regard to the introduction of new components, while some of them are already identified as immediate needs to the sector, initially the programme proposes to undertake a Police Performance Assessment and Customer Satisfaction Study, which will be of benefit not only to the police for the improvement of its services to the public, but also important for identifying gaps in expectations and calling for closer attention. This Study is expected to identify new ways for establishing and consolidating a strong relationship between police and communities, improve the orientation of police operations towards better fulfillment of public requirements, enhance police self-assessment capacities and provide a potential platform for identifying new targeted assistance. The programme will also be guided and support the implementation of the existing national strategy and action plan on community policing.

The current configuration of the programme components looks as follows:



Phased Approach - The envisaged activities, as well as the new ones identified during the course of implementation, will take place in such a way as to ensure a gradual shift from the weapons collection focus to community policing and police accountability. They are meant to be mutually supporting and developed ideally according to a sequential timeline, which may be represented as follows:



Modular Approach – However, taking into consideration that the resources required to set in motion these components are to be mobilized and this is unlikely to happen according to the above timeline, most of the components will be developed as self-contained modules, which can be funded separately. In practice it means that, while a certain logic and inter-dependence among the various components will be set, most of them can be developed based on the overall framework of assistance and the existing results as well as on the levels of resource mobilization.

II.3 - Resource Mobilization Strategy

The new programme setting is ambitious and requires substantial financial support to implement its envisaged activities. However, the focus of the programme is placed on a very priority issue, which is also a major concern for the country government as well as for the donor community. In addition, there is already a good ground and profile for UNDP established through SALWC, which has been positively recognized by major players so far.

The programme will, as in the past with SALWC, provide regular reporting and information to government counterparts and the donor community, by indicating positive achievements and shortcomings. The Public Awareness component, which has been one of the most active and visible features of SALWC, is expected to become a potential factor in resource mobilization.

The SALWC project web site, which was established in 2002, will be updated regularly. The reconstruction of the web site will take place during the 1st quarter of 2003. The Project will update the information on the web site on a monthly basis.

Moreover, the programme will attempt to develop self-contained modules, which focus on specific issues and are easier to fund.

A partnership and close cooperation with the ongoing police programmes of US (ICITAP), EU (PAMECA) and Danish government (DANIDA) will be established and they will be consulted regularly.

Finally, good results and observed impact will be highly disseminated and discussed with the donor community in round tables, bilateral meetings and other forums. The International Consortium will be an important place to inform donors and seek their interest in funding parts of the programme.

II.4 - Role and Support of BCPR in the Programme

The UNDP Bureau for Crisis Prevention and Recovery is a major support of all the country level programmes related to human security, ranging from small arms, mine action, disaster management to justice and security sector reform.

The support and services provided by this Bureau include technical assistance, coaching, corporate support, know-how and international exposure of country programmes.

The development of the current SSSR programme is a result of direct consultation with both the Small Arms/Demobilization and the JSSR units of the Bureau and throughout the implementation of the programme both of these units will provide support for shaping and fine-tuning initiatives in the field.

The BCPR is also expected to support country office efforts in resource mobilization through its networks, based on the information and progress of the programme. Among important forums to be exploited for resource mobilization would be the Justice and Security Sector Reform Conference in Oslo, on 10-11 April, 2003, which is organized jointly by BCPR and BDP.

II.5 - Summary of Programme Components

The SSSR programme will evolve around two main components, the first being Police Transparency and Accountability and the other Community Safety and Security.

While evolving into a full programme, a number of building elements for each component will be identified. However, thus far an outline of major sub-components can be portrayed as follows:

Police Transparency and Accountability – COMPONENT #1

Police Performance Survey and Customer Satisfaction Study (PPA & CSS) – Sub-Component #1.1.

Taking into account that one of the highest law enforcement priorities is to bring greater transparency into police operations so that a higher degree of trust could be established between the police and the public it serves, UNDP, in collaboration with the police, intends to conduct a police performance and customer satisfaction study. This study will target four respondent groups - general public, police, elites, and business community - to elicit their perception of law enforcement operations, performance and effectiveness. The study will serve a number of different functions:

- It will enable the national police to determine their baseline so that future development and evolution of their service can be reliably measured.
- Participating in a study will permit the police to build their capacity with respect to policy and planning. As a corollary, the study will facilitate civil society's capacity building as well.
- A study can provide the police with detailed information of what services their customers most value, which if addressed will bolster the public's confidence and trust in the police.
- The study will highlight specific and narrowly defined areas in which the police need to improve their service, in terms of training, policy, operations, and, most importantly, its own human resources.

- If publicized, the study will make police operations more transparent.

The study will be undertaken twice, at the beginning and at the end of the programme. While the first study will set the example and attempt to determine a situational snapshot and a baseline of the existing issues and perception discrepancies at the field level, it will also promote the benefits the police can draw by making use of such a mechanisms for self-assessment.

The second study, planned to be carried out near the end of the programme, is based on the assumption that the police has well understood the added value and worthiness of such an exercise. This second round will serve mainly to enhance police ownership of the process, reinforce the need for utilizing such a mechanisms and ensuring a smooth handover process to the police itself, while it will also serve the programme as an impact measuring tool against the baseline.

The work for the first study will be carried out by local NGOs and cover the five prefectures. The assistance of an international consultant is needed for designing the questionnaire and analyzing the results based on international experience. The survey results will be sufficiently disseminated through the programme Public Awareness component and a specific workshop. These results are going to impact the future content of programme activities/components and expected to generate new areas of assistance for the programme itself.

Police Performance Survey and Customer Satisfaction Study (PPACSS)

Major Responsible Bodies	Indicative Milestones
PMU →	Discuss concept with central police stakeholders and get agreement
PMU →	Draft TORs for survey/study
PMU, International Consultant →	Identify survey sites, focus groups and finalize TORs
International Consultant, PMU →	Design questionnaire, consult and get agreement/endorsement
PMU →	Identify, select and subcontract NGO for carrying out the survey
NGO →	Finalize survey field work
NGO →	Finalize processing survey data
International Consultant, PMU →	Analyze survey results and draft recommendations
PMU →	Workshop on survey results
PMU →	Draft action plans to address survey issues, develop new initiatives and provide inputs to other programme components
PMU, NGO →	Agree and carry out a second survey towards the end of the programme
PMU →	Final Programme Workshop on Assessing the Programme Impact during the Programme Life Span
PMU →	Hand over the process to identified police units

Community Policing – Sub-Component #1.2.

Community-based policing is increasingly being recognized as the foundation for democratic policing. It is also recognized as an approach to policing that meets many of the CPC safety and security challenges. It is, however, important to bear in mind that community-based policing is not a one-off effort, but a long-term strategic approach, and as such it needs to be implemented in a sustainable and systematic way. This approach is based on respect for human rights, accountability, and the need for effective police operations to be conducted in a partnership with the communities who are the recipients of the public service provided by the police.

Among the issues that will be explored in the community-based policing tool are:

- Understanding the context;
- Identifying entry points;
- Building local and national ownership and leadership of the reform/professionalisation process;
- Creating structures at local levels to enable police/public consultation;
- Empowerment in the creation of joint responsibility and capacity for addressing crime;
- Improving service standards, providing information and ensuring equal access in order to establish a professional police service responsive to community needs;
- Establishing police stations/posts as the 'primary unit' of service delivery and developing 'centers of excellence' (model police stations);
- Identifying positive change agents and agents blocking reforms, developing tools and strategies to strengthen the positive change agents;
- Developing national frameworks, including legal frameworks and agreements, that support local community-based policing;
- Promoting effective strategic management systems to enhance the accountability of the police to the public;
- Fostering behavioral change (within the police and the communities);
- Fostering sustainable solutions and 'quick wins';
- Implementing capacity and team-building skills, designing and delivering training programmes;
- Policy development and piloting initiatives;

These topics will be combined with the findings of the Police Performance Assessment and Customer Satisfaction Study and a feasible proposal/action plan will be formulated jointly by the local government and police representatives. The resulting action plan, following discussion and consensus of local stakeholders, local police and the community concerned, will be implemented either through the project staff or a local NGO.

The community policing component will be developed in five police stations, one in each prefecture. A full analysis will be made about the current police operations and approaches and mechanisms will be sought for including accountability and democratic policing principles into the police work and management. Barriers and constraints to community policing will be identified and the programme is expected to provide support for some of them through community policing grants.

While the majority of initiatives related to community policing will be identified during the implementation of the programme, some initial ideas on possible areas of intervention have been circulated already through police stakeholder discussions. Among these proposals, it is worth noticing that there is a need to provide support to enhance familiarity and understanding of existing legislation by police personnel, provision of basic professional textbooks for police department libraries, assistance in exchanging experiences and best practices through selected and targeted study tours, piloting of a "model of excellence" police station, etc.

This component will be finalized by carrying out a final assessment on the impact of community policing measures and the development of community policing modules and recommendations for wide application

Community Policing

Major Responsible Bodies	Indicative Milestones
PMU →	Get acquainted with concept and approaches on community policing
	↓
PMU, NGO →	Make an assessment of police operations and constraints in all programme areas
	↓
International Consultant, NGO, PMU →	Identify entry points for community policing in programme areas
	↓
PMU →	Reflect feedback from PPA&CSS in community policing approach
	↓
PMU, NGO →	Identify and agree on intervention areas for community policing
	↓
NGO →	Develop with local police and CPSGs applicable community policing approaches
	↓
NGO →	Establish and agree on monitoring mechanisms for community policing actions
	↓
PMU →	Identify fundable needs in support to promotion of community policing
	↓
PMU, NGO →	Provide support and monitor implementation of community policing grants
	↓
NGO →	Carry out an assessment/survey on impact of community policing approach
	↓
PMU, NGO →	Develop applicable modules for community policing

Community Problem Solving Groups – Sub-Component #1.2.1.

The process of selection of priority development projects will be initiated through the formation of community problem solving groups by the selection by the community of leaders/representatives in each given project area. These groups will have the responsibility of leading the community in the identification of problem areas, the setting of an agenda, prioritization within that agenda and the eventual selection of a development project that is considered top priority by the majority of the population of the community. The project will provide appropriate guidance to these groups. The formation of these groups will be a prerequisite to being considered for an award of a development project as a result of community policing pilots and/or weapons collection competition.

The aims of this component are to:

- Improve the capability of the targeted community in solving their problems independently within their own structures.
- Strengthen the solidarity of the community.
- Propose development projects to be awarded as a result of the performance in weapons collection activities, which have the support of the majority of the population of the community.

The formation of CPSGs will go through two phases. The first one will respond to the needs of the weapons collection competition process, where the presence and role of the CPSGs will be required for making final prioritization and selection of development projects awarding weapons collection.

