

DCAF's International Security
Sector Advisory Team (ISSAT)

**PROGRAMME
CYCLE SERIES**



THE INTERNATIONAL SECURITY SECTOR ADVISORY TEAM
THE GENEVA CENTRE FOR THE DEMOCRATIC CONTROL OF ARMED FORCES



Programme Design

Assisting Sweden to design programmes
to support Community Policing in Albania



Programme Design

Programme design is a process to identify and define the behavioural and institutional changes required to improve the delivery of security and justice services and develop activities to achieve that change. The process also involves creating or adapting mechanisms to support implementation, including how to monitor that the activities identified are positively contributing to the changes envisaged.

The Programme Cycle

Assessment

Design

Implementation

Evaluation



CONTEXT

ALBANIA IS AN UPPER MIDDLE INCOME COUNTRY, AND WAS AWARDED CANDIDATE STATUS FOR EU MEMBERSHIP in June 2014. Despite making considerable strides towards EU accession over the past decade, and a genuine commitment by the Albanian State Police (ASP), Ministry of Interior (Moi) and communities to improve local security, Albania still faces significant challenges across the criminal justice system.

These challenges cover both the actual and perceived safety needs of citizens, and the way in which the Albanian institutions, in partnership with communities and other key stakeholders, respond to those needs. Assessments over the past few years have identified a number of factors that contribute to these challenges. These

include on-going concerns over political interference in the running of the ASP, organisational cultural challenges (such as a reluctance to delegate or take initiative), a lack of Moi policy, and the need for enhanced communications and further strengthening of partnerships between the ASP and communities.

The ASP has struggled to monitor and report on their performance, and thus unable to properly inform their process to prioritise resources, or to communicate developments in safety and security back to the public. Furthermore, the public mistrust of the ASP impairs the possibilities of increased partnership and cooperation between the general public and the police.

Police protecting the Council of Ministers building during demonstrations in 2011



Community policing in the Roma communities in Albania

ISSAT reinforcing Sweden's support to Community Policing in Albania



ISSAT HAS REINFORCED SWEDEN IN ITS SUPPORT OF THE MOI AND ASP OVER THE PAST FIVE YEARS to develop Community Policing in Albania. The first mandate in 2010-2011 was to help design the programme: Swedish support to Albania on Community Policing (SACP). It focused on three areas:

- 1) support for the identification and start-up of a performance management mechanism for the ASP;
- 2) partnership development, including youth and police partnerships; and
- 3) tackling domestic violence.

It ran until mid-2015, implemented by SIPU International. The second, in 2013, was to undertake a mid-term review of implementation of the SACP. The third, in 2014-2015, was to support process to develop a follow-on engagement.

The new programme, Strengthening Community Policing in Albania (SCPA), will build on the results of the SACP and take into account the support provided by other international partners. It is due to start mid 2016. It is based on three inter-related pillars: Regional Police Directorate Community Policing Support (RPD-CPS), Strategic Management Support (SMS), and Domestic Violence Support (DVS).

Both programme design processes adopted strong participatory approaches, in order to ensure a wide understanding of the needs of Albanian communities and institutions, and build up a shared commitment to



