

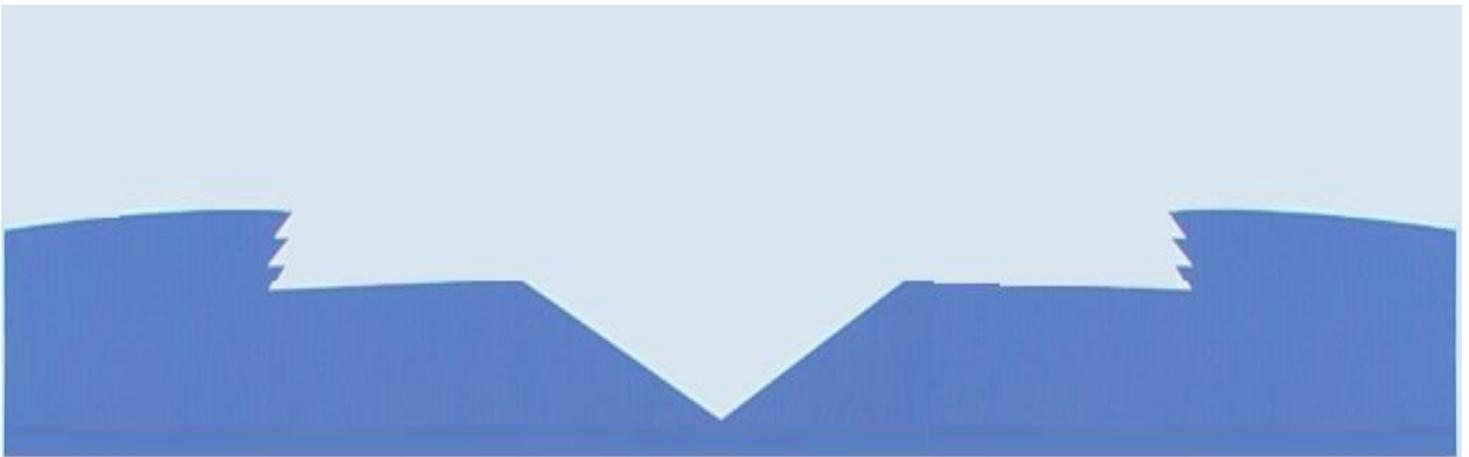


Republika e Kosovës
Republika Kosova-Republic of Kosovo
Qeveria-Vlada-Government

Ministria e Punëve të Brendshme-Ministarstvo Unutrašnjih Poslova-Ministry of Internal Affairs

AKADEMIA E KOSOVËS PËR SIGURI PUBLIKE
KOSOVSKA AKADEMIJA ZA JAVNU BEZBEDNOST
KOSOVO ACADEMY FOR PUBLIC SAFETY

DEVELOPMENT STRATEGY AND ACTION PLAN 2019 – 2022



Vushtrri, 2019



Republika e Kosovës
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Akademia e Kosovës për Siguri Publike/Kosovska Akademia za Javnu
Bezbednost/Kosovo Academy for Public Safety

Në mbështetje të nenit 14 paragrafit 1, nën-paragrafi 1.2 si dhe 1.7 të Ligjit Nr. 04/L-053 për Akademinë e Kosovës për Siguri Publike, Drejtori i Përgjithshëm i AKSP-së nxjerr këtë:

V E N D I M

1. Miratohet Strategjia Zhvillimore dhe Plani i Veprimit për Akademinë e Kosovës për Siguri Publike për vitin 2019-2022.
2. Obligohen të gjitha njësitë organizative pranë AKSP-së për zbatimin e strategjisë nga pika 1 e këtij vendimi.
3. Vendimi hyn në fuqi ditën e nënshkrimit.

Datë: 28.02.2019

Ismail Sinakliq



Drejtor i Përgjithshëm i AKSP-së



Vendimi iu dërgohet:

- Udhëheqësve të njërive organizative dhe;
- Arkivit të AKSP-së.

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LIST OF ABBREVIATIONS

KAPS	Kosovo Academy for Public Safety
AEPC	The Association of European Police Colleges
KAA	Kosovo Accreditation Agency
NQA	National Qualifications Authority
FPS	Faculty of Public Safety
ICITAP	International Criminal Investigative Training Assistance Program
OSCE	Organization for Security and Co-operation in Europe
EU	European Union Office in Kosovo
Twinning Project	The project won by KAPS in the framework of IPA II - Annual Program for Kosovo, "Further Support to Public Safety Education in Kosovo", an EU-funded project.
RDI	Research and Development Institute
PSI	Public Safety Institutions operating in KAPS
KP	Kosovo Police
PIK	Police Inspectorate of Kosovo
EMA	Emergency Management Agency
KCS	Kosovo Correctional Service
KPS	Kosovo Probation Service
KC	Kosovo Customs
MIA	Ministry of Internal Affairs
STAKEHOLDERS	Public Safety Institutions, but not limited only to: Kosovo Police (KP), Kosovo Customs (KC), Kosovo Correctional Service (KCS), Kosovo Probation Service (KPS), Police Inspectorate of Kosovo (PIK) and Emergency Management Agency (EMA)
Attendees	Persons who attend training and higher education at the Academy
IADLEST	The International Association of Directors of Law Enforcement Standards and Training in USA
International Partners	Permanent partners operating and cooperating with KAPS such as ICITAP, OSCE
The KAPS Board	Body which operates within the KAPS which sets minimum professional standards, training policies, specialized and advanced education for PSA.
FPS Council	The highest academic body of FSP's who decides on all important issues in the field of teaching, research and scientific research

SPEECH OF DIRECTOR GENERAL OF KAPS



It is my pleasure to present the Development Strategy and Action Plan of the Kosovo Academy for Public Safety for 2019-2022.

This is the second strategy of KAPS, after the first Strategy for the years 2014-2018, which enabled KAPS to successfully overcome the challenges of its consolidation period after the entry into force of the Law of KAPS.

Development Strategy 2019-2022 presents an opportunity to give new orientation to the development of KAPS, presenting new ideas in accordance with the requirements of time and reflecting on the challenges faced during the implementation of the previous strategy. In the new strategy are set out priorities for the next four years of KAPS work focusing on the main issues as follows: training, higher education, research, quality assurance, human resources, infrastructure capacities, work processes and co-operation with local and international stakeholders.

Having a clear mission, KAPS is committed to the education of law enforcement in order to equip and advance the knowledge and skills needed for all members of the public safety institutions that serve the citizens of the Republic of Kosovo to be safe in their living and working environments.

Challenges faced with the negative phenomena require all law enforcement institutions to be flexible and updated, therefore the KAPS activities are focused on enhancing professional capacities by providing training, higher education and research with purpose of accomplishing its legal mandate.

Therefore on behalf of KAPS, I take this opportunity also to express my sincere gratitude to all those who helped us over the years and believed in our work, and in particular the Public Security Institutions, ICITAP, OSCE, the European Union Office in Pristina and other partners.

Sincerely,

Ismail Smakiqi

KAPS Director General

I. EXECUTIVE SUMMARY

This document is the base for the institutional development of KAPS. The creation of this document has begun since the first meetings with the Twinning Project experts in February 2018. This focus group has held numerous meetings on shaping ideas and strategic policies of the Institution.

A core group was also established by KAPS units, which have recommended and proposed strategic and specific objectives. KAPS is grateful to security institutions and international partners for the important role they have played in many processes and the development of this document.

KAPS has adopted its first strategy for the development of the institution in December 2013 which covered a period of five (5) year period from 2014 to 2018. Based on the compiled reports for monitoring and evaluating its implementation, have achieved concrete and measurable results.

In order to further advance the Institution, this strategic document has been drafted through which KAPS takes seriously the responsibility of providing education and training services as a key public safety factor.

The institutional development strategy of KAPS 2019-2022 is a document that is drafted based on the analysis of the current situation and as a result the key mechanisms for the advancement and further development of KAPS are determined.

