



# MONITORING, MENTORING AND ADVISING

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# TRACKING MECHANISM

JUNE 2011

## KEY:

- ↑ : MMA Action progressing
- ↓ : MMA Action regressing/strong evidence of problems based on available data
- ↔ : MMA Action stalled/some evidence of problems based on available data
- ✓ : MMA Action completed

Information on the Programmatic MMA Actions can be downloaded from the EULEX website. The “catalogue” of MMA Actions contains more detailed information about the content and objectives of the various Actions.

# POLICE

MMA Action	Progress Indicator	Comments
<b>CRIME</b>		
<b>Crime Reduction Strategy</b>	 <b>Accomplished</b>	<p>This MMA Action has been successfully completed and the following outputs have been achieved:</p> <ol style="list-style-type: none"><li>1. Draft written strategy to reduce the overall volume of crime and number of certain key crimes, in an effort to reduce crime levels.</li><li>2. Staged process of consulting internal/external stakeholders and obtaining their agreement to the draft strategy.</li><li>3. Formal ratification of agreed final strategy document by Kosovo Police Director General and Commanders.</li><li>4. Written policy on how to monitor the implementation of the strategy.</li><li>5. An evaluation of the implementation of the strategy by Kosovo Police.</li></ol>

<b>Revised crime statistics</b>		<p>The first output, namely an “established policy and written rules common for all of Kosovo in regard to the recording, collecting and collating reported crimes and crime investigations” is due to be completed in June 2011. The policy is ready but has not been approved yet. United Nations Office on Drugs and Crime (UNODC) has held a regional conference (workshop) on statistics from 25<sup>th</sup> to 27<sup>th</sup> of May in Montenegro, where the draft has been discussed.</p>
<b>Victim ethnicity – crime statistics</b>	 <b>Accomplished</b>	<p>This MMA Action has been successfully completed and the following outputs have been achieved:</p> <ol style="list-style-type: none"> <li>1. A detailed Standing Operational Procedure (SOP, and related strategy) that defines (a) the categories of victim ethnicity in all forms of recorded crime across Kosovo; (b) the method whereby the new categories will be inserted into the standard Kosovo Police (KP) Crime Report; and (c) the way the data are collated into a central KP data pool and allows retrieval of statistics regarding crimes against ethnic minority groups.</li> <li>2. Training program to fully implement the SOP, in respect of data collection, collation and retrieval (done in close cooperation with KP IT Department).</li> <li>3. Training program for all relevant KP staff involved in the collection, collation, retrieval and analysis of police incident data (done in close cooperation with KP Training Department).</li> <li>4. An 80% compliance with the SOP within 18 months (based on monitoring of the implementation of the SOP).</li> </ol>
<b>Kosovo Police Directorate of Intelligence and Analysis as criminal intelligence hub</b>		<p>Two of four key outputs have been completed: (1) the creation and implementation of a revised organizational structure that will place the Directorate of Intelligence and Analysis (DIA) as the undisputed hub of the Criminal Intelligence Model within the Kosovo Police (KP); (2) the creation of a human resource support within the KP capable of sustaining the revised structure.</p>
<b>Intelligence led policing / Integrated intelligence system</b>		<p>The project has been fully revised and the following key outputs are now being pursued: 1. In support of the programme to introduce intelligence-led policing throughout the Kosovo Police (KP) organization, put in place a single intelligence gathering system; 2. Improved intelligence gathering culture within the KP; 3. Establish a single intelligence cycle within the KP; 4. Monitor and evaluate the intelligence cycle and draft a final report.</p>