The second phase will require the extension and establishment of new CPSGs in selected areas where other programme components such as community policing are present. The programme will provide training to the COPSGs and make efforts to support some of the CPSGs identified concerns through CPSGs grants

Grants for Community Problem Solving Groups – Sub-Component #1.2.2.

The possible funding and implementation of development projects linked to Community Policing and Community Problem Solving Groups will be based on separately agreed principles, as a follow up of the results of the PPA &CSS Performance Survey. The leading principle is that by these development projects police authorities will become closer and more available to the people living in the respective area.

The project may consist of the rehabilitation of lighting systems, traffic lights, communication services for people, training courses, etc. The value and coverage of these development projects will depend on the needs of the police in the field and the availability of funds. The priority areas for the implementation of this component will be the prefectures of intervention of the current SALWC project.

The implementation of these development projects will take place mainly during 2004.

Community Problem Solving Groups (CPSGs)

Major Responsible Bodies	Indicative Milestones
PMU →	Identify, in consultation with local co-structures, communities to be targeted by weapons collection competition
	↓
PMU, International UNV →	Promote and identify possible establishment of CPSGs for the above communities
	↓
NGO, International UNV →	Provide training to these CPSGs on techniques of problem solving
	↓
NGO, International UNV →	Establish, in consultation with local partners, agreed mechanisms for problem solving
PMU →	Require endorsement by CPSGs for weapons collection development activities selection
	↓
NGO, International UNV →	In line with community policing approach and other criteria, extend the number of CPSGs in the programme area
	↓
NGO →	Provide training to the new CPSGs on techniques of problem solving
	↓
NGO, International UNV →	Help CPSGs develop priority agendas in the area of security and safety
	↓
International UNV, PMU →	Identify fundable priorities contributing to community security and safety problems perceived
	↓
PMU →	Implement CPSGs grants (including second round of weapons collection development activities)

Strengthening Police Public Information Capacities – Sub-Component #1.3.

This component will address and support simultaneously two issues. First, as this support will be initially built upon the public awareness campaign associated with the SALWC project. It will continue to advocate the dangers of weapons possession and urge the population to cooperate with the police and surrender the weapons. The focus on weapons collections will be alter enlarged to include public awareness for crime prevention and promote mutual support and understanding between police and communities.

With regard to the public awareness on weapons collection, the project will continue to precede the police operations for weapons collection and will provide support to the local co-structures dealing with weapons collection issues. This component will target the communities at large as specifically the school students and women.

In order to strengthen the police public information capacities, the following points will be addressed:

- The need to train police officers and enhance their skills in communicating to the public their responsibilities, how their tasks are performed, problems they face in dealing with the public, etc.
- The need for improving police transparency towards the public
- The need to inform the public about its responsibilities towards police and vice-versa the responsibilities of the police towards the public.

The second focus of this component will address the needs and deficiencies in the communication of the local police with the general public and the media, identifying benefits of cooperation and ways of increased exposure to these audiences as a constant public service provider, not only a “troubleshooter” in emergency cases.

The programme will make a needs assessment for the local police PR officers and support their basic working requirements as well as the image of the physical interfaces community – police.

The above mentioned objectives will be achieved through: (i) Training organized by experts on Police PR (They will give concrete platforms as to how the PR officers can improve their relations with the public, establishing concrete objectives), (ii) Round tables between: the public - police – local authorities – NGOs to clearly see problems and to propose appropriate solutions based on the characteristic of each area, (iii) Brochures and pamphlets prepared by the programme with the aim to clarify the position of police and its role towards of public, (iv) Possible logistic support mainly be concentrated in brochures and posters prepared by the programme in response to requests from police, etc.

Target groups for this component will be: (i) Public Relations offices in Police Commissariats and Directorates, which have the duty to inform the public on a regular basis, (ii) Police officers working in the operational halls in the Police Directorates or Commissariats, who know better the daily problems of people and who are in permanent contact with the concerns of the public, (iii) Inspectors of police in the quarters/communes who are in daily contact with the public, which could be a tangible support in the area of crime prevention affecting directly the trust of the public in the police, (iv) Police who will be responsible to work in the awareness education programme in the schools, etc.

Police PR and PA on Crime prevention and weapons collection

Major Responsible Bodies	Indicative Milestones
	Support to Police PR and Image
PMU →	Review police PR situation at central and local police levels
PMU →	Identify and agree on entry points and intervention areas
PMU →	Prepare an overall assistance plan for improving police PR and image
PMU →	Identify urgent actions needed for police PR offices and police image (desk services)
PMU →	Implement plan by reflecting also findings of the PPA&CSS
	Public Awareness on Crime Prevention and Weapons Collection
PMU →	Develop a strategy on PAI for weapons collection
PMU →	Launch the PAI strategy to precede weapons collection field action
International UNV, PMU →	Identify, in consultation with local stakeholders, additional PAI themes for crime prevention and community mobilization
PMU →	Publicize sufficiently findings of PPA&CSS and proposed remedial actions
PMU →	Publicize sufficiently police achievements on weapons collection and “successes” on crime prevention

Awareness Education – Sub-Component #1.3.1.
The programme will initiate in-school education programmes, involving police officers with the aim to initially have an impact on weapons surrender, but in the mid-term shift the focus to wider and practical concerns on safety and security.

The vehicle for achieving this component will be initially the existing SALWC structures and the local NGOs. Representatives of NGOs and SALWC staff will have meetings with the local authorities including the Director of Education and Director of Police in the Prefecture. They will discuss the nature of programs of awareness education in the schools.

While the initial introduction of this education programmes in schools will be made through local NGOs in collaboration with teachers, the Directorate of Police will be tasked to appoint a police officer to cooperate and follow the NGO in the training in schools in a later stage or if deemed appropriate since the beginning. Another solution could be for different police officers to accompany the NGO when the training is done in the school that falls within his/her area of jurisdiction. Based on the availability of police staff there may be a police officer for some schools or a police officer for the respective schools in the geographical area that he/she has to cover.

The education programme will be divided in three categories considering the problems of the respective age groups (except the weapons collection issues):

6 – 10 years (traffic rules);
10 – 15 years (drug problems) and
15 – 18 years (drugs, prostitution and human trafficking problems).

Once established and running, the system will be gradually handed over to the police and the education structures.

Police awareness education

Major Responsible Bodies	Indicative Milestones
PMU →	Launch PAI campaign on weapons collection
	↓
PMU →	Identify, in consultation with local police and education department, schools and entry points for piloting education awareness on weapons collection
	↓
PMU →	Draft TORs for education awareness in schools
	↓
PMU →	Identify and select NGO
	↓
NGO →	Start implementation of awareness programmes on small arms (pilot)
PMU →	Identify local police officers as focal points for each school
	↓
NGO, PMU →	Develop further curricula to introduce other security and safety concerns in schools
	↓
NGO →	Implement these curricula
	↓
NGO, PMU →	Evaluate the work and finalize awareness education curricula in consultation with local police and education departments
	↓
NGO, PMU →	Establish a mechanism for handing over the process to local police and education departments

Media Prize – Sub-Component #1.3.2.

It is widely recognized that media could have a positive but also potentially a powerful damaging role in shaping the image of the police. Generally, the Albanian media is more inclined to “scoops” and reporting negative aspects of performance of institutions, including the police, being highly critical and nihilistic in their reporting. This is often not only misleading, but it also has a great influence in damaging the confidence and trust the public has in its institutions and demotivates any desire for cooperation and support. In order to help reverse this trend, the programme proposes to launch an annual media contest/prize for the best two investigative stories on policing.

This competition will be based on clear and simple selection criteria and a transparent appraisal process. In this function, a special Awarding Committee, composed of well-known personalities from different social fields, would be established and review the process. It will be a responsibility of this Committee to also award the prizes.

Since this component needs to impact all media, not only the powerful ones of the capital city, the programme intends to award local and national prizes in two annual contests. Therefore, there will be one prize per prefecture and a national prize in each annual contest

The competition objective will be not to award prizes, but to mobilize a large number of media journalists and encourage them to think differently and positively in a way that is beneficial to the police and the community. The contest will be sufficiently publicized and explained in advance and will involve all written and electronic media, in order to target and mobilize national capacities, not only those existing in the programme areas.

Major Responsible Bodies	Indicative Milestones
PMU →	Make a desk review/survey of media perception to police operations
	↓
PMU →	Draft TORs for media competition on police stories
	↓
PMU →	Identify issues to be addressed in consultation with media and police PR officers (five seminars)
	↓
PMU →	Identify and establish Award Committees composed of well-known personalities
	↓
PMU →	Publicize clearly and sufficiently criteria for media competition
	↓
PMU →	Launch competition #1
	↓
PMU →	Organize First Media Prize Award ceremony
	↓
PMU →	Receive and reflect feedback in preparing for second round of competition
	↓
PMU →	Launch competition #2
	↓
PMU →	Organize Second Media Prize Award ceremony
	↓
PMU →	Analyze results and assess impact of competition on media behavior (report/workshop)

Community Safety and Security – COMPONENT #2

Support to Weapons Collection – Sub-Component #2.1.
The SSSR programme will re-start its support for weapons collection activities, based on the newly approved Amnesty Law. This support, associated with awarded development activities will be gradually phased out in the beginning of 2004. Programme support will be provided to the Weapons Collection Units of the Police to undertake their activities in a more efficient manner. Also, the programme will assist in the organization of specific training on the new tasks based on the previous experience in dealing with practical issues in the field such as community approach, weapons safe handling, recording, storage, etc.

The programme will support securing essential equipment to strengthen the Weapons Collection Units in selected areas where the weapons problem is most severe. It will also support capacity building and institutional strengthening for the government Weapons Collection Units. Technical support will be provided together with assistance to orientate these units towards more community-oriented approaches and to increase the awareness levels of all stakeholders in weapons surrender.

Based on the lessons learned from UNDP's previous experience in the Gramsh Pilot Project, the WED project and during the first phase of the SALWC project, the process of linking weapons collection, public awareness and development activities will continue in selected areas. Furthermore, the programme will establish linkages with awareness education in schools and community problem solving groups.

The Project will award small-scale community based development projects as an incentive to communities to participate in weapons collection activities.

The Project will support weapons collection activities through the award of small-scale development projects to communities not only on the basis of competition with respect to number of weapons collected, as during the first phase, but also on the basis of how well the communities establish and operate problem solving leadership groups for the identification and selection of development projects that are priority. These awards are expected to be made through at least two rounds of competition during 2003.

The current project budget allows for the implementation of development projects of a total value of $600,000. In order to allow for a sufficient number of development projects to be made available for competition, the value of each individual development project will be limited to $30,000 for commune or municipality, and $15,000 for the village or quarter level.