Training and education of security officials as a key factor in increasing public safety is a challenge of many dimensions. Therefore, through this strategy, we aim to advance the necessary knowledge and skills needed for all members of the Public Safety Institutions based on the best domestic and international **practices** and **standards** in the field of training and education.

KAPS is creating standards and mechanisms for quality enhancement in training and education policies for public safety officials thanks to the cooperation and membership of many international organizations, national and international accreditations, the implementation of two Twinning Projects from the European Union, the continued support of strategic partners such as ICITAP and OSCE.

KAPS always intends to follow up and keep pace with the development trends in the area of public safety by adapting its mechanisms in order to continuously enhance the professionalism of public security officials. The KAPS strategy has been adapted in conformity with the requirements and needs of the Public Safety Institutions.

This strategic document through the action plan has defined strategic, specific objectives, mechanisms, methods, outcomes and ways in order to implement an effective policy that will be undertaken in the next four years (2019-2022).

KAPS accomplishes its mission through strategic goals that can be summarized as follows:

- Capacity building for public safety institutions by providing the necessary competence to respond to constantly changing challenges;
- Increase the quality of services provided based on the standards and criteria of national and international accreditation;
- Advancing and developing domestic and international cooperation in order to compare and exchange best practices;
- Creating human resources capacities that meet the needs of implementing the KAPS mission;
- Advancing services, equipment and infrastructure in conformity to international standards and training and educational needs.

The objectives of the Strategy derive from the abovementioned goals, the analysis of past experience and the current situation. In order to achieve the strategic orientation we have defined the **general strategic objectives** which are defined as follows:

- 1) *Providing vocational, advanced and specialized training for institutions of public safety in accordance with national and international standards of accreditation;*
- 2) *Strengthening Higher Education in Public Safety;*
- 3) *Development of research profile in the public safety service;*
- 4) *Implementation of quality assurance policies according to contemporary standards*
- 5) *Increase and improvement of the human resources management system, infrastructure capacity and work processes*
- 6) *Further development of cooperation with local and international stakeholders*

In order to improve, KAPS has foreseen many activities that will impact on the positive change or improvement of the programs or the Institution and is based on other relevant documents as follows:

- Government Program 2017 – 2021;
- Directives of MIA;
- Recommendations and standards from the reports on the accreditation of national and international accreditation of KAPS drafted at different periods of time conducted KAA, NQA and IADLEST;
- Analysis of needs and recommendations of public security institutions;
- Recommendations of international partners;
- Recommendations of the Twinning Project;
- Recommendations of Institutions, other relevant NGOs in the field of security.

All these objectives and strategic goals will be concrete by clearly defining the action plan as an integral part of the document which foresees the dynamic orientation and the concrete outcome for each activity. KAPS staff members will exhibit a high level of professionalism and will be fully committed to the organizational values of KAPS and the principle of continuous improvement.

II. INTRODUCTION

The KAPS development strategy is a result of the great work and achievements in cooperation of KAPS officials, PSI and our international partners such as ICITAP, the OSCE and the Twinning Project.

KAPS through this strategy wants to pave the way toward a modern academy that aims to provide a high level of competencies for law enforcement authorities based on continuous improvements and high quality of training and higher education to respond to the constant change of challenges.

Our mission is clear: Public Safety Institutions of Kosovo need continuous professional development of well-trained and skilled staff. They will provide security for all citizens of our country.

This strategy derives from Law no. 04/L-053 04 / L-053 on the Kosovo Academy for Public Safety, which is also closely linked with the Government Program of the Republic of Kosovo 2017-2021 and the MIA Program 2017-2021 from the field of rule of law.

The Academy as the foundation of the training of security officials aspires to achieve through scientific developments, research, advancement of study programs and training and international cooperation, the implementation of the foreseen policies and priorities.

Finally, we thank all members and experts of the Working Group, whose dedication and great work has enabled us to have this Development Strategy for next four years 2019-20122.

It remains in the future that all stakeholders of KAPS give their maximum contribution to implement this document and strategic vision, which can only be achieved by strengthening and advancing the cooperation we already have.

III. BACKGROUND AND MANDATE

Background

KAPS was established in December 2011 with the entry into force of the law no. 04/L-053 on the Kosovo Academy for Public Safety according to which KAPS is an executive agency within the Ministry of Internal Affairs. From 1999 to 2006, the institution was called the Kosovo Police Service School (KPSS) and was managed by the OSCE. The Kosovo Center for Public Safety Education and Development (KCPSED) was established in 2008 as an executive agency within the MIA, which is also the predecessor of KAPS.

During 2012/2013, within the framework of the Twinning Project "Improving Education in Public Order and Public Safety Sectors", KAPS has designed a Bachelor study program that meets the requirements of European and international standards and in 2014 is accredited by the Agency Kosovo for Accreditation.

Also, professional training programs for public safety institutions were validated in 2018 by the National Qualifications Authority.

KAPS has completed the first development strategy and action plan 2014-2018 on the basis of which it has achieved significant results.

In 2018, KAPS was accredited by the IADLEST Institution (The International Association of Directors of Law Enforcement Standards and Training in USA) as the first institution in the world outside the United States.

Mandate

KAPS based on law No. 04/L-053 is responsible for providing training and higher education, implementing policies and training strategies and higher education, and developing capacity in the field of public safety. KAPS provides the abovementioned services to all public safety institutions, but is not limited to:

- Kosovo Police;
- Kosovo Correctional Service;
- Kosovo Customs;
- Emergency Management Agency;
- Police Inspectorate of Kosovo, and
- Kosovo Probation Service.

KAPS functions are:

- developing specific curricula and providing basic, advanced and specialized training;
- development of curricula and provision of training and higher education in the field of public safety through accredited programs by the National Qualifications Authority or the Kosovo Accreditation Agency;
- works as a research institution in the field of public safety, including but not limited to research in the field of training development and higher education for public safety;
- prepares and trains, but not limited to, Instructors of Public Safety Agencies and the Academy;
- providing support services for training and education needs, including but not limited to physical infrastructure, information technology and logistics;
- coordination of donor programs for training, education and development in the field of public safety
- control and internal quality assurance, approval, monitoring and evaluation of training programs and titles;
- keeps data on trainings and programs carried out in the academy;
- periodically reviews and assesses the needs of security institutions;
- cooperates with other institutions;
- Kosovo Academy for Public Safety can cooperate with international organizations and educational institutions in the field of security to enable the mobility of students and trainers in accordance with applicable law or with international agreements, which signatory is the state of Kosovo;
- any training in the Academy, whether basic or advanced, the Academy gives assessments and preferences for systematization and advancement in duty, regarding the performance of the attendees demonstrated during the training when they require the needs of security institutions;
- in order to advance the training plans and programs, the Academy conducted tests, surveys, polls and other methods of gathering information for the verification of the knowledge and skills acquired at the Academy and in the daily work of security institutions.

IV. MISSION AND VISION

Mission

The Academy provides high-quality training, education, research and development services in the field of public safety.

Vision

In 2022 KAPS will be the Center for Excellence for Public Safety in Kosovo.