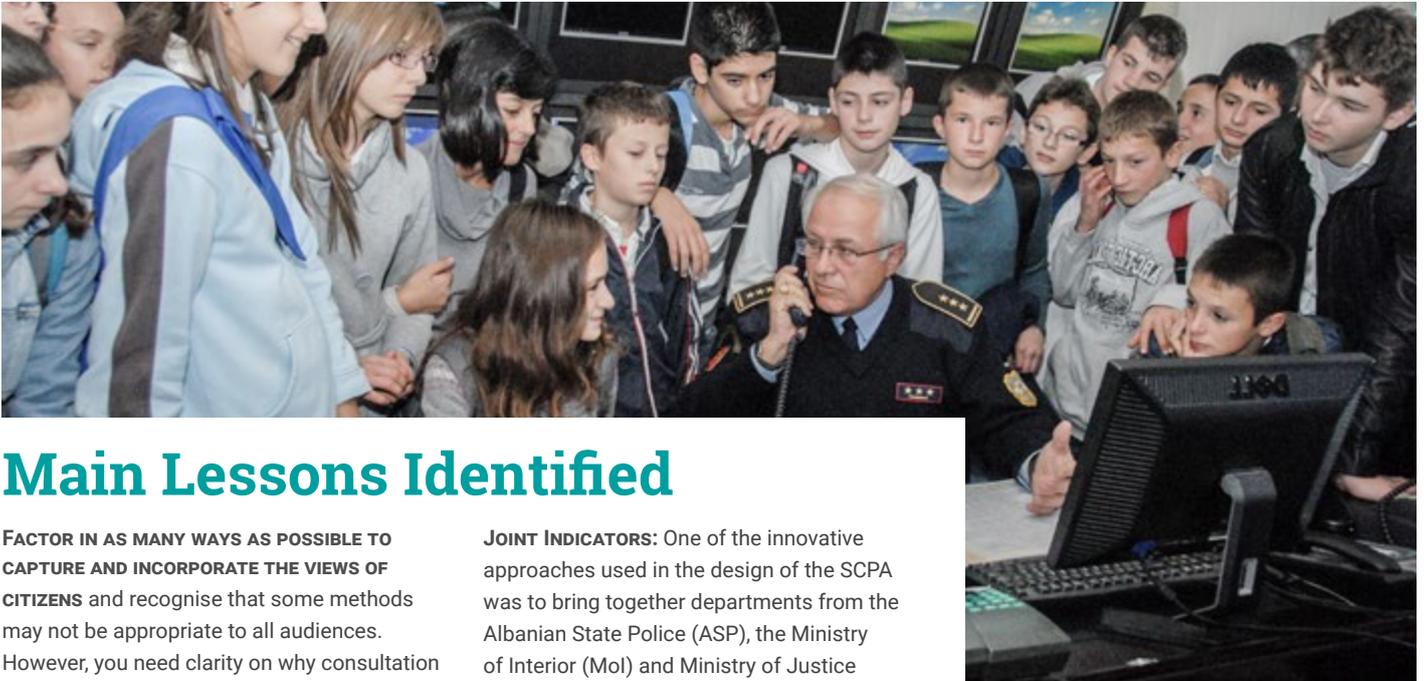
Workshop with Senior Police Officers

implementation. The process to develop both programmes was recognised as a way to start contributing to the changes envisaged by the MOI, ASP and communities. One of the key aspects designed into both programmes was a small grants scheme (SGS) for locally-designed and locally-selected projects in Albania. The selection committees were set up in five locations, comprising representatives from the police, local government structures, minority groups (predominantly Roma), school representatives, NGOs, etc. Around 50% of the SGS selection committees were women. These committees could award small grants (up to the value of 5,000 Euro) to individuals, NGOs or

consortiums to implement grass-roots projects that improved the relationship and cooperation between young people, minority communities and the police. Grants were awarded in each location to the top three applicants, using a very transparent voting mechanism, with support being provided during the application process by the SACP programme management team to applicants to ensure they filled out the necessary documentation accurately. In addition to the benefits from the actual projects, the diversity across the committees encouraged local stakeholders to interact on security issues, which this can be seen as a first step towards jointly identifying priorities.



Joint-signing of the small grants scheme



Community policing outreach programme in schools

Main Lessons Identified

FACTOR IN AS MANY WAYS AS POSSIBLE TO CAPTURE AND INCORPORATE THE VIEWS OF CITIZENS and recognise that some methods may not be appropriate to all audiences. However, you need clarity on why consultation is taking place – participatory approaches just for the sake of having them are counter-productive, as they undermine local trust: there need to be mechanisms established or strengthened to incorporate the findings into decision-making (whether by national actors or by donors) and – very importantly – mechanisms established to feedback the results from the consultation. The SGS on the previous page is a good example of wide participation.

ADOPT A THEORY OF CHANGE (TOC) APPROACH THAT IDENTIFIES THE INSTITUTIONAL AND BEHAVIOURAL CHANGES NEEDED to improve the delivery of safety and security at a community level, and unpacks the historical, cultural and contextual challenges to making those changes.

MONITORING AND ANALYSIS CARRIED OUT DURING IMPLEMENTATION needs to recognise the political nature of the activities undertaken, not just focus on outputs at a technical level. This involves systematic, periodic reviews of the theory of change contained within the programme to check whether the activities will, if successfully implemented, still deliver the desired outcomes, and whether participation by key stakeholder groups is having the desired effect.

JOINT INDICATORS: One of the innovative approaches used in the design of the SCPA was to bring together departments from the Albanian State Police (ASP), the Ministry of Interior (Moi) and Ministry of Justice (MoJ) responsible for strategic analysis, representatives from the Council of Ministers (which covers the National Strategy for Development and Integration), the National Statistics Office Statistics (which is also supported by Sweden), companies undertaking national police satisfaction surveys, and civil society organisations in order to develop the outcome indicators. This meant that the programme used, where possible, existing monitoring indicators, or where these did not exist, created new relevant indicators that would also provide data for the monitoring needs of the other agencies.

FLEXIBILITY: One of the strengths of the programme is its flexibility and budget available for unforeseen activities. For example, in the logframe, some activities foreseen were the “identification of opportunities and disbursement of funds for extension or continuation of existing activities to support police and youth partnerships”. A further strength of Sida’s approach to development is that its rules and procedures are flexible enough to make adjustments if required.

Contact ISSAT

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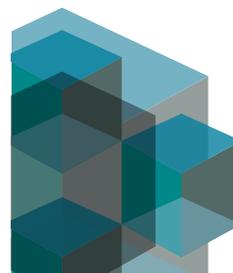
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KEY RESOURCES

ISSAT programme Design for Swedish Support to Community Policing in Albania:

<http://issat.dcaf.ch/Learn/SSR-in-Practice2/Countries-Regions/Albania/Swedish-Support-to-Community-Policing-in-Albania/Programme-design-for-Swedish-Support-to-Community-Policing-in-Albania>

Review of Implementation of the Community Policing Project in Albania:

<http://issat.dcaf.ch/Learn/SSR-in-Practice2/Countries-Regions/Albania/Swedish-Support-to-Community-Policing-in-Albania/Review-of-the-implementation-of-the-Community-Policing-Project-in-Albania>

Swedish Support on Community Policing Programme website:

<http://www.cp-project.al/first/en/>

SIDA Albania

<http://www.sida.se/English/where-we-work/Europe/Albania/>

EU Police Assistance Mission Albania:
<http://pameca.org.al/>

OSCE Albania:

<http://www.osce.org/albania>

Albanian Ministry of Interior:

<http://www.punetebrendshme.gov.al/>