

Albanian State Police

**THE 7-YEAR STRATEGY OF
THE STATE POLICE**

The Strategy Development Group

7 YEAR STRATEGY OF THE STATE POLICE

TRANSLATED BUT NOT PROOF READ

**Tirana
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Message from the Minister of Interior

Albania has now embarked on a vital process for its future. The integration process, until its full membership, is a dynamic process, which requires legal, structural and administrative commitment and the involvement of the best human resources as well as efficient distribution of funds and investments that contribute to the Development and Integration National Strategy.

The Ministry of Interior is one of the main and most dynamic contributors to the designing and implementation of this strategy. The Government has devoted particular attention to the improvement of public security, the quality of services for citizens and the establishment of a safe environment for the Albanian society.

The seven-year strategy of the State Police is developed in compliance with the policies of the Albanian government, its commitments to the Stability and Association Agreement and its vision to serve the community. The police authority enhances when the community observes commitment and accountability, when it develops dialogue and cooperation, implements the law, displays professionalism and objectivity, commitment and transparency in addressing the issues as well as real cooperation regarding activities to foster mutual confidence.

I strongly believe that this Strategy will contribute to the strengthening and consolidation of the State Police institution to guarantee public security and improve the quality of life of the community.

Bujar Nishani

Statement of the General Director of the State Police

It is the first time that the State Police, submits its long term Strategy for 2007-2013, which provides orientations about the services to the citizens. The strategy focuses on the main developments of the State Police, the achievement of strategic priorities and change of the police philosophy related to management.

The new challenges the Albanian society encounters and our aspirations encourage us to look to the future by offering modern police services. This strategic plan emphasizes the precious role and support of the community and partners, by focusing not only on the police activity but broader because police alone will not manage to do everything for the community safety.

I would like to thank and congratulate the State Police employees, the PAMECA Mission and other organizations that have contributed to this document which is in compliance with the priorities and objectives of the Ministry of Interior and aims at improving the performance of the Police structures and their constant restructuring, increasing the management capacities and indicators in the fight against crime and organized crime and corruption in particular, etc.

All the ASP employees and the officials in particular, will be highly committed aiming at accomplishing the priorities, objectives and obligations defined in this strategy in order to approach policing standards in EU countries.

Chief Commissar

Ahmet Premçi

Methodology

In producing this document extensive research has been conducted and the best practices of the counterpart police forces of European Union have been consulted.

Identification of the strategic priorities of the ASP for the forthcoming years have been made in consultations with the structures within various interested structures of our institution and other interest groups from the civil society, by employing up-to-date forms and analytical methods.

Executive Summary

The 7 year strategic plan for the State Police is the first document of this kind and serves to project policies which will ensure long term success of the police organization. This will be achieved by way of a long term action in order to meet the aims, to employ, to analyze and to create the potential for success and the creation of strategic vision and mission regarding the future of the State Police over the next 7 years.

Development of such a long term strategic document is a new experience not only for the working group but also for the police institution itself.

Development of this document follows the 2002-2003 three-year mid term strategy "On the restructuring of State Police", which was the first attempt to change the State Police into a state administrative Institution in the service of the community.

This strategic document emerged from the necessity to have a plan oriented activity for the police and to introduce a modern management culture as well as from the need to have long term policies in place regarding investments. Likewise, the need for such a plan also emerged from the country's aspirations for integration into the European Community and the need for the police to develop along modern European lines.

This strategic plan will bring about a number of benefits for the State Police. In more concrete terms they are:

Introduction of an up-to-date management culture, ongoing staff development, plan oriented activities in all the structures of the organization, improvement of the work processes, services, communication lines within and outside of the organization, identification and promotion of best values and the improvement of the public image of the police.

This strategic document identifies the main strategic priorities in line with the State Police Law, the policies of the Government regarding public order and security issues, the ever-growing needs and demands of the society as well as the obligations that derive from the EU Stabilization Agreement.

The priorities identified by this strategic plan are:

- **Intensification of the fight against organized crime and terrorism**
- **Integrated border management**
- **Building partnerships**
- **Improvement of the quality of services and building confidence**
- **Intelligence oriented policing**
- **Decreasing the rate of crime and antisocial behaviour**
- **Improvement of the management in the State Police**
- **Increasing road safety**
- **Improvement of the human resource management process.**
- **Improvement of the processes regarding administration and investment on police buildings**
- **Improvement of the processes of the logistics support services**
- **Improvement of the finance management system**

These priorities are closely linked with one another and the establishment of these priorities will be carried out in harmony with one another. This constitutes a national strategic framework on which the senior management of the police will prepare their plans according to their areas of jurisdiction.

Strategic priorities will be detailed in the Action Plan attached to this document.

The strategy defines general guiding policies which will pave the way to the

development of new, specific, mid term and long term strategies, to be developed through an ongoing coordination and cooperation with internal factors of the police organization but through constant consultation with external factors of the civil society.

This document carries a number of new elements which will influence the performance of the police such as: the creation of a national model for intelligence, the application of up-to-date forms and methods to assess the performance of police, the change of the mentality of its leadership by applying modern management concepts, building partnerships to carry out the mission of the State Police, etc., which, put together, will introduce a new and advanced policing model.

Likewise, the long term strategic document is in line with the definitions of the existing documents currently in use.

- National Strategy to fight against Drugs
- Anti Child Trafficking Strategy
- Child Protection National Strategy
- Anti Human Trafficking Strategy
- Strategy for the security of the Republic of Albania

Taking into account the fact that the timeline of this plan is relatively long, and

due to the internal and external conditions of the police organization, there arises the need to regularly review the strategic objectives, so that they will better comply with the current developments and the results attained.

The following are the potential risks that may endanger the implementation of the priorities of this document.

- Political influence on the State Police;
- Lack of commitment within the police organization and particularly at the leadership level to achieve these priorities;
- Lack of good will to accept and adapt the changes and innovations in this document;
- Personnel instability in all levels;
- Lack of full financial support to fulfil these priorities.

Our ambition is that the State Police will be able to reflect the best values of the Albanian society through its quality performance, thus contributing to the improvement of the quality of life of citizens.

Vision

“Together for a safer community”

The long term strategic aim of the State Police is to create a safer environment for the Albanian citizens, which will bring about the improvement of the quality of the life of citizens, thus making Albania a desirable place to work and live in.

This vision is closely linked with the implementation of the Community Policing philosophy, which is followed by a more advanced stage, that of Public Safety.

Mission

“To guarantee a safe environment for the community through higher performance policing standards, establishment of an up-to-date management culture supported by an advanced infrastructure.”

The evergrowing internal and external development of the police will lead us towards its vision. At the core of these developments will be: increasing the quality of service for the community, driven by its needs and demands, improvement of the performance of the police by achieving up-to-date standards and applying advanced technologies and forms.

The main activities of the State Police towards this vision are:

- Protecting Public order and security
- Prevention and fighting against crime
- Respect for the freedom and rights of citizens
- Integrated Border Management
- Road safety
- Improvement of infrastructure

Policing Model

▪ Public Security

Community Policing will be the policing model to be applied by the Albanian State Police in the forthcoming years.

The selection of this model for our organization stems from the evergrowing demands of citizens for a higher quality service and the successful experiences from the counterpart police organizations in EU countries.

The Community policing model implies a number of benefits and advantages compared to the following models:

- Repressive policing model which is based on the breach of human rights freedoms of the individual and focuses on the interests of a certain strata or class.
- Policing as a social service model, which is seen as an employment opportunity for the purpose of reducing the unemployment rate thus failing to guarantee a quality service.

Compared to the above models community policing establishes high standards in relation to the social environment thus being a transparent policing model, which involves the public in achieving the mission of the Police.

As stated above, embracing the community policing philosophy in the State Police implies benefits which are considered to be essential:

Change of mindset. This will bring about changes in the policing mentality while focusing on the quality of service.

- Creating a modern management culture, which will lead to a plan oriented activity of the State Police.

Building Partnership. The Police is not the only institution responsible for the prevention of and the fight against crime. Its mission cannot be achieved without interacting with other institutions, actors and stakeholders.

Improvement of Infrastructure. The police will not be able to offer quality services requested unless they are supported by a contemporary infrastructure.

Image. Our aim is to create a growing image of the State Police while linking this with the building of confidence.

These benefits will help raise the awareness of citizens, will increase the number of reports and information, to identify problems and their solution in due time.

It goes for a fact that the State Police is still in the first stage of implementing this policing model. There have been initiatives and efforts supported by various organizations operating in the country which have focused mainly on various activities but not on the introduction of a comprehensive policing model.

The implementation of the community policing philosophy will have to take account of our country's policing traditions, particularities, experience and values. These elements should guide the decision making process for selecting the policing model that will be applied in our country.

Based on best practices and specific features, the community policing model in our country should be comprised of the following elements:

- **Crime prevention**
- **Strategic planning-led activity**
- **Intelligence-led policing**
- **Partnership**
- **Costs- led activity**

Also, important elements of this model are considered the readiness to solve problems and outreaching citizens to provide services to them.

The application of the community policing philosophy is costly and as such requires planning of all activities and financial implications.

The next step of Community Policing will be Public Security. The main purpose of this model is the improvement of the quality of life of citizens. In order to, lead the activity of the police towards this model it is indispensable to carry out training and activities in order to understand and apply the new model.

General Overview

The integration of Albania in the European Union, the construction of our society according to democratic principles are achieved by means of institutional, economic and social reforms and processes. The success of these reforms would accelerate the accession process of our country into the European family. For several years, Albania has undertaken a series of reforms to enable this integration process. Some of these reforms relate to the ones undertaken in the State Police organisation.