V. VALUES

The KAPS Development Strategy is based on these values:

- 1) **Honesty** – From each member of KAPS is expected to act honestly in terms of work and private life. This is more than necessary and essentials to make it possible and feasible for KAPS to become a model of public institutions. KAPS also significantly will demonstrate honesty in its decision-making processes.
- 2) **Transparency** – All KAPS processes: planning, decision-making, assessments, reporting and achievements should be completely transparent for all stakeholders in the emphasis on structure, arguments and accountability.
- 3) **Responsibility** – KAPS strongly demonstrates that it will take full responsibility for the level of competence of graduates. Within KAPS, each of its members will carry and take responsibility for the results deriving from their actions and decisions.
- 4) **Professional Ethics** - KAPS emphasizes the fundamental importance of its commitment to all levels of education, the best professional practices and organizational values. KAPS as an institution will be an example in this regard.
- 5) **Diversity** – KAPS is committed to recognize, appreciate and respect the changes of others and their cultures as an environment that promotes and celebrates individual and collective achievements

VI. PRINCIPLES

The objectives foreseen in the KAPS Development Strategy are guided by the following principles:

1. **Principle of Legality** - Staff, attendees and other persons must carry out all the duties and responsibilities established by the applicable legislation.
2. **Principle of professionalism** – Staff, attendees and other persons should act professionally in the exercise of their duties.
3. **Principle of efficiency** - Staff, attendants and other persons should organize their daily work with correctness, punctuality and efficiency.
4. **Principle of equal treatment and non-discrimination** – Staff, attendees and other persons must respect the dignity and equality of all people without any distinction or discrimination of any kind.
5. **Principle of respect** – Staff, attendees and other persons should be polite and honest while respecting the integrity and personality of each other.
6. **Principle of avoiding conflicts of interests** – Staff, attendees and other persons should not allow their private interests to conflict with their public position, avoid conflicts of interest and never use the position for their private interests.
7. **The principle of confidentiality** – Staff, attendees and other persons are obliged to preserve the confidentiality of the information received while exercising their job responsibilities and not to use such information for other purposes.
8. **Principle of objectivity** - Staff, attendees and other persons should not start from prejudice, favoritism or other impacts that may jeopardize its objectivity
9. **The principle of development** – Staff, attendees and other persons should be open to sustainable development and willingness to contribute to this process.
10. **Principle of continuity** - To achieve the goals of this Development Strategy and Action Plan, is required a continuous and inclusive commitment of all relevant institutions and actors.
11. **Principle of impartiality** - Staff, attendees and other persons should not be one-sided, which means to have a predisposition in favor of a certain result during the assessment of a situation, causing as a consequence an unjustified harm to the general interest or the rights of other interested parties.

VII. METHODOLOGY

The KAPS Development Strategy is based on the principles deriving from the Constitution of the Republic of Kosovo, the legislation in force as well as on international instruments. The KAPS strategy is also based on the best practices of accredited institutions in the field of public safety, applying the most advanced international standards.

The strategic planning process has included comprehensive consultations with stakeholders, other Kosovo governmental institutions and local and international partners.

The methodology of strategy design has included:

- Qualitative studies through focus groups set up in the Twinning project;
- Collection of literature and documentation material within KAPS;
- Comparative studies between the current state of affairs, achievements and objectives for the future;
- Study visits accomplished;
- Scientific conferences organized at KAPS and similar Institutions.
- Recommendations of local and international accreditation experts;
- The feasibility report for master studies etc.

Also on the occasion of designing this strategy, according to different phases different groups have been created, who have contributed to the various stages of drafting this document as follows:



- **The Focus Group** – which has been composed of the General Director, strategic planning officials, foreign relations officers, and Twinning Project experts who have developed all strategic planning component meetings.
- **Core Group** – which was composed of the leaders of all units operating in the KAPS and they have prepared proposals in the respective fields.
- **Comprehensive Group** – which was composed of representatives of KAPS and representatives of PSI (Kosovo Police, Kosovo Correctional Service, Kosovo Probation Service, Kosovo Police Inspectorate, Kosovo Customs and Emergency Management

Agency), as well as our international strategic partners such as ICITAP, OSCE and Twinning Project .

Also in KAPS, numerous meetings were held involving different counterpart in the field of public safety and education, by which meetings were identified and presented various recommendations that are incorporated in this document.

In some meetings were have been involved many institutions they were regular meetings of the Steering Committee of the Twinning Project "Further Support to Public Safety Education in Kosovo" where issues and outcomes related to further development of higher education were discussed. This committee is composed of many representatives of the following institutions: Director General of KAPS, Ministry of Internal Affairs, Ministry of Finance, Ministry of Education, Science and Technology, Ministry of European Integration, representatives of six public safety institutions ((Kosovo Police, Kosovo Police Inspectorate, Kosovo Customs, Kosovo Correctional Service, Kosovo Probation Service), The National Qualifications Authority, The EU Office in Kosovo, ICITAP, the OSCE Mission in Kosovo and Project Resident Advisors.

It also functions the KAPS board which is composed of the Heads of safety institutions, which holds at least four (4) annual meetings.

FPS Council has held nearly 60 meetings in the composition of professors, students and KAPS Management.

Working Group meetings - Proposals and recommendations of the working group participants were discussed and included in the Strategy.

VIII. BACKGROUND

KAPS is an institution established by Law No. 04/L-053 for the Kosovo Academy for Public Safety, responsible for providing training and higher education, the implementation of policies and training strategies, higher education and capacity building in the field of public safety.

KAPS provides training and higher education for all public safety institutions, but is not limited to:

- Kosovo Police;
- Kosovo Correctional Service;
- Kosovo Probation Service
- Kosovo Customs;
- Emergency Management Agency;
- Police Inspectorate of Kosovo,

With the entry into force of Law no. 04/L-054 for the Kosovo Academy for Public Safety, KAPS has subjected a transformation both in functional and organizational terms.

The functional aspect is related to the fact that now within the KAPS functions besides supporting, technical and administrative functions, there is a strengthening of competencies in the field of provision of training as well as higher education. KAPS has already completed two Twinning projects as a donation from the EU and has signed cooperation agreements with many similar institutions in the region such as Albania, Macedonia and Montenegro as well as with several countries in Europe such as Estonia and Finland while is a member of several security organizations such as EFCA, CEPOL, INTERPA, AEPC.

Based on the international experiences and efficiency shown by similar institutions, KAPS aims to be a key factor in creating public safety in the Republic of Kosovo through capacity building by providing high-level competencies to law enforcement authorities in order to respond to the challenges that are constantly changing. So to become a **center of excellence** that strives for continuous improvement.

IX. OBJECTIVES

KAPS development strategy has six **strategic objectives**, one for each thematic area, which is detailed into **specific objectives**. Below is a summary of each strategic objective, and in the action plan a detailed division will be made on concrete activities and **outcomes**.

The overall strategic objectives are:

1. *Provide professional, advanced and specialized training for public safety institutions in accordance with national and international accreditation standards*

KAPS for the realization of its scope as the institution responsible for the provision of training and capacity building in the field of public safety, in compliance with the objectives of the Strategy aims at advancing and modernizing the field of training.

All foreseen processes in this field will be realized in accordance with national and international accreditation standards as well as the best practices of the relevant Institutions. Cooperation with Institutions of Security and international partners in identifying training needs, coordinating various projects and exchanging new knowledge will serve as a basis for designing and developing training programs at various levels for capacity building for public safety.

Through the provision of qualitative training, training activities for security officers as well as national and international accreditations already existing, KAPS aims to become a Center of Excellence for building new professional and intellectual capacities that contribute to public safety in the country.

The specific objective determines the targets for the development of the training activity. For each objective are determined activities required for its achievement, while for each activity the expected results are defined in the form of success indicators that serve to track progress.

Within this strategic objective for achieving this objective, **specific objectives** are foreseen:

- 1.1. Development of curricula and provision of training according to the needs of PSI and in cooperation with International Partners;*
- 1.2. Re-validation of professional training by the National Qualifications Authority (NQA);*
- 1.3. Creation and implementation of common Policies with PSI;*
- 1.4. International re-accreditation by IADLEST;*

1.5. Advancing multimedia services in the field of training.

2. Strengthening Higher Education in Public Safety

In recent years many Western countries are treating education, especially higher education, as a very important determinant of public safety. Therefore, in order to follow modern trends in the education of safety officers in accordance with the needs of Security Institutions will be advanced / created study programs that help increase the capacity and public safety in the country. As the need for advancing the staff of the safety institutions, it is foreseen the establishment of a master study program that would assist the security institutions in the creation of a managerial and competent system.