		<p>The existing SOPs for Investigations and Operations pillar have already been updated in accordance with ILP and have been approved.</p> <p>Under its Instrument for Pre-Accession Assistance programme for 2010, the European Union will fund the upgrading of the IT infrastructure within KP (i.e. KP Information System and Criminal Intelligence System, including necessary training) in support of the development and implementation of intelligence-led policing.</p>
<b>Enhanced Kosovo Police Directorate of Organized Crime capability</b>	 <b>Accomplished</b>	<p>This MMA Action has been completed and all tree outputs have been achieved:</p> <ol style="list-style-type: none"> <li>1. A fully implemented strategy throughout Kosovo Police (KP) Directorate of Organised Crime (DOC) to drive a more proactive approach to organized crime investigation.</li> <li>2. A revised organizational structure for KP DOC that will effectively deliver the intelligence lead policing concept.</li> <li>3. An evaluation and a final report in regard to the implementation and impact of the strategy and structure.</li> </ol>
<b>Enhanced forensics techniques</b>		<p>The original objective that was defined in July 2009 became redundant in 2010, following the decision to move the Forensics Laboratory out of Kosovo Police (KP) and under direct control of the Ministry of Internal Affairs. Subsequently, the KP Director General decided to establish a Forensics Unit in KP Headquarters that will regulate the policies, procedures, working standards and training standards of KP Forensics Officers in the regions. In support of this decision, the MMA Action on Enhanced forensic techniques is being adapted to support the development of the new Unit, and in particular to: 1. Develop a system that effectively can measure performance in forensic services and that will ensure the provision of new forensic techniques in accordance with European Best Practices; 2. Implement the system within the KP, and 3. Evaluate the system put into place.</p>
<b>Proactive drug strategy</b>		<p>Two of three outputs have been achieved, namely: 1. Creation of a common strategy throughout the Kosovo Police (KP) primary narcotics authority in respect of a proactive approach to the investigation of drug crime in accordance with the National Anti-Drug Strategy and Action Plan. 2. Implementation of the strategy.</p>

		Monitoring the implemented strategy and its use throughout the KP primary narcotics authority is however behind schedule.
<b>BORDER</b>		
<b>Enhanced border police planning</b>	 <b>Accomplished</b>	<p>This MMA Action has been successfully completed and the following outputs have been achieved:</p> <ol style="list-style-type: none"> <li>1. Development of a Standard Operating Procedure for planning documents and evaluation reports.</li> <li>2. Implement the SOP throughout the KP organization in all of Kosovo.</li> <li>3. Monitoring report on the implementation of the SOP.</li> </ol>
<b>Enhanced border infrastructure</b>		<p>One output has been completed to date, namely: a detailed Standing Operational Procedure (SOP) and related policy document that define the minimum standards that must operate in all police detention areas, as well as a system of internal and external (Police Inspectorate of Kosovo &amp; civil society) audits and inspections to ensure compliance.</p> <p>Further implementation of the MMA Action has stalled, awaiting a cost evaluation report that details the cost effectiveness of border police detention areas; KP is currently conducting an evaluation to determine the number and frequency of detainees/immigrants that are actually being housed at border crossing points, as opposed to being sent directly to the regional centres for processing.</p>
<b>Enhanced border communications</b>		<p>A process of reviewing is ongoing to reappraise the original objective and address the current needs of Kosovo Police (KP). The review will include: an assessment of current communication and information flows within KP Border; an assessment of the technical means the KP has at its disposal; devising a strategy that will cover the procedures envisaged as well as any future technical needs; implementation and monitoring of the strategy.</p>
<b>Implementing migration laws and strategies</b>		<p>This MMA Action has been revised in cooperation with Kosovo Police (KP), in order to better match the strategic and policy guidance of the Ministry of Internal Affairs (MIA). It will now have the following outputs: 1. Develop a plan to action the KP functions envisaged in the current laws, administrative instructions and strategies of the Ministry of Internal Affairs (MIA) relating to foreigners, migration and</p>

