



Republika e Kosovës
Republika Kosova-Republic of Kosovo
Qeveria-Vlada-Government
Ministria e Punëve të Brendshme
Ministarstvo Unutrašnjih Poslova / Ministry of Internal Affairs

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

DEVELOPMENT STRATEGY AND ACTION PLAN KAPS 2023 – 2026

Vushtrri, 2023



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Ministry of Internal Affairs

Akademia e Kosovës për Siguri Publike
Kosovska Akademija 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 2023-2026.
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: 28.04.2023

Kastriot Jashari

Zëvendësues i Drejtorit të Përgjithshëm të AKSP-së

Vendimi iu dërgohet:

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

CONTENT

LIST OF ABBREVIATIONS	4
I. SPEECH OF THE GENERAL DIRECTOR OF KAPS	5
II. EXECUTIVE OVERVIEW	6
III. INTRODUCTION.....	8
IV. BACKGROUND AND MANDATE.....	10
V. MISSION AND VISION.....	12
VI. The values	12
VII. THE PRINCIPLES.....	13
VIII. METHODOLOGY	14
IX. BACKGROUND.....	15
X. OBJECTIVES	18
XI. IMPLEMENTATION, MONITORING AND EVALUATION	22
XII. COMMUNICATION PLAN OF THE STRATEGY	23
XIII. ACTION PLAN	23

LIST OF ABBREVIATIONS

KAPS	Kosovo Academy for Public Safety
AEPC	Association of European Police Colleges
KAA	Kosovo Agency for Accreditation
NQA	National Qualifications Authority
FPS	Faculty of Public Safety
ICITAP	International Criminal Investigation Training Program Support
OSCE	Organization for Security and Cooperation in Europe
BE	Office of the European Union in Kosovo
Twinning Project	The project gained by KAPS within the framework of IPA II - Annual Program for Kosovo, "Further support of education in public safety in Kosovo", this project is financed by the EU.
IRD	Institute for Research and Development
PSI	Public Safety Institutions operating in KAPS
KP	Kosovo Police
PIK	Police Inspectorate of Kosovo
EMA	Emergency Management Agency
KCS	Kosovo Correctional Service
PSK	Probation Service of Kosovo
KC	Kosovo Customs
MIA	Ministry of Internal Affairs
Stakeholders	Public Safety Institutions, not limited 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)
Participants	Persons who follow training and higher education in the Academy
IADLES	International Association of Directors of Law Enforcement Standards and Training in US
International Partners	Permanent partners operating and cooperating with KAPS such as ICITAP, OSCE,
The Board of KAPS	The body that operates within KAPS, which decides on minimum professional standards, training policies and specialized and advanced education for PSA.
The Council of the FPS	The highest academic body of the FPS which decides on all important issues in the field of teaching, research and scientific research

I. SPEECH OF THE GENERAL DIRECTOR OF KAPS



The Development Strategy of the Kosovo Academy for Public Safety for the years 2023 - 2026 is one of the most strategic and comprehensive documents through which it is intended to achieve clear objectives as a Higher Education and Training Institution in the field of Public Safety in the Republic of Kosovo.

In 2022, the Kosovo Academy for Public Safety has received the Excellence Award from IADLEST of the USA, and consequently the quality of education and training provision must be at the level of excellence standards as a key factor in raising the capacities of law enforcers. Strategy of KAPS has been designed in such a way that it has time stability in order that through the presented objectives KAPS has the potential and clear orientation to respond to challenges, trends and potential phenomena that will appear in the future in the field of Public Safety.

In the new strategy, the priorities for the next four years of KAPS work are defined with a focus on the following main issues: training, higher education, research, quality assurance, human resources, infrastructural capacities, work processes and cooperation with local and international stakeholders.

Having a clear mission, KAPS is dedicated to the education of law enforcers in order to advance the skills and abilities of all members of public safety institutions that serve the citizens of the Republic of Kosovo. It should be emphasized that an essential prerequisite to triumph over public safety challenges is the cooperation and flexibility of all law enforcement institutions, therefore KAPS activities are focused in the direction of raising professional capacities through the provision of training, higher education and researches in order to fulfill its legal mandate.

Therefore, on behalf of KPAS, I highly appreciate and express my sincere thanks to all the parties who continuously helped us and believed in our work, and in particular the Public Safety Institutions, ICITAP, OSCE, the Office of the European Union in Pristina and other partners.

With respect,

Kastriot Jashari, Acting General Director of KAPS

II. EXECUTIVE OVERVIEW

This document is the basis for the Institutional development of KAPS. The creation of this document has already started through focus group meetings where numerous meetings have been held about shaping the ideas and strategic policies of the Institution. Also, the core group was established by KAPS units, which recommended and proposed strategic and specific objectives. KAPS is grateful to the safety institutions and international partners for the important role they have played in many processes of KAPS.

KAPS has previously approved its strategies for the development of the Institution, starting with the strategy approved in December 2013, which covered a period of five (5) years 2014-2018, then the II strategy approved in December 2017 which covered a period of five (5) years 2018-2022.

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

The institutional development strategy of KAPS 2023-2026 is a document which was drawn up based on the analysis of the current situation and as a result the key mechanisms for the advancement and further development of KAPS have been defined.

The training and education of safety officials as a key factor in increasing public safety is a challenge with many dimensions. Therefore, through this strategy, we intend to advance the appropriate knowledge and skills for all members of public safety institutions based on the best local and international **practices** and **standards** in the field of training and education. We also aim to achieve this thanks to the continuous support of strategic partners such as ICITAP, OSCE and the Office of the European Union in Kosovo.

KAPS always aims to follow and be in step with the development trends in the field of public safety by adapting its mechanisms with the aim of continuous professional development of public safety officials. KAPS strategy has been adapted to the requirements and needs of the Public Safety Institutions.

This strategic document, through the action plan, has determined the strategic, specific objectives, mechanisms, methods, results and the way in order to implement an effective policy that will be undertaken in the next four years (2023-2026).

KAPS realizes its mission through strategic goals which can be summarized as follows:

- Development of capacities for Public Safety Institutions by providing the necessary competence to react to constantly changing challenges;
- Raising the quality of the services offered based on the standards and criteria of local and international accreditations;
- Advancement and development of local and international cooperation with the aim of comparing and exchanging best practices;
- Creation of human resources capacities that meet the needs of the implementation of the KAPS mission;
- Advancement of services, equipment and infrastructure in accordance with international standards and training and educational needs.