The competition and development implementation cycles consists of the following periods:

- weapons collection activities with massive PAI campaign (by established Co-structures)
- analysis of results (by Co-structures)
- decision for communities to be awarded (proposed by Co-structures, decided by Project)
- community problem solving groups training in the awarded communities
- proposal of the communities for the development project to be implemented (by established CPSGs)
- approval of UNPD for the proposed development project
- signing of a MoA by UNDP and community for responsibilities in implementing and maintaining the development project
- implementation of the development project
- hand-over of the implemented development project to the community

During the first four to six months of 2004, while the project may continue to support weapons collection activities (depending on funding), community policing pilot projects will be identified in selected municipalities in each prefecture. During the remainder of 2004 the programme will expand its community-policing component in other areas, which will be identified in cooperation with Police Authorities. The programme will continue to monitor the number of weapons collected on a regular basis, but will no longer provide the direct support in terms of development projects to weapons collection activities. The community-policing component

should be associated with logistic support provided to police structures involved and development projects (not necessarily infrastructure) will be awarded to communities where cooperation and support for community-policing activities is the strongest. Consequently, there would be another linkage between community policing, logistic support provided to police, development projects award and awareness education activities during the implementation of the project. This gradual phasing out of direct support to weapons collection would form the basis for the changeover to community policing and community problem solving leadership activities.

Legal Support for Law Enforcement – Sub-Component #2.1.1.

As in the past through SALWC, the Programme will provide support for shaping appropriate legislation in the area of small arms. Anticipating the expiration of the Amnesty Law in effect until 4 August 2002, the SALWC has been very active in reviewing legal alternatives and approaches in dealing with still considerable amounts of illegally held weapons in the country.

In cooperation with the MoPO and its legal unit, the SALWC has provided recommendations to the then-government on approaches after the post 4 August period as well as in drafting and finalizing the current new Amnesty Law, which is expected to enter into force shortly.

Although the current Amnesty Law provides for extension of voluntary surrender for two additional years, it is recognized that legislation action to address the situation following the expiration of the Law needs to be undertaken beforehand, in order to ensure enforcement. It is also expected that while the programme would enable the environment for such support, the BCPR would be expected to help through technical assistance in formulating appropriate legislation.

Weapons collection

Major Responsible Bodies	Indicative Milestones
PMU →	Re-establish contacts with local co-structures in the programme areas
PMU →	Develop a PAI strategy on weapons collection including criteria for development projects awards
PMU →	Review new staructure of the Weapons Collection Units and identify entry points for support
PMU →	Help Weapons Collection Units to draft weapons collection workplans
PMU →	Launch PAI strategy on weapons collection
PMU →	Identify with local co-structures communities to be targeted by weapons collection competition
PMU, NGO →	Help identify and establish CPSGs in these communities
PMU →	Announce to CPSGs criteria for weapons collection development activities
PMU, NGO →	Consult with co-structures and CPSGs on selection of priorities
PMU →	Awards for first competition round take place
PMU →	Review PAI to incorporate additional elements on crime prevention
PMU, NGO →	Launch new PAI strategy for second weapons collection round (detailed sequence as for first round)
	Awards for second first competition round take place
PMU, Legal consultant →	Identify and support development of appropriate legislation for small arms use
PMU →	Assist police in developing long term plan for WC

Support Regional Police to Develop Strategic Planning – Sub-Component #2.2.

From preliminary contacts with the local police during the fact finding mission for the formulation of this programme, it was noted that there is inadequate or lack of (strategic) planning at the level of the local police. Their operations are often driven by daily problems and/or instructions, without a clear strategic objective in any given area. In order to address this issue, benefiting from the established cooperation relationships established in the field by SALWC, the programme would consider the following aspects:

- Identify the planning capacities of the local police in a given area
- Identify factors and grounds why a planning approach is not applied or applied appropriately
- Advocate the importance of setting targets and developing an action plan in cooperation with the community the police serves
- Consult with the local police, especially with the structures in charge of weapons collection and the respective co-structures about enhancing the transparency and communication in planning for weapons collection operations
- Encourage the police to draft a comprehensive action plan and targets (based on estimation and indications) on the weapons collection approach and their expected number in any given area
- Decide on a transparent mechanism for monitoring the implementation of this action plan and receiving feedback.
- Introduce later additional community security concern around which a problem solving action plan could be drafted jointly by the police and community.
- Extend this experience to a number of community concerns
- Ensure that any police strategic planning coordinates with the community "problem agenda" as being defined in the Community Problem Solving Groups component
- Identify possible support from the programme in achieving specific activities set up in the police action plan

This component will require prior agreement and support from the State Police officials as well as international technical assistance in identifying and starting up the process. The field work in selected police stations, most likely the same ones targeted by the community policing component, will be carried out by a local NGO, who will also monitor the implementation and the level of completion of each agreed strategic plan.

Police Strategic Planning

Major Responsible Bodies	Indicative Milestones
International Consultant →	Concept development for police strategic planning and requirements
International Consultant, PMU →	Consultation and agreement with central and local police on needs for strategic planning
	↓
NGO, PMU →	Identify planning capacities and shortcomings of local police units targeted by the community policing component
	↓
NGO, PMU →	Draft strategic plans for local police
	↓
PMU →	Identify possible support to implementation of these strategic plans
	↓
PMU →	Help establishing monitoring mechanisms for strategic plan implementation (training)
	↓
NGO, PMU →	Review/assess level of completion of strategic plans and provide recommendations

Support to Weapons Registration/Management – Sub-Component #2.3.

Currently the Ministry of Public Order has a Weapons Registration and Control Department reporting to the General Director of the State Police. All weapons in the custody of the Ministry of Public Order, including hunting weapons, are registered in this department on a paper-based hand-written system that is centralized at the MoPO.

The Programme will identify and support, in coordination with EU (PAMECA), OSCE and ICITAP police programmes on information technology, a weapons registration/control component, piloted at the Ministry of Public Order/General Directorate of Police and then extended to a regional police directorate where deemed feasible.

In coordination with OSCE, ICITAP and PAMECA IT experts, the Project will ensure that the database weapons registration/control program supported by the project will be part of a comprehensive nationwide communication system. Once the program will be considered acceptable, the project will support the Ministry of Public Order/General Directorate of Police with the necessary equipment for the installation and full testing of the database program.

Once all the information is entered, the database weapons registration/control program will be tested as a part of the comprehensive nationwide communication system implemented by PAMECA and ICITAP within MoPO.

The implementation of the pilot database program at MoPO and a Police Directorate will be completed within 2003. The feasibility of a possible extension of the database weapons registration/control system will be assessed by the Programme in coordination with other international partners working with MoPO in the field of Information Technology.

The final aim of the programme is to provide a fully operational system linking through a network of all twelve prefectures the information and tracking procedures for all (non-military) small arms in circulation in the country.

Weapons Control/Management

Major Responsible Bodies	Indicative Milestones
PMU →	Review/assess situation at MPO/GDP in consultation with other police partners for establishing a database for weapons management
PMU →	Identify needs and requirements for testing a weapons management system at central level
PMU →	Purchase equipment needed
PMU →	Installation of equipment for pilot testing
PMU →	Provide training for use of equipment
PMU →	Evaluate pilot and agree on further approach with other stakeholders
PMU →	Assess needs for pilot replication and full extension to twelve prefectures
PMU →	Purchase equipment needed for full scale
PMU →	Provide training for use of equipment
PMU →	Implement full scale weapons management system and evaluate its operation
PMU →	Hand over to MPO/GDP for further use and integration into wider management system in place

Linkages to Human Security Assistance Framework of UNDP Country Office – Sub-Component #2.4.

The new programme is expected to contribute to and benefit from other initiatives undertaken in the human security assistance framework of UNDP, such as the Early Warning, the Mine Action, Disaster Management and Preparedness, the development of a local Human Security Practice Area, etc. This part of the SSSR programme is seen as a linkage between the programme and the overall CO efforts in developing and operationalizing the Human Security assistance framework agenda.

The UNDP Country Office, after the start up of a number of human security-related programmes in 2002 and the advancement of a human security concept as a different angle for viewing sustainable human development, is currently embarking on a process of integration and holistic approach to the human security issue. The SSSR programme is part of this Human Security framework, together with the other initiatives related to the promotion of personal, community, political and environmental security.

Therefore, the SSSR programme is not to be seen detached from the overall efforts of the CO in developing a human security concept, identifying relevant indicators and root causes which affect human security, providing recommendations on how to efficiently address these issues, identify mechanisms for monitoring the trends of those indicators, the impact of programmes/projects over these trends and all this would be seen in its linkages and contribution to human development and the support for the attainment of the Millennium Development Goals.

As such, this component will not serve the SSSR programme needs alone. The SSSR programme is expected to have its voice in structuring and making operational the support of the Human Security cluster portfolio to country policy development.

The following list of actions is not exhaustive, but attempts to give an outline of basic required activities:

- Contribute to identifying and establishing a set of indicators on personal and community security, which can be explored either by the SSSR programme or in cooperation with other initiatives.
- In coordination with other programmes and projects, and the UNDP Data Collection and Research Unit identify mechanisms and respective role in monitoring these indicators.
- Identify ways on how to influence in promoting greater security through integrated approaches.
- Contribute to establishing a network discussion on Human Security Practice Area, by bringing about discussion and research pertaining to local, national and international security issues.
- Align with the corporate regional discussions on defining and operationalizing human security, as it refers to the suggested framework prepared by the UNDP Regional Support Center in Bratislava
- Identify linkages and potential contribution in promoting the MDGs at the local level through assistance and advocacy provided to the security sector.

Linkages to HS area

Major Responsible Bodies	Indicative Milestones
PMU, International UNV →	Consultation with CO on identification of Human Security impact indicators, which can be monitored by the programme
	↓
PMU, International UNV →	Identification of linkages between the programme and the Millennium Development Goals
	↓
PMU, International UNV →	Identification of linkages and possible synergies between the programme and other ongoing UNDP activities
	↓
PMU →	Programme staff capacity building through participation in human security networked discussion forums (Human Security Practice Area)
	↓
PMU →	Elaboration of a set of indicators to be monitored by the programme
	↓
NGO →	Baseline survey to assess the indicators level in the programme areas
	↓
PMU →	Reflect survey feedback to all components of the programme
	↓
NGO →	Periodical monitoring
	↓
NGO →	Final survey measuring impact of programme on human security and MDGs

Additional Required Operational Costs

In order to achieve the above sequence of activities and ensure appropriate support for programme extension until early 2005, additional costs covering programme management, human resources and operations are required. The most accurate estimation is presented in the table below broken down into major categories

REQUIREMENTS	**BUDGET**
International Project Management – extension	250,600
National Support Staff – extension	74,770
Duty Travel and Mission Costs	63,000
National Professional Staff – extension	139,469
Other Operational Costs	46,047
Sub-Total	**573,886**
Execution Fees	177,525
TOTAL	**751,411**

Final Workshop on SSSR Programme Performance and Impact

Towards the end of the programme, planned initially for November 2004, a wrap-up workshop to review the impact of the programme will be organized at the national level. The main objective of this workshop will be to take stock of programme contributions in the community security and safety area, the improvement of police performance and the analysis of various indicators related to such security issues. The main target groups of this review will be the national and regional police, the local authorities and the community representatives from the programme area and beyond. Among potential participants will be representatives of the civil society as well as the international development partners.

