



ANNEX C1: Twinning Fiche

Project title: *“Strengthening the Capacities and Efficiency of the Security Academy – Albania”*

Beneficiary administration: *Security Academy, Albanian State Police/Ministry of Interior*

Twinning Reference: *EU Delegation*

The Twinning Reference Number: AL 18 IPA JH 01 19

Publication notice reference: *EU Delegation*

The publication notice reference will be completed by the European Commission

EU funded project

TWINNING INSTRUMENT

1. Basic Information

1.1 Programme: IPA/2018/040-211, IPA 2018 Action Programme for Albania, direct management

For British applicants: Please be aware that eligibility criteria must be complied with for the entire duration of the grant. If the United Kingdom withdraws from the EU during the grant period without concluding an agreement with the EU ensuring in particular that British applicants continue to be eligible, you will cease to receive EU funding (while continuing, where possible, to participate) or be required to leave the project on the basis of Article 12.2 of the General Conditions¹ to the grant agreement.

1.2 Twinning Sector: Justice and Home Affairs (JH)

1.3 EU funded budget: 2,000,000.00 EUR

2. Objectives

2.1 *Overall Objective(s):*

To strengthen the rule of law in Albania by improving the educational system for the law enforcement agencies, in line with the EU acquis, international standards and best practices.

2.2 *Specific objective:*

To improve the education and training capacities, scientific research capabilities and the over-all management of the Security Academy in delivering professional educational programmes for Albanian State Police and other Law Enforcement Agencies.

2.3 *The elements targeted in strategic documents are the following:*

The twinning project will assist the Albanian Government in fulfilling its commitments with regard to Justice and Home Affairs policies. With regard to the EU integration process, the Project will contribute towards the implementation of **the Stabilisation and Association Agreement (SAA)**. According to Article 78, particular attention should be paid to the consolidation of the rule of law, and strengthening of institutions at all levels in the area of law enforcement. Cooperation between Albania and EU shall notably aim at fostering the functioning of the police and other law enforcement bodies and their capacities, providing adequate training in fighting corruption and organized crime. In addition, the project is directly linked with the priority objectives set out in the **Indicative Strategy Paper for Albania (2014-2020) (ISP)**, supporting the enhancement of the capacities of the Albanian State Police and other law-enforcement agencies. Lastly, the project is in line with the 2018 EC Report on Albania which states that Albania should continue risk-analysis training at all levels and improve the overall police efficiency through additional specialised training, in particular on: special investigation techniques, financial investigations, and by including protection-sensitive migration management in the curriculum of the Police Academy.

The project is in line with the **National Strategy for Development and Integration (NDSI) 2015 - 2020**, which focuses on strengthening the public order as a result of efficient operation mechanisms and strengthened State Police professional capacities. Additionally, this project will help boosting the implementation of the mandatory of in-service training and re-certification of all staff, which will be provided by the Vetting process, thus helping the Albanian State Police (ASP) staff to become more competent, efficient and able to perform their duties accordingly.

The Government Programme 2017-2021¹ sets a clear objective in strengthening institutions, proceed with vetting process of the Albanian State Police and setting the recruitment and promotion system

¹ <https://www.kryeministria.al/wp-content/uploads/2017/11/PROGRAMI.pdf>

based on merits and transparency. The Government provides ground for full restructuring of Police establishment engaged in the fight against organized crime and a better definition of responsibilities' matrix. This project is directly linked with Chapter III (priorities and strategic objectives) of the Strategy on Public Order 2015 – 2020 which states as its objectives:

- Enable the proper functioning of Security Academy (SA), as high educational institution, being responsible for the preparation and specialization of employees of other police agencies, for any service level and in a continuous way.
- Prioritizing the education of general patrol police employees, and the recruitment of graduated (University degree) citizens into the police service, by strengthening the criteria, procedures and exam transparency.

Meanwhile, the document “Modernization of Albanian State Police and other structures of MoI”² foresees the following:

- Increasing the quality of existing education and training programmes and curricula based on recent legal amendments on specialization of police officers (public order, crime investigation and border management);
- Drafting of new programmes and curricula for officers/employees of other agencies/institutions of public security;
- Determining better criteria on professional and ethical qualities of academic staff and trainers;
- Modernizing and consolidating the didactic infrastructure;
- Introducing e-learning methods, foreign language and e-library platforms;
- Functioning of the Security Academy as the only centre for vocational training and qualification of police and other security services officers.

3. Description

3.1 Background and justification:

The Security Academy is a public institution, part of the Albanian State Police, focused on the education, specialization and training of the officers and agents of the Albanian State Police and other law enforcement institutions. The Academy delivers study programmes and specialization courses and training on policing, law enforcement and security issues. The Security Academy has 161 full time employees and is organized in six main units as per chart at annex 3.

The Faculty of Security and Investigation is organized in four departments, i.e., Public Safety, Criminal Investigation, General and Legal Education and Life-long-learning, and has a staff of 33 academics, out of which 15 are part-time lecturers with scientific titles. The Senior College is organized in three departments (i.e., Police Patrol, Vocational Training, Police Survival) and two sections (i.e., Field Training and Supervision & Discipline) and has 36 employees, out of which 35 are police officers. Additionally, The Planning and Control Directorate has 12 employees, out of which 9 are police officers, the Scientific Research Centre has 7 employees and the Directorate of Third-Party Certification Services has 10 employees. Lastly, all these bodies are administratively assisted by The Internal Services Directorate which has 58 employees out of which only 18 are police officers. Annex 1 illustrates the Security Academy Mission, Regulation and Training Activities.

Despite improvement from 2015, the Security Academy still faces important challenges. The adopted organisation model and its inoperativeness from 2009 to 2015, as well as the frequent changes in its managing and academic staff have negatively affected the consolidation of this institution. The

²http://mb.gov.al/wpcontent/uploads/2018/02/DOCUMENT_ON_PRIORITY_POLICIES_IN_THE_FIELD_OF_PUBLIC_ORDER_AND_SECURITY_english.pdf

centralised management of its budget and staff from the Albanian State Police General Directorate directly affects the academic and financial autonomy. As a result, academic staff is appointed by the General Director of ASP, mainly from senior police officers. In addition, the Academy's budget is managed in last instance from the Police General Directorate, thus limiting the possibility for the Academy to hire experienced or skilled professors and lecturers. These circumstances have somehow "closed" the Academy to the market, had an impact on the quality of programmes and courses offered, made this institution unattractive for many skilled lecturers and are currently undermining the possibility for these programmes and courses to meet the standards required by the Albanian law on higher education.