The objectives of the Strategy originate from the aforementioned 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. ***Raising the professional capacities of public safety institutions through the provision of standardized training programs***
2. ***Advancement of higher education in public safety***
3. ***Development of the research profile in the service of public safety***
4. ***Advancement of quality management systems according to contemporary standards in the implementation of quality assurance policies and the improvement process***
5. ***Improving the legal framework and efficient management of human resources, infrastructure and work processes in accordance with best practices and standards***
6. ***Strengthening local and international cooperation as well as increasing the credibility of KAPS.***

In order to improve, KAPS has foreseen many activities which will affect the improvement or positive change of either the programs or the Institution based on important strategic and legal documents.

All these objectives and strategic goals will be concretized by clearly defining the action plan as an integral part of the document which foresees the dynamic orientation and the concrete result for each activity.

III. INTRODUCTION

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, implementing policies and strategies for training, higher education, and developing capacities in the field of public safety. KAPS provides training and higher education for all public safety institutions, but not limited to:

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

KAPS offers education in various fields of public safety in one institution. This makes KAPS quite unique in the national and international context, offering its services to six public safety institutions. Of course, the fields of public safety are different but also have similarities, some have more in common while some have less, but cooperation and coordination between them helps to provide a safe environment in the Republic of Kosovo. Therefore, if the officials of the public safety institutions will have joint work in providing public safety and law enforcement, then why not train and educate them together.

This strategy originates from Law no. 04/L-053 for the Kosovo Academy for Public Safety, which is closely related to state-level policies related to public safety and education, as well as other documents related to the evaluation of the work of KAPS. The drafting of the development strategy is based on these documents:

- Strategic and Operational Plan of the Government of the Republic of Kosovo 2021-2025
- Priorities and directives of the MIA
- Security Strategy of Kosovo 2022 - 2027
- Education strategy 2022 - 2026
- Strategic documents related to the scope of KAPS
- Accreditation evaluation reports of NQA, AAK and IADLES
- Reports and recommendations of audits and other monitoring institutions

Therefore, in order to realize the state policies of public safety and education, the fields with concrete objectives and actions have been selected that through training and education influence the further development of the capacities of Public Safety Institutions.

Finally, we thank all the members and experts of the Working Group, whose dedication and great work has made it possible to have this Development Strategy in our hands for the next four years 2023-2026.

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

KAPS staff members will demonstrate a high level of professionalism and be fully committed to the organizational values of KAPS and the principle of continuous improvement.



IV. BACKGROUND AND MANDATE

KAPS was founded in December 2011 with the entry into force of Law No. 04/L-053 for 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 School of the Police Service of Kosovo (SPSK) and was managed by the OSCE.

The Kosovo Center for Public Safety, Education and Development (KCPSED) was founded in 2008 as an executive agency within the Ministry of Internal Affairs, which is also the predecessor of KAPS.

While since December 2011 with the approval of Law No. 04/L-053 for the KAPS, the Kosovo Center for Public Safety Education and Development (KCPSED) is subject to an organizational, legal and mandatory transformation starting from the name "Kosovo Academy for Public Safety" then the mandate where according to this Law, KAPS is an institution responsible for providing training and higher education, implementing policies and developing capacities in the field of public safety.

The education of members of public safety institutions is one of the key components of the development and creation of a modern and stable safety system in Kosovo.

KAPS based on Law No. 04/L-053 is responsible for the provision of training and higher education, the implementation of policies and strategies of training and higher education, as well as the development of capacities in the field of public safety. KAPS offers the aforementioned services to all public safety institutions, but not limited to:

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

The functions of KAPS are:

- developing specific curricula and providing basic, advanced and specialized training;
- developing curricula and providing training and higher education in the field of public safety through programs accredited by the National Qualifications Authority or the Kosovo Accreditation Agency;

- functions 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;
- provision of support services for training and education needs, including but not limited to physical infrastructure, information technology and logistics;
- coordination of donors' programs for training, education and development in the field of public safety;
- internal quality control and assurance, approval, monitoring and evaluation of training programs and titles;
- keeps data on trainings and programs that are realized in the academy;
- periodically examines and evaluates the needs of safety institutions;
- cooperates with other institutions;
- The Kosovo Academy for Public Safety can cooperate with international organizations and educational institutions in the field of safety, to enable the movement of students and trainers in accordance with the law in force, or with international agreements, to which the state of Kosovo is a signatory;
- every training in the Academy, whether basic or advanced, the Academy gives evaluations and preferences for systematization and advancement in duty, related to the performance of the participant shown during the training, when the needs of the safety institutions require it;
- in order to advance training plans and programs, the Academy conducted tests, surveys, polls and other methods of gathering information to verify the knowledge and skills acquired at the Academy and in the daily work of safety institutions.

V. MISSION AND VISION

The mission

The mission of the Academy is to provide high-quality training, education and research in the field of public safety to help provide a safe environment for all citizens of the Republic of Kosovo.

The vision

The Academy, through the provision of training and education with quality and standards of excellence, will be a key factor in raising the capacities of law enforcers in accordance with the changes and challenges they face.

VI. The values

The Development Strategy of KAPS is based on these values:

- 1) **Honesty** – Each member of KAPS is expected to act honestly in terms of work and private life. This is more than necessary and indispensable to make it possible and feasible for KAPS to become a model of public institutions. KAPS will also visibly demonstrate honesty in its decision-making processes.
- 2) **Transparency** – All KAPS processes: planning, decision-making, evaluations, reporting and achievements must be completely transparent to all stakeholders, emphasizing the structure, arguments and responsibility.
- 3) **Responsibility** – KAPS strongly demonstrates that it will take full responsibility for the level of competence of graduates. Within the KAPS, each of its members will bear responsibility for the results come from their actions and decisions
- 4) **Professional ethics** – KAPS emphasizes the essential importance in its commitment to all levels of education, to the best professional practices and organizational values. KAPS as an institution will be an example in this aspect.
- 5) **Diversity** – KAPS is committed to recognizing, appreciating and respecting the differences of others and their cultures as an environment that promotes and celebrates individual and collective achievements.