Thus, through this objective, they aim to create greater encouragement for safety institutions and increase student learning outcomes to deal with negative phenomena. Improving educational standards stimulates public safety directly through its impact on the management and productivity of public safety officials, and policies need to be built and implemented to increase participation in education as a key factor of public safety. Specific objectives define the goals of higher education empowerment. For each objective, the activities required for its achievement are defined, and for each activity the expected results are determined in the form of success indicators that serve to track progress

Within this strategic objective for achieving this objective, **specific objectives** are foreseen:

- 2.1. Development of a Master's Program in Public Safety;*
- 2.2. Further development of the bachelor study program in public safety;*
- 2.3. Continuous teaching advancement and assessment methods;*
- 2.4. Efficient and effective administration of students.*

3. Development of research profile in the public safety service

Scientific-research activity is of particular interest to KAPS, the purpose of which is the systematic research work done for the research and development of new knowledge, their use and implementation in practice in the sphere of public safety. The institute will be in the service of public safety institutions by developing their activities, and by creating innovations based on their needs. Research projects will fulfill the highest scientific requirements. The Research and Development Institute at KAPS will focus on two main areas: **in the field of**

education and research and development in public safety. Research and development are seen as processes that deal with applied research that support education in KAPS as well as PSI, as well as the ongoing development of teaching and training processes in KAPS.

The focus of the research will be the area of public safety, justice, and economy, while applied research will focus on projects that produce social innovations applicable in the area of public safety.

The specific objectives define the goals of the Institute for the development of scientific-research activity. For each objective, the activities required for its achievement are defined, and for each activity the expected results are determined in the form of success indicators that serve to track progress.

Within this strategic objective for achieving this goal are foreseen these **specific objectives**:

- 3.1. Functionalization of the Institute for Research and Development;*
- 3.2. Development of research projects in cooperation with Public Safety Agencies;*
- 3.3. Raising research capacities through publications and conferences.*

4. Implementation of the quality assurance policy according to modern standards

The aim of this objective is to continuously update the training and educational needs of Public Safety Institutions through the provision of training curricula and study programs according to the criteria and standards of local and international accreditation.

Since 2014, there has been made considerable progress in the quality assurance system at KAPS. Therefore, in order to continuously improve and implement the standards and requirements of accreditation and validation institutions, a continuous dynamic of quality assurance is needed.

Commitment to quality assurance processes (internal and external) enables the counterparts to have better knowledge of the quality, qualifications and programs provided. This is achieved through continuous evaluation of processes and drafting of reports with concrete recommendations directed at **assurance** and **improvement** of services and activities. Specific objectives define targets for the implementation of quality assurance policies according to modern standards. For each objective, the activities required for its achievement are defined, while for each activity the expected results are determined in the form of success indicators that serve to track progress.

Within this strategic objective for achieving that, **specific objectives** are foreseen:

4.1. Review of quality assurance policies;

4.2. Evaluation of professional, training and educational programs.

5. Increasing and improving the human resources management system, infrastructure capacity and work processes

Through this objective, KAPS aims completion with human resources in the right time and right place as well as increasing the existing capacities in conformity with the realization of the Institutional mandate.

The increase and improvement of the human resources management system is a process that guarantees the organization of workers, finding adequate training that is oriented towards the creation of a genuine human resource infrastructure based on skills and abilities.

Another important process management process is efficiency at work, which is intended to be achieved through motivation, distribution of task, setting deadlines, control, and accountability.

For the provision of quality services, it is necessary to build more advanced infrastructure capacities for employees and attendees. This strategy serves as a plan for the creation of a modern and modern infrastructure and the digitization of services in KAPS.

Specific objectives define targets for capacity building, infrastructure and work management. For each objective, are defined the activities required for its achievement, while for each activity the expected results are determined in the form of success indicators that serve to track progress.

Within this strategic objective for achieving that, specific objectives are foreseen:

5.1. Recruiting the necessary number of teaching, research, training and support personnel;

5.2. Further development and advancement of human resources;

5.3. Development and advancement of information technology for management of educational processes, training and other work processes;

5.4. Relevant infrastructure that meets educational and training requirements;;

5.5. Increasing efficiency in managing work processes.

6. Further development of cooperation with national and international stakeholders

KAPS aims to strengthen national and international co-operation, a long-term and sustainable cooperation to support its strategic objectives. Cooperation with some relevant Institutions has already been initiated and foreseen. In the initial stages of the Co-operation Agreement, the staff of the respective Institutions will attempt to identify the areas of common research and development interests, exchange of experiences and mobility through which capacity can be increased. It is also expected that co-operation will result in the development of joint research projects, exchange of information, organization of joint academic and scientific activities, such as seminars, symposia, conferences, exchange of publications and other materials of common interest.

Therefore, the aim of KAPS will be through international cooperation to establish partnerships with relevant international institution in order to develop joint projects.

Specific objectives define the goals of national and international cooperation. For each objective, the activities required for its achievement are defined, and for each activity the expected results are set in the form of success indicators that serve to track progress.

Within this strategic objective for its achievement, these specific objectives are foreseen as follows:

6.1. Strengthening and expanding cooperation with local and international stakeholders and realization of joint activities;

6.2. Applying to different programs and projects and developing the mobility of teachers, students and administrative staff;

6.3. Increasing credibility through transparency and credibility.

X. IMPLEMENTATION, MONITORING AND EVALUATION

KAPS is the institution responsible for implementing, monitoring and evaluating the implementation of the development strategy. Within the KAPS functions the Department for Strategic Planning and Legal Affairs which, according to the legal mandate, cares for the coordination of the implementation of the development strategy as well as its monitoring and evaluation.

The steps will be followed to coordinating the implementations of the strategic document are:



IMPLEMENTATION - The process of implementing the Strategy will aim to fulfill strategic objectives, specific ones and activities. KAPS development strategy in its composition also has an action plan covers the period 2019-2022 and contains the activities, indicators, deadlines, the units responsible for implementation and the financial cost. The strategy action plan will be divided into KAPS annual plans and each unit will be responsible for implementing the activities foreseen in this strategy.

MONITORING - The structure for monitoring the implementation of the KAPS development strategy consists of measurement indicators that are set at the level of specific objectives. As main features of the monitoring are the reports which are compiled in different periods as quarterly, semi-annual, nine-month and annual. Monitoring will be used to track the progress of the strategy, to measure the degree of achievement of its objectives in the process. This process should include clear indicators of progress based on periodic unit reports as well as other relevant documents.

EVALUATION – The development strategy will be subjected to evaluation every year in order to evaluate the realization of the activities and outcomes defined in the action plan. A working group will also be organized with all relevant stakeholders for the annual assessment of the implementation of the strategy. Review of the development strategy will take place at the end of the second year of its implementation.

XI. STRATEGY COMMUNICATION PLAN

Effective communication of strategy development is a key tool for managers and personnel required to implement the planned activities successfully. Various communication methods will be used to ensure that the staff is informed about the development strategy in order to give their maximum contribution to achieving the results.

Part of this strategy is the Communication Plan for the Development Strategy and Action Plan 2019-2022. The purpose of this communication plan is to ensure a wide communication with staff and other stakeholders in the development strategy.

XII. ACTION PLAN

The action plan is drafted within the overall strategic framework set out in the KAPS Development Strategy.

The action plan for the implementation of this strategy includes:

1. Strategic objectives;
2. Specific objectives;
3. Concrete activities for achieving the objectives;
4. Institutions / Responsible and Supporting Units for achieving each objective and activity;
5. Timelines for the realization of each objective
6. Financial costs for the development of activities;
7. Indicators for the realization of each objective and activity;
8. Connection of the activity with other strategic documents.