All of these initiatives have aimed at establishing higher standards for the growth and the development of the police, as well as for the improvement of the quality of service offered to the community. Keeping in mind its mission and responsibilities, the State Police plays an important role in the well-being of the society. Consequently, the success of these reforms has a direct impact on the integration process. There is a reason why we refer to the recommendations of the European Union, in addition to the economic and social ones, an important role in this regard play the recommendations which relate to public order and security issues..

The changes that have taken place in Albania after the 90-ies led to the necessity for basic changes in the State Police, in terms of legislation, structures as well as in the introduction of a new policing style, one that would fit to the democratic processes in our country and to the demands of the Albanian society. An important element of these changes

is the formulation of a Vision and Mission which strongly takes account of human rights and freedoms and the changes in the Police status as part of the public administration. Likewise, success has been achieved in terms of increasing and improving the organisational capacities by introducing and applying the best experiences in order to set contemporary policing standards, , integrated information management, improvement, of the image, attraction of donations and the implementation of a number of projects.

The above mentioned achievements have been accompanied with a number of shortcomings regarding organizational development., which have had a negative impact on the the work processes, particularly in the management of human resources and the structural stability of the organization.. Regardless of the attempts to avoid these shortcomings, there is still a lot to be done...An important factor, in this regard, is considered a greater transparency within the organization and outside it.

The external environment, in which the Police has been operating during these years, has carried various social, economic and cultural problems that have appeared during different time periods. The political instability has directly impacted on the instability in the police organization.

This has led to the weakening of law enforcement,, an increase of criminality, a feeling of insecurity, and the weakening of the social and family relations in the community. These aspects will definitely affect

the police organization, which is comprised of individuals who are part of the community and carry and reflect the problems which the society is currently facing.

This complexity has been reflected on the structural organisation of the Police which are reflected not only in its instability but have also impacted on human resource management. All the restructuring initiatives in the State Police in essence have focused on facing the problems which our society is facing, but they have not managed to avoid instability in the police organization.

As regards legislative changes, we could say that in the recent years there is a certain degree of stability which meets satisfactory standards.

The ASP is one of the main law enforcement institution and its activity focuses on crime prevention, protection of the life and property of citizens. In essence a better cooperation is required not only with institutions fighting against crime but also with the community, which remains one of the main elements of this partnership. The recent research on policing the Police-Community raport occupies a special place and is considered the key to success for the police.

Besides the attempts to improve the Police-Community relations and the quality of the service offered, one of the main aims of the State Police is approaching the standards of its EU counterparts in developed countries. These standards will be achieved by improving the performance of the police. This improvement will be

based on the growing demands of citizens towards the police and on the ability of its leadership to apply new management methods, as well as on the growth of the economic and social development of our country.

The improvement of the police performance implies the increase of results in the fight against crime, effective management of resources, establishment of measurable indicators for every structure, promotion of best values and experiences, increase of transparency and communication, increase of capacities as well as the improvement of the police education system.

During these years a bigger awareness has been observed within the police structures regarding the detection and recording of criminal activity. However, there is still need to improve the way and methodology of reporting crime by having accurate statistics compared to other institutions, because this phenomenon significantly affects the confidence of public in the police.

The current figure of recorded criminal acts does not really reflect the current crime rate. The number of reported criminal acts reported in Albania is much less compared to other countries in the region.

(In 2005, the number of reported criminal acts in Albania was 8250, while in Slovenia, with a smaller population than Albania, the number of reported criminal acts was 84.379).

Comparison of statistical data over several years indicates an increase in police performance, not only

regarding the degree of combating crime, but also in continuously building the capacity of the police organisation.

The State Police has also had a number of successes regarding police cooperation by signing and implementing cooperation agreements and carrying out joint operations.

Based on the successes and drawbacks observed during these years, the government priorities, recommendations of the European Union in the framework of the integration of our country and the growing demands of the society, this strategy has defined long term strategic policies in the activity of the police.

These policies fall down in individual priorities whose accomplishment will improve the performance of the police..

Strategic priorities

Increasing efforts in the fight against serious and organized crime

The fight against organized crime remains one of the main priorities of the Albanian State Police for the coming years. This is due to the high social risk and a number of recommendations given by the European Union.

Various international reports emphasize the level of organization and links that the Albanian organized crime has established with various criminal organizations operating in the region and in Europe.

The geographic position of Albania in the western part of Balkan Peninsula serves as a bridge to other EU member countries and as such it encourages criminal activities in the region. In addition, the unstable political developments during these years have influenced the social and economic life of the country and have been regarded as a factor that has increased and strengthened organized crime in Albania.

The experience for the Albanian State Police in the fight against organized crime is still to be consolidated. While looking back, we will observe a progressive increase in the results of this type of criminal activity.

The organized crime in Albania remains a challenge that threatens

the economy and integration of our society in the European Community.

Albania has made a visible progress in the fight against organized crime and terrorism mainly by developing contemporary legislation in accordance with the legal standards of the European Union. This legislation has enabled the increase of the efficiency in the fight against these criminal activities.

Progress has also been made in the field of regional and international cooperation by signing cooperation agreements with many partners, but there is still a need to improve this cooperation and to extend it to the operational level.

The fight against organized crime and terrorism will not be understood without the cooperation with other responsible agencies, institutions and actors in this process. This cooperation should focus on the improvement and exchange of information, enhancement of the performance of the border control units and exchange of experiences.

The State Police reflects the contribution and commitment of the government to fulfil the recommendations and obligations deriving from the SAA where issues of Justice and Home Affairs constitute an important part.

If we admit that the legal framework is almost complete and approximates the ones of developed countries, we will need to work on a higher professional level that will respond to the application and implementation of

this legal framework by using the best police forms and techniques.

Regardless of this positive experience, there still exist opportunities to improve the performance of these structures in terms of human resources by motivating, treating and providing them with the most advanced infrastructure.

In order to increase efficiency in the fight against organized crime, it is indispensable to meet the following objectives:

- **To increase the investigative capacities of the responsible structures**

This objective will increase the investigative competence of the police units in the fight against organized crime. In order to be successful in this fight it is indispensable to also increase the support capacities in the area of finance, logistics, equipment and motor vehicles.

- **To establish intelligence led structures**

Intelligence is the key to success in the police activity, and particularly for the units responsible for fighting against organized crime.

The development of a National Intelligence Model will enhance cooperation between police units, the development and the use of information in due time, etc. In more concrete terms, in order for all the

structures involved in the fight against organized crime to have access to the criminal information that is stored in the system, all modern methods and forms to analyze information need to be utilized. Also staff of these units need be trained with the aim to build proper capacities for these structures regarding intelligence gathering.

Orienting these units towards intelligence will provide a much broader view on organized crime activity in Albania and will help identify individuals and groups involved in criminal activity.

- ***Computerized information and establishment of “on line” links at all three levels***

The fight against organized crime requires an integrated management of information.

In order to enhance cooperation, exchange and immediate evaluation of the information at all three levels it is necessary to establish ‘on line’ communication among them.

The orientation of these structures towards intelligence cannot be understood without computerizing the information and the establishment of proper systems to process it.

- **To increase cooperation with the internal structures and other institutions involved in this process**

The fight against organized crime will be successful provided it is regarded as the common responsibility of all structures of the State Police.

Practice has proved lack of cooperation among structures in different levels; to this end there is need for all police structures to become responsible in the fight against organized crime. These duties should become part of the assessment indicators for their performance.

To assign responsibilities

For the purpose of coordinating the police structures it is necessary to have a clear division of responsibilities in all the three levels of the police organization.

These responsibilities will not consist only in receiving and collecting information, but also in assigning investigative responsibility regarding criminal activity which include cultivation of narcotics, forgery, simple cases of fraud, illegal border crossing, etc.

This will facilitate central and regional structures in the fight against organized crime and will provide them with guidance in the process of tracking and investigating criminal offences having the peculiarities of organized crime.

In order to successfully coordinate the activities in the fight against organized crime, it is necessary to enhance cooperation with the institutions having legal obligations in this area.

In this regard, the police will have the responsibility for initiating and proposing a number of activities, in particular as they relate with the structures of the Ministry of Finance, Prosecution Office in order to achieve the expected outcomes.

▪ To increase cooperation with the international partners

Thus far the experience of the State Police regarding regional cooperation and broader with other counterpart institutions and agencies has been positive. In this context, a number of joint initiatives in the fight against organized crime have been carried out and several agreements on future cooperation have been signed.

In concrete terms this cooperation would imply more outcomes regarding the operational aspect in the following areas:

- **Money laundering, financial and economic crimes**
- **Narcotic substances**
- **Other illegal trafficking**
- **Terrorism**

The signing of the Agreement with the “Europol” will significantly improve the cooperation and coordination among the international police.

The fight against money laundering and financial economic crime

Money laundering is regarded as a threatening activity that increases organized crime. The monies that are obtained from illegal criminal activities are legalized in the financial market by hiding their origin. Thus, they enter the economy and create the wrong initial image for an increase in the economic parameters of the country, but they exercise a very negative influence as time goes by.

Seizure and confiscation of illegal assets gained from the criminal activity will deprive them of the possibility to exercise influence on the economy and to continue their criminal activity.

In addition to this, the criminal offences or crimes in the economic and financial area and corruption such as hiding the income and fiscal evasion prepare the ground for informal economy to emerge. These phenomena as well as the considerable amount of "cash" transactions make it more difficult to fight against illegal activities in Albania.

Economic development is hampered also by corruption; the fight against which requires coordinated police action for police tracking measures, securing of evidence and seizure of assets that are the proceeds of these activities.

The progress made in the framework of improving legislation in this field should be balanced with the increase of the professional skills of these units, the increase of resources and capacities of the Information Technology.

In order to improve the results in the fight against money laundering, financial economic crimes and corruption, the following need to be taken into account:

- Implementation of the existing legislation, amendment and its further adaptation.
- Increase and coordinated development of the activities with internal or external partners or institutions that have legal obligations in this field.
- The increase and the improvement of the investigative and technical skills of the units in charge..
- The profit that police units will get from the confiscated proceeds and assets deriving from organised crime activities, will be used to support the fight against crime.
- Recruitment of personnel that are specialised in the financial economic field.