VII. THE PRINCIPLES

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

1.The principle of legality - Personnel, participants and other persons must perform all the work and responsibilities defined by the legislation in force.

2.The principle of professionalism - Personnel, participants and other persons must act in a professional manner in the exercise of their duties.

3.The principle of efficiency - Personnel, participants and other persons must organize their daily work correctly, punctually and efficiently.

4.The principle of equal treatment and non-discrimination - Personnel, participants and other persons must respect the dignity and equality of all, without any distinction or discrimination of any kind..

5.The principle of respect – Personnel, participants and other persons must be polite and honest while respecting each other's integrity and personality.

6.The principle of avoiding conflict of interests - Personnel, participants and other persons must 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 - Personnel, participants and other persons are obliged to keep the confidentiality of information obtained in the exercise of their work responsibilities and not to use such information for other purposes.

8.The principle of objectivity - Personnel, participants and other persons must not be influenced by prejudice, favoritism, or other influences that may jeopardize their objectivity.

9.The principle of development - Personnel, participants and others must be open to sustainable development and willing to contribute to this process.

10.The principle of continuity - In order to achieve the goals of this Development Strategy and Action Plan, continuous and comprehensive engagement of all relevant institutions and actors is required.

11. The principle of impartiality - Personnel, participants and other persons must not be biased, which means having a predisposition in favor of a certain result when assessing a situation, causing as a consequence an unjustifiable harm to the general interest or to rights of other interested parties.

VIII. METHODOLOGY

The Strategy of KAPS 2023-2026 was drawn up on the basis of a detailed analysis that was intended to evaluate the implementation of the Strategic Plan of KAPS for the period 2023-2026. This assessment is based on the successes achieved, the challenges and expected developments for the next period for KAPS, as well as the best local and international practices in the process of drafting strategic documents. The strategy drafting process was led under the supervision of KAPS management and that throughout the strategy drafting process all members of the organizational units were involved.

The process of drafting the Development Strategy of KAPS and the 2023-2026 Action Plan included several stages:

- **Preparatory phase** – during this phase, relevant materials were collected and general discussions were held about strategic orientations among the senior management level.
- **Establishment of the Working Group**- for the drafting of the Development Strategy of KAPS and the Action Plan 2023-2026 - The purpose of establishing the working group was to appoint responsible, competent persons with representation from all organizational units. In the meetings of the representatives of this working group, the Acting General Director of KAPS and other representatives of the units also participated, with the aim of including and representing all units as much as possible. The working group has undertaken the following actions:
 - ❖ Analysis of the current situation and review of all relevant documents
 - ❖ Defining the mission, vision, strategic and specific objectives
 - ❖ Drafting of the narrative part of the strategy
 - ❖ Drafting of the strategy action plan
- **Consultation** with the relevant actors of the development strategy - The draft of the development strategy has also been subjected to consultations with the target groups, where the draft of the strategy has been forwarded to the MIA, stakeholders (KP, PIK, KC, KCS, KPS, EMA) international partners of KAPS (ICITAP and OSCE), participants/students of FPS-KAPS as well as its academic and administrative staff. Comments, suggestions and remarks from the consultation process have been analyzed and incorporated into the strategy document
- **The finalization of the strategy** – After the end of the consultation process, the draft strategy was forwarded for approval to the General Director of KAPS, who with decision No. 92/23 approved the document.

IX. BACKGROUND

After the entry into force of Law no. 04/L-054 for the Kosovo Academy for Public Safety, KAPS has undergone a transformation, both functionally and organizationally. The functional aspect is related to the fact that now, within the functions of KAPS, there is a strengthening of competences in the field of providing training and higher education. As a result, KAPS has focused on advancing professional training and providing higher education.

KAPS, in order to provide professional training in accordance with European standards, in close cooperation with public safety institutions, has drawn up professional standards and professional training curricula in accordance with the National Framework of Qualifications, where six (6) professional trainings (KP) were validated during 2017, PIK, KCS, KPS, EMA and KC) as well as KAPS is accredited by the National Qualifications Authority. Also, during 2021, the same have been revalidated and re-accredited by the National Qualifications Authority.

KAPS, also in order to fulfill the legal mandate in the field of higher education, has established the Faculty of Public Safety and created the bachelor program in public safety for six public safety institutions. This makes the KAPS the only public institution in Kosovo that offers higher education in the field of public safety for the capacity building of public safety institutions. This program was accredited in 2014 by the Kosovo Accreditation Agency and was also re-accredited in 2017 and 2021.

In addition to local accreditations, in 2018 KAPS was also internationally accredited by the International Association of Directors of Law Enforcement Standards and Training of the United States of America (IADLEST), and this is the first time that the International Association of Directors of Law Enforcement Standards and Training of the United States of America, (IADLEST), conducted international evaluation and accreditation outside the US. While during the year 2021, on the occasion of undergoing the international re-accreditation process by IADLEST, KAPS has gain the award of excellence as the second accredited Institution in the world after the USA, in which case KAPS has fulfilled its vision defined in the development strategy that "In 2022 KAPS will be a Center of Excellence for Public Safety in Kosovo".

KAPS, through this strategy, wants to pave the way towards a modern Academy which aims that through providing high-quality training and education, to provide a high level of competence for law enforcement authorities to respond to constant change of challenges.

Public safety institutions of Kosovo need continuous professional development of trained and skilled personnel to provide safety to all citizens of our country.

SWOT analysis below presents an evaluation of the current position of KAPS, as a basis for drafting the Development Strategy for the years 2023-2026. The analysis was made on the basis of the data extracted from the report on the evaluation of the implementation of the development strategy 2019-2022, the quality evaluation reports and the meetings held with the staff of KAPS.