ACTION PLAN OF THE STRATEGIC DEVELOPMENT OF KOSOVO ACADEMY FOR PUBLIC SAFETY 2019 – 2022

Strategic Objective: 1. Provide professional, advanced and specialized training for public safety institutions in accordance with local and international accreditation standards					
Specific Objectives: 1.1. . Development of curricula and provision of trainings according to the needs of PSI in cooperation with International Partners					
Activities	Deadline	Responsible units (support)	Financial cost	The measurement indicator	Interconnection with other documents
1.1.1 Drafting Manual for the Training Needs Analysis process / TNA	TM2 - TM3 2019	DTES (Public Security Institutions - PSI international partners)	Administrative cost	Drafted Manual	<ul style="list-style-type: none"> - Program of the Government of the Republic of Kosovo 2017-2021 (MIA - 11.1. Higher education sustainability in the field of public safety in Kosovo, by strengthening and continuously developing the training and academic capacities of KAPS and all Public Safety Agencies in Kosovo) - Strategic Education Plan in Kosovo 2017-2021 - IADLES Standards
1.1.2 Training needs analysis and drafting annual training plan in cooperation with PSI and IP	TM3-TM4 2019-2022	DTES(PSI, international partners)	Administrative cost	<ul style="list-style-type: none"> - Drafted analysis - Annual training plan approved 	
1.1.3 Provide training in cooperation with ISP and IP according to the annual training plan	TM1 - TM4 2019-2022	DTES (PSI, international partners)	€ 10 per participant per day	Trainings Completed	
1.1.4 Development of the training curricula identified in the field of public safety	TM1-TM4 2019-2022	DTES (PSI, international partners)	1500 € for the training curriculum	The curricula developed for identified training	
1.1.5 Drafting policies for the development of training programs	TM1 – TM4 2019 - 2020	DTES (DQAA, PSI)	Administrative cost	Handbook Approved	

Specific Objectives: 1.2. Re-validation of professional training by the National Qualifications Authority (NQA)					
Activities	Deadline	Responsible units (support)	Financial cost	The measurement indicator	Interconnection with other documents
1.2.1 Evaluation of vocational training and analysing the requirements and needs of the public safety field	TM2 - 2020	DTES (DQAA, PSI)	Administrative cost	Report on the draft analysis	<ul style="list-style-type: none"> - Program of the Government of the Republic of Kosovo 2017-2021 (MIA - 11.1. Higher education sustainability in the field of public safety in Kosovo, by strengthening and continuously developing the training and academic capacities of KAPS and all Public Safety Agencies in Kosovo) - Strategic Education Plan in Kosovo 2017-2021 - NQA validation standards
1.2.2 The drafting of the action plan for implementing the recommendations and requirements of public safety	TM2- 2020	DQAA	Administrative cost	Action plan designed and addressed	
1.2.3 Review of professional programs in accordance with NQA action plan and standards	TM1 – TM4 2020	DTES (PSI)	Administrative cost	<ul style="list-style-type: none"> - Reviewed programs - A revised Professional Practice Handbook 	
1.2.4 Preparation of required documents and application for re-validation according to the standards of AKK	TM3 – TM4 2020 TM1 - 2021	DQA (all units)	15.000 €	<ul style="list-style-type: none"> - Drafted documents - Application submitted to NQA 	
Specific Objectives: 1.3. Creation and implementation of common policies of the PSI					
Activities	Deadline	Responsible units (support)	Financial cost	The measurement indicator	Interconnection with other documents
1.3.1 Establish appropriate mechanisms between KAPS and PSI for the establishment and implementation of common policies in the interest of the development of public safety officials	TM1 – TM4 2019 - 2020	KAPS (PSI, international partners))	Administrative cost	<ul style="list-style-type: none"> - Defined Mechanisms - at least 4 meetings each year 	<ul style="list-style-type: none"> - Program of the Government of the Republic of Kosovo 2017-2021 (MIA - 11.1. Higher education sustainability in the field of public security in Kosovo, by strengthening and continuously developing the
1.3.2 Engagement of training staff from public security institutions at the Academy	TM1 – TM4 2019 - 2020	DTES (DFGS, DSPLA, PSI, international)	81.000 €	Determining the Procedure and Criteria for Engagement	

		partners)			training and academic capacities of KAPS and all Public Safety Agencies in Kosovo and 11.5 Establish law-abiding KAPS staffs in order to ensure implementation of the legal mandate) Creating of the KAPS cadres according to the law in order to ensure implementation of the legal mandate
1.3.3 Establish appropriate training structure	TM1 – TM4 2019 - 2020	DTES (DFGS, DSPLA, PSI, international partners)	Administrative cost	Determine the appropriate structure of the defined training pillar	- NQA validation standards - IADLEST accreditation standards
1.3.4 Determining the duties and obligations for the attendants	TM1 – TM4 2019 - 2020	DTES (PSI)	Administrative cost	The rights and obligations of the attendees from the beginning of the training at the Academy to the Certification	
Specific Objectives: 1.4.International re-accreditation by IADLEST					
Activities	Deadline	Responsible units	Administrative cost	The measurement indicator	Interconnection with other documents
1.4.1 Evaluation report analysis and identification recommendations according to IADLES standards	TM2- 2019	DQA	Administrative cost	Report on drafted analysis	- Program of the Government of the Republic of Kosovo 2017-2021 (MIA - 11.1. Sustainability of higher education in the field of public security in Kosovo, strengthening and continuous development of training and academic capacities of KAPS and all Public Safety Agencies in Kosovo and 11.3 International accreditation of KAPS programs) - IADLEST accreditation standards
1.4.2 Action Plan for Implementation of Recommendations	TM2-2019	DQA	Administrative cost	Action plan designed and addressed	
1.4.3 Preparation of required documents and application for re-accreditation according to IADLES standards	TM3-TM4 2019 TM1-TM4 2020	DQA (All units, PSI, international partners)	10.000 €	- Prepare documents for implementation of recommendations... - The application submitted to IADLES	

Specific Objectives: 1.5. Advancing multimedia services in the field of training					
Activities	Deadline	Responsible units(support)	Financial cost	The measurement indicator	Interconnection with other documents
1.5.1 Provide electronic training through webinars	TM1-TM4 2020 - 2022	DTES (DIT)	10.000 €	- Purchase and installation of equipment - At least 3 Webinar per year.	- Program of the Government of the Republic of Kosovo 2017-2021 (MIA - 11.1. Higher education sustainability in the field of public security in Kosovo, by strengthening and continuously developing the training and academic capacities of KAPS and all Public Safety Agencies in Kosovo and 11.5 Establishment and improvement of infrastructure capacities of Kosovo Academy for Public Safety)
1.5.2 Digitalization of operational training - Creating scenarios	TM1-TM4 2020 - 2022	DTES (DIT)	Administrative cost	At least 3 Scenarios per year.	
1.5.3 Enrichment with Audio- video Equipment of crime scene simulation room for training needs	TM1-TM4 2020	DTES (DIT)	10.000 €	Installation of electronic audio - video equipment	

Strategic Objective: 2. Strengthening Higher Education in Public Safety

Specific Objectives: 2.1. Development of master's program in public safety

Activities	Deadline	Responsible units(support)	Financial cost	The measurement indicator	Interconnection with other documents
2.1.1 Identifying potential donors for support	TM1 – TM4 2019	FPS (DFR, international)	Administrative cost	Finding a donor	- Program of the Government of the Republic of Kosovo 2017-2021 (MIA - 11.1. Higher

		partners)			education sustainability in the field of public security in Kosovo, by strengthening and continuously developing the training and academic capacities of KAPS and all Public Safety Agencies in Kosovo and 11.4 Strong Infrastructure Support for the Establishment of the MASTER Study Program on Public Safety for the needs of all Public Safety Agencies and Kosovo Citizens)
2.1.2 Analyse the feasibility reports and PSI requirements	TM1 – TM4 2019	FPS (PSI, international partners)	Administrative cost	Identify relevant master program	
2.1.3 Creation of master study program	TM1 – TM4 2020	FPS (PSI, International partners)	Donation	The study program is designed	
2.1.4 Applying to the KAA for the accreditation of the master study program	TM1 - TM4 2020	DQAA (all units)	10.000 euro Budgeted	- Documents prepared for application - The application submitted - The accredited program	
2.1.5 Students enrol in the master program	TM3 –TM4 2021	FSP (DTES)	Budgeted	The number of students enrolled	- Strategic Education Plan of Kosovo 2017-2021 - KAA Accreditation Standards
Specific Objectives: 2.2 Further development of the bachelor study program in public safety					
Activities	Deadline	Responsible units(support)	Financial cost	The measurement indicator	Interconnection with other documents
2.2.1 Evaluation and Analysis of the Current Study Program	TM1 – TM4 2019	FPS (DQAA, PSI)	Administrative cost	The current estimated program - Identify fields where improvements are needed	- Program of the Government of the Republic of Kosovo 2017-2021 (MIA - 11.1. Higher education sustainability in the field of public security in Kosovo, by strengthening and continuously developing the training and academic capacities of KAPS and all Public Safety Agencies in Kosovo and 11.2 Strengthening
2.2.2. Review the study program in accordance with the requirements and needs of the public safety field	TM1 – TM3 2020	FPS (PSI)	Administrative cost	- Revised study program - A revised Professional Practice Handbook	