High Technology/Cyber Crime

Due to the rapid developments of the communication technology and the extension of computer network almost in every field of activity of the society, even in Albania, there has already been evidence of such crimes. This kind of criminal activity appears in different forms, from the petty to the most serious ones with grave and considerable consequences for the society, such as the cases of children

paedophilia, fraud, theft via internet, etc.

Due to the fact that the information technology is constantly growing, it is foreseen that the cyber crimes for the coming years will increase. For this reason, our police organization should consider and handle such crimes in the same way as other crimes. In order for the police to consolidate its activity it should do the following :

- Create a specialized unit, whose mission will be the handling of cyber crimes.
- Recruit personnel with specialized knowledge in this field.
- Improve legislation in the field of cyber crimes in accordance with obligations that derive from the UN Convention "On cyber crimes".

Fight against narcotics

Albania has made progress in the fight against illegal trafficking of narcotics but it continues to be a transit country for drug trafficking. In addition, this phenomenon is becoming an internal problem with an increasing number of drug users.

The existing legislation in the area of the fight against narcotics trafficking is almost complete and severe punishments are provided for by this legislation for persons or groups of people involved in this criminal activity. In addition, Albania has approved a National Strategy for the Fight against Drugs for the 2004-2010

time frame, according to which not only the State Police organization but also a number of institutions will be responsible.

The Police organization should develop the capacities for carrying out criminal investigations in order to make the fight against drugs more effective, through strengthening the cooperation with the Prosecution Offices, providing training, and improving the infrastructure for the units involved in the fight against such trafficking.

An important progress has been made regarding the quantity of the seized narcotics especially seizure of heroin, as indicated by the statistical data, which indicate a periodical increase of the seized quantities by years. But it is obvious that this figure, compared to the transited quantities from our country to other countries, is still low.

Cultivation and trafficking of narcotic plants is another concern. This phenomenon has been given maximum attention and special commitment and concrete measures have been taken jointly with other partners, in particular with the local government to prevent and eliminate this phenomenon.

Given the importance of the fight against drug trafficking and the risk that it poses for the Albanian society and economy the following steps need to be taken:

- Enhancement of capacities in the unit, aiming at increasing the investigative skills.

- Fulfilment of obligations which derive from the National Strategy for the fight against narcotics.
- Enhancement of cooperation between internal agencies and regional and international partners.
- Enhancement of coordination and management policies by using efficient information systems.
- Provision of suitable sites for the storage and administration of the seized narcotics.

Introduction of the Community Policing concept leads to the need to start a number of awareness raising activities for citizens regarding the consequences of the use of narcotics in order to reduce the number of narcotics users.

The fight against other illegal trafficking

The phenomenon of trafficking human beings has been a major concern in our country. As a result of a number of successful initiatives considerable progress has been made; consequently, our country is no longer in the list of transit countries smuggling clandestine people to other EU member countries.

These positive results were an outcome of the amendments made to the new legislation regarding the fight against human trafficking, protection of trafficked victims, and their rehabilitation and integration into the society.

We emphasize that the State Police has managed to build sustainable partnerships with other players in agencies fighting against human trafficking.

Based on the statistical data over the years, a reduction in human trafficking for profit purposes has been observed. Both the statistical data and the evaluation reports of international institutions for the success attained in this aspect, are obvious indicators which prove the commitment of the Albanian State Police to minimize and eliminate this phenomenon.

Important factors leading to progress are: fulfilment of the obligations deriving from national strategies on the fight against human and child trafficking.

These strategies have caused the activity of the police to be oriented towards proper coordination and cooperation policies with other partners and interest groups. The establishment of the State Committee fighting against trafficking of human beings and of the anti trafficking National Coordination Office, which monitor the policies and activities of institutions having legal obligations in this regard, have been considered as significant steps.

Taking into account the geographical position of Albania and the traditional ethnic conflicts in the Balkan region, concrete results are to be achieved in the fight against trafficking of weapons. The fight against such crime will be more efficient if the police will improve the information processing system, will strengthen

the investigative capacities, and will enhance cooperation with the neighbouring countries.

In order to make progress in the fight against illegal trafficking it is necessary:

- To strengthen the positive experience gained so far and identify its best values.
- To strengthen the investigative capacities and increase the criminal proceedings in cooperation with the Prosecution Office.
- To carry out the tasks deriving from the existing strategies in the field of anti trafficking.
- To enhance the standards providing legal assistance to the trafficking victims and their support.
- To increase the community's awareness on the risks of human trafficking, and trafficking of children in particular by way of national campaigns,.

The Protection of Witnesses and Collaborators of Justice

The Albanian State Police has the necessary human power to protect witnesses and collaborators of justice, given the existence of a modern legislation and of the relevant structures. Experience so far has shown that, due to the implementation of the legislative obligations,

considerable success has been achieved in the fight against various criminal organizations and groups. Also a fair amount of experience has been gained.

This is documented with the signing of the international and bilateral agreements on the mutual implementation of special protection measures by providing protection for witnesses and their families. The same attention has been devoted to the protection and security of the employees in the justice system.

Given that protection of witnesses and collaborators of justice has a direct impact on the efficiency of the fight against organized crime it is necessary:

- To carry out duties that derive from respective legislation and the existing international agreements
- To improve the capacities of these structures through training, and provision with the necessary infrastructure and to ensure the continuity of the financial support.
- To increase the international collaboration in the field of witnesses protection by signing cooperation agreements with different countries based on needs.

It is the obligation of these structures to guarantee proper security to witnesses and the collaborators of justice.

The Fight against Terrorism

Terrorism remains a global concern: the main enemy of peace and public security. This requires of the police structures to master and acquire competences in order to prevent and fight against this phenomenon.

The State Police has undertaken a number of structural changes by setting up special units to fight against terrorism at the regional and central and regional level.

In addition, Albania has ratified a number of conventions on the fight against terrorism thus making significant progress in legislation.

Taking account of the fact that terrorist organizations and groups utilize income coming from the illegal activity such as drug trafficking, the State Police should increase the capacities of its structures regarding identification and prevention of financial resources.

Given the regional conflicts and the fact that terrorism poses threat to national security it is necessary:

- To increase regional cooperation in the fight against terrorism through strategic coordination and information exchange.
- To train the personnel of these structures to develop skills and acquaint them with the best experiences in the fight against terrorism.
- To effectively manage resources with the aim to better support this effort and prevent terrorist acts.
- To revise legislation in accordance with the EU

recommendations regarding the fight against terrorism.

- Guide the antiterrorist structures towards intelligence.

Strategy for the Fight Against Organized Crime and Terrorism

The above mentioned objectives in the fight against organized crime and terrorism definitively need to coordinate the actions of all internal structures and of the foreign partners. To this end, there is need to develop a strategy for the fight against organized crime and terrorism.

This strategy will lead to a wider range of collaboration and accountability on the part of all institutions and actors as well as a proactive attitude from all law enforcement agencies regarding these concerns.

The Serious Crimes

The UN convention "On the fight against international organized crime" has ascertained that *"The serious crimes are criminal acts which receive maximum punishment by removing liberty of the individual for a period of over four years"*.

In addition to the importance of the fight against organized crime, the activity of the police structures should also focus on serious crimes such as murders, hostages, etc relative to organized criminal activity.

The need to focus on these types of crimes arises mainly from the awareness of the public and its demands. Prevention and the fight

against these types of criminal activity require:

- A division of responsibilities and powers across the three levels to address the criminal acts by focusing on the subject competences.
- The improvement of infrastructure of the structures involved in the fight against serious crimes;
- The use of intelligence at the strategic, tactical and operational level.

Improvement of Capacities of the Scientific Police

The Scientific Police plays a very important role in the fight against criminality and especially against the organized crime, as it is the only specialized scientific structure in gathering and examining legal and accurate evidence.

Given the importance of scientific police in gathering, examining and verifying evidence by using scientific ways and methods, this structure should be devoted special attention with special focus on the enhancement of its capacities.

To this end, attention should be paid to the establishment and improvement of the necessary infrastructure, the further development of the examination systems and the technical support which are important for its proper functioning.

Further development of scientific proof requires the introduction and application of advanced technologies

such as identification of DNA, identification by way of the photo and voice. In this context, the use of the databank of other government institutions, by incorporating them into the information system, will help immensely.

The following are considered to be important issues for enhancing the capacities in the Scientific Police:

- Introduction and application of new technologies for the detection and the identification of different legal evidence.
- Enhancement of capacities of the data systems for examining different types of evidences such as daktiloscope, ballistics, etc.
- Meeting the needs for space, equipment and up-to-date technology for the purpose of enhancing the efficiency of examinations.

The Integrated Border Management

The changes that took place after the 90s brought about essential changes in the concept of protection and management of the national borders.

During these years, several criminal phenomena appeared such as the different types of illegal trafficking for which the Albanian State Police was not prepared and had no due experience.

The changes that took place in the Balkan Region have developed a new spirit with regard to border management and the relations among states. Efficient border management and the security in the bordering areas are very important and have a vital impact not only on Albania but on the entire region. For this reason, the Albanian State Police is committed to enhance and increase the internal and external collaboration in order to have open, controlled and secure borders.

At present, a good experience has been gained with regard to integrated border management which is evident through the concrete fight against different criminal phenomena happening at the border.

Other factors have also come into play in the process of adopting the integrated border management concept in order to make the borders secure and to control them. .

The collaboration among different national and international agencies has had a significant impact on the improvement of the standards for

managing the border, the response to several EU recommendations and the requirements put forth by the Schengen catalogue.