In this regard, the Albanian Ministry of Interior has prepared a draft decision of the Council of Ministers which aims at transforming the Security Academy into the only Higher Education institution in Albania in charge of education and specialisation of police officers and employees in the field of public security. This decision aims also at granting this institution a special status in compliance with the law on higher education therefore granting the required academic and financial autonomy. This would require the Academy to enhance its hiring criteria, to obtain and manage funds and develop appropriate improvement strategies. Moreover, the Academy organization and functioning requires a full revision, which should include its statute and internal rules and regulations, improved criteria for hiring academic and administrative staff, new model of organization and a subsequent new financial management model. In conclusion the new entity and organisation will need extensive capacity building, both academic and administrative wise, in order to comply with the Law No. 80/2015 for High Education and Scientific Research in Higher Education Institutions in The Republic of Albania.

Until the decision by the Council of Ministers of the Decree aiming at transforming the Security Academy into a Higher Education institution in Albania in the field of public security, the diplomas issued by the Security Academy are not recognised as educational credits by the Ministry of Education. However, the Security Academy shall continue recognising the credits achieved by those students enrolled in other accredited institutions. Once the above-mentioned draft decision is approved, the alignment with other Higher education institutions (national and international) will require the Security Academy to engage in the improvement of the curricula and didactic programmes, as well as secure the needed formal accreditation thus paving the way to the mutual recognition of the programme credits. Technical support and coaching are required to push forward the relevant processes.

3.2 Ongoing reforms:

New amendments approved by Law No. 112/2018 to the law on Albanian State Police stipulate that the police officers should specialize in three major branches, namely on public order, investigation and border management. Such amendments, together with the opportunity to hire already master graduated in the ASP require a full revision of the existing programmes and curricula. The organization and functioning of the Security Academy and the quality of the adopted programmes and curricula should also meet the EU standards in the field.

The Academy will serve as the only enabled education institution in charge of education and training of all employees of institutions of public security requires the SA to draft and implement a new strategy on education, specialization and training which should enable the academy in facing the upcoming challenges. The SA is also required to adopt specific programmes and curricula for: Internal Control Unit, Military Police, National Guard of the Republic (VIP Escorts), Security Officers in Public Schools, Prison Police, Firefighters, Municipal Police, Civil Emergency Services, Private Security Services, and also judicial police units in tax, customs or other state bodies.

To conclude, this Project is of paramount importance to align the reorganisation of the SA to current ongoing/planned reforms.

3.3 Linked activities:

The Albanian State Police has been benefiting from several capacity building projects. Since 2002, there have been implemented five phases of PAMECA project under the framework of EU assistance to Albania on law enforcement and public security.

The European Agency for Law Enforcement Training (CEPOL) has provided numerous trainings for the Albanian Police Officers since 2013 and national trainings on financial investigation under the framework of the capacity building project “Western Balkans Financial Investigation In-Service Training 2017-2019.

With regard to border management, Security Academy in Albania has signed in 2017 an Agreement on cooperation in border management with the European Border and Coast Guard Agency (FRONTEX).

With regard to crime and drug trafficking Albania has cooperated since 1998 with the United Nations Office on Drugs and Crime (UNDOC).

Albania has been a beneficiary also from the International Criminal Investigative Training Assistance Program (ICITAP) funded by the US government.

3.4 List of applicable Union Acquis/Standards/Norms:

1. Regulation EU 2015/2219 on the European Agency for Law Enforcement Training CEPOL and the replacing and repealing Council Decision 2005/681/JHA OJ L 256 01/10/2005, Pg. 63. Under Article-13 on “Inter-Institutional Agreements”,
2. Article 19, of the Albanian DCM no. 185, dated 25.02.2015, “On organization and functioning of the Security Academy” which provides that “The Security Academy cooperates with other national and international higher education entities and institutions, as well as NGO-s interested in the field of public order and security”.

3.5 Results per component:

The project is structured into 2 main components and 4 mandatory results, as follows:

Result 1 - Component 1: Security Academy’s governance and management improved and aligned with EU standards.

Sub-result 1.1: The mandate and functions of the Security Academy (SA) is harmonised with the legal and organizational framework, in line with EU standards.

Sub-result 1.2: Security Academy's administrative procedures, governance and management are enhanced.

Result 2 - Component 2: Capacity Development inter-institutional cooperation strengthened.

Sub-result 2.1: Security Academy's training and research capacities are enhanced.

Sub-result 2.2: Inter-Institutional Cooperation with other Law Enforcement Agencies is fully functional (in line with art. 19 of the Albanian DCM no. 185, dated 25.02.2015).

3.6 Means/input from the EU Member State Partner Administration:

The project will be implemented in 30 months in the form of a Twinning contract between the beneficiary country and an EU Member State(s). The implementation of the project requires one

Project Leader (PL), one Resident Twinning Adviser (RTA) to manage implementation of project activities, two Component Leaders (CL) with responsibility for the overall coordination of project activities, and a pool of international and national short-term experts (STEs). It is essential that the team has sufficiently broad expertise to cover all the areas included in the project description. Proposals shall be detailed enough to respond adequately to the Twinning Fiche but are not expected to contain a fully elaborated project. They shall contain enough details about the strategy and methodology and indicate the sequencing and mention key activities in support of existing and new programmes and curricula, during the implementation of the project to ensure the achievement of overall and specific objectives and mandatory results/outputs. The interested Member State(s) shall include in their proposal the CVs of the designated PL, Resident Twinning Advisor, as well as the CVs of the Component Leaders and main STEs. Standard twinning procedures are to be used.

3.6.1 Profile and tasks of the Project Leader

The MS Project Leader should be a high-ranking civil servant or equivalent staff commensurate with the requirement for an operational dialogue at political level. The MS Project Leader leads and facilitates, at the strategic level, the implementation of the project, and it is capable to mobilize the necessary expertise in support of its efficient implementation. In addition to conceive, supervise and coordinate the twinning project, the PL will have the overall responsibility for the project's financial management.