The information provided by the evaluation reports and the SWOT, among others, serve to determine the strategic objectives and the activities for their implementation. SWOT analysis of KAPS:

Strengths:

- Unique and single public institution in the field of public safety
- Providing validated and accredited training and educational programs
- Institution with local and international accreditation that meets quality standards
- Sufficient and appropriate infrastructure for the learning process
- Suitable environment for work
- Memberships in various international mechanisms of public safety
- Close partnership with international organizations such as ICITAP, OSCE and EU.
- Wide network of cooperation with local and international stakeholders
- Unique bachelor program with specializations within the program compliant with the requirements of safety institutions
- Advanced information technology system
- Positive image in front of the public and local and international institutions
- Quality services
- Personnel dedicated to achieving the mission and vision

Weaknesses:

- Lack of staff - competent instructors
- Failure to define responsibilities between KPAS and FPS
- Non-involvement of the central level to solve the identified challenges

- Bureaucracies and procedures for approving projects and activities of KAPS

The possibilities:

- Raising the training, education and research capacities for FPS
- Mobility of academic, professional and student staff through exchange and cooperation programs with Erasmus +, CEPOL and other schemes.
- Application for financing projects and cooperation with partners through different funds
- Expanding cooperation with international stakeholders
- Digitization of services

The Risks:

- Non-implementation of legal training functions and non-transfer of training personnel according to the Law
- Budget restrictions and non-approval of budget requests from the central level for the realization of objectives
- Frequent reforms and legal, economic, social changes
- The small number of students in the Faculty of Public Safety

X. OBJECTIVES

The KAPS development strategy has six **strategic objectives**, one for each thematic field, which are analyzed into **specific objectives**. Below is a summary of each strategic objective, while their detailed analysis will be done in the action plan. For each objective, the necessary activities for its achievement are defined, while for each activity, the expected results are defined in the form of success indicators that serve to monitor progress.

The general strategic objectives are:

1. Raising the professional capacities of public security institutions through the provision of standardized training programs.

Cooperation with Public Safety Institutions, experts, international partners in the coordination of various projects and the exchange of knowledge will serve as a basis for the design and development of training programs of various levels for raising the capacities for public safety. Training programs are based on the systematic analysis of training needs, the systematic review of existing training programs in view of their continuous improvement and the systematic design of new programs to meet the needs of PSI and the standards of the national qualifications authority. The quality of the training activities is ensured through the involvement of the best professionals who know the specific fields and have the appropriate training skills in designing and revising the training programs and preparing the relevant modules. In this context, KAPS should cooperate closely with PSI and the line ministry to identify needs, develop training modules and implement them based on the need to deal with negative phenomena and public safety in general.

In the framework of this strategic objective, the following **specific objectives** have been foreseen for its achievement:

- 1.1. . Providing training and developing curricula according to the needs of PSI and in cooperation with International Partners;*
- 1.2. Review of professional trainings in accordance with the requirements of PSI and NQA*
- 1.3. Creation and Implementation of common policies with PSI;*

2. The advancement of higher education in public safety

KAPS aims to provide a genuine educational and scientific environment, where the increase in the quality of teaching services and the scientific component is its essence. Professional competence and the adaptation of genuine policies are also factors that ensure the achievement of strategic goals in building public safety capacities in the country.

The main focus within this strategic field is the sustainability of the study program and the review of the study offer because its harmonization based on following trends, development and the needs of safety institutions helps safety institutions to face negative phenomena.

As a need for the advancement of safety Institutions' cadres, the creation of a master study program is foreseen and which would help Safety Institutions in creating a competent management system.

Among other things, the measures foreseen in this field aim to institutionalize anti-plagiarism control, increase transparency in higher education, ensure access to contemporary digital literature, support students through exchange programs, develop international academic cooperation programs, etc.

In the framework of this strategic objective, the following **specific objectives** have been foreseen for its achievement:

- 2.1. Administration and development of study programs of higher education*
- 2.2. The advancement of teaching and learning through new methodologies*
- 2.3. Administration and efficient and effective management of the faculty*

3. The development of the research profile in the service of public safety

The research-scientific activity is of special interest for KAPS, the purpose of which is the systematic research work that is done for the research and development of new knowledge, their use and application in practice.

Through this strategy KAPS aims to improve the research profile by creating networking and opening opportunities for young researchers such as students, collaborators and PSI officials, increasing partnerships in the country and abroad to bring and share the research potential from the field of public safety.

KAPS will focus on building human research capacities and strengthening partnerships.

Also, the Faculty is encouraged to apply for research grants from EU funds and other research centers because participation in research projects with local and international partners helps

in professional preparation and creates opportunities to find answers and coordination of more developmental policies to safety challenges.

In the framework of this strategic objective, the following specific objectives have been foreseen for its achievement:

3.1. Development of research projects in the field of public safety

3.2. Raising research capacities through publications and conferences

4. Advancement of quality management systems according to contemporary standards in the implementation of quality assurance and process improvement policies

One of the strategic objectives of KAPS is quality assurance and advancement, which aims at monitoring, continuous improvement and raising quality assurance based on internationally recognized standards.

Engagement in quality assurance processes (internal and external) enables stakeholders to better recognize the quality, qualifications and programs offered.

This is achieved through continuous evaluations of processes and drawing up reports with concrete recommendations aimed at ensuring and improving services and activities.

Quality is not a demand but a need, which must be demonstrated and guaranteed so that everyone must recognize and cultivate it. Therefore, in order to continuously improve and implement the standards and requirements of the Accreditation and Validation Institutions, a continuous dynamic of quality assurance is needed.

In the framework of this strategic objective, the following **specific objectives** have been foreseen for its achievement:

4.1. Advancement of the internal quality assurance system and improvement proces

4.2. Institutional re-accreditation, training and educational programs

5. Improving the legal framework and efficient management of human resources, infrastructure and work processes in accordance with best practices and standards

The needs for changes and improvements of the legal framework will always be evident as a result of new developments. Therefore, addressing the eventual needs for changes require and will be done based on analysis and consideration of the best alternatives that can serve the implementation of the institutional mandate and the achievement of objectives.

Also, raising the capacities of KAPS officials will be followed by the implementation of specific training programs, so in addition to other trainings that can be held by institutions responsible

for holding trainings, such as IKAP, KAPS intends to expand opportunities for capacity building also through other forms such as exchanges, study visits, webinars.

This strategy serves as a plan for the creation of a contemporary and modern infrastructure as well as the digitalization of services in KAPS which meets the needs and the best standards for the implementation of training and education.

In the framework of this objective, actions will be taken to increase transparency, internal control and accountability, focusing also on regular activities related to monitoring institutions and accepted reports such as: Internal and external audit, Independent Supervisory Council of the Civil Service of Kosovo, Central Harmonizing Unit, Agency for the Prevention of Corruption etc.