In addition to these achievements, several deficiencies have been observed regarding management of resources allocated specifically to the Border and Migration Police. This is observed in the frequent moves of the trained personnel, allocation of resources to the respective structures not in line with the recommendations of the international partners.

In order to improve the performance of the structures of the Border and Migration Police, for the purpose of managing border in an integrated manner and efficient manner, should achieve the following objectives :

- **To gradually harmonize the existing legal framework in conformity with the EU legislation**

Integrated border management requires that legislation be in line with that of the European Union. .This legislation should prescribe duties for all other actors contributing to this field, and not put the responsibility mainly on the structures of BMP.

- **To restructure BMP in order to strengthen its management system**

Experience in developed countries shows that the BMP structures occupy a very important place in the police pyramid which is indicated by a clear organizational and management model. This model is the clear expression of avoiding bureaucracy and

establishment of a direct line of communication, by giving resource management responsibilities to these structures..

- **To adapt border control procedures to the Schengen requirements**

Improvement of the control procedures should consist in their standardization and unification, in order to ensure a fast and efficient control at the border. This process will be facilitated through the preparation of a descriptive manual on procedures and operations, that suit the nature of Border Crossing Points.

- **To enhance training and professional development of the BMP personnel.**

To upgrade the performance of BMP structures it is necessary to conduct training in order to empower their capacities. Border and Migration Police is a structure which is most attractive for major donors and projects, which apart from providing support to the logistic infrastructure and technology, have also supported training of personnel.

The personnel moves from the functions they hold based on no criteria, explain the lack of economic return for the investments made. This requires stability of the policies regarding personnel moves in these structures.

- **To enhance cooperation between BMP and other agencies operating at the border**

Partnership is an important element of integrated border management, and an element which enhances cooperation between BMP and other institutions charged with such duties. Consequently, improvement of cooperation will enable the attainment of the required standards and the facilities in the entry and exit regime for citizens at the border. In this cooperation, the establishment of clear communication lines assumes special importance.

- **To enhance cross-border cooperation with the counterpart BMP structures.**

International cooperation among agencies operating at the border in all three levels is very important tool as it increases efficiency regarding integrated border management.

It is necessary that, through cross border cooperation, the various levels establish direct communication and contact with their counterparts while avoiding bureaucracy. Establishment of good relationship with neighbouring countries and other European countries is one of the priorities of the Albanian government which will be materialized in a number of joint agreements regarding integrated border management. In this context, joint border crossing points will be set up on the green border with the neighbouring countries, with the aim to reduce the financial cost for all resources, to increase cooperation and mutual trust, to enable the joint use of equipment,

facilitating the two way traffic of citizens and goods, to increase the degree of professionalism through exchange of experiences.

- **To create optimum conditions for BMP employees and to ensure the necessary infrastructure for BMP structures**

The BMP infrastructure has been improved as a result of European Community donations and assistance; however there is still a lot to be done. According to a study on infrastructural needs, approximately 65% of BMP facilities need rehabilitation, while 35% of them meet the optimal parameters required to carry out their functions. This situation is expected to improve as a result of a considerable number of projects aiming at upgrading the BMP infrastructure.

- **To increase the border control and communication capacities through the use of up-to-date technology**

Currently, infrastructure equipment and communication means required to control the border are available in almost all BCPs. (live-scanners, document examination devices, etc.). It is indispensable to provide these structures with the necessary modern equipment in order for them to fulfill their mission.

- **To carry responsibilities on the blue border**

A strategic priority of this document is the transfer of responsibilities for controlling the blue border to BMP. Based on the EU recommendations regarding the transfer of responsibilities for guarding and controlling the blue border to the BMP, a number of legislative initiatives need to be taken in order to improve the skills of human power and logistical support so that they can carry out this strategic objective.

Given the importance of integrated border management, as one of the conditions for our country to join the EU, the respective department should draft and develop a special cross sector strategy to enable effective management in accordance with EU standards and Schengen Catalogue in this regard.

Building partnerships

The success of the Police in preventing, detecting and fighting criminal activities is not only a challenge but also growing need of citizens to have the best policing standards.

Taking account of the growing demands and needs of the community the police should work together with other partners in order to reach a higher security level for the community. It is now generally accepted that policing is not a duty of the police alone, that is, the police is not the only one to be accountable for the safety in the community but also other partners, interest groups and individuals should be involved in this process.

In order for this partnership to exist it is necessary to establish lines of communication, to take over responsibilities, and to establish ongoing contacts.

Introduction of the community policing concept is indispensable for building partnerships, and it is considered as the most important element of this policing model.

Building partnerships will consist not only in solving problems but also in identifying community policing needs. This identification shall be an outcome of transparent Police-Community relations as well as of the professionalism of the police to react in due time to solve problems.

Partnerships will reduce economic costs for the State Police because all actors are involved in solving and preventing problems..

A main element of partnership is the establishment of joint structures, whose priorities will guide the work of the police.

In order to introduce a sustainable partnership culture in the State Police it is necessary:

- **To build partnerships/ all actors involved to take over responsibility**

Building partnerships implies establishment of sustainable relationships of the police with the community, with other central and local government institutions and other interested actors in our society. It is important to develop mid-term projects on building partnerships.

- **To change the mentality of the State Police in order to enhance partnership**

In order to avoid misconceptions regarding involvement of other partners in this process, it is necessary to change this inappropriate way of thinking. This takes time, but is a key factor to building partnerships and to the success of this activity. Part of this initiative will be a series of joint trainings in order for us to get acquainted and accept capacities of other partners in this process.

- **To have a problem oriented policing- problem oriented Partnership**

In the years to come, the policing model that will be applied by the police will be the problem oriented partnership policing model. This model does not only aim at solving the problem but also takes account of and analyses the economic, social, demographic factors, all of which cannot be made possible without the involvement of other partners.

Models of building partnerships are various but in essence, what they have in common is the building of sustainable partnership groups.

In order for this partnership to be successful it is necessary:

- To establish lines of communication
- To divide responsibilities among all actors
- To carry joint activities according to plan.

Improvement of the quality of service and building confidence.

The State Police is aware of the need to identify the public concerns related to the services that it provides and to be transparent with the public.

The police has been continuously focusing on the improvement of the quality of service to the public. This awareness is the result of the new vision of our organization that put the citizen in the centre of its attention.

The improvement of the quality of service is considered as a daily civic need. This is the result of the overall improvement of the social-economic situation. It remains an essential element in evaluating the police performance.

The improvement of the performance of the police demands higher policing standards which implies the use of up-to-date ways and methods in performance evaluation.

It is necessary to develop performance indicators for structures and individuals as well as for the ongoing performance evaluation of the police organization.

The police should be searching on a regular basis the means that ensure the increase of public satisfaction for the police.

The area that the police should focus its attention is the establishment

sustainable relationships with citizens as it has a direct impact on the image of the police. Efforts should focus on public expectations of the police, which are closely connected with the quality of service we offer.

In order for the quality of the police service to reach standards demanded by the public it is necessary:

• To identify every relationship police-public that needs to be improved.

Police officers must respect the individual rights and freedoms, regardless of social origin. They must know the culture and the traditions of the society that he serves and must show respect and readiness to meet the needs of the citizens for the police service.

• To improve the communication skills

It is needed to set communication's standards, to facilitate trainings that develop the communication skills, to give citizens access to monitor the activity and to improve the performance of the structures in the organization in charge of public relations.

All these elements along with the accessibility of the Police from the public, have an impact not only on the improvement of the quality of service but also serve as an instrument to build and to increase trust.

▪ To develop the ability to change

Change is related not only to the mere identification of public needs and demands for policing but also to setting them as the main priorities of the performance of the organization. It also concerns the ability to create and distribute services according to the needs of the community in different times and locations..

▪ **To identify and promote best values**

This objective will make our organization prominent among other organizations and will foster internal and external cooperation. The best values that are identified should be made known to the public in order for it to be in contact with the developments of the police.

The identification and the promotion of the best values and practices require that the auditing bodies, assessing the performance of the police, set them as objectives in their work.

Self-assessment Model

This model consists in the self evaluation of the organization which can be carried out by looking into the internal and external part of the organization and its outcomes, by focusing on clients, managing processes, developing and improving human resources, improving the learning processes and new developments, developing partnerships and increasing civic responsibility.

This model allows the organization to develop and implement middle term and long term strategies, to develop efficient plans and to identify the needs for improvement in different fields.

The self-evaluation model is composed of elements which encompass a certain area of activity of the organisation. The periodical review of the activities and the results in each of these zones will allow the progress of activities toward an excellent performance. The model's components are:

- Performance indicators
- Leadership
- Personnel
- Policies and strategies
- Partnerships and resources
- Processes
- Indicators for employees
- Public indicators
- Societal indicators

It is not possible to provide every detail regarding the evaluation process of the performance of the police in this document; however we emphasize the indispensability to establish a structure responsible for evaluating the performance of the police by employing this model.

Performance Indicators -

Performance indicators are key indicators showing the progress of the organisation and help to measure progress as it relates to the objectives.

Once the vision, mission and main partners are identified and after the aims of the organization are set, there emerges the need to have a methodology in place to measure the progress made versus the objectives set. Performance indicators are the ones which make this possible.

In order for the State Police to measure its progress against its aims not only as they relate to structures but also to individuals, it should establish a transparent system for performance indicators.

This will be carried out by identifying processes of the organization (process map), setting clear aims, and defining both quality and quantity indicators to measure the outcomes.

Public Confidence building

The on-going efforts for managing change within the State Police are reflected in the relationships with other organizations, the main partners and with the community in particular.

The public confidence towards police has been increasing due to achievements, professionalism displayed in problem solving, involvement of the community in the police activities. Sustainable public trust in the police will lead to a wider involvement of the community in preventing and fighting crime.