Qualifications and skills:

- Have a University degree in the area of law/social sciences/other fields relevant to the area or equivalent professional experience of 8 years
- At least 3 years of relevant strategic and operational experience in the EU MS' as Law Enforcement Officer;
- Proven contractual relation to a public administration or mandated body (see Twinning Manual 4.1.4.2.);
- Solid knowledge of the relevant international and European Union legislative and institutional framework in the field of training of Law Enforcement is considered an asset;
- Fluent written and spoken English.

Tasks:

- Overall responsibility for the conception, direction, coordination of the MS Twinning partners' inputs;
- Provides strategic advice on high level regarding reforms supported by the Twinning;
- Monitors and steers project implementation, including coordination and direction of the MS Twinning partner for the achievement of all agreed results, and develops corrective measures if and when needed;
- Maintains a close and permanent professional relationship with the Resident Twinning Adviser and the Beneficiary Country's project leadership;
- Co-ordinates MS experts' work and availability;
- Communicates with the beneficiary and EUD;
- Ensures the backstopping functions and financial management;
- Participate in quarterly meetings of the Project Steering Committee with the BC PL;
- Participate in preparation of the initial and subsequent work plans;
- Supervises and grants the quality of project reporting
- Nominates, mobilizes and supervises the Short-Term experts in cooperation with the RTA. Identifying and reporting to the EU Delegation any risks/inconveniences related to the project implementation, or to the impact /sustainability prospects;
- Identifies and reports to the EU Delegation any risks/inconveniences related to the project implementation, or to the impact /sustainability prospects.

3.6.2 Profile and tasks of the Resident Twinning Advisor (RTA)

One Resident Twinning Advisor is foreseen to implement this project, and s/he shall reside in Albania during the entire project implementation: the RTA shall lead activities on Curriculum and Planning Sector and on government and management Sector. The MS offer shall be specific in proposing the RTA. The proposed RTA is expected to be from similar institutions of EU MS which are mandated to supervise/manage training for Law Enforcement. The RTA secondment will be 30 months and will be assisted by two component leaders and EU MS short and medium-term experts.

Qualifications and skills

- Have a University degree preferably in law and/or social science relevant to the area or equivalent professional experience of 8 years in public administration,
- Have at least of 3 years of relevant experience in the EU MS dealing with strategic management, including designing training programmes and learning methodologies and delivery of training in the field of training of Law Enforcement;
- Solid knowledge of the relevant international and European Union legislative and institutional framework in the field of training of Law Enforcement;
- Excellent written, oral and inter-personal communication skills;
- Demonstrated drafting, organisational and managerial skills;
- Relevant experience in managing or coordinating teams.
- Computer literacy;
- Be fluent in written and spoken English;
- Experience in implementing similar or related assistance and cooperation projects will be considered as an asset;

Tasks and Responsibilities:

The RTA will be responsible for drafting the initial work plan and ensure the achievement of the results expected from the project in an efficient and effective manner. She/he will provide advice to and technically assist the representatives of the Beneficiary administration. She/he will keep close contacts with the beneficiaries and other international organisations with coterminous programmes and representatives of Member States. S/he will establish, together with the beneficiaries, a monitoring and evaluation system in order to assess the progress of the project. The RTA will ensure coordination and will be responsible for reporting to the PL on the project.

The Resident Twinning Adviser tasks will include:

- Maintaining a close and permanent professional relationship with the Project Leader, whom s/he is reporting to;
- Providing daily and direct supervision, and monitoring progress of the implementation of all activities that fall within the Twinning project;
- Advice and preparing thematic progress reports for the European Union Delegation, the beneficiaries and/or the Steering Committee;
- Developing and maintaining close links and good working relations with representatives of Beneficiary institutions, to ensure the maximum coordination and dissemination of information;
- Managing the project activities on a day-to-day basis;
- Ensuring the quality of outputs including those provided by short-term experts;
- Ensuring timely and correct implementation of the activities as outlined in the initial and subsequent work plans and that the project is completed within the planned time schedule;
- Developing and maintaining a close and permanent professional relationship with the leadership and staff of the beneficiary institution;
- Reporting regularly to the Member State PL and keeps the Beneficiary PL informed about the implementation.
- When appropriate, actively contributing to the work of any sector monitoring process set up in the Beneficiary country.
- Preparation of the materials and documentation for regular monitoring and reporting;

The RTA is expected to ensure, together with the beneficiary administration, the achievement of the results of the project. In order to meet these purposes, and if fully justified, the Expert may propose alternative and/or complementary project activities and/or outputs to those identified in the section 3.4.

3.6.3 Profile and Tasks of the Component Leaders

One Component Leader for every of the two aforementioned components will be designated. The relevant institution of the member state will appoint two Component Leaders who will be responsible for delivering the mandatory results/outputs for the specific components.

The nomination of the two counterparts Component Leaders will be done at the latest the day of the selection committee meeting.

Qualifications and Skills:

The Component Leaders will have the following profile:

- University degree in law, criminology, social sciences, human resource management, or other related areas relevant to this assignment, or at least 8 years of equivalent professional experience in the field of law enforcement on top of the years of the following professional experience;
- A minimum of 3 years of professional experience in the area relevant to the component he/she is proposed for;
- Experience in training and mentoring in the fields relevant to the project;
- Strong written, verbal and inter-personal communication skills in English;
- Computer Literacy;
- Previous experience in international projects will be considered an asset.

Tasks:

- Carry out tasks assigned to him/her by the Resident Twinning Advisor;
- Ensuring timely and correct implementation of the activities as outlined in the initial and subsequent work plans on a given component and that the project component is completed within the planned time schedule;
- Developing and maintaining a close and permanent professional relationship with the leadership and staff of the beneficiary institution;
- Preparation of the materials and documentation for regular monitoring and reporting in support of the RTA;
- Identify and report to the EU Delegation any risks/inconveniences related to the project implementation, or to the impact /sustainability prospects;

3.6.4 Profile and Tasks of the Short-Term Experts

A pool of short-term experts with experience and competence matching the project activities is required to implement the twinning project. Short-term experts should have a relevant university degree, professional experience in the relevant fields, experience with on-the-job-training and knowledge transfer, fluency in English, computer skills and ability to work in a team.

Qualifications and skills:

- Be a national of a Member State of the European Union
- University level education or equivalent professional experience of 8 years in the field targeted by the Twinning Project;
- Have minimum of 3 years of professional experience in the relevant field;
- Computer literacy;
- Working level of English language.

Tasks:

- Carry out tasks assigned to him/her by the Resident Twinning Advisor;
- Upon completion of a mission, hand-over of a mission report to the Resident Twinning Advisor.