The workshop will review various elements pertaining to domestic security and the way issues are addressed at local and national level, including but not limited to the following:

- The situation of small arms proliferation and the long-term strategy and in addressing this issue
- The effects of introducing community policing elements in the police operational and management approaches and the eventuality of generalizing and applying such approaches nation-wide
- The importance of community participation and promotion of participatory approaches in domestic/local security related issues
- The programme impact and the need for behavioral changes and enhanced cooperation between media and police
- The need for institutionalizing police awareness programmes in education curricula and the respective roles and responsibilities of various stakeholders
- The overall impact of the programme in preventing crime, promoting transparency of police operations and greater trust from the communities towards police institutions
- A set of recommendations on the way forward and the necessary changes to be undertaken for following up the democratic policing process, etc.

In short, this forum is expected to influence the police strategic vision in dealing with daily public order issues and the role of various societal groups in enhancing security and safety. The workshop results will be sufficiently publicized and echoed by the programme PR component in cooperation with police specialized departments and local authorities, in order to reach and make aware at a greatest extent police ranks as well as ordinary community individuals.

PART III - RESULTS FRAMEWORK

A. General Project Information

Project No. & Title	ALB/01/003 Support to Security Sector Reform (SSSR)
Project SRF Code	G5-SGN2-SASN2: Strengthened public security, civil protection and policing in the context of overall initiatives for security sector reform
Proj Development Objective	1) Participatory partnership between communities and police established in programme areas. 2) Community-based policing curricula and approaches for country-wide use developed. 3) Applicable models on police services education programmes developed. 4) Confidence in institutions increased and criminality and disorder in targeted communities reduced. 5) Improved and more accountable police services provided to the community in a transparent manner. 6) Effective information system for small arms control in place by end 2003.
Project-MDG Linkages	G1 Poverty, G2 Education, G3 Gender, G7 Environment
Gender Linkages	UNIFEM supported activities included to SALWC project in order to promote females and their role in the weapons culture issues. Training courses for women organized.
Information, Advocacy, ICT Linkages	Data-based pilot project for weapons registration and control implemented covering the MoPO level and possible extension covering the Police Commissariat level implemented according to the separate decision. SALWC web pages updated.
Project Partnership Strategy	The project will operate in partnership with the MoPO, MoD and MoLG and will establish co-structures in each area of intervention to implement the project objectives. The project will also operate in partnership with NGOs, particularly in the area of dissemination of information and to raise the awareness of the population with respect to the current amnesty, the effect of the new law and the consequences of the possession of illegal weapons.
Project Resource Mobilization Targets	By the end of Second Quarter of 2003 all the RM activities for the foreseen lifespan of the project in its current configuration should be completed. The overall RM target is $2,700,000 of additional funds. Regular information on project progress and impact provided to donors.

B. Project Outcomes and Outcome Indicators

Project Outcome #	Project Outcome Indicator	Progress Against Outcome
Outcome 1: To establish a partnership and cooperation relation between communities and police structures, by promoting and building	• GoA and UNDP use national strategies of community policing to mobilize external	

Project Outcome #	Project Outcome Indicator	Progress Against Outcome
mutual trust	resources to address priority issues by mid-2003	
	• Increased capacity of police to organize safety and security related awareness education in schools also by providing necessary material and equipment besides the training.	
	• The criteria and strategy of implementing development projects in the context of Community Policing defined and agreed by all stakeholders by the 1st quarter of 2003.	
	• Use the set-up criteria for implementing development projects awarded within the context of Community Policing in 2004.	
Outcome 2: To raise public awareness of SALW impact and mobilize populations to respond to small arms government programmes.	• Public awareness developed through SALWC project on methodology, means and benefits of small weapons collection and control, using among others also the PAI structure of MoPO, brings positive and measurable results, which are captured through socio-economic and impact surveys and fed back to the broad public.	
	• Small-scale community based projects identified and implemented in all target areas and closely linked with collection and awareness raising by the end of 2003.	
Outcome 3: To strengthen the performance, transparency and the self-assessment capacities of the police as a public service provider	• National Strategy for Community Policing identified in close co-operation with GoA, donors and other International Organizations and later modified on the basis of Police Performance Study, tested in 2003 through pilot projects and approved by the end of 2003.	
	• Strategic planning capacity of senior level	

Project Outcome #	Project Outcome Indicator	Progress Against Outcome
	police officer increased trough courses by the end of 2004.	
Outcome 4: To build national capacities for improved small arms management and strategic planning for reducing small arms proliferation	• National strategy for small arms and light weapons control approved by end 2003 and used by GoA and donors as main strategic tool in this field.	
	• GoA and UNDP use national strategies of weapons control to mobilize external resources to address priority issues by mid-2003	
	• Effective information system for small arms control in place by end 2003.	
	• Strategic plans for regional cooperation in place by the end of 2004.	
	• Legislation related to small arms control drafted and approved after August 2002 (Amnesty Law).	
	• Needs for amending other weapons related legislation assessed and necessary recommendations provided in close co-operation with GoA and other international organizations by mid 2004.	
	• Pilot database for registration and tracking of small arms and light weapons in place by mid-2003	
	• Effective central information system for small arms control in place by end 2003	
	• Guidelines for replication of SALWC approaches developed by the end of 2004.	

C. Project Outputs

Project Output #	Indicators	Status of Achievement of Indicators
Output 1.1: Participatory partnership component between communities and police implemented in programme areas	• Areas defined and agreed for implementation of CP activities	
	• Participatory partnership between communities and police established in programme areas.	
	• Community-based policing curricula and approaches for country-wide use developed.	
	• Applicable models on police services education programmes developed.	
	• Confidence in institutions increased and criminality and disorder in targeted communities reduced.	
	• Improved and more accountable police services provided to the community in a transparent manner.	
	• Community Problem Solving and Leadership training piloted in 2003 and organized by the end of 2004.	
Output 1.2: Priority small-scale community investments identified and implemented in selected municipalities and communes in the target areas.	• Small-scale community based projects awarded in 2002 implemented and handed over.	
	• RM actions completed successfully covering the requirement of the remaining lifespan of the project	
	• Proposals for awards and other requested information received from co-structure.	
	• Small-scale community based projects awarded in 2003 implemented and handed	

Project Output #	Indicators	Status of Achievement of Indicators
	over in the context of weapons collection.	
	• Small-scale community based projects awarded in 2003 and 2004 implemented and handed over in the context of community policing.	
Output 2.1: Capacity building of NGOs for public awareness raising and campaign management	• Based on Training Needs Assessment for participation in the National SALW collection awareness strategy, training courses organized for potential civil society partners and training materials developed.	
	• All training materials, materials for public awareness and advocacy and guidelines for undertaking public awareness campaigns placed on project web site.	
	• National and/or local NGOs contracted and trained for planning and implementing gender and school related training and education in the target areas.	
Output 2.2: Nationwide public awareness campaign implemented	• PAI campaign planned and adapted to the new framework of the project	
	• PAI material produced and distributed covering mainly the areas of intervention but partly other areas too.	
	• Implementation of National SALW collection awareness strategy also through contracting of civil society partners when necessary	
	• Effectiveness of public awareness activities proven through evaluation of results.	
	• Gender focused courses for improving the professional skills of females and their awareness of SALW dangers planned and implemented by local and/or national NGOs in target prefectures.	

Project Output #	Indicators	Status of Achievement of Indicators
	• In-school education of safety and security related issues together with police authorities piloted in 2003 and implemented in 2003-2004 by contracted NGO(s) in target areas.	
	• Media attraction raised for supporting both weapons collection and community policing aims of the project by awarding media prizes to the most constructive media involvement.	
	• Capable Public Information structures of the police, strengthened by training, material and other support organized by the project for implementing effective PAI campaigns in the field.	
Output 3.1: Strengthened information base for improved development and planning	• Relevant data on socio-economic and other impacts of small arms and light weapons collected through police, health services, statistical organizations, etc.	
	• Data analyzed and mapped to inform policy approaches and operational priority setting by the MoPO, donors and NGOs.	
	• Police Performance Survey and Customer Satisfaction Study undertaken and results available for developing the Community Policing component of the project by 3rd Quarter of 2003.	
Output 4.1: Informed and targeted Government strategy to guide all programmes on small arms control, reduction and disposal	• Legislative review relating to small arms and light weapons control with project support.	
	• Legislation related to small arms control drafted and approved after Aug 2002	
	• Comprehensive medium-term National Strategy for Small Arms and Light Weapons Control developed through project support	
	• Website established for the National Strategy	

Project Output #	Indicators	Status of Achievement of Indicators
	for SALW Control within the government and relevant officers trained in its management.	
	• Development by government of regional cooperation information sharing and identification of regional best practices, with project support. Initial for discussion defined and given to GoA.	
	• Pilot database project for registration and tracking of small arms and light weapons developed in close co-operation with GoA, ICITAP, OSCE and PAMECA and in place in 2003.	
Output 4.2: Strong institutions capable of carrying out a national strategy for small arms control and reduction and community policing	• Government of Albania approved the revised approach and implementation strategy of SALWC project for the remaining lifespan of the project. (National Steering Committee/Tripartite meeting organized)	
	• Co-structure, authorized by GoA, re-established and operational for SALW activities	
	• Weapons Collection structure re-established in MoPO's organization. Needs to be reconstituted and possible training needs identified.	
	• Depending on the Community policy approach developed by UNDP selected members of the GoA Weapons Collection Team (several from each district) trained in community policing approaches.	
	• Strong and close co-operational relations within international community in Albania for effective coordination especially in the sectors of community policing and weapons control.	
	• Senior Police Officers involved in the collection	

Project Output #	Indicators	Status of Achievement of Indicators
	process, trained in strategic level planning and management.	
	• Public Information structure of the police strengthened by necessary training, material and equipment.	
	• Essential equipment provided to support weapons collection and community policing in selected areas.	
	• Donors attraction on the project increased	
Output 4.3: Functional and accountable system for GoA data collection and management to register and track weapons and ammunition collected/destroyed.	• Pilot database project established for tracking weapons and ammunition collected, destroyed/secured.	
	• Trained personnel for the collection and compilation of data at the district and Prefecture levels.	
	• Recommendations for further actions in finalizing the data-based weapons control system given to GoA	
Output 4.4: Clear guidelines for replication and institutionalizing the SALWC approach	• Legislative recommendations given to the GoA (based on the Regional Workshop on SALW related issues)	
	• Recommendations for the overall SALWC related actions and strategies as a part of project exit strategy given to the GoA (NSC)	
	• Based on separate decision of UNDP and GoA, the guidelines and common strategy for replication of SALWC related UNDP project (new project or continuous of current) defined.	