In order for the police to ensure ongoing public trust, it should:

- Create a proactive model of reaction in problems solving;

- Identify the public needs and establish them as priorities of its activities;
- Continuously improve the quality of service;

Increasing the Capacity of the Operations and Emergency Rooms

The experience to date has identified a series of shortcomings of these structures that mostly have to do with the deviation from the legal object of their activity.

In practice, often there have been noticed duplications of their competences, shortcomings in the exchange and addressing information, shortcomings in managing the services in different situations, shortcomings with regard to communication with the citizens in due time etc. All these shortcomings that have been identified are also a result of improper consideration of the service offered by this structure.

The first contact that citizens have with police in the majority of the cases is done with these structures through phone calls. The promptness and the reaction to the encountered problems, are evaluated not only as elements influencing on the police image, but also as an important element of faith. But in order for this to function and for the problems of the citizens to be solved, it is required an increasing evaluation of the internal environment for these structures..

Bearing in mind the improvement of the policing performance, the improvement of the quality of service,

the implementation of the community policing, the further increase of faith and its sustainability, it is necessary that the operational and emergency command stations to increase their capacities in the future.

In order for this structure to improve the quality of these structures it is necessary:

- To clarify the object of activity of this structure;
- To improve the normative acts and the drafting of the standard procedures;
- To improve the infrastructure, by providing the best equipment and by accessing information;
- To train the personnel and sustainability of training;

The changes in the above mentioned elements will bring about an improvement of the quality of communication and service for the community, a faster reaction of the police in solving problems, an increase of the participation of community in the preventive activity of police, in the better territory control from the police services through the use of electronic technology.

All the above mentioned issues will lead to an increase of the indicators of public safety and of the fight against criminality.

Intelligence led Policing

Intelligence is the key element of policing, and has a direct impact on the success of the police in the fight against crime.

The best policing experiences have proved that the success of police has been a result of the police activity relying on Intelligence.

Intelligence provides a clear view not only of the public security aspect but also of the internal needs of the organization.

The experience to date has identified some shortcomings not only with regard to the stages of information processing but also with regard to the clarification or establishment of standards regarding the intelligence activity. Shortcomings have also been identified in the decision making process which it is observed in the lack of the intelligence product at the strategic and tactical levels.

The Intelligence has a strong influence on what we do. The State Police has invested a lot for the development of a new Intelligence practice as well as with regard to analytical skills.

The term Intelligence, currently implies the reaching of conclusions based on a large quantity of data. This process is possible only if we join and compare the information collected from all sources.

The establishment of a national wide view on criminality by using intelligence will be helpful for an effective management of all sources in order to prevent crime.

In order to provide a national informative overview and to establish Intelligence as a priority of the police activity it is required:

- **To establish a national model for intelligence**

The establishment of a national model for intelligence will help :

- To establish standards regarding the work with Intelligence;
- To focus on the strategic and tactical decision-making;
- To create a view about the criminal situation and broader;
- To better manage or use the sources.

The development of this model should involve the three levels of the organization: local, regional and central.

Information is the vital element of intelligence, which shows:

- what is really happening in the field;
- the nature and the distribution of the problems;
- the tendencies of the problems;
- the main dangers or threats.

The implementation of this model indispensably requires the development of the Information Technology system.

The national intelligence model is consists of the following elements;

- The process of coordination and share of duties;
- The main intelligence products;
- The knowledge products;
- The Systems products.

The process of Coordination and sharing of duties

The National Model of Intelligence is the model for managing decision making and describing intelligence processes and products.

In the strategic level, it is necessary to have a wider view of the nature of encountered problems in order to for the decision making process to take account of the priorities and the sources available in the organisation.

The decision making groups, should exit at all three levels, and their responsibility is decision making at the strategic and tactical level for each priority based on Intelligence. These groups comprise the main leaders of the structures of respective levels, employees who are responsible for analyzing information and those who have operational responsibility.

Main Intelligence Products

The National Model of Intelligence shows that the work with the Intelligence is not valuable if it does not produce Intelligence Products for police leaders and employees.

The meetings of the decision making groups center around Intelligence Products. These products increase public security of the community, reduce crime and hold perpetrators accountable. ,

The products of Intelligence are:

- strategic evaluation: which aims at providing the decision making group

with a clear view on the current situation, and the future changes;

- Tactical evaluation: forms the tactical basis in the decision making and in the division of duties, which deals with the identification of tendencies, further analysis, and preventive investigatory and toxic initiatives.
- Profile of the objective: is a person or a group of persons with sufficient criminal data for launching a police operation.
- Problem profile: identifies the most problematic areas of the crime and the preventive opportunities by using Intelligence.

Knowledge Products

The knowledge products identify the training needs of staff regarding the acquisition of analytical and operational skills. This element also influences on the establishment of standards regarding the work with Intelligence, and on the removal of obstacles between the individuals and structures regarding the usage of a common terminology regarding Intelligence.

System Products

Police should provide all the necessary facilities and systems which relate to the establishment of an intelligence led policing. Similar can be the establishment of systems which have to do with the collection, registration, analysing and usage of information.

In order for this model to be understood and implemented, it is necessary to increase the competence of persons in future through delivery of specific trainings on Intelligence.

▪ The establishment of special Intelligence Units

Currently, shortcomings have been noticed regarding the activity of the structures related to Intelligence. The efficiency of these structures is low because it is currently focused mainly on the preparation and analysis of a limited amount of information. In order to improve the work in this direction, it is necessary to establish professional structures which will deal with Intelligence.

▪ Information led activity of the police structures

All police employees should undertake the duty to collect the information in an open or secret way pursuant to the role and then enter it in the data system.

The introduction and application of this model for the Albanian police is a new experience. Its indispensability emerges from the need to use a common intelligence model applied by EU counterpart institutions.

Due to the nature of this strategic document it is impossible to elaborate more on this model; however, it is the responsibility of the respective department to introduce and apply this model in future.

▪ Information Technology

Development and application of this system will create an electronic communication network that will bring about faster gathering and processing of information while distributing it at all levels thus increasing the efficiency in decision-making.

Thus far there has been a good practice regarding the development of IT projects such as TIMS, RMSI, DataCom, Memex, 12, etc. Completion

of these projects will enable the establishment of the infrastructure needed for an integrated management of whole police intelligence.

Further reduction of crime and antisocial behaviour

Crime Reduction

The Albanian citizens have the right to live in a safe and quiet environment,. The public deserves the best police services as all citizens of the most developed democratic countries do.

In addition to focusing the police activity priorities as the fight against Organised Crime, Integrated Border Management, effective management of resources etc. special attention should be given to the reduction of the crime rate, not only to those that pose a high social risk but also to criminal offences that are a direct concern for the citizens such as crime against persons and property, frauds, forgery, etc.

Reduction of the crime rate calls for active participation of all partners and an increase of capacities of structures dealing with this issues.

Our contacts with the community will foster through proactive activities, including those regarding law enforcement and, involvement of the community in specific security programmes.

This cooperation aims at involving the community in preventing and reporting criminal activity.

The State Police has gained first hand experience and has maintained the tradition with regard to the

investigation and prevention of these criminal offences.

The statistical data show that these offences occur in areas and cities where huge demographic shifts have occurred . This concentration of the populalation has brought about social consequences which are reflected in the high level of criminality.. In order to minimize this phenomenon it is necessary:

- To identify partners and to increase cooperation;
- To increase technical and logistic infrastructural capacities of the structures which deal with this crime category.
- To improve the mode of identification and reporting of crime and an approximation of police statistics with the ones from the prosecutor' s office

The reduction of these phenomena will increase public security on the part of citizens.

Child Protection

Children, the most vulnerable group of the society, have often become victims and have been involved in criminal activity. For this reason their protection and treatment is and remains a major priority of the police activity.

The State Police has given this issue due attention and has been searching for ways and means to cooperate with other government structures and non-governmental organizations.

In order to increase the efficacy of the police activity regarding this issue, special structures have been set up at the central level, in charge of protecting these children from criminal exploitation, involvement in crime activity, abuse for various reasons and for guaranteeing their legal rights.

The main causes for these children being involved in criminal activity are the social and economic conditions. Their protection can be guaranteed only through mutual understanding, cooperation among government bodies and other bodies.

In order to be successful in this effort the following steps need to be undertaken:

- Implementation of obligations deriving from the national "Child Protection" strategy;
- Gathering and identifying thorough statistics on children involved in criminal activity;
- Professional upgrading of the police employees in addressing this issue;
- Extending special structures for child protection at the central level;
- Enhancement of cooperation with government institutions and other bodies in this area.

Blood feud and revenge

Regardless of the fact that revenge is not spread nationwide, it still exists in certain confined areas in the northern part of the country having major social economic problems; this however is a major concern for the

society and the communities in these areas because it is directly linked with the fundamental freedoms of the individual.

This issue becomes even more sensitive given the fact that it also affects women and children, which is an indication that this phenomenon has drifted away from the norms and definitions of the original code.

The case studies on revenge indicate that the majority of cases of revenge are an outcome of conflicts and animosity inherited from the past. The same is true for vendetta, which different from revenge is present in all parts of Albania, and is based on different motives.

The State Police has expressed a special interest and has given all its attention to these phenomena. Along with special measures taken, it has established special structures in the north of the country to prevent and fight against these cases.

In order to locate and get rid of these phenomena, the activity of all players, government institutions and representatives of the civil society should focus on:

- Preventing these cases by identifying and recording cases of animosity and conflict;
- Law enforcement;
- Increasing cooperation and coordination among all stakeholders;
- Developing and implementing a national strategy for this purpose;

Antisocial Behaviours

We consider as antisocial behaviours all those actions which affect public order, cause stress to the community such as, bad behaviour in public places, vandalism of youth groups, infringement of public order etc.

Treatment of antisocial behaviour as priority in this document is the result of the growing demand placed on the police to deal with such problems.