		<p>asylum; 2. Implement this plan throughout the KP organization; 3. Produce a final evaluation of KP competencies to confirm the capacity and willingness to comply with the applicable law and MIA strategies.</p> <p>Several working groups, including KP border police officers, are analyzing the comprehensive legislation regarding immigration issues.</p>
<b>Cross-border crime strategy</b>	↔	<p>It is hoped that following the United Nations Office on Drugs and Crime (UNODC) regional workshop in Montenegro that brought together the Ministry of Justice (MoJ), Ministry of Internal Affairs (MIA) and Kosovo Police (KP) at the end of June 2011 (see MMA Action on “revised crime statistics”), the relevant parties can agree a common framework for crime statistics, and – in due course – develop a cross-border crime strategy based on these statistics.</p>
<b>Green-border transfer strategy</b>	↑	<p>Due to the ongoing process of restructuring the Kosovo Police (KP) including the Border Police, and particularly with respect of the merging of regional units under one command, more time is needed to allow KP to design the transfer strategy. Border police however already conducted an assessment of all green border sectors and prepared a Standing Operational Procedure on the green border surveillance.</p>
<b>OPERATIONS</b>		
<b>Enhanced patrol management</b>	↑	<p>Three of four outputs are complete: (1) A detailed Standing Operational Procedure (SOP) on Patrol Management (and related policy) including shift briefings, proactive use of local and Kosovo-wide intelligence, targeting policing issues of local concern, directed patrols, monitoring patrols, etc. (2) A training programme based on the SOP and intended to communicate the required knowledge and skills to supervisors. (3) Delivery of the training programme, after having trained trainers from all regions, and comprising KP-led monitoring.</p>
<b>Annual patrol plans (Police Station level)</b>	 <b>Accomplished</b>	<p>The main objectives have been implemented Kosovo-wide in daily police patrol plans and reporting forms. This has resulted in the achievement of the following key outputs:</p> <ol style="list-style-type: none"> <li>1. Drafting of effective patrol plans for all police stations in Kosovo and all regional stations that include the legal obligations as per the applicable</li> </ol>

		<p>law.</p> <ol style="list-style-type: none"> <li>2. Implementation of the patrol plan.</li> <li>3. Evaluation of the implemented patrol plan.</li> </ol>
<b>Resource deployment plan</b>	↑	<p>Overall progress is slow but on course, as per the agreed target. Much of the work behind output 1 appears to be nearly complete, i.e. towards the creation of a functioning incident recording system for use throughout Kosovo Police and Kosovo, including developing a daily duty roster at station, regional and general directorate (central) level. Likewise, the work of developing a compatible Standing Operational Procedure (SOP) and unified radio log are almost complete.</p>
<b>Tracking Special Intervention Unit and Improvised/Explosive Ordnance Disposal</b>	 <b>Accomplished</b>	<p>This MMA Action was successfully completed in April 2010 and the following outputs have been achieved:</p> <ol style="list-style-type: none"> <li>1. A manual system in place within the Kosovo Police (KP) to categorize and record all incidents that require the attendance of Special Intervention Unit and Improvised/Explosive Ordnance Directorate resources.</li> <li>2. A procedure within the KP that takes advantage of the data collected and recorded in order to plan resources and evaluate performance of the Special Intervention Unit and Improvised/Explosive Ordnance Directorate resources within the KP.</li> <li>3. A monitoring report on how the system and the procedure is being utilized</li> </ol> <p>A follow up MMA Action is being implemented: <i>Transforming the Improvised/Explosive Ordnance Disposal Unit.</i></p>
<b>Community policing</b>  <i>(Re-designed and subsumed into MMA Actions Annual Patrol Plans and Enhance Patrol Management, mirroring the new Kosovo Police organisational-structure)</i>	↔	<p>As part of the restructuring of the Kosovo Police (KP) it was decided to redeploy Community Policing Unit officers to station patrol work. It was agreed that the material developed in support of the objective of this MMA Action will be used to enhance structured patrol work, under the MMA Actions <i>Enhance patrol management</i> and <i>Annual patrol plans</i>. This includes the achievement of one key output: new Terms of Reference for the KP in regard to the Community Policing Unit.</p> <p>Note that the KP Director General is currently reviewing the KP Community Policing strategy and may wish to reinstate the MMA Action. A Workshop in Vushtrri/Vucitrn (23 – 25 May 2011) has explored the links between the current</p>