In the framework of this strategic objective, the following specific objectives have been foreseen for its achievement:

- 5.1. Completing the legal framework and advancing organizational planning and development to improve the organization and operation of KAPS;*
- 5.2. Competent personnel who fulfill the requirements of KAPS*
- 5.3. Appropriate infrastructure to provide quality environment for education and training*
- 5.4. Improving the internal control system to ensure good governance*

6. Strengthening local and international cooperation as well as increasing the credibility of KAPS

One of strengths of KAPS is cooperation and visibility at the national and international level. National and international cooperation is one of the key priorities of KAPS. This affects the possibility for the exchange of experiences and best practices to contribute to the quality of training and higher education as well as to institutional development. KAPS aims to further strengthen local and international cooperation, a long-term and sustainable cooperation to support its strategic objectives. In this direction, it is aimed at continuing cooperation with institutions that KAPS has cooperation with and at the same time expanding cooperation with other institutions, identifying and using exchange programs, promoting and encouraging public security personnel and officials to participate in programs of mobility, identification of possible donations as well as increasing credibility at the local and international level.

In the framework of this strategic objective, the following specific objectives have been foreseen for its achievement:

- 6.1. Building and advancement of partnerships with local and international institutions*
- 6.2. Increasing credibility through transparency and reliability*

XI. IMPLEMENTATION, MONITORING AND EVALUATION

KAPS is the institution responsible for the implementation, monitoring and evaluation of the fulfillment of the development strategy. The Department for Strategic Planning and Legal Affairs operates within KAPS, which, according to the legal mandate and internal organization of KAPS, takes care of the coordination of the implementation of the development strategy as well as its monitoring and evaluation.

The steps that will be followed to coordinate the implementation of the strategic document are:

IMPLEMENTATION - The implementation process of the Strategy will aim at fulfilling the strategic, specific objectives and activities. Development strategy of KAPS also includes the action plan which covers the period 2023-2026 and contains the activities, indicators, deadlines, units responsible for implementation as well as the financial cost. The strategy action plan will be analyzed into KAPS annual plans. The implementation of the Strategic Development Plan will be carried out by each organizational unit according to the activities foreseen by this plan through periodic reports.

MONITORING - The structure for monitoring the implementation of KAPS development strategy consists of measurement indicators that are set at the level of specific objectives. The main features of the monitoring are the reports which are drawn up in different periods. Monitoring will serve to follow the progress of the strategy, to measure in the process the degree of realization of its objectives. This process should include clear indicators of progress based on periodic unit reports as well as other relevant documents. The monitoring will contribute to increase efficiency and effectiveness.

EVALUATION – The development strategy will be subject to evaluation every year in order to assess the realization of the activities and results defined in the action plan. Also, the working group will be organized with all the relevant actors for the annual evaluation of the implementation of the strategy. The review of the development strategy will be done at the end of the second year of its implementation.



XII. COMMUNICATION PLAN OF THE STRATEGY

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

Part of this strategy is the Communication Plan for the Development Strategy and the 2023-2026 action plan. The purpose of this communication plan is that through the determination of concrete actions ensure a broad communication with the staff and other actors related to the development strategy.

XIII. ACTION PLAN

The action plan is drawn up within the general strategic framework defined in the Development Strategy of the KAPS.

The action plan for the implementation of this strategy contains:

- 1.Strategic objectives;
- 2.Specific objectives;
- 3.Concrete activities for the realization of objectives;
- 4.Responsible and supporting Institutions/Units for achieving each objective and activity;
5. Deadline 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.The connection of the activity with other strategic documents

ACTION PLAN OF THE DEVELOPMENT STRATEGY OF THE KOSOVO ACADEMY FOR PUBLIC SAFETY 2023 – 2026

Strategic Objective: 1. Raising the professional capacities of public safety institutions through the provision of standardized training programs						
Specific Objective: 1.1. Provision of training and development of curricula according to the needs of PSI and in cooperation with International Partners						
Activities	Deadline	Responsible units (support)	Financial cost	Source of Funding	Measurement indicator	Interconnection with other documents
1.1.1. Analysis of training needs and drafting of the annual training plan in cooperation with PSI and IP	2023-2026	DTES/ PSI,IP	Administrative costs	Budget RKS/KAPS	- Drafted analysis - Approved annual training plan	The Strategic and Operational Plan of the Government of the Republic of Kosovo 2021-2025
1.1.2. Providing training for PSI in cooperation with IP according to the annual training plan	2023-2026	DTES/ PSI,IP	20 € daily per participant	Budget RKS/KAPS	Conducted trainings	
1.1.3. Development of new training curricula according to identified requirements and needs analysis from the field of public safety	2023-2026	DTES/ PSI,IP	1500 € for the training curriculum	Budget RKS/KAPS	Curricula developed according to identified requirements and training needs analysis	
1.1.4. Advancing the provision of digital training (Using electronic services for the provision of training)	2023-2026	DTES/ PSI,IP	Administrative costs	Budget RKS	Categorization of training offered through the digital system (e-training, E-module, webinar) and their holding	
1.1.5. Review of training objectives according to Bloom's taxonomy	2023-2026	DTES (DSCA,PSI)	Administrative costs	Budget RKS	Trainings reviewed	
Specific Objective: 1.2. Review of professional training in accordance with the requirements of PSI and NQA						
Activities	Deadline	Responsible units (support)	Financial cost	Source of Funding	Measurement indicator	Interconnection with other documents