2.2.3 Application for re-accreditation in KAA of the Bachelor study program	TM4 2020	DQAA (all units)	10.000 euro Budgeted	- Documents prepared for application - The submitted application - The accredited program	the BA program in KAPS in order to fully meet EU and international standards, including in the area of Research and Development;)- Strategic Education Plan in Kosovo 2017-2021 - KAA Accreditation Standards
Specific Objective: 2.3. Continuous teaching advancement and assessment methods					
<i>Activities</i>	<i>Deadline</i>	<i>Responsible units(support)</i>	<i>Financial cost</i>	<i>The measurement indicator</i>	<i>Interconnection with other documents</i>
2.3.1 Develop policies for academic programs that meet learning and teaching standards	TM2 – TM4 2019	FPS (DQAA)	Administrative cost	Manual approved	- Program of the Government of the Republic of Kosovo 2017-2021 (MIA - 11.1. Higher education sustainability in the field of public security in Kosovo, by strengthening and continuously developing the training and academic capacities of KAPS and all Public Safety Agencies in Kosovo - Education Plan in Kosovo 2017-2021 - KAA Accreditation Standards
2.3.2 Training of academic staff with contemporary teaching methods and learning lessons	TM2 – TM4 2019 – 2022	FPS (DFGS)	Budgeted	25% of trained staff annually	
2.3.3 Using the Moodle system for inter-action with students	TM2 – TM4 2019 – 2022	FPS (DFGS)	Administrative cost	25% of systematized materials on Moodle annually	
2.3.4 Training of mentors about mentoring methodology	TM2 – TM4 2019 – 2020	FPS (DFGS)	Budgeted	50% of mentors trained every year	
2.3.5 Drafting policies against plagiarism	TM1 – TM4 2020	FPS	Administrative cost	Manual approved	
2.3.6 Drafting and reviewing the syllabus	TM2 – TM4 2020	FPS (DQAA)	Administrative cost	100% of the revised syllabuses annually	
2.3.7 Determining the recruitment and engagement procedure of academic staff	TM3 – TM4 2019	FPS (DSPLA, DHR)	Administrative costs	The approved regulation	
Specific Objective : 2.4. Efficient and effective administration of students					

<i>Activities</i>	<i>Deadline</i>	<i>Responsible units(support)</i>	<i>Financial cost</i>	<i>The measurement indicator</i>	<i>Interconnection with other documents</i>
2.4.1 Drafting a student manual including the stages from admission to graduation	TM1-TM4 2020	DTES (all units)	Administrative cost	Manual approved	-Program of the Government of the Republic of Kosovo 2017-2021 (MIA - 11.1. Higher education sustainability in the field of public security in Kosovo, by strengthening and continuously developing the training and academic capacities of KAPS and all Public Safety Agencies in Kosovo and 11.5 Establishment and improvement of infrastructure capacities of Kosovo Academy for Public Safety) - NQA Accreditation Standards
2.4.2 Creating Alumni group of graduates of the Faculty of Public Safety	TM1-TM4 2020 -2022	FPS(DTES)	Administrative cost	Alumni created and functional	
2.4.3 3 Electronic student monitoring	TM2 – TM4 2019 – 2022	FPS (DTES, DFGS)	Administrative cost	Management of attendance of students	
2.4.4 Drafting rules of procedure for the electronic system of university management	TM2-TM4 2019	FPS,DSPLA, DFGS, DTSE	Administrative cost	The approved regulation	

Specific Objective: 3. Development of research profile in the public safety service

Specific Objective: 3.1. Functionalization of the Institute for Research and Development

<i>Activities</i>	<i>Deadline</i>	<i>Responsible units(support)</i>	<i>Financial cost</i>	<i>The measurement indicator</i>	<i>Interconnection with other documents</i>
3.1.1. Selection of the Head of the Institute	TM1 2019	DGO, FPS	1.400 €	The elected leader	- Program of the Government of the Republic of Kosovo 2017-2021 (MIA - 11.1. Higher
3.1.2. Drafting the Regulation of the Institute	TM2 – TM4 2019	RDI (DSPLA)	Administrative cost	The approved regulation	
3.1.3. Planning budget requests and regulating financial	TM2 – TM4 2019	RDI(DFGS)	Administrative cost	- Identified requirements	

issues related to external grants				- Regulated financial procedures for receiving grants from abroad.	education sustainability in the field of public security in Kosovo, by strengthening and continuously developing the training and academic capacities of KAPS and all Public Safety Agencies in Kosovo and 11.2, including the Research and Development field) - Accreditation Standards
3.1.4. Determine areas of interest for research and their stakeholders	TM1 – TM4 2019 – 2022	RDI (FPS,DSPLA, PSI)	Administrative cost	- Defined fields - Defined carriers - Students involved	
Specific Objective: 3.2. Development of research projects in cooperation with Public Security Institutions					
Activities	Deadline	Responsible units(support)	Financial cost	The measurement indicator	Interconnection with other documents
3.2.1 Prepare and publish analysis on security topics	TM1 – TM4 2020 – 2022	RDI(FPS,DFGS,PSI)	1.000 €	2 publications per year	- Program of the Government of the Republic of Kosovo 2017-2021 (MIA - 11.1. Higher education sustainability in the field of public security in Kosovo, by strengthening and continuously developing the training and academic capacities of KAPS and all Public Safety Agencies in Kosovo and 11.2, including the Research and Development field) – KAA Accreditation Standards
3.2.2 Realization of scientific-analytical sessions with guests from the field of public safety	TM1 – TM4 2019 – 2022	RDI (all units, PSI)	Administrative cost	At least 6 annual sessions	
3.2.3. Conduct regular trainings on the development of research projects and use of statistical programs.	TM1 – TM4 2019 – 2022	RDI (all units, PSI)	10 € daily for attendance	- Draft curriculum - At least 2 trainings for each type within the year	
3.2.4. Regular staff information about invitations to apply for grants, publications, conferences, seminars and workshops of interest.	TM1 – TM4 2020 – 2022	RDI	Administrative cost	Number of distributed invitations	
3.2.5. Applying to joint projects for obtaining international funds	TM1 – TM4 2020 – 2022	RDI (all unit, PSI)	Administrative cost	At least 2 applications per year	
3.2.6. Conduct research according to the requirements of public safety institutions	TM1 – TM4 2019 – 2022	RDI (PSI)	5.000 €	- Number of meetings completed - ratio between the number of submitted requests and the research	