		Intelligence Led Policing strategy and potential community policing initiatives.
<b>Operational Support Units</b>	↑	<p>Three of the four key outputs have been completed: 1. A unified Crowd and Riot Control (CRC) Concept for the Kosovo Police (KP). 2. A Standing Operational Procedure (SOP) in force within the KP for the Operational Support Units (NjSO), adhering to internationally recognized standards and European best practices. 3. A training system for the unified CRC Concept, which is mandatory for all the KP.</p> <p>In the first half of 2011, the following tasks were completed: (a) approval of the Tactical Handbook by the KP chain of command; (b) approval of the refined SOP for the NjSO by the KP chain of command. The preparation has started for the evaluation of the KP use of the implemented CRC Concept, the SOP and the annual training plan.</p>
<b>Enhanced Traffic Directorate</b>	↔	Due to organisational changes in the Kosovo Police (KP) central structure the tasks have been reviewed and new target dates developed accordingly. This adjustment was needed in order to properly reflect the scope of work for the MMA Action team and take stock of contingencies. An assessment of the structure of the KP Traffic Directorate and current standing operational procedures in force in with regard to traffic policing has been completed.
<b>Transforming the Improvised/Explosive Ordnance Disposal Unit</b>	↑	<p>This MMA Action is a follow up on the successfully completed MMA Action <i>Tracking Special Intervention Unit and Improvised/Explosive Ordnance Disposal</i>.</p> <p>Two of three key outputs have been completed: 1. An operational Kosovo Police (KP) Improvised Explosive Device Disposal Unit that will operate throughout Kosovo. 2. A KP intuitive Bomb Data Center.</p>
<b>ADMINISTRATION</b>		
<b>Kosovo Police Information System</b>	↔	This MMA Action is expected to resume with the inception of a European Commission funded project to <i>support of the implementation of the intelligence-led policing in Kosovo</i> , which includes the upgrading of the IT infrastructure within Kosovo Police (KP) and the KP Information System, as well as necessary training.
<b>Rationalize Kosovo Police Structure</b>	✓ <b>Accomplished</b>	This MMA Action has been successfully completed in February 2011 and provided the following key outputs:

		<ol style="list-style-type: none"> <li>1. A thorough review and analysis of the strengths and weaknesses of the post-2006 Kosovo Police structure.</li> <li>2. A revised organizational chart, indicating a staffing structure that significantly reduced overlap, duplication and redundant functions.</li> </ol>
<b>Kosovo Police promotion system</b>	↔	<p>Good progress has been made and two of three key outputs have been achieved, namely: 1. Establish a programme of review and reform of the promotion system within the Kosovo Police (KP). 2. A new promotion system adhering to the standards set in the programme.</p> <p>However, the final output – which relates to the monitoring of the newly revised procedures – is effectively stalled as a result of suspension of all promotions.</p>
<b>Enhanced budget administration</b>	 <b>Accomplished</b>	<p>This MMA Action has been completed and the planned outputs have been achieved: namely:</p> <ol style="list-style-type: none"> <li>1. Design and implementation of a programme to improve the administration of budget and finance within the Kosovo Police organization, including the development of a long-term strategy, multi-year projects, and a review of the benefits of decentralization.</li> <li>2. Design and implementation of a curriculum for the training of Kosovo Police managers who are responsible for budget submissions and expenditures.</li> <li>3. Evaluation of the implementation of the programme and the adherence by the Kosovo Police, as well as the use of the training curriculum.</li> </ol>
<b>Reform of Capital Expenditure performance</b>	↑	<p>This MMA Action has made slow progress till recently but has now achieved the first key output: an investigation report with findings on the key causes of poor investment performance within Kosovo Police, and containing remedies to the key causes identified.</p>
<b>Enhanced procurement performance</b>	↔	<p>This MMA Action has shown weak progress. The first output, i.e. establishing the institutional features of procurement management, consistent with the principles of European best practice, public accountability, organizational sustainability, the applicable law, the Kosovo Police strategic plan and the Kosovo Budget, is not due for completion before October 2011.</p>