PART IV - MANAGEMENT ARRANGEMENTS

Project Area

Unless compelling reasons dictate otherwise, the implementation of the project will continue in the same five prefectures of intervention Tirana, Kukes, Shkodra, Lezha and Vlora. These areas had been initially designated as those where the proliferation of weapons among the population was the greatest and where the presence of weapons generated the most instability and security issues. Also, during the implementation of the first phase, the SALWC project established an excellent reputation as well as regional offices with staff in each of the prefectures and built valuable alliances through the establishment of co-structures with the local authorities and local police. The intent of this project is to build on these alliances and structures to develop and implement the new community based activities. Depending on available funding, possible other areas may be included, however this will be decided on a case-by-case basis.

Execution Modality

The project will continue being implemented by UNDP under the DEX (Direct Execution) modality. The project implementation unit has significant experience with DEX procedures and will benefit from the experience.

Project Structure

The Project Management Unit (PMU) in the Project Office, responsible for all project activities from planning to implementation, is under the responsibility of an international Project Manager, supported by an international Deputy Project Manager and local staff in the areas of Public Awareness and Information, Weapons Technical Expertise, Development Engineering, as well as administrative and finance staff and representatives in each of the prefectures of intervention. The PMU operates under the direct supervision of the UNDP Resident Representative in Tirana and the general guidance of the NSC. By extending the range of activities as evolving from SALWC to SSSR, the PMU and its field offices would require some additional staff, mainly national, who would cover in more detail issues of community development, public awareness, MDG focal points, human security research and survey, etc.

Central Structures

The central management structures of the programme will build upon the management arrangements established for SALWC implementation. A National Steering Committee will be established as the principal interlocutor of the Government on issues regarding overall implementation strategy and policy. The NSC will convene regularly every quarter to review the progress and provide advice on implementation as well. Currently the NSC is chaired by the Deputy Prime Minister, as the Head of the Central Commission on Weapons Collection, however, given the focus of the new programme the chairmanship could be delegated or given to the Minister of Public Order. The proposed composition of the NSC would be the following:

Minister of Public Order – Chair
Minister of Justice – Deputy Chair
Minister of Local Government
Minister of Defence
Minister of Education

As previously experienced, the programme will be requiring a more often available counterpart, which can be achieved by the re-establishment of a government Working Group composed of representatives of relevant institutions. The purpose of this group is for the programme to have a day-to-day interlocutor in the Government through a representative of each of the cooperating ministries and to facilitate the resolution of issues at the level of the

Government and the NSC as and when required. The proposed composition of the Working Group would be:

Representative of Ministry of Public Order/General Directorate of Police
Representative of Ministry of Justice
Representative of Ministry of Local Government
Representative of Ministry of Defense
Representative of Ministry of Education

Local Structures

At the local level, the structures collaborating with the programme will follow the same logic and experience of SALWC. Building upon this experience and the existence of local level structures in charge of weapons collection as stipulated by law, the programme proposes the following setting of management arrangements:

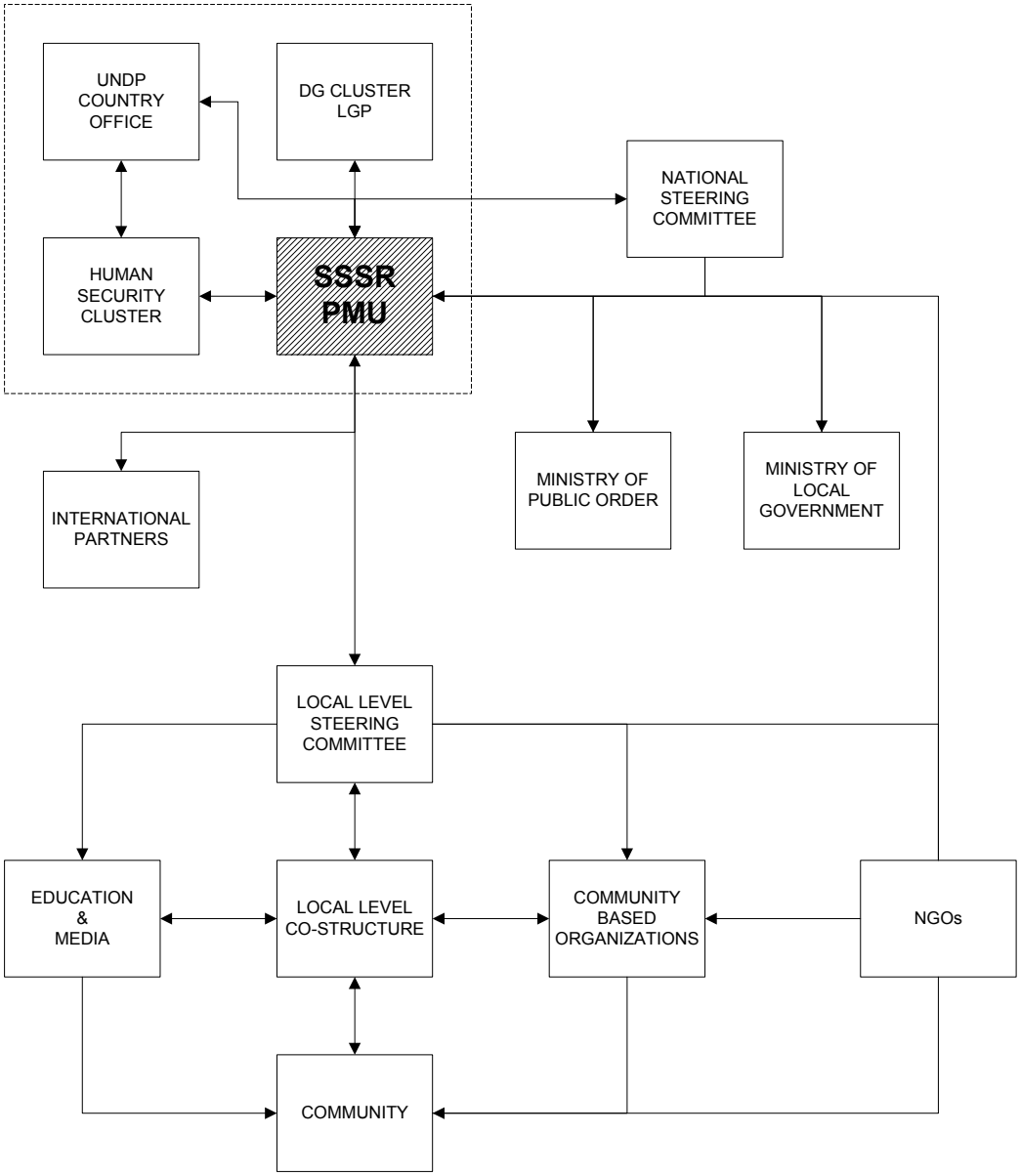
Local Steering Committee at regional level

Prefect - Chair
Head of Regional Council – Deputy Chair
Director of Police Prefecture
Mayors (of all municipalities)
Commanders of military bases
Director of Education Directorate

Working Groups – Co-structures – at local level

Regional Level	District level	Quarter/village level
Head of Emergency Office	Mayor/Head of Commune	Head of Quarter/Village
Representative of Regional Council	Inspector of Public Order	Inspector of Public Order
Representative of Police Directorate	Representative of CBOs	Representative from the Commune
	Teacher(s)	Teacher(s)

The following is an approximate representation of the management arrangements and their relationships at different levels:



Partnerships

Partnerships have been established with local NGOs in some of the prefectures of intervention, particularly in the areas dissemination of public awareness and information related to weapons surrender and award of development projects on competitive basis as well as in the implementation of women's activities related to professional training. The project intends to establish further partnerships during the second phase of implementation of the project.

PART V - PROJECT REVIEW, MONITORING AND EVALUATION

At the initiation of the project, the management will prepare a results framework based on performance and impact indicators. The results framework will be updated on an annual basis and will be submitted with the annual work plan. The project will maintain a database of the results indicators and will prepare quarterly and annual progress reports.

The project will be subjected to quarterly reviews, using the progress reports as the basis for discussions. The quarterly reviews will consider the quarterly work plans as well. The project will also be subject to an annual Tripartite Review Meeting to be conducted towards the end of the each year. Resources have been provided in the project for participatory evaluation of the project activities, specifically for identifying the impact of the project's approach on sustainable human development.

Finally, the project will be subject to management and finance audit on an annual basis. Such audits will be based on compliance, performance, relevance and results in relation to the project document, annual and quarterly work plans, TPR meetings and UNDP policies and procedures. This will be done to ensure transparent and accountable use of resources.

PART VI - LEGAL FRAMEWORK

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Albania and United Nations Development Programme, signed by the parties on 17 June 1991. The host country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the Government co-operating agent described in that Agreement.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the project document have no objections to the proposed changes:

a. Revisions in, or addition of, any of the annexes of the project document.

b. Revisions, which do not involve significant changes in the immediate objectives, outputs or activities of a project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation.

c. Mandatory annual revisions that re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.

PART VII - CONSTRAINTS AND RISKS

The programme is focusing on a sensitive issue and has many ambitious objectives, which require commitment and comprehensiveness as well as coordination from a number of stakeholders, from the political level down to local communities. In addition, the programme requires substantial resources to achieve its objectives as planned. Therefore, among possible factors, which are not under direct programme control may be the following:

- Lack of support by central and local government
- Insufficient funds for development incentives
- Lack of experience by both police and communities in community-policing principles/activities

- Lack of community involvement in decision making process
- Lack of public confidence in police
- Inappropriate security level in some areas, which is low and not conducive to experimentation in this new field
- Poor infrastructure/equipment creates obstacles for police to reach communities
- Risk of overlapping initiatives and confusion in the police in receiving appropriate and effective assistance, etc.