				conducted	
Specific Objective: 3.3. Increase research capacity through publications and conferences					
Activities	Deadline	Responsible units(support)	Financial cost	The measurement indicator	Interconnection with other documents
3.3.1. Publication of scientific articles in indexed journals according to MEST	TM1 – TM4 2019 – 2022	RDI (all units, PSI)	Up to 300 € for publication	at least 1 per year for teachers	<p>- Program of the Government of the Republic of Kosovo 2017-2021 (MIA - 11.1. Higher education sustainability in the field of public security in Kosovo, by strengthening and continuously developing the training and academic capacities of KAPS and all Public Safety Agencies in Kosovo and 11.2, including the Research and Development area) – KAA Accreditation Standards</p>
3.3.2. Drawing up guidelines for organizing scientific conferences and publishing scientific journals	TM1 – TM4 2019	RDI	Administrative cost	Drafted guidelines	
3.3.3. Organization of scientific conferences	TM1 – TM4 2019 – 2022	RDI (all units, PSI, international partners)	Administrative cost	1 conference per year	
3.3.4. Publishing a scientific journal	TM1 – TM4 2020 – 2022	IRDI (all units, PSI, international partners)	10 euros per copy	1 publication per year	
3.3.5. Application for ISSN and ISBN	TM1 – TM4 2020 - 2021	RDI	Administrative cost	Provide ISSN and ISBN numbers	
3.3.6. Application in electronic data bases and the library network	TM1 – TM4 2019 – 2022	RDI	200 € annual subscription	<ul style="list-style-type: none"> - Access to electronic databases every year - membership in the library network 	
3.3.7. Buying books of interest in the field of public security	TM1 – TM4 2020 – 2022	RDI, FPS,DTES	2500 € each year	80 titles with 3 copies each are provided annually	
3.3.8. Purchase SPSS software program and provide access to online statistical programs	TM1 – TM4 2020	RDI	2000 €	<ul style="list-style-type: none"> - Installed SPSS program - Access to the online statistical program 	

3.3.9 Publishing books	TM1 – TM4 2020 – 2022	RDI	1000 euro for one unit	Published books	
3.3.10. Realization of research mobility at the International Investigation Institute	TM1 – TM4 2019 – 2022	RDI	Administrative cost	Number of realized mobility	

Specific Objective: 4. Implement quality assurance policies according to contemporary standards

Specific Objective: 4.1. Review of quality assurance policies

<i>Activities</i>	<i>Deadline</i>	<i>Responsible units(support)</i>	<i>Financial cost</i>	<i>The measurement indicator</i>	<i>Interconnection with other documents</i>
4.1.1 Review of quality assurance policies in order to meet the standards of KAA and NQA	TM3-TM4 2019 TM1-TM2 2020	DQA (all units)	Administrative cost	A revised quality manual	- Strategic Education Plan in Kosovo 2017-2021 - Standards of KAA, AKM and IADLEST
4.1. 2 Supporting organizational units in implementing quality assurance policies	TM1 – TM4 2019 – 2022	DQA (all units)	Administrative cost	Regular meetings	
4.1.3 Participation of all organizational units in quality assurance processes for the purpose of continuous improvement	TM1 – TM4 2019 – 2022	DQA (All units)	Administrative cost	Realization of assessments and surveys by units according to quality manual	

Specific Objective: 4.2. Evaluation of professional, training and educational programs

<i>Activities</i>	<i>Deadline</i>	<i>Responsible units(support)</i>	<i>Financial cost</i>	<i>The measurement indicator</i>	<i>Interconnection with other documents</i>
4.2.1 Evaluation of professional and training programs	TM1 – TM4 2019-2022	DQA (DTES)	Administrative cost	- 100% of the estimated professional and training programs	- Strategic Education Plan in Kosovo 2017-2021 - Standards of KAA, AKM

				- Drafted and addressed reports	and IADLEST
4.2.2 Regular assessments at the end of each semester	TM1 – TM4 2019 – 2020	DQA (all units)	Administrative cost	- Realization of assessments - Drafted and addressed reports	
4.2.3 Electronic evaluation of quality assurance in higher education	TM1 – TM4 2020	DQA (FPS, DFGS)	2400 € per year	Electronic quality assurance module included on the platform	
4.2.4 Functionalization of monitoring mechanisms on the progress of lectures, teaching process and attendance	TM1 – TM4 2020 – 2022	DQA , FPS, DTES	Administrative cost	Defined Mechanisms	
4.2.5 Addressing external security recommendations (KAA, AMK) and internal quality assurance	2019 - 2022	DQAA (all organizational units)	Administrative cost	- Reports received / drafted and addressed to the units - Drafted action plan for implementing the recommendations - Implementation of recommendations	
4.2.6 Internal Assessment of the Institution	2020 - 2022	DQAA(all organizational units)	Administrative cost	- Evaluation report drawn up every two years Improving the identified deficiencies	

Specific Objective: 5. Establishment and improvement of the human resources management system, infrastructure capacity and work processes

Specific Objective: 5.1. Recruiting the necessary number of teaching, research, training and support personnel

<i>Activities</i>	<i>Deadline</i>	<i>Responsible units(support)</i>	<i>Financial cost</i>	<i>The measurement indicator</i>	<i>Interconnection with other documents</i>
5.1.1. Identification of staff needs	TM1 – TM4 2019 - 2022	All units (DHR)	Administrative cost	Drafted Needs analysis for regular and engaged staff	- Program of the Government of the Republic of Kosovo 2017-2021 (MIA - 11.1. Higher education sustainability in the field of public security in Kosovo, by strengthening and continuously developing the training and academic capacities of KAPS and all Public Safety Agencies in Kosovo and 11.5 Establish law-abiding KAPS staffs in order to ensure implementation of the legal mandate) Creating of the KAPS cadres according to the law in order to ensure implementation of the legal mandate - Accreditation Standards of KAA, AKM and IADLEST
5.1.2 Drafting the recruitment plan	TM1 2019 - 2022	DHR	Administrative cost	The recruitment plan for regular and engaged staff approved	
5.1.3. Filling of vacancies in accordance with the Recruitment Plan	TM1 – TM4 2019 - 2022	ODG, DHR	Budgeted	Filling Vacancies	
5.1.4 Filling managerial positions in FPS	TM1 – TM4 2019	FPS (ODG,DHR)	Budgeted	Filling Vacancies	
Specific Objective: 5.2. Development and further advancement of human resources					
<i>Activities</i>	<i>Deadline</i>	<i>Responsible units(support)</i>	<i>Financial cost</i>	<i>The measurement indicator</i>	<i>Interconnection with other documents</i>
5.2.1. Identify the needs for capacity building of human resources	TM4 2019 - 2022	All units (DHR)	Administrative cost	Needs analysis for capacity building designed	Program of the Government of the Republic of Kosovo 2017-2021 (MIA - 11.1. Higher education sustainability in the
5.2.2. Develop a capacity building plan	TM1	DHR	Administrative cost	Capacity building plan	

	2019 - 2022			designed	field of public security in Kosovo, by strengthening and continuously developing the training and academic capacities of KAPS and all Public Safety Agencies in Kosovo and 11.5 Establish law-abiding KAPS staffs in order to ensure implementation of the legal mandate) Creating of the KAPS cadres according to the law in order to ensure implementation of the legal mandate - Accreditation Standards of KAA, AKM and IADLEST
5.2.3. Drafting the development plan of academic staff	TM1 – TM4 2020	FPS (DHR)	Administrative cost	Development Plan approved	
5.2.4. Drafting the Integrity Plan	TM1 – TM4 2020	DSPLA,(DHR) (all units)	Administrative cost	Integrity Plan Approved	
5.2.5 Review of the Code of Ethics	TM1 – TM4 2020	DSPLA (all units)	Administrative cost	Regulation approved	
5.2.6 Establish the appropriate organizational structure of KAPS	TM1 – TM4 2020 – 2021	DSPLA, DFGS (all units)	Administrative cost	- Regulation of internal organization approved - Implementing the Regulation	

Specific Objective: 5.3. Development and advancement of information technology for managing educational processes, training and other work processes.