<b>Rationalize register databases</b>		<p>Two of planned outputs of this MMA Action have been finalized: 1. improved collection, evaluation and analysis of information, and 2. approved strategic plan to build an effective and efficient information system for Kosovo Police (KP) managers.</p> <p>As the European Commission will fund the upgrading of the IT infrastructure within KP and its Information System, under the project to <i>support of the implementation of the intelligence-led policing in Kosovo</i>, priority is now given to the development of a "Kosovo Police Information Systems Strategic Plan 2011 -2015".</p>
<b>Sustainable Information Technology staffing</b>	 <b>Accomplished</b>	<p>This MMA Action has been successfully completed and the following outputs have been achieved:</p> <ol style="list-style-type: none"> <li>1. Release the main Kosovo Police HQ from all not so emergent issues and requests from the regions.</li> <li>2. Improved supervision, management and sustained control of the IT system.</li> <li>3. Acquired effective system of compliance by PC users.</li> <li>4. Decentralization of services.</li> </ol>
<b>Enhanced fleet management</b>		<p>Two outputs of this MMA Action have been completed, namely: 1. design of an enhanced system of vehicle fleet management that includes budget management and procurement, life-cycle management, maintenance and repair, and 2. implementation of the new system throughout the Kosovo Police organization.</p>

# JUSTICE

MMA Action	Progress Indicator	Comments
<b>KOSOVO JUDICIAL COUNCIL (KJC)</b>		
<b>Independence and accountability</b>	↑	<p>The KJC has adopted a regulation on selection and appointment of judges in February 2011.</p> <p>A draft regulation has been adopted concerning the election of KJC members, in compliance with the new law on KJC that entered into force on May 3, 2011.</p> <p>The process has started to review the KJC internal organization, and to establish relevant regulations and procedures for proper management of Council sessions. A working group has been established to coordinate the review work.</p>
<b>Management and administration</b>	↑	<p>Following the adoption of a 3-year backlog reduction strategy, KJC has established a Consultative Committee to assist with the implementation of the backlog strategy and particularly to ensure flow of information from the courts to KJC; a reduction of the backlog of cases by 11% has already been recorded.</p> <p>KJC has also approved an action plan and established a working group for implementation of the Law on Courts.</p> <p>The Director of the KJC Secretariat has been appointed in April after a long selection process.</p> <p>KJC is however lacking appropriate resources for judicial reform and will require donor community assistance particularly in terms of capital</p>

		<p>investment.</p> <p>The KJC is, for the first time, taking the responsibility of conducting the selection of candidates for judicial positions. The process to fill 112 open vacancies for judges, and thus ensuring that Kosovo judiciary is able to operate on its full strength, is proceeding well. Steps taken so far include entry exam (in April), appointment of an assessment board for interviews in the Supreme Court, and training for members of interview panels in order to ensure fair and objective appointment.</p>
<b>Service delivery</b>	↑	<p>District Court Gjilan/Gnjilane has been chosen as a pilot court for full integration of the Court Management Information System (CMIS). In order to provide timely and effective support to all Courts for the use of CMIS, the KJC Secretariat is in the process of selecting IT experts to be deployed in the regions.</p> <p>A new KJC website has been launched in February 2011 and is being regularly updated in two official languages, thus enhancing transparency and providing timely information for the public.</p> <p>Ensuring public access to Courts is hindered by lack of staff for a properly functioning public information office, this mainly because of the priority given to the National Backlog Strategy.</p>
<b>MINISTRY OF JUSTICE and DEPARTMENT FOR FORENSIC MEDICINE (MoJ &amp; DFM)</b>		
<b>Legal Policy and Drafting</b>	↔	<p>Legislative policy formulation and drafting capacity of the MoJ remains subject to development.</p> <p>For improvements to take place, a greater emphasis on high quality legislative process in government services is suggested.</p>
<b>International legal cooperation</b>	↑	<p>Negotiations have been finalized between Kosovo and Switzerland on Agreements on transfer of sentenced persons, while agreements have been signed with FYROM and Turkey on extradition, mutual legal assistance and transfer of sentenced persons.</p> <p>Negotiations regarding bilateral agreements are now ongoing with</p>