PART VIII - BUDGET

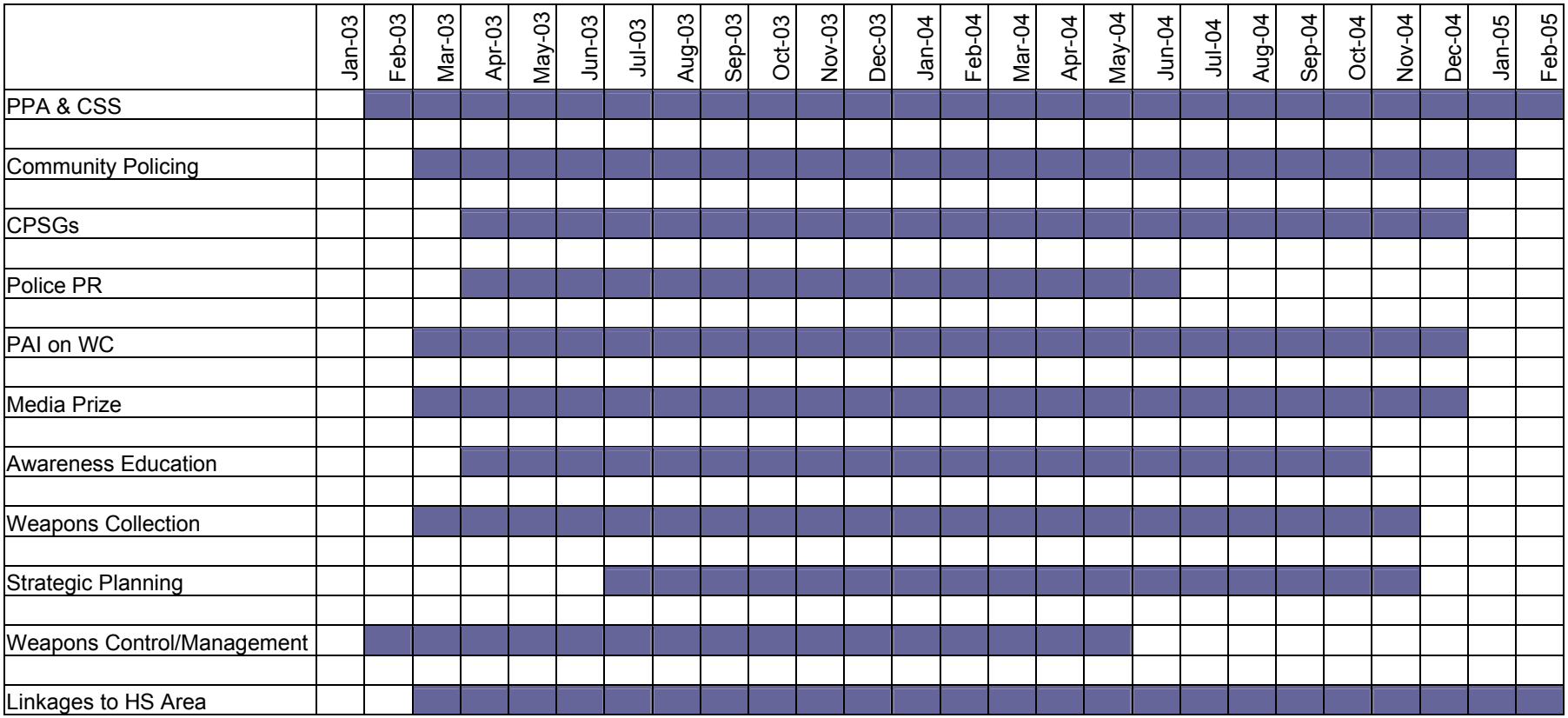
SBLN	Expenditure	TOTAL COST	2001	2002	2003	2004	2005
10	**PERSONNEL**						
11	*International Staff*						
11.01	International Project Manager	469,798		133,598	154,200	156,000	26,000
11.03	International Weapons Technical Representative	318,057	18,044	112,813	124,800	62,400	
11.51	International Consultant on Police Planning	20,000				20,000	
11.52	International Consultant on Police Assessment	30,000			30,000		
11.53	International Consultant Community Policing	50,000			10,000	40,000	
11.99	**Line Total**	**887,855**	**18,044**	**246,411**	**319,000**	**278,400**	**26,000**
13	*Administrative Support*						
13.01	Admin/Assistant	31,093		8,397	10,390	10,548	1,758
13.02	Finance Assistant	30,822		8,126	10,390	10,548	1,758
13.03	Driver #1Tirana	24,353		7,115	7,956	7,956	1,326
13.04	Driver #2 Tirana	24,426		7,188	7,956	7,956	1,326
13.05	Driver #3 Shkodra	16,636		4,062	5,616	5,964	994
13.06	Driver #4 Vlora	16,911		4,337	5,616	5,964	994
13.07	Driver #5 Lezha	17,005		4,431	5,616	5,964	994
13.08	Driver #6 Kukes	16,299		3,725	5,616	5,964	994
13.09	National Support Staff	12,723		3,273	4,200	4,500	750
13.1	Driver #3 Tirana	7,920			2,640	5,280	
13.99	**Line Total**	**198,188**	**0**	**50,654**	**65,996**	**70,644**	**10,894**
14	*UN Volunteers*						
14.01	International UNV Community Development	54,000			24,000	30,000	
14.02	International UNV ICTD	7,700			3,000	4000	700
14.99	**Line Total**	**61,700**	**0**	**0**	**27,000**	**34,000**	**700**
15	*Monitoring and Evaluation*						
15.01	Duty Travel	101,053		25,053	36,000	36,000	4,000
15.99	**Line Total**	**101,053**	**0**	**25,053**	**36,000**	**36,000**	**4,000**

16	*Mission Costs*						
16.01	Mission Costs	25,000			15,000	10,000	
16.99	**Line Total**	**25,000**	**0**	**0**	**15,000**	**10,000**	**0**
17	*National Staff*						
17.01	Nat. Public Awareness Officer	42,438		10,910	14,490	14,604	2,434
17.02	National Development Engineer	43,122		11,594	14,490	14,604	2,434
17.03	Nat'l Technical Security Officer	44,269		11,581	15,650	14,604	2,434
17.06	Field Coordinator 1 Shkodra	30,513		7,495	10,236	11,076	1,706
17.07	Field Coordinator 2 Vlora	31,123		6,145	11,076	11,916	1,986
17.08	Field PAI Officer 1 Shkodra	4,500		4,500			
17.09	Field PAI Officer 2 Vlora	4,799		4,799			
17.1	Regional Coordinator 1 Tirana	34,288		8,218	12,000	12,060	2,010
17.11	Regional Coordinator 2 Lezha	30,069		7,051	10,236	11,076	1,706
17.12	Regional Coordinator 3 Kukes	26,403		3,385	10,236	11,076	1,706
17.13	Assistant Development Engineer	25,416		2,700	10,800	11,916	
17.14	NSC Liaison Assistant	8,179		2,179	3,600	2400	
17.15	National Public Awareness Assistant	9,670			3,868	5,802	
17.16	National Consultant Surveys	7,736			3,868	3,868	
17.17	National Consultant Community Policing	7,736			3,868	3,868	
17.18	National Legal Consultant Community Policing	3,000				3,000	
17.19	National Legal Consultant Weapons Strategy	3,000				3,000	
17.99	**Line Total**	**356,261**	**0**	**80,557**	**124,418**	**134,870**	**16,416**
19	**TOTAL PERSONNEL**	**1,630,057**	**18,044**	**402,675**	**587,414**	**563,914**	**58,010**
20	**SUB-CONTRACTS**						
21	*Sub-Contracts 1*						
21.01	Public Awareness	158,015		46,015	80,000	32,000	
21.02	PAI NGO	20,952		11,952	9,000		
21.03	Office Rent (Tirana and Districts)	81,570		20,670	27,800	28,800	4,300
21.04	NGO Subcontract Police Surveys	60,000			30,000	30,000	
21.05	NGO Subcontract Community Policing + CPSG	110,000			50,000	60,000	
21.06	NGO Subcontract school awareness education	60,000			30,000	30,000	

21.07	NGO Subcontract Police Strategic Planning	50,000				50,000	
21.08	NGO Study Ex-Military Officers	25,000			25,000		
21.09	International NGO on Community Policing	50,000			40,000	10,000	
21.1	NGO HS Impact Surveys	20,000				20,000	
21.11	Gender Related Activities	80,000			20,000	60,000	
21.99	**Line Total**	**715,537**	**0**	**78,637**	**311,800**	**320,800**	**4,300**
22	*Sub-Contracts 2*						
22.01	Community SALW Development Projects	1,500,000		328,163	1,171,837		
22.02	Community Policing Grants	100,000				100,000	
22.03	Community Problem Solving Grants	500,000				500,000	
22.04	Police Image Grants	50,000			30,000	20,000	
22.99	**Line Total**	**2,150,000**	**0**	**328,163**	**1,201,837**	**620,000**	**0**
29	**TOTAL SUB-CONTRACTS**	**2,865,537**	**0**	**406,800**	**1,513,637**	**940,800**	**4,300**
30	**TRAINING**						
33.05	other training	0	0	0	0	0	0
33.06	Final National Workshop on Programme Impact	10,000				10,000	
33.07	Workshop on Police Survey	10,000			10,000		
33.09	Seminars on Media Competition (5)	10,000			10,000		
33.11	Training on SALWC database	20,000			20,000		
33.99	**Line Total**	**50,000**	**0**	**0**	**40,000**	**10,000**	**0**
39	**TOTAL TRAINING**	**50,000**	**0**	**0**	**40,000**	**10,000**	**0**
40	**EQUIPMENT**						
45.01	Office Supplies	32,480		6,480	12,000	12,000	2,000
45.02	Office Equipment	36,614		24,614	10,000	2000	
45.03	Project Vehicles	18,711			18,711		
45.04	Vehicle Ops&Maintenance	87,129		35,129	24,000	24,000	4,000
45.05	Other Operational Costs	86,617		24,217	28,800	28,800	4,800
45.06	Public Awareness Materials	74,446		24,846	34,000	15,600	
45.07	Support to Weapons Collection Units(vehicles)	200,965	200,965				
45.08	Support to Weapons Collection Units(vehicles)	224,581		221,724	2,857		
45.09	Support to Weapons Collection Units(vehicles)	52,831	52831				

45.1	Metal detectors and other devices	66,357		66,357			
45.11	SALW Control Databases	21,936			21,936		
45.12	Equipment for police PR offices	25,000			25,000		
45.13	Media Prizes	40,000			20,000	20,000	
45.14	Public Awareness education in schools	10,000			5,000	5,000	
45.99	**Line Total**	**977,667**	**253,796**	**403,367**	**202,304**	**107,400**	**10,800**
49	**TOTAL EQUIPMENT**	**977,667**	**253,796**	**403,367**	**202,304**	**107,400**	**10,800**
50	**MISCELLANEOUS**						
52	*Reporting Costs*						
52.01	Reporting and Communications	7,817		817	3,000	3,000	1,000
52.99	**Line Total**	**7,817**	**0**	**817**	**3,000**	**3,000**	**1,000**
53	*Miscellaneous*						
53.01	Sundries	18,387		5,787	6,000	6,000	600
53.99	**Line Total**	**18,387**	**0**	**5,787**	**6,000**	**6,000**	**600**
59	**TOTAL MISCELLANEOUS**	**26,204**	**0**	**6,604**	**9,000**	**9,000**	**1,600**
	TOTAL OPERATIONAL COST	**5,549,465**	**271,840**	**1,219,446**	**2,352,355**	**1,631,114**	**74,710**
90	**EXECUTION FEE**						
96	*Direct Execution Fee*						
96.01	Direct Execution Fee	307,652	4,500	22,417	202,294	74,662	3,779
96.02	Communication Costs	22,577			22,577		
96.99	**Line Total**	**330,229**	**4,500**	**22,417**	**224,871**	**74,662**	**3,779**
99	**TOTAL PROJECT COST**	**5,879,694**	**276,340**	**1,241,863**	**2,577,226**	**1,705,776**	**78,489**

PART IX - WORKPLANS



PART X - ANNEXES

X.1 - Key Terms of Reference

International Expert Police Consultant

The Consultant will perform his duties under the guidance and supervision of the Project Manager and in close collaboration with the Regional/Field Coordinators and appropriate local structures and in close collaboration with an NGO contracted by the Project, and in consideration of the following:

1. Objective

UNDP's discussions with the Minister of Public Order and the General Director of the State Police indicated their desire to strengthen the state police's interaction with the communities it serves. The Minister and the General Director stated that, among their other initiatives, one element of their long-term domestic law enforcement strategy is to have police officers:

(1) interact more directly with and become closer to the public;
(2) be more open to the needs of the public it serves;
(3) increase the trust the public has in the police; and
(4) have police operations and policies be perceived as more transparent by the public.