<i>Activities</i>	<i>Deadline</i>	<i>Responsible units(support)</i>	<i>Financial cost</i>	<i>The measurement indicator</i>	<i>Interconnection with other documents</i>
5.3.1. Development of software platform for KAPS.	TM1 – TM4 2019 – 2020	DFGS all organizational units	35.000 €	- Software platform project designed 2019 - Software developed and installed 2020 - Staff trained for 2020 use	Establishment and improvement of infrastructure capacities of the Kosovo Academy for Public Safety) - Accreditation Standards of KAA, AKM and IADLEST
5.3.2. Supply with server for KAPS needs	TM1 – TM4 2020	DFGS	20.000 €	Purchased servers	
5.3.3. Supplying with sound equipment	TM1 – TM4 2020	DFGS	40.000 €	Purchase and installation of sound equipment	
5.3.5. Supply of hardware and multimedia equipment	TM1 – TM4	DFGS	6.000 €	Purchase and installation	

	2020			of equipment	
5.3.7. Advancing the security system at the KAPS premises	TM1 – TM4 2020	DFGS	10.000 €	- Provision with space observation equipment - Expanding security system with IP camera	
Specific Objective: 5.4. Relevant infrastructure that meets the educational and training requirements					
Activities	Deadline	Responsible units(support)	Financial cost	The measurement indicator	Interconnection with other documents
5.4.1 Supply inventory of new FPS facility	TM1 – TM4 2020 – 2021	DFGS	350.000 €	Inventory of new build facility	Program of the Government of the Republic of Kosovo 2017-2021 (MIA - 11.5 Establishment and improvement of infrastructure capacities of Kosovo Academy for Public Safety) - Accreditation Standards of KAA, AKM and IADLEST
5.4.2 Drafting the plan for adequate staff allocation at KAPS facilities	TM1 – TM4 2020 – 2021	DFGS (all units)	Administrative cost	Allocation of staff	
5.4.3 Taking measures for the environment and safe equipment that meet the requirements for health and safety at work	TM1 – TM4 2020 – 2022	DFGS (all units)	Administrative cost	- Meeting the requirements for safety and health - Guidelines for the security of the institution	
5.4.4 Building emergency response mechanisms	TM1 – TM4 2020	DFGS (all units)	Administrative cost	- The emergency response plan drafted	
Specific Objective: 5.5. Increasing efficiency in managing work processes					
Activities	Deadline	Responsible units(support)	Financial cost	The measurement indicator	Interconnection with other documents
5.5.1 Determine policies for planning, managing and	TM1 – TM4	DSPLA (all units)	Administrative cost	- Defined procedures	

coordinating policies and reporting	2020 – 2022				2017-2021 Strategy for Better Regulation 2.0 for Kosovo 2017-2021
5.5.2 The risk assessment and the establishment of measures of internal control risks	TM2 – TM4 2019 – 2022	All units	Administrative cost	- Defined procedures - Number of approved acts	
5.5.3 Defining procedures for drafting, amending and approving internal legal acts	TM1 – TM4 2020 – 2022	DSPLA (all units)	Administrative cost	- Defined Procedures - Number of approved acts	
5.5.4 Further advancement of the archival system	TM2 – TM4 2019 – 2020	DFGS (all units)	1.000 euro	- Functional archive system	
5.5.5 Addressing external and internal auditor's recommendations	TM2 – TM4 2019 – 2022	DQAA (all organizational units)		- Reports received / drafted and addressed to the units - The action plan for implementing the recommendations drafted - Implementation of recommendations	
5.5.6 Monitoring external changes in order to improve	TM2 – TM4 2019 – 2022	all units	Administrative cost	- Notified units with external requirements - Action Plan for the Requirements drafted - Implementation of requests	

Specific Objective: 6. Further development of cooperation with local and international stakeholders

Specific Objective: 6.1. Strengthening and expanding cooperation with the parties in local and international interest as well as realization of joint activities

Activities	Deadline	Responsible units(support)	Financial cost	The measurement indicator	Interconnection with other documents
6.1.1 Policy development in the field of institutional cooperation	TM1 – TM4 2019	DFR(DSPLA)	Administrative cost	Handbook Approved	- Strategic Education Plan in Kosovo 2017-2021 - Accreditation Standards of KAA, AKM and IADLEST
6.1.2 Membership in various security mechanisms	TM1 – TM4 2019 - 2020	DFR (DSPLA), IPS	Administrative cost	- KAPS membership in the Prison Association - KAPS membership in the Association of Customs Colleges	
6.1.3 Signing of agreements with stakeholders	TM1 – TM4 2019 - 2022	DFR (DSPLA)	Administrative cost	Agreements signed with: - The Norwegian Police University - German Police University New Heaven University of USA - Utah Walley University of USA	
6.1.4 Continuing cooperation with homologous institutions that KAPS has cooperation	TM1 – TM4 2019 – 2022	DFR (DSPLA)	Administrative cost	Continued cooperation agreements with: - The Albanian Academy of Security - Prison and Probation Training Institute in Finland - The Police Academy of Montenegro - Laurea University in Finland	
6.1.5 Organization of regular meetings with stakeholders	TM1 – TM4	All units(IPS, IP,	Administrative cost	At least 4 meetings each	

for discussion of issues of common interest	2019 – 2022	interested parties)		year	
6.1.6 Conduct cooperation through contacts and staff visits with international partners	TM1 – TM4 2019 – 2022	All units (international partners)	Budgeted	The number of staff visits conducted	
Specific Objective: 6.2. Applying to different programs and projects and developing the mobility of teachers, students and administrative staff					
Activities	Deadline	Responsible units(support)	Financial cost	The measurement indicator	Interconnection with other documents
6.2.1 Determining the Procedure for Selection of Student Exchange, Academic and Professional Staff	TM1 – TM4 2019	DFR, DSPLA (all units)	Administrative cost	Regulation mobility adopted	<ul style="list-style-type: none"> - Strategic Education Plan in Kosovo 2017-2021 - Accreditation Standards of KAA, AKM and IADLESTS
6.2.2 Using the opportunities offered by the programs ERASMUS +	TM1 – TM4 2019 – 2021	DFR (all units)	ERASMUS + Funds	<ul style="list-style-type: none"> - At least 10% of students exchanged - At least 30% of the academic staff exchanged - At least 5% of the professional staff exchanged 	
6.2.3 Using the opportunities offered by CEPOL programs	TM1 – TM4 2019 – 2022	DFR KAPS,IPS)	CEPOL Funds	<ul style="list-style-type: none"> - participation of at least 5 trainings per year - Realization of at least 20 exchanges within a year 	
6.2.4 Implementation of activities under the EU-funded project "Reform in Kosovo Police"	TM1 – TM4 2019 – 2021	All units	Donation	Participation in project activities	
Specific Objective: 6.3. Increasing credibility through transparency and credibility					
Activities	Deadline	Responsible units(support)	Financial cost	The measurement indicator	Interconnection with other documents

6.4.1 Web-site redesign	TM1 – TM4 2020 – 2022	ODG (all units)	9.000 €	- The concept of redesign defined - Web page changed - Materials published in conformity with the applicable legislation	Accreditation Standards of KAA, AKM and IADLEST
6.4.2 Prepare brochures and leaflets on the work of KAPS	TM1 – TM4 2020 – 2022	ODG (all units)	200 €	Publication of brochures	
6.4.3 Organizing visibility and information events in order to promote KAPS	TM1 – TM4 2020 – 2022	ODG(all units, PSI,IP)	Administrative cost	at least 2 events organized annually	
6.4.4 Preparation of brochures and organization of visits to public security institutions to be informed with educational programs	TM1 – TM4 2019 – 2022	ODG (FPS,DTES, PSI)	Administrative cost	- Drafted brochures - Visit to Institutions	
6.4.5 Supporting the activities of NGOs and various youth communities, sports, cultural.	TM1 – TM4 2019 – 2022	ODG (all units, international partners)	Administrative cost	Activities organized for different communities	
6.4.6 Preparation of the monograph and brochures for the 20th anniversary of KAPS	TM1 – TM3 2019	ODG (all units)	5.000 €	Monographs and brochures published	