1.2.1. Analysis and Evaluation of professional trainings according to the needs of PSI and NQA criteria	2023	DTES (DSCA, PSI)	Administrative costs	Budget RKS	Report on the analysis drawn up	The Strategic and Operational Plan of the Government of the Republic of Kosovo 2021-2025
1.2.2. Drafting of the Action Plan for the implementation of fields where improvement is needed	2023	DTES	Administrative costs	Budget RKS	The action plan drawn up and addressed to the competent authorities	
1.2.3. Review of professional programs in accordance with the action plan and standards of the NQA	2023	DTES (PSI)	Administrative costs	Budget RKS	Revised programs	
Specific Objective: 1.3. Creation and Implementation of joint policies with PSI						
Activities	Deadline	Responsible units (support)	Financial cost	Source of Funding	Measurement indicator	Interconnection with other documents
1.3.1. Creation of relevant mechanisms between KAPS and PSI for the creation and implementation of joint policies in the interest of the development of public safety officials	2023	KAPS (PSI, IP)	Administrative costs	Budget RKS	- Defined mechanisms - At least 4 meetings every year	The Strategic and Operational Plan of the Government of the Republic of Kosovo 2021-2025
1.3.2. Engagement of training staff from public safety institutions in the Academy	2023	DTES (PSI, IP)	81.000 €	Budget RKS	Defining the procedure and criteria for engagement	
1.3.3. Establishing the appropriate structure of trainings	2023	DTES (PSI, IP)	Administrative costs	Budget RKS	The structure of the trainings defined	
Strategic Objective: 2. The advancement of higher education in public safety						
Specific Objective: 2.1. Administration and development of study programs of higher education						
Activities	Deadline	Responsible units (support)	Financial cost	Source of Funding	Measurement indicator	Interconnection with other documents
2.1.1. Evaluation, analysis and review of the study program according to the requirements and needs of the field of public safety	2023	FPS (PSI,IP)	Administrative costs	Budget RKS	- The curent program evaulated with recommendations; - Revised study program;	Kosovo education strategy 2022 - 2026

					- Revised profesional practice manual	
2.1.2. Analyzing and evaluating the needs for the drafting of relevant legal or strategic documents for the administration of study programs	2023	FPS (DSPLA)	Administrative costs	Budget RKS	The analysis drawn up with concrete recommendations	
2.1.3. Preparation and enrollment of students in the offered study programs	2023-2026	FPS (PSI)	Administrative costs	Budget RKS	- Student enrollment	
2.1.4. Analysis of the sustainability of the number of students of the study programs	2023	FPS (DSCA)	Administrative costs	Budget RKS	- Finalized analysis with concrete recommendations - The action plan is drawn up	
2.1.5. Drafting of a brochure for the study programs, as well as on the activities of the institution	2023-2026	FPS (OGD)	Administrative costs	Budget RKS	Designed brochures	
2.1.6. Direct meetings of KAPS staff with employees in safety institutions to promote the program offer	2023-2026	FPS	Administrative costs	Budget RKS	- Meetings held	
Specific Objective: 2.2. The advancement of teaching and learning through new methodologies						
Activities	Deadline	Responsible units (support)	Financial cost	Source of Funding	Measurement indicator	Interconnection with other documents
2.2. Evaluation of the needs for the development of the professional competences of the academic staff, internship mentors and administrative staff of the faculty	2023-2026	FPS	Administrative costs	Budget RKS	Document drafted with recommendations	Kosovo education strategy 2022 - 2026
2.2.2. Organization of necessary trainings for teaching and mentoring	2023-2026	FPS	Administrative costs	Budget RKS	The trainings held	

2.2.3. Study visit to similar international academic institutions, for the development and enhancement of academic competencies	2023-2026	FPS (DER)	Budgeted	Budget RKS	Visits realized	
2.2.4. Drafting of the plan for the engagement of academic staff in teaching (for regular and engaged staff)	2023-2026	FPS (DHR)	Administrative costs	Budget RKS	Plan drawn up and revised for each beginning of the semester	
2.2.5. Increasing the number of academic staff to meet the current needs of programs according to the required standards of KAA	2023-2026	FPS	Budgeted	Budget RKS	Academic personnel recruited	
2.2.6. Review and change of syllabuses reflecting issues of innovation in teaching and learning	2023-2026	FPS (DSCA)	Administrative costs	Budget RKS	Organization of seminars for innovative teaching in higher education	
Specific Objective: 2.3. Efficient and effective faculty administration and management						
Activities	Deadline	Responsible units (support)	Financial cost	Source of Funding	Measurement indicator	Interconnection with other documents
2.3.1. Enrichment and maintenance of the faculty website with all the necessary data	2023-2026	FPS	Administrative costs	Budget RKS	Web page completed with the necessary data	Kosovo education strategy 2022 - 2026
2.3.2. Organization of periodic meetings at the department/study profile level in order to discuss various programmatic and scientific aspects	2023-2026	FPS	Administrative costs	Budget RKS	Meetings held by profile managers at least twice a year	
2.3.3. Organization of orientation days for new students	2023-2026	FPS	Administrative costs	Budget RKS	Orientation week completed	
Organization of student promotion day	2023-2026	FPS	Administrative costs	Budget RKS	Organization of the graduation ceremony for the promotion of students	
2.3.4. Empowerment of the Student Council for student activation	2023-2026	FPS	Administrative costs	Budget RKS	Meetings, panel discussions and activities that empower quality-oriented student activism	
Strategic Objective: 3. The development of the research profile in the service of public safety						

Specific Objective: 3.1. Development of research projects in the field of public safety						
Activities	Deadline	Responsible units (support)	Financial cost	Source of Funding	Measurement indicator	Interconnection with other documents
3.1.1. Planning the budget requirements for the achievement of the research plan and the approval of the adequate research budget	2023-2026	IRD (DBF)	Administrative costs	Budget RKS	- Budget requirement identified - Defined budget	Kosovo education strategy 2022 - 2026
3.1.2. Determining the fields of interest for research and their carriers	2023-2024	IRD (FPS,DSPLA, PSI)	Administrative costs	Budget RKS	- Defined fields - Designated bearers - Involved students	
3.1.3. Creation of anti-plagiarism policies and system	2023-2024	IRD	4.000. annual	Budget RKS / Donation OSCE	- Policies created - The system installed	
3.1.4. Preparation and publication of analyzes on safety topics	2023-2026	IRD (FPS,DFGS,PSI)	1.000 € for publication	Budget RKS	- Published analyses	
3.1.5. Realization of scientific - analytical sessions with guests from the field of public safety	2023-2026	IRD (all units, PSI)	Administrative costs	Budget RKS	- Sessions held	
3.1.6. Application in joint projects for obtaining international funds	2023-2026	IRD (all units, PSI)	Administrative costs	Budget RKS	- Submitted projects	
3.1.7. Realization of research mobility in International Research Institutes	2023-2026	IRD	Budgeted	Budget RKS	- Realized mobilities	
3.1.8. Expanding the research network through cooperation with research institutions and organizations	2023-2026	IRD (DER)	Administrative costs	Budget RKS	-Signed agreements	
Specific Objective: 3.2. Raising research capacities through publications and conferences						
Activities	Deadline	Responsible units (support)	Financial cost	Source of Funding	Measurement indicator	Interconnection with other documents
3.2.1. Publication of scientific articles in journals indexed according to KAA standards	2023-2026	IRD (FPS)	1.000 € for publication	Budget RKS	At least 1 per year per lecturer	
3.2.2. Drafting of policies for the determination of research activity in the	2024	FPS	Administrative costs	Budget RKS	- Drafted policy	

