

Executive Summary – Country Programme Albania

Matra CoPROL Leadership Programme for Security and Rule of Law

General Introduction

Without a credible, functioning legal order and responsible, accountable and democratic institutions, countries cannot participate fully in the European Union. The design of the ‘Leadership Programme for Security and Rule of Law’ has been based on the pillars ‘rule of law’ and ‘democratic governance’. The Leadership Programme supports government reforms in Turkey, Serbia and Albania in the field of public security and supports further integration of reform processes to align with European standards as laid down in the EU acquis. The project increases the capacity of government institutions responsible for security in terms of their efficiency, transparency, accountability, integrity, participation and cooperation. It supports government institutions to jointly define and set standards of performance, frameworks for policy development and/or adjustment of laws or by-laws. As such, the project is designed to promote the interaction between different level of governmental and non-governmental stakeholders acting in a chain of actions to ensure institutions perform better in implementing and enforcing the law and in involving civil society. Further, the programme works on a partnership basis and promotes closer ties between Dutch government institutions and their counterparts in Turkey, Serbia and Albania.

The project is financed by the Netherlands Ministry of Foreign Affairs under the Matra CoPROL (Cooperation with Pre-accession countries on Role of Law) programme. The Matra CoPROL programme works in the field of justice, freedom and security.

Project’s target countries: Turkey, Serbia and Albania

Selected target countries of the project are Turkey, Serbia and Albania. The programme follows a phased-approach and starts activities in Turkey, after which activities are rolled out to Serbia and Albania. The project foresees in an exchange activity in which lessons learnt in the three countries are shared with one another. Lessons learnt during the implementation in Turkey and Serbia can be used to improve the implementation in Albania.

Outcome of the project

The project strengthens the democratic leadership skills of (semi-)government institutions in Turkey, Serbia and Albania to ensure public security and further integration of reforms processes to align with European standards.

Results of the project:

1. Capacities of national and local government to act, commit and deliver on public security and protecting human rights are increased by taking responsibilities for one’s role and applying principles of good governance and rule of law;
2. Capacities of national and local government to achieve coherence and to adapt frameworks for policy development are increased by setting quality performance standards on public security in line with European standards;
3. Capacities of national and local government to relate to external stakeholders are increased and demonstrated by participation of civil society, in particular minority groups, in decision-making process, protection of minority rights and promotion of a culture of tolerance and anti-discrimination;
4. Capacities of training institutes to achieve coherence are increased by providing training in the field of good governance, rule of law, public security and human rights.

The Country Programme Albania

Although many important laws and institutions are in place in Albania, there are still significant gaps in the implementation and enforcement of (new) legislation in the context of the negotiation chapters 23 (judiciary and fundamental rights) and 24 (justice, freedom and security). As is stated in the EU's progress report 2013, more efforts are needed to enhance cooperation between law enforcement institutions.

Main activities of the project in Albania

The project consists of 4 components, the results of which are mutually reinforcing. Broadly speaking, the 4 components can be clustered around two parts, each existing of two components:

Part I: the Leadership Programme: The Leadership Programme focuses at strengthening public leadership to ensure institutions perform better in implementing and enforcing law, introducing and leading reform forward and in involving civil society. The Programme introduces a new thinking of leadership, vision, strategy and policy development to respond to challenges that Albania encounters in the field of public security. The Leadership Programme will be offered to a mixed group of high level civil servants, from both national ministries as well as their subordinate or decentralized institutions, such as the Probation Service, Police, and local governments. In March 2014, explorations to verify the current key stakeholders in the Albanian public security sector have been undertaken. The final setting will be discussed with the participants of the kick-off in April 2014 to ensure that in the Training Programme the direct public stakeholders are included as much as possible. For sustainability purposes, some participants in the Leadership Programme will come from Albanian training institutes of public administration. They will be involved in an extended version of the Leadership Programme, in which attention is paid to using modern training methods and enhance their training skills. The Trainers are tasked with incorporating the Leadership training programme in their training institute's regular training offer and on drafting a trainers guideline.

- Component 1: **Leadership and Good Governance programme** aimed at improving visionary and strategic leadership of high-level policy and decision makers at local and national level institutions in the public security sector
- Component 4: **Training of trainers** at institutes for public administration to enhance the training capacity of public administration and to sustain the leadership programme within their institutions