UNDP seeks to assist the Ministry of Public Order and General Director to achieve these goals. To do so, UNDP is proposing to assist the Ministry and the General Director in designing, conducting, analyzing, and disseminating a police performance and customer satisfaction measurement study, an appraisal that virtually all major European and North American national, federal, and local police services undertake on an annual or bi-annual basis.

The evaluation will meet all four of the objectives stated above because the Ministry and General Director will be able systematically and reliably to determine:

(1) the actual, real security and safety services the public wants the police to provide; and
(2) the level of satisfaction the public currently receives from the services the police do provide.

By possessing data on the security and safety expectations of the community, the police will be able to respond better to those expectations and identify strategies and projects that may attract international support and assistance.

2. Benefits of the Police Performance and Customer Satisfaction Study

Obtaining reliable data about its service performance and customer satisfaction, the police will also be able more effectively to conduct its principal responsibility: the prevention and reduction of criminal activity and the maintenance of public safety.

There will be also a range of other benefits, such as:

(1) strengthening of current police operations by being able more efficiently and effectively to target identified customer needs;
(2) strengthening of police management by being able more efficiently to allocate current resources to identified customer needs;
(3) strengthening of police training by being able more efficiently and effectively to identify services in need of bolstering;
(4) strengthening of police strategic planning by being able to more efficiently and effectively to base future activities on measurable benchmarks, indicators, and other service performance data;

(5) enhancing the police's capacity to educate the community in areas of law enforcement in which the public has a lack of understanding;
(6) strengthening police accountability; and
(7) strengthen police capacity in measuring its service performance and customer satisfaction.

3. Initial Project Design

A Police Working Group needs to be identified that will become UNDP's police partner in the project, either within the Ministry of Public Order or within the Police Directorate. The composition of the police-working group is a responsibility of the Ministry and the Police Directorate. It, however, would be beneficial if police officers from among the following units were to be selected as members of the police working group, such as a planning unit, a statistical unit, the police academy, project implementation unit, and any other research or policy unit within the Ministry or Police Directorate. Among the reasons for selecting the police membership from this array of units is, first, to ensure that this police performance and customer satisfaction measurement study does not duplicate any current or previous other initiative and, second, to assist in developing the technical capacity of the Ministry and Police Directorate in conducting performance assessments.

The public information unit of the Ministry and/or the Police Directorate will be responsible for the dissemination of the study.

Because it is more productive for the survey to be conducted by an independent body unaffiliated with the police, a research institute, think tank, university faculty, or NGO jointly chosen by the Ministry and UNDP will conduct the actual, manual task of undertaking the study. The cost of employing the independent organization to conduct the study will be assumed by UNDP.

From start to finish, the police performance and customer satisfaction measurement study can be completed in 3 to 5 months.

The police performance and customer satisfaction measurement study will be conducted through questionnaires designed for specific focus groups.

Because the performance and service the police provides touches upon a range of different communities, including its own personnel, UNDP expects that there will be, at least, four (4) distinct respondent groups that the police performance and customer satisfaction measurement study will target:

(1) the general public;
(2) local and national political elites, religious, cultural, academic;
(3) business community; and
(4) police officers and rank file.

The police performance and customer satisfaction measurement study will use victimization techniques to determine crime rates. In addition, issues of 'disorder,' 'public perception of their safety,' and 'customer satisfaction' will be raised and analyzed.

4. Duties and Responsibilities:

With the close co-operation of the SALWC/SSSR project and UNDP Human Security Cluster the Consultant will be responsible for the following:

- To get acquainted with the police structures in Albania at the central and the local level.
- Based on the desk review of the police activities at the central and local level as well as current police engagements with the international donors identify the measurement areas of the police study which could become entry points for UNDP support.
- To design the necessary questionnaires and establish the methodology of implementation
- To evaluate the results and make appropriate recommendations.

It is expected that the Consultant will require three visits to Albania.

More specifically, the Consultant will:

1. During the first visit, the Consultant will:

   - Familiarize himself with the context, the players and the general geography of intervention
   - Prepare the ToRs for the NGO to be contracted by the project for the implementation of the study

2. During the second visit, the Consultant will:

   - In collaboration with the NGO, familiarize himself fully with the players, the expectations, the geography
   - In consultation with Police, Ministry of Public Order, Ministry of Local Government, (OSCE), UNDP and the project staff, identify the geographical areas of intervention for the study
   - In collaboration with the NGO, develop and finalize the appropriate questionnaires for each target group
   - In collaboration with the NGO, develop and finalize the appropriate methodology for implementation
   - Instruct the NGO on implementation modalities

3. During the third visit, the Consultant, in collaboration with the NGO, will:

   - Analyze the results of the study
   - Formulate clear recommendations for each component
   - Assist in a final workshop with the major players to review the results and the recommendations for the development of a detailed plan of implementation

4. Qualification Requirements:

Education: University degree in law

Experience: Minimum 10 years experience in criminal justice, law enforcement and police practices as well as direct experience with the design, evaluation and interpretation of surveys, particularly in the area of police work and law enforcement. Prior experience in Balkan countries would be an asset.

Language: Excellent command of English both orally and in writing

Computer literacy in Microsoft Office is required.

5. Duty Station and Duration

It is expected that the first visit will have a duration of 5 days, the second and the third 3 weeks each. The Consultant will be required to travel frequently to the field to familiarize himself with the local conditions.

Terms of Reference - International UNV on Community Development

Under the guidance and supervision of the Project Manager and in close collaboration with the Regional/Field Coordinators and appropriate local structures, the UNV, in general, will be responsible for the coordination of activities of the NGO(s) in the area of the establishment and functioning of the Community Problem Solving Groups as well as for identifying and ensuring linkages between Human Security and MDGs.

1. Duties and Responsibilities:

As related to CPSGs

1. Promote the establishment of CPSGs in the previously identified communities and assist in the identification of the membership according to set criteria.
2. In close collaboration with the project Field Staff and the NGO(s) ensure that appropriate training is provided to the CPSGs in techniques to be used in the identification of problems, the setting of an agenda, in prioritization and selection of priority issues and the finding of appropriate solutions.
3. In close collaboration with the project Field Staff, the appropriate local structures and the NGO(s), establish agreed mechanisms for the problem solving process within the community. More specifically, the process will start within the framework of the weapons collection competition, in the identification and selection of the priority development project to be awarded that is supported by the majority of the community. Subsequently, this process will continue in the identification of problems and their solution on a broader scale.
4. In line with the Community Policing approach of the project and other criteria to be identified, assist in extending the establishment and operation of CPSGs to other communities within the project area.
5. In close collaboration with the project Field Staff, the appropriate local structures and the NGO(s), ensure that the appropriate training in problem solving techniques is provided to the new CPSGs.
6. In close collaboration with the project Field Staff, the appropriate local structures and the NGO(s), assist the CPSGs to develop the appropriate priority agendas for problems in the area of security and safety.
7. Assist the Project Office and the Field Staff in the selection of grants to the CPSGs, including the award of development projects as a result of weapons collection activities.
8. Prepare the CPSGs as the principal interlocutors and contact points within the community for dialogue with the police as the first steps toward the start of effective activities in the area of community policing .

As related to linkages HS-MDGs

9. Identify, in consultation with the CO and the programme, a set of indicators characterizing the status of and perceptions of personal and community security, which can be explored by the SSSR programme
10. In coordination with other programmes and projects, and the UNDP Unit on Data Collection and Research identify mechanisms and role in monitoring these indicators.
11. Contribute in the establishment of human security impact indicators related to the programme components and identify ways how to influence their improvement
12. Participate in the upcoming discussions of the Human Security Practice Area, which is planned to be developed initially as a local network discussion.
13. Identify linkages and potential contribution in promoting the MDGs at the local level through assistance and advocacy provided to the security sector.

2. Qualification Requirements:

Education:
University degree in social sciences

Work Experience:
At least five years in community based activities, preferably with international agencies. Prior experience in the Balkan countries would be an asset

Other Skills:
Communication: Excellent communication skills including strong ability to conduct, attend and actively participate in formal/informal discussions and meetings, propose adequate recommendations and solutions according to high standards of professionalism and ethics.
Language: Good knowledge of written and spoken English
Computer: Excellent knowledge of Word processing and Excel. Access Data Base and Microsoft Project would be an advantage.

3. Duty Station and Duration:

The duty station will be Tirana with requirement of frequent travel and extended stays in the field. The duration of the position is foreseen for 18 months, however the initial appointment will be for 12 months.

Terms of Reference - National Public Awareness and Information Assistant

Under the guidance of the Project Manager and the direct supervision of the Project Public Awareness and Information Officer (PAIO) and in close collaboration with the Regional/Field Coordinators, the National PAI Assistant will be responsible for but not be limited to the following:

1. Duties and Responsibilities:

1. Assist the PAIO in organizing and implementing PAI Campaigns nationwide and at local level
2. Assist PAIO and project field staff in organizing events in communities.
3. Participate in planning and implementation of the safety and security related education within the project strategy
4. Participate in producing PAI material for project purposes
5. Participate in training provided to media
6. Together with PAIO provide releases and news of the project to media according to the guidance and requirements of the project management.
7. Together with project IT Expert sustain project web pages up-dated according to the requirements and guidelines of project management.
8. Participate in liaising with media nationwide and locally.
9. Participate in liaising with PR Officers of police in field.
10. Participate in producing regular information to donors community
11. Give recommendations and assessments of the respective area to the project management and field personnel.