Currently, the State Police lacks competence in addressing these issues as a result of two main factors:

- Lack of legal basis, which norms the police activity in treating these phenomena;
- Taking over these competencies by other police organizations.

Being aware that all citizens address their complaints for such phenomena to the structures of the Albanian State Police, it is necessary for the Police to improve the legal instruments addressing these issues.

Currently, the Albanian State Police simply relies on other law enforcement institutions to address these problems.

Given the fact that the citizens address their requests for help to the Albanian State Police and the ASP has not been able to solve these problems, has created a lack of trust in police, which is reflected in the Police – Community relationships. To enable treatment of antisocial behaviour, the Police should:

- Improve the necessary legal framework;
- Initiate joint projects and activities with the community and the other partners to prevent antisocial behaviours.

Antisocial behaviours constitute a big concern for the community because they limit the quality of life and damage public trust in the law and public services.

In future it is necessary to establish a database on cases of anti-social behaviour. It is just as important for the police employees to be aware that such phenomena should not be neglected. .

Launching joint activities will not only increase transparency, but ;also the responsibility for addressing such issues by Police.

Domestic Violence

The changes in the Albanian society have led to changes in the family relations' consequently, during these years an increase of the reported cases about domestic violence has been observed. Bearing in mind that a big number of criminal offences, and in more concrete terms, of murders and suicides have occurred as a result of the family conflicts (because of social-economic reasons), it is necessary that the police takes greater responsibility for preventing this phenomenon.

In addressing this phenomenon partnership is an important element,

because the Police cannot solve problems on its own.

The Department of Uniform Police, along with the mid-term plans regarding identification and cooperation with partners, should pay special attention to the development of plans for preventing domestic violence.

Environmental Protection

Based on the global concern about environmental protection and the risks coming from environmental pollution, it is necessary that ASP focuses on addressing environmental matters in future.

This requires ongoing active participation of the police in related activities with other partners in charge of environmental protection.

To enable the improvement of the measures regarding environmental protection, it is necessary:

- To take the responsibility for the prevention of environmental pollution in cooperation with entities in charge and with other actors,
- To identify and prosecute individuals, legal entities and natural persons who run counter to the legal provisions on environmental protection.

Improving the management in the State Police

Management is of great importance for the success of an organisation, this being a business or a private organisation, or an institution offering public services such as, the State Police.

In essence we should admit the fact that management in the State Police should be no different from the management of a profitable organisation, as both offer services that aim at satisfying their customers.

The social changes that have taken place in the recent years have also been reflected in the management approach of our organisation, but as yet no unique and up-to-date management culture has been established. We emphasize this on the basis of a wide range of deficiencies identified with regard to the management of resources.

Despite the above mentioned deficiencies a considerable drawback is lack of promoting the best values, and failure to set standards for the motivation of the individuals bearing such values.

Leadership plays an important role in the proper management of an organisation, this closely connected with a clear vision but also with the application of the forms and methods which would help establish a new management culture.

Regardless of resources that an organisation might possess, the improper management of those

resources may cause the organisation to fail.

The experience of the police to date, at different time lines has shown several deficiencies which have been caused by the following factors:

- Lack of leadership
- Lack of goals
- Lack of a professional staff
- Lack of trainings

In order for the organisation to be successful it is necessary that the above mentioned factors be balanced against each other.

The management of the State Police should aim at introducing a proactive management style, in which leaders should precede the situations and problems through a planning process.

It is of particular importance for the activity of this organization to be constantly oriented toward planning. This process will pave the way for a better management of resources, and will identify the needs for the application of contemporary approaches.

In order for a contemporary management culture to be established within an organisation it is necessary to have a change in the mentality of its internal environment, this being accompanied with a change of mentality of staff. The change of mentality will create an internal environment open to changes, to new concepts and will bring the organization closer to the standards of the western counterpart organisations.

In order to establish a modern management culture in the State Police

it is necessary to achieve the following objectives:

- **To produce a map of the processes of the State Police activities.**

It is indispensable to clearly identify the work processes and their levels within the police. This map will enable an accurate definition of responsibilities and roles for these processes, and will prioritize the needs for improvement.

- **To decentralize the State Police Organisation.**

This objective will imply not only decentralisation in terms of budget but primarily decentralisation of responsibilities and the decision-making process. This objective will influence on the management culture of the State Police, will minimize bureaucracy and will foster accountability at all levels.

- **To respect the Chain of Command**

All the three levels should respect the communication and hierarchic lines. This objective has been dealt with as part of this strategy because of the negative experiences in the past.

Ignoring the communication and hierarchy lines, in the police pyramid, leads to lack of leadership authority, damages the processes of the police activity, the organizational culture, and infringes the legal norms.

- **To encourage the new approaches**

Embracement and application of modern methods and tools will improve

the processes of the activity' and will increase the quality of the final product. This will be closely connected with the changes in the mentality at the leadership level and the opening up of new opportunities for the trained staff to continuously apply new forms and approaches. This will also serve as a motivation for all the police employees to further develop and enhance their professional competence and knowledge.

- **To promote the best values**

The aim is to promote both individual and structural values. The promotion of these values will also form the identity of the police as an integrated and competitive service with other organizations. The best values developed by the leadership and the trained personnel need to be advertised both within the organization and among stakeholders.

- **To develop and apply the Standard Procedures**

The application of the standard procedures will norm the activities of the police and will help to make a clear division of competences and responsibilities according to roles. In addition, the existence of these procedures will avoid deficiencies while police employees carry out their day-to-day duties.

Each department, in accordance with each activity should develop the standard performance procedures.

- **To enhance the management capacities.**

In order to establish a modern management culture within the police there is need to enhance the management capacities of leaders, by offering professional training to them on this issue.

Enhancement of these capacities is considered as indispensable, given the new working forms and approaches, which currently are part of the day-to-day activities of our organisation, and as such increase its flexibility.

- **To guide the work towards strategic planning**

This effort will not only include the development of plans but also their implementation. It is the 'implementation' element that renders the difference between routine planning and strategic planning.

The reason we emphasize this fact is that a tendency for not implementing the drafted plans has been observed, thus providing no good reason to justify the use of resources allocated.

Currently, the planning activity of the police is oriented toward one-year plans as well as on several strategies on different fields. In addition to this, there is need to develop mid-term policies, which will unify and harmonize the activity of the police at the central and local level.

The three year plans, being a novelty of this document, will strengthen the authority of the police and its leadership capacities in the mid-term.

These plans should contribute to the fulfillment of the national priorities by taking account of the circumstances

and needs through ongoing | consultations.

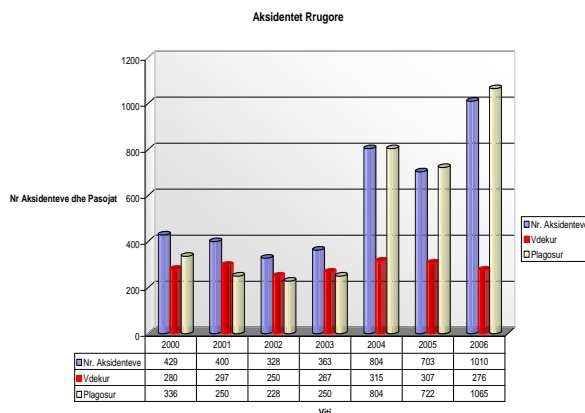
Enhancement of Road Safety

In our country, the Traffic Police Service is an activity which is based on *the prevention, observation and verification* Road Code offences, *provision of direct services for traffic management*, documentation checks *regarding vehicles and control in the use of roads.*

The ever increasing number of motor vehicles and the poor status of road infrastructure brought have about high rates of road accidents.

Studies indicate that by 2020 road accidents will kill more people than wars or AIDS. Respectively, they rank third in the ten top causes of death all over the world and make up 25% of the world revenue. All the above makes the enhancement of Road Safety a top priority for the Albanian State Police.

Taking into consideration the high rates of fatal road accidents (as shown in the following chart), the high numbers of Road Code offences, the need for ever greater driver competence, this priority becomes an obligation.



Having as common goal the safety of citizens on the roads, this service

assumes key importance in the State Police.

If we were to compare this service with the counterpart services throughout Europe, we observe that the target of the work of these Roads Police structures is not only the management of traffic and documentation checks, but that they are considered to be a key factor for ensuring road safety.

Success in Roads Policing is achieved through a motivated, trained workforce, equipped with the necessary logistic infrastructure. Motivation is as well related to the presence of a clearly stated goal of this service as well as to the way each police officer is treated in the service.

The service delivered with a view to ensure road safety is of primary importance, not only because it helps establish the links between the Police and the Community, but also because citizens are quite sensitive towards the service delivered.

The risk of accidents on the roads of Albania is estimated to be 30% higher than that in the other countries of the Region. Considering what a road accident may cost either to the families or to the institutions involved and with a view to improve the efficiency of the service a long-term plan needs to be drafted to serve as a point of reference to the performance of the Roads Police structures.

The service delivered by the Roads Police structures is one of the main aspects of Police service which has a direct impact on the image the Police will project and on public trust in the police.

With an aim to meet the standards and improve the quality of the service delivered by the Roads Police, the following objectives should be achieved:

- **To integrate the service into the Community Policing philosophy**

It implies an ever faster response to collisions, a better traffic management and the involvement of other stakeholders, having institutional obligations towards Road Safety. This philosophy calls for mid-term and long-term cooperation plans.

As the Roads Police service is often the first contact the public has with the police, importance must be given not only to issues related to traffic and road safety, but also to the ability to collect and exchange information on issues going beyond the usual scope of the work of the Roads Policing sector.

Although the Police organisation as a whole will implement the Community Policing model, the Roads Police service must in a particular manner be oriented towards this philosophy.