4. Budget

The maximum EU support to this project is € 2,000,000 to cover the financing of the Twinning.

5. Implementation Arrangements

5.1 Implementing Agency responsible for tendering, contracting and accounting

The European Union Delegation to Albania is the Contracting Authority responsible for tendering, contracting, implementation, quality control, payments and financial reporting, and will work in close cooperation with the beneficiary. A Project Steering Committee will be responsible for the overall direction of the project and comprise of representatives from the beneficiary institutions and the EU Office and other relevant institutions as indicated in 7.2. Monitoring will be performed centrally by the European Commission. The project may be evaluated at the interim or ex-post stages under the supervision of the Commission's Evaluation Unit. The project may be audited by the Court of Auditors in line with the standard European Commission procedures.

The Program Manager at the EU Delegation will be:

Mr. Francesco Torcoli
Justice and Home Affairs, Program Manager
European Union Delegation to Albania
ABA Business Centre, 17thFloor.
Rr. Papa Gjon Pali I. Tirana, Albania.

5.2. Institutional Framework

The Direct beneficiary institution of the project will be the Academy of Security created by DCM no. 118 of 25.02.2015. Considering the mandate of the Academy of Security, the project will also target all the Albanian Law Enforcement agencies comprised in the mandate of the Academy as training beneficiaries, as the: Prison Police (depending on the Ministry of Justice); National Republican Guard; Municipality Police; Private Companies for Physical Protection; Fire-Extinguisher/Emergency Structures; Military Police (depending on the Ministry of Defence); Security Officers in Schools (depending on the Ministry of Education). Collaboration with Special Prosecutor Office (SPAK) and National Bureau of Investigation (NBI) shall be further considered.

5.3 Counterparts in the Beneficiary Administration:

Project Leader counter-part and RTA counter-part:

5.3.1 Contact person:

5.3.2 PL counterpart

Mr. Julian Hodaj
Ministry of Interior, Deputy Minister

5.3.3 RTA counterpart

Mr. Bilbil Mema
Security Academy, General Director

6. Duration of the project

The overall execution period of the Twinning project is 30 months. The execution period of the contract shall enter into force upon the date of notification by the Contracting Authority of the contract signed by all parties. The implementation schedule should be as follow:

- 6.1. Launching of the call for proposals (Date): September 2019
- 6.2. Start of project activities (Date): January 2020
- 6.3. Project completion
- 6.3. Duration of the execution period (number of months): minimum 24 months

7. Management and reporting

7.1 Language

The official language of the project is English. All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

7.2 Project Steering Committee

A Project Steering Committee (PSC) shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements *via-à-vis* the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and discuss the updated work plan. Other details concerning the establishment and functioning of the PSC are described in the Twinning Manual.

7.3 Reporting

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twining: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements *via-à-vis* the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress. Ad-hoc reports, upon the team's initiative or where requested by Contracting Authority, are submitted for information.

8. Sustainability

The main Beneficiaries are fully committed to ensuring a long-term impact of the activities of this Twinning project that also fall under the set objectives and priorities of the Council of Ministers. The expected results to be achieved will contribute to increase the capacities of the relevant governmental institutions and their counterparts. The project is designed to ensure sustainability of impact in the following ways:

- Assistance on the legal and sub-legal frameworks and inter-institutional mutual, bilateral agreements that will have the objective of influencing and helping have a permanent EU legal and institutional set-up, which by nature is likely have a long-term impact
- Production of comprehensible programmes, curricula and related guidelines, training documents that will remain with the beneficiaries, *inter alia* in the Albanian State Police Training Directory.

- Orientation of curricula training towards training of trainers (TOT) and if/whenever possible maximize a knock-on impact for a sustainable change
- Targeting the staff related curriculum training for the implementation of all relevant legal and institutional frameworks that the project may assist, in order to maximise the probability that in the long run they will be implemented accordingly.
- The trainings planned to be delivered will be oriented also to incorporating the train the trainer's component and together with the drafted curricula and training materials to be handed over to the beneficiaries will ensure a sustainable and long-term contribution to their self-sustained capacity building after the project ends.
- The revised and/or newly drafted SOPs, guidelines and instructions will give the possibility to the beneficiaries to apply a coherent and homogenous approach towards tackling the issue across the country, with the possibility to adapt to the specific cases.
- An ongoing review of key issues impacting the sustainability will start from the beginning of the project implementation, based on the results that should be achieved and will explore the possibility for each of the results' impact to become sustainable beyond the end of the project.
- The Member State Twinning partners shall transfer their best practices and know-how necessary to achieve the mandatory results to the Beneficiaries.
- The beneficiaries will make sure that the knowledge is afterwards transferred on a regular and organised basis to other staff members.

Sustainability will also depend on a sufficient degree of stability of human resources in the beneficiaries. The beneficiary institutions are expected to commit to maintaining stability in human resources, and detailed record-keeping on the individual beneficiary's training/meetings/progress, will provide a benchmark for later/constant monitoring (see Section 10)

9. Crosscutting Issues

The proposals from EU Member States to be received in response to this Twinning fiche circulation shall indicate gender-relevant assessments and proposals.

Based on the fundamental principles of promoting equality and combating discrimination, participation in the project will be guaranteed on the basis of equal access regardless of sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation.

The project work plan should be gender-mainstreamed in line with UN Women reference documents for Albania.

Cross cutting issues shall be systematically addressed during the project lifetime.

10. Conditionality and Sequencing

The implementation of the project requires the full commitment and participation of the senior management of the Beneficiary Institution, the Security Academy. The Beneficiary shall:

- Ensure that appropriate staff and resources are made available to work with the EU twinning partner(s). Counterparts for each of the Beneficiary Institutions will be appointed to facilitate the implementation of the respective activities of the twinning project;
- Be responsible for the selection of trainees where relevant - in consultation with the EU experts - as well as for providing the EU experts with legislation, programmes, curricula, and any other documents necessary for the implementation of the project;
- Ensure that appropriate staff for training (TOT)/meetings/working groups are made available, that trainees/attendees are released from their duties during their training and that once trained they are retained in post;
- Ensure that staff mentored and trained under this project are permitted to remain in post and not subject to arbitrary and frequent transfer into posts where their newly acquired skills are of no use or dismissed without due cause/process. To address this, a detailed database of what training/working group discussions was provided to which person should be **maintained** by the implementing partner(s), in order to allow for monitoring the

investment in future by ensuring those trained/who got relevant knowledge are not transferred;

- Provide all possible assistance to solve any unpredictable problem/situation that the EU twinning partner(s) may face during the time the project continues;
- Fully support the RTA and Resident Experts with accommodation, training rooms and logistical assistance within Beneficiary premises;

Equally, the Twinning team led by the Twinning Resident Advisor must ensure full collaboration with the counterparts at the institution. Communications shall be open and consistent. The Twinning team must carry out as many activities in the interest of the Beneficiary institutions as deemed appropriate, and maintain Beneficiary involvement at all of the stages of the activities.