individual review of the performance of teachers						Kosovo education strategy 2022 - 2026
3.2.3. Realization of regular trainings about the development of research projects and the use of statistical programs.	2023-2026	IRD (all units, PSI)	20 € daily per participant	Budget RKS	- Drafted Curriculum - At least 2 trainings for each type within the year	
3.2.4. Regularly informing staff about invitations to apply for grants, publications, conferences, seminars and workshops of interest	2023-2026	IRD(all units,)	Administrative costs	Budget RKS	- Distributed notifications	
3.2.5. Organization of scientific conferences	2023-2026	IRD (all units, PSI, IP)	9.000 €	Budget RKS/Donation	- At least 1 annual conference - Publication of conference articles	
3.2.6. Purchase of books of interest in the field of public safety	2023-2026	IRD	500 €	Budget RKS	at least 5 titles with 3 copies for each are provided every year	
3.2.7. Purchase the SPSS software program and provide access to online statistical programs	2023-2024	IRD	2000 €	Budget RKS	- SPSS program installed - Access to the online statistical program	
3.2.8. Defining policies to publish books and Publishing of books	2023-2024	FPS - IRD	2000 € for publication	Budget RKS	- Defined policy - Published books	
Strategic Objective 4: The advancement of quality management systems according to contemporary standards in the implementation of quality assurance policies and the improvement process						
Specific Objective: 4.1. Advancement of the internal quality assurance system and improvement process						
Activities	Deadline	Responsible units (support)	Financial cost	Source of Funding	Measurement indicator	Interconnection with other documents
4.1.1. Advancement of Kirk-Patrick evaluation systems for training programs	2023-2024	DSC (all units)	Administrative costs	Budget RKS	-Drafted policy for the implementation of kirk-patric system - Implementation of system	Accreditation evaluation reports of NQA, AAK and IADLES

4.1.2. Review of quality assurance policies according to contemporary standards	2023-2024	DSC (all units)	Administrative costs	Budget RKS	Revised policies in the quality manual	
4.1.3. Development and implementation of improvement policies	2023-2026	DSC (all units)	Administrative costs	Budget RKS	Action plans drawn up in accordance with the analysis of the reports	
4.1.4. Support of organizational units in the implementation of policies for quality assurance and improvement process	2023-2026	DSC (all units)	Administrative costs	Budget RKS	Development of meetings for improvement	
Specific Objective: 4.2. Institutional re-accreditation, training and educational programs						
Activities	Deadline	Responsible units (support)	Financial cost	Source of Funding	Measurement indicator	Interconnection with other documents
4.2.1. Re-accreditation of KAPS as IPTE with revalidated professional training	2024-2025	DSC (DTES, all units)	10.000 €	Budget RKS	-Documents prepared for application për aplikim -Application submitted -Validated programs and accredited institution	Accreditation evaluation reports of NQA, AAK and IADLES
4.2.2. Re-accreditation of KAPS as HEI and Re-accreditation of the Bachelor study program	2024-2025	DSC (FPS, all units)	20.000 €	Budget RKS	-Documents prepared for application -Application submitted -Validated programs and accredited institution	
4.2.3. Accreditation of the master study program	2024	DSC (FPS, all units)	10.000 €	Budget RKS	-Documents prepared for application -Validated programs	
4.2.4. International re-accreditation of KAPS by IADLEST	2023-2024	DSC (all units)	10.000 €	Budget RKS	-Documents prepared for application -Application submitted to IADLES -Institution i accredited	
Strategic Objective: 5. Improving the legal framework and efficient management of human resources, infrastructure and work processes in accordance with best practices and standards						

Specific Objective: 5.1. Completing the legal framework and advancing organizational planning and development to improve the organization and operation of KAPS						
Activities	Deadline	Responsible units (support)	Financial cost	Source of Funding	Measurement indicator	Interconnection with other documents
5.1.1. Drafting of the Draft Law for the amendment and completion of Law no. 04/L-053 for the Kosovo Academy for Public Safety	2023-2024	DSPLA (all units)	Administrative costs	Budget RKS	The approved law	-Legislative Program 2023 - Reports and reccommendation of monitoring institutions monitoruese - Priorities and directives of MIA
5.1.2. Drafting of by-laws that emerge from the law	2024-2025	DSPLA (all units)	Administrative costs	Budget RKS	Bylaws approved	
5.1.3. Drafting of the Integrity Plan	2023-2024	DSPLA (all units)	Administrative costs	Budget RKS	Integrity plan approved	
5.1.4. Defining the procedures for drafting, amending and approving internal acts	2023-2024	DSPLA (all units)	Administrative costs	Budget RKS	Defined procedures	
5.1.5. Determining procedures for planning, management and coordination of policies and reporting	2023-2024	DSPLA (all units)	Administrative costs	Budget RKS	Defined procedures	
5.1.6. Defining procedures for monitoring changes from the outside	2023-2024	DSPLA (all units)	Administrative costs	Budget RKS	Defined procedures	
5.1.7. Drafting of the Performance Plan	2023-2026	DSPLA (all units)	Administrative costs	Budget RKS	Performance plan approved	
Specific Objective: 5.2. Competent personnel who fulfill the requirements of KAPS						
Activities	Deadline	Responsible units (support)	Financial cost	Source of Funding	Measurement indicator	Interconnection with other documents
5.2.1. Assessing the needs for staff training	2023-2026	DHR (all units)	Administrative costs	Budget RKS	Training needs assessment report divided by fields	- The Strategic and Operational Plan of the Government of the Republic of Kosovo 2021-2025
5.2.2. Drafting of the General Plan for raising the capacities of the staff	2023-2026	DHR	Administrative costs	Budget RKS	The plan drawn up and submitted for the development of staff capacities	