- **To orient Policing towards Intelligence**

This implies the need to establish a system of specific database in order to enable the service keep statistical evidence, collect data on traffic offenders, on accidents but also on broader issues.

The intelligence will allow the Roads Policing sector to create a broader picture as to where are located the hot spots for accidents, will ensure a better allocation of resources and will identify the needs for improvement.

- **To improve logistic infrastructure**

It is necessary to equip Roads Police with contemporary means and equipment, in order to enable them to achieve the mission and meet the standards of the counterpart European structures.

- **To enhance partnership with other institutions**

Partnership is a key element of the Roads Policing sector, as Road Safety calls for the involvement of other stakeholders. as the Ministry of Partnerships demand sharing of responsibilities among all players and drafting of common plans. They can be implemented through various models such as the creation of Road Safety Groups with the participation of all players involved in the process.

- **To constantly upgrade the professional skills**

Upgrading the professional skills of the police employees, being part of the Roads Policing sector, will be achieved through the delivery of various professional trainings attaching special attention to the modules on ethics and communication with the public. J

In addition joint trainings with other stakeholders or interest groups should be organised in order for the police employees to become aware of and assess their expectations of the service.

- **Review of the Road Code**

Based on the deficiencies identified by the activity to date, a review of the Road Code becomes necessary. This will allow;

- avoidance of bureaucracy in applying the punitive measures;
- improvement of the quality of the service;
- provision of greater authority regarding this service
- a clearer definition of procedures to be followed with regard to the seized vehicles and the creation of a system for dealing with them, etc.

Improvement in the management of resources

The accomplishment of our key targets is dependant on the ability to make the most efficient use possible of the resources currently at our disposal.

The Albanian State Police must be able to efficiently manage all resources so as to allow the community derive maximum benefit from the police services in meeting the operational priorities. Resources have a major impact on the image the Police against the outer environment.

The mission of the support services is to support the operational structures in accomplishing their mission through:

- Optimal use of resources
- Setting out clear and targeted objectives.
- Constantly identifying new creative alternatives.

What those services need is a quick decision-making ability and the improvement of communication lines .

Considering that the success of the support structures has an impact on the success of operational structures and the image of, the Police for the public, the need arises to change mentalities towards the creation of a civil culture and towards the modification of work processes, with an eye on planning.

This priority addresses the main areas covered by the support structures, and aims:

- **Improvement in the process of management of human resources.**
- **Improvement in the process of management and of investments with regards to the police premises.**
- **Improvement in the delivery of services of the logistic structures.**
- **Improvement in the system of financial management.**

Improving the process for the management of human resources

The management of human resources is and will remain the most important and sensitive issue for the success of an organization. This is due to the complexity of the process of managing knowledge and skills, identifying and promoting the best values.

The organization manages and promotes the knowledge and potential of its personnel at all levels, and plans activities to support its policies and activities.

In essence, the main element of this management is the establishment of systems for identifying and promoting the individual's best values and the structures within the organization. Many authors and scholars purposefully equate successful management of human resources with the successful management of the organization, by emphasizing the importance of this element.

Therefore, the State Police has recently displayed major deficiencies in this respect. To this end, it should pay special attention to this process. Presently, the experience to date has indicated a number of shortcomings in the process of managing the human resources. These include:

- Lack of long-term, well thought out and transparent policies on personnel moves,

- Lack of identification of the best values,
- Failure to implement the law regarding ranks and career promotion,
- Failure to motivate the members of the organization, etc.

All the above mentioned shortcomings have had a negative impact on the performance of Police organization such as lack of professionalism, failure to create an internal organizational culture regarding management, administration and safe environment for employees.

Developments within the police have also influenced its relationship with the outer environment, thus giving the public the perception of instability.

Considering that 75% of Police budget goes for the needs of human resources, and that the cost for a Police employee will be on the increase, it is indispensable that special attention is devoted to the efficient management of resources. This relates not only to their financial treatment, but also to the investment made for their professional upgrading.

It is for this reason that this priority is considered as one of the most important for the State Police long term strategy.

It is important that the leadership and managers of these resources possess the necessary professional skills and respect the system of legal rules regarding the management of human resources.

Regardless of the fact that the legal framework for these processes is almost complete, deficiencies in their application have been observed.

In order to fulfill this priority, this document sets several objectives, whose implementation will allow for the improvement of the process of managing human resources and creation of a unique culture of the organization in this connection.

- **To develop a professional upgrading plan for Police employees**

The structure responsible for the management of human resources should develop a clear and detailed plan for the development of the human resources of the organization. This plan should contain the main management policies and the needs of the organization for resources.

The main aim is that policies, related to appointment and transfer of personnel, should take account of the interests of the individual and of the organization strongly grounded on respect of human rights. In addition special attention should be devoted to the gender issue, by not merely having a gender balance but also hiring women in the police.

- **To identify and promote the best values of the organization**

It aims at identifying the individual's best values and providing equal promotion opportunities to all employees. This has a direct impact on the quality of service to the public from the police. This quality is related to equal treatment of employees, transparency in their career progress, their motivation, which on the whole form the identity of Police organization.

The respective structure will be responsible for drawing up and implementing clear policies, which should aim at identifying these values at an organizational level, while avoiding subjectivity and abuse in this direction. In this context it is necessary to implement legal norms for the promotion of the best values. Failure to do so, in many instances has led to lack of motivation and has discouraged the police employees to perform their duties.

- **To enhance competencies and responsibilities for each role and function**

Competencies encompass the rights, obligations, responsibilities and skills of Police employees against his/her function. A better specification of the above for each role and function will enable every police employee to perform his/her duties as prescribed in the law and clearly apply the rights, responsibilities and skills of every police employee required for the respective function.

Improvement of such competencies will orient Police activity towards

transparency and will improve the internal communication lines among individuals and the various management levels of the organization.

Computerization of the data on competencies for each role and function will enable a transparent and efficient management of human the resources of the organization. In essence, computerization of information will allow for a decentralization of responsibilities of structures dealing with human resources in decision-making regarding recruitment, promotions and transfers of police employees.

The electronic entering of data will also enable:

- accurate identification of skills of police employees for their roles and functions,
- identification of needs for professional upgrading,
- identification of demands of the police for specialists from various fields,
- preparation of the background for dismissing the police employees who do not meet the requirements for their role and function.

All these processes: testing, training, recruitment and dismissal will be conducted in a planned manner, without leaving the responsibility solely with the department for the

management of human resources, but also involving other departments, which should participate in this process. These priorities will be set out in detail in the development plan for human resources, including the implementation phases and deadlines.

The identification of areas for improvement will be done based on the evaluation of individual performance, conducted by way of evaluation methods.

The human resource structure will be responsible mainly for the delivery of information on issues regarding recruitment, appointments, promotions and training of all police employees taking account of equality among police employees and the human rights issues.

Transparency regarding this issue is considered as very important given the negative experience and perception, which has had a direct impact on the motivation of individuals and the success of the police. Experience to date regarding transparency has proved that police employees, in most cases are not informed of the changes within the organization.

▪ Training

Training, as an important part of the Police activity, allows for the enhancement of professional skills. In order to establish a comprehensive contemporary training system, tailored to the needs and requirements of the organization, it is

important that the following objectives are met in future:

- To unify the trainings already delivered;
- To identify the training needs of the organization;
- To develop training modules for each training activity.

It is important to identify in future, the training needs for Police employees and structures . The ways and forms that will be used to identify the needs will be the responsibility of the Personnel Directorate.

These structures should establish a database system on the training already provided to Police employees, both in the country and abroad. This will allow for an assessment of the potentials within the organization nowadays and an accurate identification of future training needs.

▪ **Police Academy**

Police academy is an important institution responsible for the ongoing development of the professional skills of Police employees and for producing future leaders for the organization.

Police Academy has currently undergone a series of changes both in structure and the teaching techniques. This newly introduced system of police schooling has started its functioning through intensive and alternative indoors and

in-field training courses for Police employees.

With regard to the development of a training system and bring it close to the required standards, the Police Academy should meet the following objectives:

To assist the Police in identifying the training needs

The Police Academy assists the respective structure in identifying the training needs in certain areas by using contemporary forms and methods and also by offering training.

To establish a training system within the organization

The regional and local Police structures, in cooperation with the Police Academy run training courses to meet the training needs of police employees up to a specific level. The level of this decentralization will be determined by the Police Academy. The system of Training in the field will prepare the general patrols and will provide cascade training.

Advanced and specialized training is also an important component of the police training structure. Our long-term objective is to establish a permanent training system which will provide qualitative and specialized training by also employing distant learning.

To provide professional training for the teaching staff

The didactic staff should possess the required qualification and proper infrastructure should be made available to them. The pedagogic staff should be in constant contact with the operational experience.

To develop skills to manage change

The Academy of Police should be in constant contact with the best policing experiences from the developed countries and explore possibilities to adapt them to the State Police.

Worth mentioning here are the growing efforts of the Police Academy to conduct appropriate courses regarding the leadership and management. Now it is hoped that this strategic objective will be achieved very soon, making police schooling cycle complete, integrated at all levels and in conformity with contemporary standards.

To continuously improve the didactic curricula

This objective will help to reach certain standards required for the establishment of an accredited system for the curricula, so that students who graduate the Police Academy will have the opportunity to develop their capacities, in various fields, to full potential.

The membership of Albanian Police Academy to the European Association of Police Colleges will be very helpful in this regard..

To intensify cooperation with other tertiary institutions

It is indispensable to boost cooperation with other tertiary institutions in order to

achieve certain teaching standards, inviting lecturers from these universities to offer their expertise in the training events, at various levels and on specific fields.

To increase transparency

Every year, the Police Academy develops and disseminates the training programmes for the police at all levels. The personnel who will attend these courses will be selected based on the needs that have been identified and the requests that have arrived from various structures. This process will be carried out in cooperation with the Human Resources Department.