11. Indicators for performance measurement

Performance shall be measured through the following:

Result 1: Security Academy's governance and management improved and aligned with EU standards.

Sub-result 1.1: The mandate and functions of the Security Academy (SA) are harmonised with the legal and organizational framework, in line with EU standards.

- *Indicator 1.1: Security Academy's updated internal regulation in place by month twelve from project commencement*

Sub-result 1.2: Security Academy's administrative procedures, governance and management are enhanced.

- *Indicator 1.2: Security Academy's updated internal manual of procedures (Standard Operating Procedures) in place by month twelve from project commencement.*
- *Indicator 1.3: Criteria for selection of academic personnel and trainers prepared by month six from project commencement.*

Result 2: Capacity Development inter-institutional cooperation strengthened.

Sub-result 2.1: Security Academy's training and research capacities are enhanced.

- *Indicator 1.4: Specific Security Academy research methodologies and techniques adopted by end of month twelve from project commencement.*
- *Indicator 1.5: Number of Security Academy trainers & researchers trained by month twelve from project commencement.*
- *Indicator 1.6: Curricula of basic, advanced and continuous training approved by month eighteen from project commencement.*

Sub-result 2.2: Inter-Institutional Cooperation with other Law Enforcement Agencies is fully functional (in line with art. 19 of the Albanian DCM no. 185, dated 25.02.2015).

- *Indicator 1.7: Number of Memorandum of Understanding between Law Enforcement Agencies and the Security Academy by month eighteen from project commencement.*
- *Indicator 1.8: Programmes and curricula for training of other law enforcement agencies adopted and applied by month twenty-four from project commencement.*

12. Facilities available

The facilities that will be made available for the hosting RTA and his/her assistants, in the existing infrastructure within the Faculty of Security and Investigation, include meeting rooms, office space, hard and software, security related issues and all other relevant facilities for the training, seminars, conferences. More specific indication will be given at the Kick off meeting of the Twinning Contract.

ANNEXES TO PROJECT FICHE

1. Security Academy Mission, Historical Background and Regulation
2. Logical framework matrix in standard format
3. Organigram of the Security Academy
4. Infrastructure of Security Academy

ANNEXES

Annex 1: Security Academy Mission, Historical Background, Regulation and Training Activities

Mission

To: "*develop and transmit knowledge, through teaching and research in the field of public order and security, for continuous improvement of the capacities of the State Police and other law enforcement agencies*".

Historical Background

The Higher Education School of the Ministry of Internal Affairs was established by Decision of the Council of Ministers (DCM) No. 184 dated 20.12.1971. In 1984, the Higher Education School underwent a significant reform, in terms of programmes, scientific research activity, pedagogical staff and didactic basis. At this time, the school offered a four-year full-time programme and a five-year part-time one. In 1986, aiming at providing education also to police agents, the Lower Police School was also created. In 1991, the School was transformed into a Police Institute which amended its programme and transformed the initially two-year programme into a one-year full-time programme. In September 1992, by DCM no. 405, the Albanian Council of Ministers established the Public Order Academy. The academy underwent important changes regarding its organization and functioning, including but not limited to de-politicization of curricula and internal democratization. In September 1993, the first female students were admitted to the Academy.

In 2000, the name was changed into "Police Academy". On 11.02.2009, DCM No. 135, the Academy ceased its activity as a higher education institution and was transformed into a Police Training Centre. In 2014, the approved Albanian State Police Law no. 108/2014 established the right of the Albanian State Police to have its own education institution, responsible for the education, specialization and qualification of its officers and agents. Pursuant to this legal provision, the Albanian Council of Ministers, by DCM no. 185, dated 25 February 2015, established the Security Academy as a structure within the Albanian State Police General Directorate. According to this decision, the Security Academy is also in charge of offering education and training to the personnel of every other body in the field of public security.

Regulation

The Security Academy is required to exercise its activity in compliance with the provisions of Law No. 108/2014 "on Albanian State Police" and on Law No. 80/2015 on "Higher Education and Scientific Research". The structure and organization of the SA is determined by DCM No. 185, dated 25.02.2015 "on the Organization and Functioning of the Security Academy" and on "Statute of the Security Academy", approved by Order No. 490, dated 21.09.2019 of the Minister of Interior and the Minister of Education, Sports and Youth.

The academy offers also several courses of specialization and different training courses. The main beneficiary is the Albanian State Police. However, some of the courses are attended also by other state employees or employees of private companies which operate in the field of public security. During the last 5 years have been delivered three main education programmes, namely one bachelor program on Security and Investigation and two professional masters' programmes, respectively on Security and on Investigation. These programmes are duly approved by the Albanian authorities in line with legal provisions in place on quality and standards of higher education.

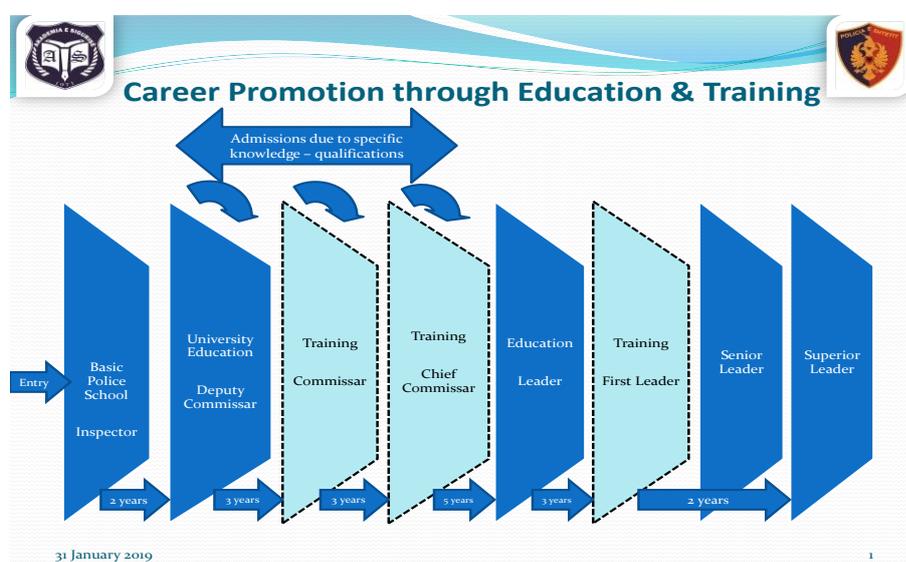
In addition to different training and qualifications, the SA includes a one-year college programme and a three-year Bachelor programme. Currently, there are a total of 60 teaching programmes offered at the Security Academy (SA). The Police College accounts for a total of 14 teaching programmes, out of which 9 curricula are designed for State Police employees and the remaining for employees of other