5.2.3. Organization of trainings for staff	2023-2026	DHR	Administrative costs	Budget RKS	The trainings held	
5.2.4. Drafting of policies for mandatory staff training	2023-2024	DHR (all units)	Administrative costs	Budget RKS	The policy for mandatory trainings approved	
5.2.5. Filling vacancies according to the organizational structure	2023-2026	OGD, DHR	Budgeted	Budget RKS	Vacancies filled	
5.2.6. Drafting of the development plan of the academic staff	2023	FPS(DHR,DSC)	Administrative costs	Budget RKS	Development plan approved	
Specific Objective: 5.3. Appropriate infrastructure to provide quality environment for education and training						
Activities	Deadline	Responsible units (support)	Financial cost	Source of Funding	Measurement indicator	Interconnection with other documents
5.3.1. Inventory supply of the new FPS facility	2024-2025	DFGS	450.000 €	Budget RKS	Inventory of the newly built facility	<ul style="list-style-type: none">- The Strategic and Operational Plan of the Government of the Republic of Kosovo 2021-2025- Accreditation evaluation reports of NQA, AAK and IADLEST
5.3.2. Implementation of the capital project Construction of the new KAPS canteen facility	2023-2024	DFGS	1,064,337.85€ 350.000 €	Budget RKS	- built facility - Inventory of facility	
5.3.3. Development of the KAPS Software Platform	2024-2025	DFGS (all units)	110.000 €	Budget RKS / donation	-Developed Software Platform.	
5.3.4. Advancement of educational infrastructure	2024-2025	DFGS (DTES)	46.000 €	Budget RKS / Donation	Supply of equipment for training needs such as: - smart screens for classes, - the cyber crime simulation laboratory, - devices for detecting counterfeit money and documents, etc.	
5.3.5. Expanding the Wi-Fi network through centralized management	2023	DFGS	4.000 €	Budget RKS / Donation	100% coverage of the campus with wi-fi	
5.3.6. Supply of sound equipment	2025	DFGS	30.000 €	Budget RKS / Donation	Purchase and installation of sound equipment	

5.3.7. Drafting of the plan for the adequate distribution of staff in the facilities of the KAPS	2023	DFGS (all units)	Administrative costs	Budget RKS	Placement of staff and reallocation of spaces	
5.3.8. Taking measures for a safe environment and equipment that meet the requirements for health and safety at work	2023-2024	DFGS (all units)	Administrative costs	Budget RKS	-Fulfillment of the requirements for safety and health -The guideline drawn up for safety in the institution	
5.3.9. Further advancement of the archive system	2023	DFGS (all units)	1.000 euro	Budget RKS / Donation	Functional archive system	
5.3.10. Renovation of facilities	2024-2025	DFGS	400.000 €	Budget RKS	Renovated facilities	
Specific Objective: 5.4. Improving the internal control system to ensure good governance						
Activities	Deadline	Responsible units (support)	Financial cost	Source of Funding	Measurement indicator	Interconnection with other documents
5.4.1. Drafting of the book of processes	2023	all units	Administrative costs	Budget RKS	Process book approved	Reports and recommendations of audits and other monitoring institutions
5.4.2. Addressing the recommendations of the external and internal auditor	2023-2026	all units	Administrative costs	Budget RKS	Recommendations implemented	
5.4.3. Determination of procedures for avoiding conflict of interest	2024	Coordinator / all units	Administrative costs	Budget RKS	Procedure for avoiding conflict of interest approved	
5.4.4. Defining anti-fraud procedures	2024	Coordinator / all units	Administrative costs	Budget RKS	Anti-fraud procedures approved	
Strategic Objective: 6. Strengthening local and international cooperation as well as increasing the credibility of KAPS						
Specific Objective: 6.1. Building and advancing partnerships with local and international institutions						
Activities	Deadline	Responsible units (support)	Financial cost	Source of Funding	Measurement indicator	Interconnection with other documents
6.1.1. Identification of local and international partners	2023	DER (all units)	Administrative costs	Budget RKS	Local and international partners identified	- The Strategic and Operational Plan of the

6.1.2Signing local and international agreements	2023-2026	DER (DSPLA)	Administrative costs	Budget RKS	-Signed agreements with new institutions	Government of the Republic of Kosovo 2021-2025
6.1.3. Continuation of cooperation with institutions with which KAPS has an agreement	2023-2026	DER (DSPLA)	Administrative costs	Budget RKS	- Signed agreements	
6.1.4. Identification and use of exchange programs (CEPOL, ERASMUS +, Global Ugrad, Fullbright, etc.)	2023-2026	DER (KAPS, PSI)	Donacion	Related funds	-Realization of exchanges	
6.1.5. Promotion and encouragement of public safety personnel and officials to participate in mobility programs	2023-2026	DER	Administrative costs	Budget RKS	- Promotional materials - Organized meetings - Realization of mobilities	
6.1.6Drafting requests for support from donors and identifying potential donors	2023-2026	DER (all units)	Administrative costs	Budget RKS	- Drafted requirements - Addressing requests	
Specific Objective: 6.2. Increasing credibility through transparency and reliability						
Activities	Deadline	Responsible units (support)	Financial cost	Source of Funding	Measurement indicator	Interconnection with other documents
6.2.1. Redesigning the website	2023-2024	OGD (all units)	9.000 €	Budget RKS	-Redesign concept defined -Changed website -Published materials	- The Strategic and Operational Plan of the Government of the Republic of Kosovo 2021-2025 - Accreditation evaluation reports of NQA, AAK and IADLES -Directives of MIA
6.2.2. Drafting of the identity manual	2024	OGD (all units)	900 €	Budget RKS	Approved manual	
6.2.3. Preparation of brochures, leaflets and promotional materials for the work of KAPS	2023-2026	OGD (all units)	2.000 €	Budget RKS	Prepared brochures, leaflets and promotional materials	
6.2.4. Organization of visibility and information events in order to promote KAPS	2023-2026	OGD (all units, PSI, IP)	Administrative costs	Budget RKS	At least 2 events organized every year	
6.2.5. Supporting the activities of NGOs and various youth, sports, local and international cultural communities	2023-2026	OGD (all units, IP)	Administrative costs	Budget RKS	Organized activities for different communities	
6.2.6. Drafting of the protocol for the reception of official visits and of various sports, cultural communities, etc	2023	DTES, DER (all units)	Administrative costs	Budget RKS	Drafting of the protocol for the reception of visits approved	