Part II: Benchmarking: Benchmarking generates information on the effectiveness and efficiency of public tasks and services, and provides a practical learning tool on how to improve performance. Improving quality reduces costs of public services, gives insight into the strengths and weaknesses of public institutions and enables them to inform the public about its achievements, which increases transparency. Within the project, a local security benchmark will be executed in 6 pilot municipalities. Firstly, data will be collected through questionnaires. These questionnaires will be developed on the basis of the Albanian legal framework in consultation with the key stakeholders. Both quantitative, evidence-based data on security will be collected as well as qualitative, subjective data of citizens' perceptions. Secondly, the information collected in the 6 different, but comparable units, will be compared, and the differences studied and discussed. These discussions offer an opportunity to learn about each other's practices and processes that resulted in the performance data, collected in the first step. Lastly, the performance of the institution can be improved by implementing the best practices, by leading the reform and adjustments needed to improve. Although a benchmark is essentially a learning tool, the qualitative and quantitative data will provide an opportunity to set standards and policies. During the best practices discussions on the performance data, workshops are organized to establish and strengthen dialogue between the civil society (minority groups, human rights NGOs) and public institutions. They aim at building the capacity of government practitioners and minority representatives to engage in dialogue and increase involvement of

minorities in the policy and decision making process. The workshops will be organised in the 6 selected pilot municipalities. The workshops will lead to practical guidelines for local security actors to protect minorities in their communities and involving them in the policy and decision-making process.

- Component 2: Security benchmark and standard setting as tool for improved performance and coherence with stakeholders;
- Component 3: Multi-stakeholder workshops to increase the capacity of government practitioners to include all civil society groups in the policy and decision making process

Component	Act. Nr.	Description	Planning	Location
1. Leadership and Good Governance Programme	1.1	Kick-Off Seminar	30 April 2014	Albania
	1.2	1st Inter-active Leadership Training	10-19 September 2014	The Netherlands
	1.3	2nd Inter-active Leadership Training	March/April 2015	The Netherlands
	1.4	3rd Inter-active Leadership Training	July 2015	Albania
	1.5	Exchange activity between Turkey, Serbia and Albania	March 2015	Turkey
2. Security Benchmark	2.1	Selection of 6 pilot municipalities for security benchmark	May-June 2014	Albania and the Netherlands
	2.2	Development and standards setting of benchmarking	Sept-November 2014	Albania and the Netherlands
	2.3	1st benchmark meeting	December 2014	Albania
	2.4	1st data collection	January – March 2015	Albania
	2.5	2nd benchmark meeting	April 2015	Albania
	2.6	2nd data collection (joint verification of data collected in 1st round)	May-July 2015	Albania
	2.7	3rd benchmark meeting and reporting	August 2015	Albania
3. Multi-Stakeholder Workshops	3.1	3 workshops on participatory governance for public security leaders and practitioners on local level and civil society	December 2014, April 2015, August 2015	Albania
	3.2	Workshop on promoting a culture of tolerance	July 2015	Albania
	3.3	Develop and publish guidelines on applying participatory governance	August – November 2015	Albania
4. Training of Trainers	4.1	Develop selection procedure training of trainers institute	April 2014	Albania and the Netherlands
	4.2	Selection of 4 trainers of public administration training institutes	May-June 2014	Albania and the Netherlands
	4.3	Training of Trainers in 1st, 2nd and 3rd Inter-active Leadership Trainings (jointly with activities 1.2, 1.3, 1.4)	8-19 September 2014, March/April 2015, July 2015	Albania and the Netherlands
	4.4	Trainer's guideline and action plan	July 2015	Albania and the Netherlands

Targeted institutions

The project fosters a multi-actor approach and targets government institutions dealing with public security. In Albania, the following institutions are currently identified:

National Ministry	Department or subordinate institute	
Ministry of Internal Affairs	DG from the MIA	TBD
	Albanian State Police	<i>responsible for law enforcement, preservation of public order and security</i>
	National Police Training Academy	<i>responsible for training of police officers on security issues at local level</i>
	Municipal Police (of the 6 pilot municipalities)	<i>responsible for law enforcement, preservation of public order and security</i>
	Albanian School of Public Administration (ASPA)	<i>responsible for training of government officials on security issues</i>
Minister of State for Local Issues	Reform secretariat	<i>Responsible for the coordination and compilation of policy development and preparation of legal acts for preventing and fighting corruption, for decentralization reform and the territorial administrative reform</i>
Ministry of Justice	Probation Service	<i>responsible for advancing the rehabilitation of offenders and their reintegration into society</i>
	General Directory of Strategic Planning and Inspection of Justice Issues (and/or) Directory of Technology and Information (which includes a sector on statistics and strategy development)	<i>responsible for the justice sector strategy and the efficient and effective functioning of the judicial system on security issues and anti-discrimination</i>
6 selected municipalities	To be decided	<i>responsible for defined security issues at local level</i>

Implementing partners

Overall management is performed by VNG International, the International Cooperation Agency of the Association of Netherlands Municipalities and the Foundation for Local Autonomy and Governance (FLAG) of Albania. In addition, VNG International is responsible for the security benchmark and the multi-stakeholder workshops. Implementation of the project further takes place in partnership with:

- The Hague Academy for Local Governance for the Leadership Training Programme and ToT
- CILC (Center for International Legal Cooperation) for the Leadership Training Programme and security benchmark
- ROI (Dutch Institute for Public Administration) for the Leadership Training Programme and ToT