law enforcement agencies. At the Faculty of Security and Investigation, there are 32 curricula currently offered, out of which 25 curricula are designed for State Police employees and 7 teaching programmes for employees of other law enforcement agencies. The Directorate of Certification and Services for Third Parties accounts for the remaining 14 curricula, with only 2 curricula being designed for State Police employees and 12 others for Private Security staff.

As of today, there are 344 students at the Police College and 348 students at the Faculty of Security and Investigation who are enrolled in the above-mentioned programmes. Over the last three years, from the Academy have completed their studies 1,221 graduates, out of which 965 at the Police College and 254 at the Faculty of Security and Investigation.

The attendance of Security Academy courses is mandatory for being recruited in the Albanian State Police, for advancement in rank or for being promoted.

Police Officer Career path



Regulation

The Security Academy (AS) Regulation, approved by Decision of the Academic Senate No. 25, dated 18.12.2016, is the fundamental document which includes the necessary norms and rules for the organization, functioning and performance review of the Institution.

It also defines the mission, objectives and responsibilities in the academic and scientific field. This regulation aims at increasing the contributions and the role of the Security Academy in further developing the Albanian Police through education, specialization and qualification of the employees in the operational, administrative and management structures.

The AS Regulation provides the institutional legal basis and jurisdiction of the Academy. It deals with the organization and the main procedures of functioning, steering authorities and responsibilities, determining academic units and their composition, designating main administrative structures, functions and activity in support of the academic and research processes. It defines also criteria for its staff; academic criteria; staff's rights and obligations; and disciplinary aspects. The Regulation and the Statute covers also study programmes, organization, structure, knowledge control and assessment, completion of studies and graduation, student arrangements, student rights and duties, recognition and transfer of credits and study programmes. A significant number of articles deals with uniforms, ceremonies, permits and/or other issues that regulate the institution's activity.

During 2018, the Security Academy worked with full commitment to implement the objectives related to the Government's strategy in the field of public safety, to establish a comprehensive education system for the education, training and specialization of State Police employees. On the other hand, the Security Academy offered several courses for other state employees such Municipal Police officers or employees of private security companies.

The main priorities of 2018 were:

1. Institutional accreditation of the Security Academy
2. Improving academic staff criteria, increasing the quality of programmes and curricula, professional and ethical level of teaching and training.

Training Activities

Under the current institutional framework, SA has provided the following trainings for officials of the following institutions:

a) For the employees of the **National Guard of the Republic (VIP Escorts)**, trainings conducted pursuant to the Order of the Minister of Interior No. 111, Dated 04.04.2016 "On the training, qualification and specialization of the employees of the National Republic Guard at the Security Academy", a total of 8 trainings were conducted with 267 beneficiaries.

b) For the employees of the **Internal Control Unit**, 6 trainings were offered, with 80 beneficiaries, pursuant to orders issued by the Minister of Interior.

c) For the **Military Police employees**, the training was conducted with 33 participants as the implementation of the agreement between the Ministry of Interior No. 03, Dated 07.01.2016 and the Ministry of Defence No. 9486 Dated 10.12.2015 "On the co-operation for the performance of institutional, functional and joint training qualifications".

d) For the Implementing Level of the **Municipality Police** employees, pursuant to the agreement between the Ministry of Interior No. 9751, Dated 26.12.2017 and Tirana Municipality No. 46780, Dated 27.12.2017 "On the Education and Qualification of Municipality Police Officers", there were offered 10 trainings with 250 beneficiaries.

e) For the Implementing Level **Prison Police** Employees, pursuant to the Joint Orders between the Minister of Interior and the Minister of Justice, and pursuant to the agreement between the Minister of Interior No. 2340, Dated 16.03.2018, and the Minister of Justice No. 3753, Dated 19.03.2018 "On the testing and training of Prison Police employees and Internal Control Unit at the Security Academy", 2 trainings were offered, with 495 beneficiaries.

f) For the employees of the **Private Security**, a total of 26 courses have been conducted for the period 2015 - 2018, with 1867 employees, and 11 courses for Managers with 79 participants.

g) For the **civil emergency employees**, 2 training courses were conducted in 2017 and 2018.