Improvement of the process for administering and investments on the police buildings

One of the reasons for this document with a 7-year term is the need for long-term policies regarding investments in the field of assets in use by the State Police. Given the present condition of the buildings and the investments that have been made, there is still much to be done not only regarding renovation work and their approximation to contemporary standards, but also regarding the improvement of the management procedures.

Embracing the philosophy of Community Policing will help deliver more and better quality services. As a result this will determine the needs for proper environment and premises required to offer such services.

The effectiveness of the performance of the police will increase significantly in case an environment according to contemporary parameters is provided.

In addition to the positive impact on the internal environment, another expected outcome will be a better image and a greater confidence in the police on the part of the community.

Another objective regarding buildings should be the corporate identity, which implies the fact that these buildings should be identifiable and reachable by citizens.

The management and administration of these buildings indispensably need clear policies on investments also

taking into account the high costs for their rehabilitation.

On the basis of the existing inventories, the State Police has under its administration 1050 object, out of which only 740 are functional.

If we were to refer to the present condition of the buildings in use by the State Police, we would find many things missing relating to their depreciation, maintenance, standartization and lack of long-term policies on investments. This strategy will pave the way to important initiatives in this direction, and one of them would be :

▪ The Drafting of a Master Plan

This master plan should include:

- A study on the present condition of police buildings,
- The needs of structures at all levels,
- The demands stemming from the necessity to implement community policing.

This evaluation would create a clear and comprehensive view of all State Police buildings and would make possible the drafting of a priority list on possible investments to be made either from the state budget or from foreign donors.

This evaluation should consider the needs of all structures at the regional and local level, the operational units, based on the number of employees, structural hierarchy, the existing situation of the present buildings, the shortages and the necessary

improvements, types of services so that every investment can reflect contemporary parameters and standards in the working environment.

The priority list will be drafted on the basis of this accurate evaluation, and it will orientate the whole process of investments to those buildings and premises which need immediate intervention, while avoiding subjectivity. This also creates the chance to attract foreign funds to this direction through proposals associated with clear arguments.

This process of identification will help make a real evaluation of the number of buildings that State Police needs, of those buildings which are depreciated and those which are not used by Police services, thus paving the way to procedures to remove administration responsibility from them.

- **To standartize police buildings**

These will make possible the creation of all facilities for citizens to help solve the problems and for a rapid police response to their concerns. The police buildings should not give the impression of the police being “hermetic” to the public, because this causes difficulties in communication between them. The idea of being transparent with the public indispensably requires all these buildings to be uniformed, implying that all police services should have corporate identity and be easily reached by the community.

Improving logistic support services

Logistics services are considered as very important for the operational structures to be successful. Actually, this is the most sensitive service not only as it concerns the issues and deficiencies observed but also its special role in the police. The shortcomings observed in the management of these services have had a direct impact on the image of the State Police.

Given their complexity, the logistic services require a contemporary management system.

These services should constantly be in contact with the most recent resource planning and management forms and approaches in order to avoid bureaucracy and to meet the needs of the police.

Productivity of human resources will not be sufficiently effective without the support of other logistic resources which include uniforms, equipment, fleet, armament, food service, premises, infrastructure, etc.

Introduction of a modern management culture in the State Police will have a direct impact on the management model of support services. Similarly,, application of the Community Policing model will place higher demands for the operational structures to better support the logistics infrastructure.

In order to improve these services, the following objectives must be met:

- **To improve planning policies**

Planning policies must be developed based on the police needs for logistic services and an analysis of the work processes of these services. This analysis will highlight the need to improve them in order to avoid bureaucracy and spending which have an impact on the quality of the service.

Development of these policies will serve as a good basis for the vision and mission of the logistic structures, thus pushing them to rely their activity on a strategic planning. The planning and analytical process enables the identification of the present situation of the police logistic infrastructure, while identifying the needs for investments in this connection.

- **To increase the quality of services**

Logistic services should be oriented towards a better quality of the services to the police operational structures. In order to do so, projects should be initiated in relation to outsourcing to third parties sensitive services such as uniforms, food, etc. To this end, it is necessary to review the legislation, thus paving the way to awarding long-term contracts to private business for this kinds of services.

The experience to date of counterpart organizations shows that this change is feasible and increases significantly the quality of these services; it relieves the organization of these

processes by simply assuming the role of a supervisor and reduces the number of staff involved in these services.

- **To establish structures to conduct research on the market and to identify the needs in the police**

Establishment of such a structure will help select the best modern technologies and equipment to enable the police to achieve its objectives and will help monitor the performance of the technologies already invested in.

- **To amend the legal and sub-legal acts**

In order to facilitate and improve the processes it is necessary to review the legal and sub-legal acts which set the work norms of the logistics structures.

- **To monitor the use and maintenance of equipment**

The structures of the logistics must be responsible for the monitoring of the 'life cycle' of the various equipment and vehicles the State Police possesses and purchases, thus not limiting their activity in "purchase and distribution" but also caring for their maintenance.

- **To establish a computerized system for the logistic services**

The implementation of RIMS project will help an integrated management of all information of logistics structures enabling their "on-line" communication. This new system will significantly increase the effectiveness of management and the use of all resources pertaining to this service.

- **To improve the skills of the logistics' structures through professional training**

Like any other structure of the organisation, the logistics structure needs to be trained in order to improve their professional skills for a better management of their resources. The logistics structures should identify their training needs in order to keep abreast of the best practices in managing resources.

- **To adapt fire-arms to the mission of the police**

The police organisation must have the kind of weaponry which suits its mission and in line with the requirements of the international conventions. To achieve this objective, it is necessary to analyse the current situation regarding fire-arms in order to precede the amendments of the legal acts which will facilitate the respective structures in administering fire-arms ..

- **To improve the capacity of auto-mechanic structures**

These structures are responsible for the management of the vehicle fleet, its maintenance, and its complete readiness to meet the needs of the operational service and to identify the needs of the organisation in this respect.

The experience to date has shown a number of shortcomings relative to the performance of these structures such as their fragmentation and complete non-functioning, non-effective financial management, lack of strategic objectives, lack of coordination of activities, etc.

Given the importance of that proper management has for these structures, the range of problems that emerge from this service, its high financial cost and the aim to improve its capacities, it is necessary to undertake the following steps:

Development and implementation of a Strategy on the improvement of the service in the auto-mechanic structures

This document will enable the strategic management of the fleet and the definition of long-term objectives which are as follows:

- **To improve infrastructure;**
- **To improve the human resource capacity through the training and motivation;**
- **To improve the management of financial resources;**
- **To review the work processes;**

- **To reach contemporary standards in developed countries**

Because of the huge financial cost of this service, it is necessary to combine the technical skills with the economic ones in order to ensure an efficient performance.

- **Setting of standards**

Standards relate to the use of vehicles, their work regimen, maintenance, unification, procurement, life-cycle of vehicles, etc. Standards will help improve the quality of service..

- **Management of the information**

Like elsewhere, management of information is a fundamental element which help provide a comprehensive view regarding investments in vehicles and their writing-off; enables efficient communication among structures in analysing the current situation and determining the needs for improvement.

Improving the finance management system

The system of financial management of the police organisation is changing from a centralised management system to a more open system which means that the local structures have more authority over the use and administration of their financial resources.

The centralised management of the budget by the HQ, by ear-marking all expenditure lines, has brought into evidence shortcomings which caused a non-efficient use of funds and as a result created problems in the activity of operational structures of the police.

With the aim of having a more efficient use of the financial resources so that the mission of the operational structures is accomplished, the following are required:

- **Devolution of the budget of the State Police Organisation**

The term devolution means:

- State Police must have its own budget evidenced as a separate line within the total of government budget.
- Local structures will have full authority regarding the detailing or break-down, use and administration of funds provisioned at the beginning of the year so as to ensure the necessary financial support for carrying out their activities.

- The local structures of budget management should be oriented towards the allocation of one single budget figure, giving them full freedom over the use of the budget and its timing, number of employees, number of vehicles and equipment to realize their functional duties.

We underline that the central finance management structures do not lose their importance with the devolution of the budget; their role will be to control and supervise the local financial structures.

The central structures monitor the definition of financial objectives and their measuring way, identification of valid resources, institutionalisation of the finance system control, income, unification of requests coming from different levels, and quality and the performance assessment.

- **Computerization of the whole budget and finance system of the State Police**

Implementation of the RIMS programme will enable an integrated management of all financial information and also an “on-line” communication with subordinate structures. This will increase considerably the effectiveness of management and use of financial funds thus helping the managerial structures of all levels in a secure and quick decision-making.

- **Integration of this system with the financial institutions systems**

The implementation of the RIMS program will enable an effective and timely communication with the other counterpart systems of the state administration in receiving and exchanging the information needed for the management of the financial resources allocated to the State Police.

Donations and Development Projects

The State Police has been, and still is one of the main beneficiaries of the foreign assistance and development programs, through the assistance offered by the EU, USA, as well as a big number of national and international organizations operating in Albania.

The main goal of all donations and implemented projects has been the enhancement of the police capacities, toward the performance growth and toward the achievement of successes in the public order and security area. The determination of the intervention areas has been realized on the basis of the most immediate needs and of the strategic priorities that the State Police has.

Much of the investments have been made on the growth and modernisation of the Information Technology, and its infrastructure, enhancement of technical capacities and refurbishment of the police premises as well as on the professional upgrading of personnel in the trainings.already conducted.

Currently a considerable number of projects are being implemented, in which the main beneficiary structures are the Public Order Police and the

Organized Crime police, Forensic Police and the support structures.

What will be required in future is:

- To channel donations and development projects in compliance with the strategic priorities and objectives of the State Police.
- To enhance the absorbing and managerial capacities of the police structures benefiting from these projects in order for these projects to be carried out in due time based on plan and by avoiding bureaucracy.