2. Qualification Requirements:

Education:
University degree in Journalism, Public Relations, or related subject

Work Experience:
Minimum 3 years work experience in journalism or public relations. Working experience with Police organization and local authorities would be an asset. Good knowledge of spoken and written English is required.

3. Duty Station and Duration:

The duty station will be Tirana with requirement of frequent travel and extended stays in the field. The duration of the initial appointment will be for 12 months.

Terms of Reference - International Consultant for Community Policing Issues

Under the guidance and supervision of the Project Manager and in close collaboration with the Regional/Field Coordinators and appropriate local structures, the International Consultant will be responsible for:

1. Duties and Responsibilities:

1. Identify appropriate entry points for community policing in all programme areas.
2. Based on information obtained through the Police Performance and Customer satisfaction study, design the basis for the implementation strategy of community policing activities at grass roots level.
3. In close collaboration with project Field Staff, NGO(s), Community Problem Solving Groups and appropriate local structures, assist in the development of appropriate community policing approaches.
4. In close collaboration with project Field Staff, NGO(s), Community Problem Solving Groups and appropriate local structures, assist in the establishment of appropriate monitoring systems for community policing actions.
5. Provide expertise and advice at a workshop that will be organized after the implementation of pilot projects in each of the prefectures of project implementation.

2. Qualification Requirements:

Education:
University degree in social sciences and/or Police Academy

Work Experience:
At least five years in community policing activities, preferably with international agencies in developing countries. Prior experience in the Balkan countries would be an asset

Other Skills:
Communication: Excellent communication skills including strong ability to conduct, attend and actively participate in formal/informal discussions and meetings, propose adequate recommendations and solutions according to high standards of professionalism and ethics.

Language: Good knowledge of written and spoken English

Computer: Excellent knowledge of Word processing and Excel. Access Data Base and Microsoft Project would be an advantage.

3. Duty Station and Duration:

The duty station will be Tirana with requirement of frequent travel to the field. The duration of the position is foreseen for 6 weeks to be effected in three two-week increments.

Terms of Reference - National Survey Monitor Consultant

The SSSR Project will conduct a national Police Performance Assessment and Customer Satisfaction Survey in order to establish the basic needs to develop initial activities related to community policing on the ground. To this effect, the Project will engage the services of an international consultant to design the necessary questionnaires and establish the terms of reference for this survey. The implementation of this survey will be entrusted to an NGO who will be under contract to the project. In this context, the National Survey Monitor Consultant, under the guidance and supervision of the Project Manager and in close collaboration with the Regional/Field Coordinators and appropriate local structures, will be responsible for:

1. Duties and Responsibilities:

1. Assist the International Consultant in the identification of the appropriate survey sites, focus groups and preparation of the ToRs for its implementation.
2. Organize visits, meetings and other necessary arrangements at the Governmental level and in the field for the International Consultant in preparing the survey.
3. Participate in designing questionnaire
4. Assist PMU in identifying and selecting the NGO for carrying out the survey
5. Monitoring the implementation of the survey activities according to plan
6. Liaise with MoPO and local authorities as a focal point/representative of PPA&CSS of UNDP when implementing the field survey.
7. Report weekly to the Project Manager on the progress of the survey
8. Signal immediately to the project management any difficulties or discrepancies encountered and make recommendations for corrective actions.

2. Qualification Requirements:

Education:
University degree in social sciences

Work Experience:
Minimum of 5 years experience in implementing and/or monitoring of society or community and/or governmental based field surveys, preferably with international agencies. Working experience with Police organization and local authorities would be an asset. Good knowledge of spoken and written English is required.

3. Duty Station and Duration:

The duty station will be Tirana with requirement of frequent travel to the field. The duration of the position is foreseen for 6 months.

Terms of Reference - National Community Policing Officer (NCPO)

Under the guidance and supervision of the Project Manager and in close collaboration with the Regional/Field Coordinators and appropriate local structures, in general the NPCO will be responsible to take the lead in the development, planning and in close coordination with project Field Staff and appropriate local structures, the coordination of the implementation of the strategy of Community Policing activities within the framework of the SSSR project, including but not be limited to the following:

1. Duties and Responsibilities:

1. Based on the results of the Police Performance and Customer Satisfaction study, assess the needs and plan the basic training of the police in the area of community policing.
2. Provide expertise on issues related to MoPO and Police as the main counterparts of the project. This expertise will relate to the areas of training, organization, practices, PR and legislation
3. Develop the plan for field training for the police.
4. Coordinate the implementation of the field training for the police.
5. Liase between the project and MoPO/Police at the national and prefecture level
6. Assist PAIO/SSSR in police Public Relations issues
7. Assist the National Development Engineer in issues linked to improving the facilities of police premises through the community policing component of the project
8. Develop financial requirements for respective area.
9. Design the topics for training of police officers in communicating and collaborating with groups or individuals living in community
10. Give recommendations and assessments of the respective area to the project management.

2. Qualification Requirements:

Education:
Minimum of University level degree in respective sciences

Work Experience:
Minimum of 5 years experience in both theoretical and practical aspects of Police organization, training (in Police Academy), field operations and management are required. Experience in Community Policing would be an asset. Knowledge of weapons registration requirements would be an asset. Good knowledge of spoken and written English is required.

3. Duty Station and Duration:

The duty station will be Tirana with requirement of frequent travel and extended stays in the field. The duration of the initial appointment will be for 12 months.

X.2 - National Action Plan Matrix on Community Policing - Relationships with the community

Nr	Priority Objectives	Measures and Actions to be taken	Actual Status	Responsible Institution	Deadline	Monitoring indicators	Comments
1.	Improving the ethics of police in the community	The police officials become familiar with the Code of Ethics through training seminars in 12 Regional Police Directorates. Identifying the breaks in the Code of Ethics Publication and dissemination of Code of Ethics in 3000 copies. Organizing joint periodic meetings with NPOs and international organizations for the implementation of law and Code of	Some laws and the Code of Ethics are published. There are some programmes of cooperation with NPOs and international institutions. There is a line of communication with citizens, considering their complaints …	Ministry of Public Order.	Training seminars in 12 Regional Police Directorates. Training seminars in 4 Police Directorates in the Regions, per each year, having one seminar per each trimester.	12 seminars conducted in 12 police stations of prefectures. The Code Ethics of the police published in 3000 copies. Increase the confidence of the public in the police, which can be measured through surveys to be carried out by independent organizations. Monitoring reports of local and international independent organizations. Monitoring reports published by the office, complaints and measures taken.	The realization of this objective depends on the job of police structures, but also on the financial support necessary for publishing and disseminating the Ethic Code of the police and other materials necessary for conducting the seminars. Composing a concrete cooperation plan with different local and international organizations.

Nr	Priority Objectives	Measures and Actions to be taken	Actual Status	Responsible Institution	Deadline	Monitoring indicators	Comments
		Ethics by the police.					
2.	Improving the respect of human rights by the police officers.	Enriching the library with literature in the field of protection of human rights. Organizing continued controls, for the implementation of law by the local police structures. In collaboration with NGOs and international institutions to formulate and implement programmes for legal education in management and base level of the police.	There are cooperation programmes with NGOs and international institutions in the field of legal education of the police. Some manuals and other publicity materials have been published in the field of protecting and respecting the citizen's rights. Some round tables have been organized to collect the opinions of NGOs, foreign police missions, and international institutions, in drafting different laws for the state police. Preparing and publishing guidelines, regulations and other publicity materials.	Ministry of Public Order	Ongoing task. Ongoing 2003-2005 June – Dec. 2003 January – March 2003 And April-June 2004, Sept- Dec 2005 Sept – 2003, April-June 2004. January –	Number of training seminars for human rights. Number of programmes designed and implemented by police directory itself or in cooperation with NGOs. Number of titles of new books entered in the library of MoPO. Publication of 3 guidelines, different brochures and posters for the police officers and	Coordinating the work of the office and other police structures with civil society. Requiring a better collaboration with NPOsand international org. acting in Albania, during enriching the library with foreign human rights literature, and also foreseeing a separate fund for purchasing publications and brining expertise.

Nr	Priority Objectives	Measures and Actions to be taken	Actual Status	Responsible Institution	Deadline	Monitoring indicators	Comments
					March 2005.	citizens.	
3.	Increasing the cooperation between police and community to prevent crime.	Information of public for the police fight against criminality, and also periodically publishing the wanted persons. Implementing projects in preventing crime, in schools. Continuing cooperation with local government authorities specifically in the fields of crime prevention. Preparing the guidelines with	In the police vision it is defined very clearly the community policing and crime prevention. The cooperation programme with specialized NGOs exists, in awareness on crime prevention in schools, cooperation with local government etc. The issue of community policing and crime prevention has been dealt upon in the professional training seminars conducted by foreign mission police.	Ministry of Public Order. General Police Directory.	Periodical publishing per each trimester. Each year. Periodically During the	Meeting realized. Guidelines published. More information in the internet website. The magazine “police today” with more information material. Periodical meetings with schools, representatives of local authorities. Increasing the participation of the community in awareness and reaction against crime, through reporting of crimes to the operation office or of the police stations. The necessary information for the communication of police with the	Public awareness on crime prevention is not a task of the police only, but the role of police is important in giving the public practical advice on how to avoid situations which degenerate in crime and victimize citizens Foreseeing a separate budget for

Nr	Priority Objectives	Measures and Actions to be taken	Actual Status	Responsible Institution	Deadline	Monitoring indicators	Comments
		practical advice for citizens and foreign citizens to avoid becoming victims of crime. Enhancing the directory "information for citizens" in the internet page of the MoPO, in order to prevent the crime.			year 2003, 2004 & 2005. During the year 2003, 2004 and 2005.	community.	publications and other activities. The transparency and reinforcing the confidence of the public in the police, is a necessary condition for the collaboration of public with the police in order to prevent crime.
4.	Increasing the transparency of the police towards media and public.	Training and completion of logistics of the media communication structures. Preparation of a guideline for the management levels of the police, based on the principles and	There is a normative act at the MoPO, regarding the police communication with media. There are structures for media communication at both the central and local levels	Ministry of Public Order.	January – June 2003. June – Dec. 2003	The status, training and completion of logistics of structures for media communication. Preparation of a guide for the leaders at central and local levels	The transparency towards public is an indicator of the level of democratic policing.

Nr	Priority Objectives	Measures and Actions to be taken	Actual Status	Responsible Institution	Deadline	Monitoring indicators	Comments
		the way of communication of the police with media. Organizing of seminars for police – media communication.	several training seminars have been conducted with police structures that communicate with media. MoPO has its own internet website.		January – Dec 2003	Statistics of the fight against criminality. Statistics of the penalty measures against cases of corruption	