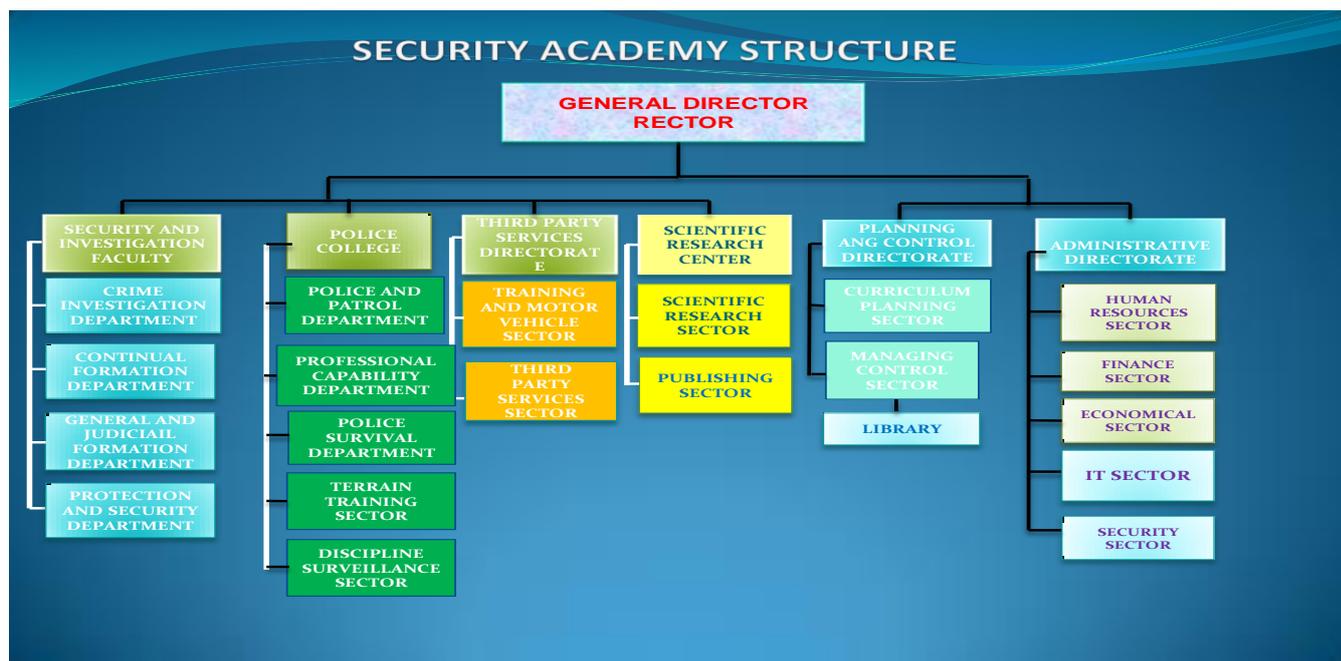
Annex 2: Simplified Logical Framework

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
Overall Objective	To strengthen the rule of law in Albania by improving the educational system for the law enforcement agencies, in line with the EU acquis, international standards and best practices.	Higher quality of personnel serving at the Albanian law enforcement agencies.	Regular Progress Reports on the implementation of the action.		
Specific Objective	To improve the education and training capacities, scientific research capabilities and the general management and support of the Security Academy in delivering basic, advanced and continuous professional training programmes for Albanian State Police and other Law Enforcement Agencies' officers/ personnel.	Enhanced education and training capacities for the Security Academy. Educational system for the law enforcement agencies is improved and aligned with Union acquis.	Reports of relevant Sectoral Monitoring Committee. IPA II Annual Implementation Reports. Commission Reports under Communications on EU Enlargement Policy.	Lack of commitment by relevant institutions. Delays in implementation.	National authorities and political leadership continue to be committed to align Albania's educational system for the law enforcement agencies to EU acquis.
Mandatory results/outputs by components	<p>Result 1 - Component 1: Security Academy's governance and management improved and aligned with EU standards.</p> <p>Sub-result 1.1: The mandate and functions of the Security Academy (SA) is harmonised with the legal and organizational framework, in line with EU standards.</p> <p>Sub-result 1.2: Security Academy's administrative procedures, governance and management are enhanced.</p>	<p>Baselines N/A.</p> <p>Security Academy's updated internal regulation in place by month twelve from project commencement.</p> <p>Security Academy's updated internal manual of procedures (Standard Operating Procedures) in place by month twelve from</p>	<p>Twinning Quarterly Reports and Final Report.</p> <p>Security Academy protocol system/office</p>	<p>Consensus by stakeholders on envisaged reform is delayed.</p>	<p>Adequate staffing of Security Academy.</p> <p>Trained SA staff remains within the organisation.</p> <p>The implementation will not be sequential, all activities under all results will be carried out in parallel.</p>

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
		<p>project commencement.</p> <p>Criteria for selection of academic personnel and trainers prepared by month six from project commencement.</p>			
	<p>Result 2 - Component 2: Capacity Development inter-institutional cooperation strengthened.</p> <p>Sub-result 2.1: Security Academy's training and research capacities are enhanced.</p> <p>Sub-result 2.2: Inter-Institutional Cooperation with other Law Enforcement Agencies is fully functional (in line with art. 19 of the Albanian DCM no. 185, dated</p>	<p>Baselines N/A.</p> <p>Specific Security Academy research methodologies and techniques adopted by end of month twelve from project commencement.</p> <p>Number of Security Academy trainers & researchers trained by month twelve from project commencement.</p> <p>Curricula of basic, advanced and continuous training approved by month eighteen from project commencement.</p> <p>Number of Memoranda of Understanding between Law Enforcement</p>	<p>Twinning Quarterly Reports and Final Report.</p> <p>Training Reports on officials from various law enforcement agencies.</p> <p>Notes on bilateral meetings.</p> <p>Signed agreements between SA and other national and international law enforcement agencies.</p>	<p>Heavy workloads reduce absorption capacity of training inputs</p> <p>Emerging alternative Providers of relevant training.</p>	<p>Adequate staffing of Security Academy.</p> <p>Trained SA staff remains within the organisation</p> <p>The Security Academy fulfils the training requirements of all Law Enforcement Agencies.</p>

	Description	Indicators (with relevant baseline and target data)	Sources of verification	Risks	Assumptions (external to project)
	25.02.2015).	<p>Agencies and the Security Academy by month eighteen from project commencement.</p> <p>Programmes and curricula for training of other law enforcement agencies adopted and applied by month twenty-four from project commencement.</p>			

Annex 3: Organogram of Security Academy



Annex 4: Infrastructure of Security Academy

At the disposal for the development of curricula developed at the Academy of Security, the necessary infrastructure is as follows:

1. At the Learning Corps Building, No. 1, (Building K – the Faculty) we have these capacities:

- Teaching class 12 x 25 chairs = 300 chairs
- IT labs 1 x 24 chairs = 24 chairs
- Anti-Terrorism Laboratories 1 x 25 chairs = 25 chairs
- Lecture room 2 hall 130 + 100 = 230 chairs

The halls and classes are equipped with teaching equipment, PC & TV Video projectors.

