



# Good Governance – Justice and Home Affairs “Support to Police” Project

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An EU funded project managed by the European Agency for Reconstruction  
Implemented by an ICON-INSTITUT Public Sector GmbH lead consortium



## Background

A consortium led by ICON-INSTITUT Public Sector GmbH (ICON) has been contracted by the EAR in Kosovo for the implementation of the CARDS Project “Support to Police”.

## OBJECTIVES & EXPECTED RESULTS

### Overall objectives

The overall objectives of the project are as follows:

- Support the transfer of responsibilities of Interior issues and Police from UNMIK to successor public bodies and ministries and assist in the creation of a viable and sustainable Ministry of Internal Affairs through a range of capacity building measures
- Assist the development and strengthening of effective justice structures and policies in Kosovo, which guarantee a space of freedom, security and justice for all Kosovo’s citizens, in accordance with EU standards and best practices

### Specific objectives

The specific objectives of the Project Team are to support the Ministry of Internal Affairs in four closely related phases: namely, institution-building, capacity-building, support to Crime Pillar within the Kosovo Police Service and subsequent monitoring and evaluation.



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## Specific objectives

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### Component 1: Institution Building

- 1.1 Review of legislation
- 1.2 Development of a Mission Statement
- 1.3 Development of a structure for the MIA
- 1.4 Assistance to the recruitment and selection process
- 1.5 Development of tasks and job descriptions / job profiles
- 1.6 Development of Standard Operating Procedures
- 1.7 Support to the MIA media and PR sector
- 1.8 Development of public information materials
- 1.9 Development / implementation of fundraising & budget strategies
- 1.10 Assessment of ITC equipment requirements
- 1.11 Development of KPS personal data procession directive
- 1.12 Development of draft legislative instruments

### Component 2: Capacity Building

- 2.1 Development of HR policies and staffing strategy
- 2.2 Training Needs Assessment
- 2.3 Development of training plan / modules
- 2.4 Delivery of training modules
- 2.5 Internships to EU Member States
- 2.6 Support to border / migration IT systems harmonization
- 2.7 Identification of equipment needs
- 2.8 Support to border/migration/asylum legal frameworks and systems

### Component 3: Support to the KPS Crime Pillar

- 3.1 Training Needs Assessment
- 3.2 Development of Training Plan
- 3.3 Implementation of Training
- 3.4 Train the Trainer
- 3.5 Internships to EU Member States
- 3.6 Review of OC - related legislation
- 3.7 Inter-agency OC / cross- border crime combat enhancement

### Component 4: Monitoring / Evaluation

- 4.1 Design a matrix of standards / performance indicators
- 4.2 Provision of monthly reports
- 4.3 Advice / technical support to the Permanent Secretary and Minister
- 4.4 Recommendations for further institutional / capacity building

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## Component 1: Institution-building Measures

- **Legislation:** The Consultant is conducting detailed review of current appropriate legislation and identifying shortfalls and areas requiring strengthening, **development and drafting of the necessary legal regulations** to be implemented by the Ministry including the development of internal procedures and communication strategy, the circulation and computerization of documents, keeping in mind the need to harmonize with EU laws. The Consultant is reviewing the impact of this legislative review with the laws on organized crime and the judiciary to ensure effective inter-agency cooperation and guarantee the rights of minority communities and women.
- **Finance:** Development and implementation of a Budget Management Strategy, a Fundraising Strategy for the future needs of the ministry, including a multi – annual investment plan.
- **Media / Public Relations:** The Consultant is supporting the Ministry in the media/public relations sector to train the staff, to enhance public awareness and understanding of the objectives and activities of the Ministry ensuring that information minority communities. It is supporting the Minister and the cabinet and other representatives by providing advice and assistance on relations with the press and public. The Consultant together with beneficiary is developing, directing and supervising public information projects, directing the work of a team of press officers, and coordinating the press and public information activities of the Ministry in a transition period.
- **Information Technology:** The Consultant is providing an assessment of the information technology and communication equipment requirements within the new Ministry of Internal Affairs to create a modern communications system and its associated information management support structures within the Ministry and to ensure its integration with existing and planned systems managed by other agencies and in particular those associated with the fight against organized crime. The assessment is focused only on development of technical specifications for the IT sector. The Consultant is also assisting the Ministry in fundraising activities.



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## Component 2: Capacity-Building Measures

- **Capacity building** within the future Ministry of Internal Affairs with a focus on the Border/migration and civil documents department including asylum procedures.
- **Human Resources:** Development of Human Resources Policy and staffing strategy, including manpower enhancement and implementation of this Strategy, install Human Resources development principles in the HR Directorate and other directorates, with the focus on the target groups identified and securing adequate inclusion of vulnerable groups of population across the diverse hierarchical levels.
- **Logistics:** The Consultant is working with the beneficiaries/project partners and elaborating appropriate technical specifications for the office equipment and facility renovation needs of the Ministry.
- **Training:** In depth Training Needs Analysis for the different sectors within the new Ministry including training the trainers of Kosovo civilian professionals to meet the EU standards; provision and delivery of small scale training modules, in coordination with the present training stakeholders. These training activities are both gender and minority-sensitive.



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### Component 3: Support of the Crime Pillar within the Kosovo Police Service

Current levels of personnel capacity within existing Police system institutions is widely accepted as modest, varying from one department to another. Additional core staff, trainers, substantive/methodological expertise, technical assistance to develop skills regarding strategic planning/working procedures, overseas placements, etc. are all identified as required by virtually all institutions.

The Project Team and particularly the Senior Police Expert with the assistance and in coordination with the KPSS is:

- Developing and implementing **training** activities with the input of local specialists and out of country institutions in different fields of the Crime Pillar including Train the Trainers. The consultant is conducting an in-depth training needs analysis for the Directorates within the Crime Pillar and providing a clear statement of requirement, identification of suitable training, procurement and a clear implementation timetable with supporting developmental milestones
- Carrying out a review of the associated **legislation** relating to the fight against organized crime with a view to recommending greater harmonization with EU legislation and, in so doing, enhance inter-agency cooperation in the fight against organized crime and the combating of international cross-border crime.



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### Component 4: Monitoring and Evaluation

- Policy Advice to the Permanent Secretary and the Minister during the Project period, after the Cabinet of the minister is fully operational through coaching and mentoring from all different sectors in the Ministry.
- Conducting the monitoring and evaluation of the Ministry staff and drafting a report including recommendations for improvement of the performance
- Providing further capacity building and institution building measures

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