2. At the Learning Corps Building, No. 2 (Building E – the College), we have the following capacities:

- Classrooms - 20 classes with 25 chairs = 500 seats
- TI labs – 2 rooms with 25 chairs = 50 seats
- Lecture Halls - 2 rooms with 30 chairs = 60 seats
- STAZ cabinet (virtual shooting range) – 1 room with 25 chairs = 25 seats
- Emergency Civil Hallway - 1 room with 8 chairs = 8 chairs
- Halls and classes are equipped with teaching equipment, PC & TV

3. In the Special Tactics Teaching building(T Building), these are the following capacities:

- Classrooms - 2 x 25 chairs = 50 chairs
 - Traffic Cabinet - 1 x 25 chairs = 25 chairs
 - Improvisation Cabinet (Banking Environment, Housing, Coffee-Bar Environment, classroom, etc.) 1 lesson group = 5 environments
- Classrooms (2) and cabinet are equipped with didactic teaching equipment, PC & TV, Video projector.

4. The "Shooting Range" "Building O" has these capacities:

- Classrooms - 2 x 25 chairs = 50 seats
- Shooting range for firearms. For distances 10m and 25m = 2 + 2 = 4 shooting fields

The classrooms are equipped with TVs and PCs.

The Polygon's Front (where the bullet goes) needs a new project "On barrier and gathering shells during firing".

5. In a closed environment (indoors), in the "Gymnasium" Building N, these capacities are available:

- Basketball field - 2 fields
- Football field "Calcetto" - 1 field
- Force Room (with accessories) - 1 Room
- Room for wrestling, karate - 1 Room
- Volleyball field - 1 field

6. Main Academy Library (located in Building F, 2-nd floor) has these capacities:

- Titles of books - about 9500 titles
- Titles of professional literature ("Secret Library") - about 1200 titles

- Reading Room - about 50 seats
- PCs- 6 pieces
- Cinema Hall - 95 tables with 2 places each, a total of with 190 seats

7. *Mess-Hall Block - Kitchen (Building F, 1st floor)*

- Halls, suitable for exams, tests, etc. - 2 halls with a total of 210 seats

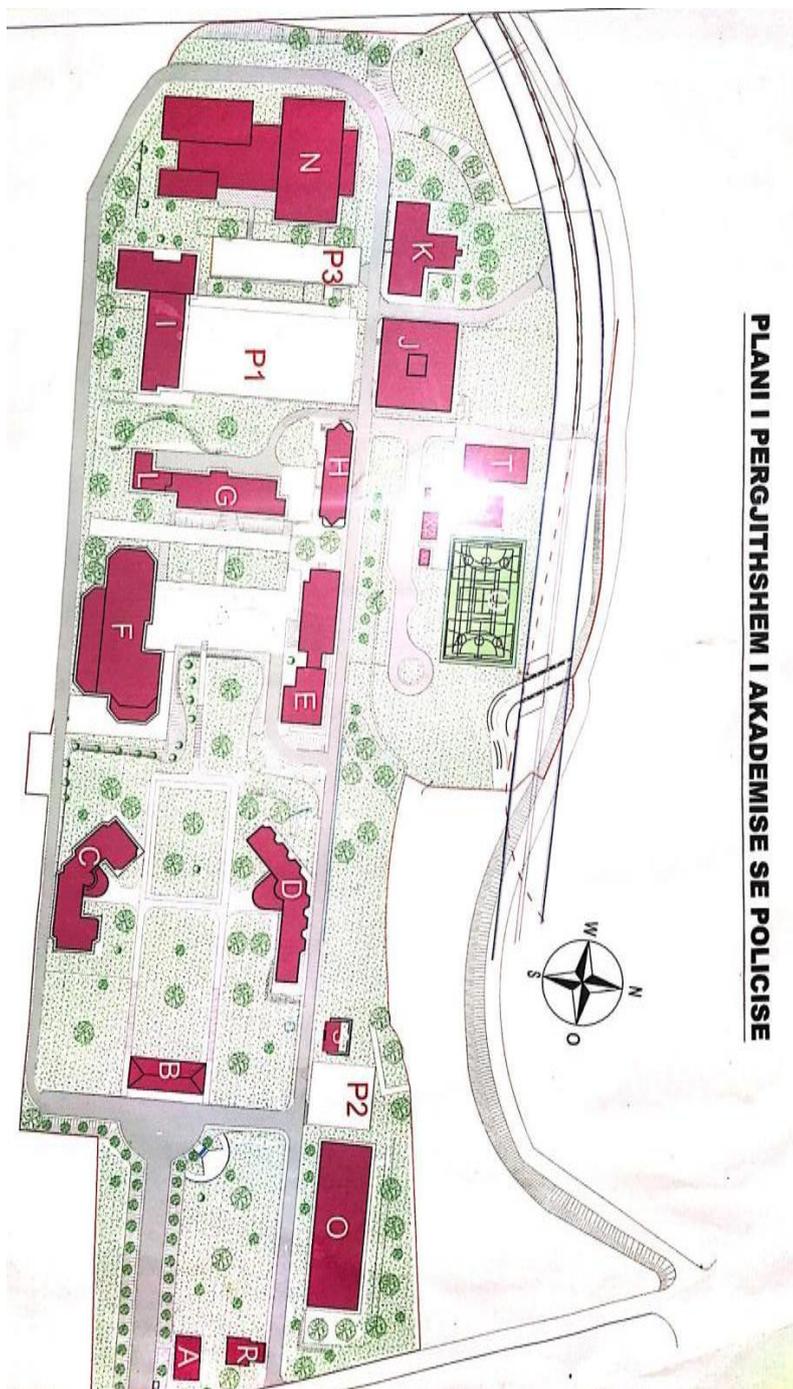
8. *In open spaces (outdoor) we have the following capacities:*

- Football field "Calcetto" (Object Q) - 1 field
- "Kiosk"(Object X1, X2, X3) - improvisation of police station, customs check-point - 3 Objects

- Complex with Equipment like "One-Iron Bar" and "Parallel Bars" - 7 pieces

9. *In the premises of AS, we have these capacities for eating and with beds for sleeping:*

- Buildings, C, D, G, I (189 rooms) - 469 beds
- Mess-Halls in Building F, 2 halls of - 210 seats



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LEGEND:

Building B	- Rector/Directory
Building A	- Information
Building K	- Faculty
Building E	- College
Building T	-SpecialTactics
Building O	- Shooting Polygon
Building N	- Gym
1-st Floor Building F	- Block Mess hall &Kitchen
2-nd Floor Building F	- Library IAL
2-nd Floor Building F	- Bar / Café
Object X - 1,2,3	-Improvising Amenities
Building H	- Ambulance
Building C,D,G,I	- Dormitories
Q	- Football Field
P 1,2,3	- Parking
R	- Water Depot
L	- Dry-Cleaning