		Albania, Croatia, Slovenia, Germany, Hungary and Austria. The Division for International Legal Cooperation of the MoJ has become a Department directly under the Minister. This organisational change is forecasted to boost efficiency.
<b>Support to the Minister of Justice</b>	↔	This MMA Action is pending as EULEX is expecting the arrival of a new Advisor to the Minister of Justice in July 2011
<b>Operationalize Department of Forensic Medicine (DFM)</b>	↔	Logistical and managerial problems continue to affect the DFM. Forensic medicine requires urgent measures to professionalize its structures.
<b>Improved delivery of forensic services and staff development</b>	↔	In the field of forensic services and forensic medicine, an urgent need for an intense capacity building programme has been recorded. Although EULEX experts will focus on mentoring activities, a possible donor assistance project (18-24 months) should be considered.  An independent oversight mechanism would increase transparency and accountability of the services.
<b>J U D G E S (Civil and Criminal)</b>		
<b>Court Organization</b>	↑	A transparent Case Allocation System has been adopted in Prishtinë/Priština, Gjilan/Gnjilane, Pejë/Pec, Mitrovicë/Mitrovica and Prizren District Courts (DC) as well as 18 Municipal Courts (MC) in the said districts.  The Court Management Information System (CMIS) is being used to register new cases in Gjilan/Gnjilane DC, Pejë/Pec DC and Prizren DC as well as in Ferizaj/Uroševac MC, and to some extent in Klinë/Klina MC, Deçan/Decane MC, Kaçanik/Kacanik MC and Lipjan/Lipljan MC.  A Public Information Office has been established in the following MC: Prishtinë/Priština, Viti/Vitina, Lipjan/Lipljan and Skenderaj/Srbica.
<b>Strengthen the Kosovo judiciary</b>	↑	A few cases were reported as affecting the independence of judges; they include threats against judges and their family members, media pressure, interference of prosecutors and family members of victims or defendants

		<p>trying to approach the judge in order to influence a ruling.</p> <p>No external pressure was monitored in District Court Pejë/Pec, Municipal Court (MC) Prishtinë/Priština, MC Lipjan/Lipljan, MC Ferizaj/Uroševac, MC Kaçanik/Kacanik and MC Deçan/Decane, MC Gjilan/Gnjilane, MC Viti/Vitina, MC Kamenica/Kamenicë, MC Istog/Istok and MC Klinë/Klina.</p>
<b>Criminal cases</b>	↔	<p>Shortcomings encountered in court processing: trials are often postponed/adjourned as the parties are not properly summoned and do not appear for the trial sessions (District Court - DC Gjilan/Gnjilane, Municipal Court - MC Prizren), date and the time of the session are missing in the summons addressed to the parties (MC Malisheve/Mališevo), and official stamps are missing (MC Pejë/Pec).</p> <p>Shortcomings identified in detention on remand cases: violations of the legally prescribed period of 48 hours (DC Mitrovicë/Mitrovica, DC Prishtinë/Priština and DC Gjilan/Gnjilane), the pre-trial judge does not usually apply alternative measures and, also, the reasoning of the rulings is weak in relation to the grounded suspicion (MC Gjilan/Gnjilane, MC Kamenica/Kamenicë, MC Pejë/Pec).</p> <p>No proper facilities for witness protection have been reported in MC Prishtinë/Priština, Kaçanik/Kacanik, Glogoc/Glogovac, Klinë/Klina Podujevë/Podujevo and Ferizaj/Uroševac.</p>
<b>Civil cases</b>	↑	<p>Shortcomings encountered in court processing: missing stamps or wrong stamps being used in judgments (District Court - DC Prishtinë/Priština, Municipal Court - MC Glogoc/Glogovac, MC Pejë/Pec, MC Gjilan/Gnjilane, MC Lipjan/Lipljan, MC Podujevë/Podujevo), name of the judge in charge missing in the main registry book and registering of case allocation of the presiding judge done on internal notebooks (DC Prizren, MC Rahovec/Orahovac), delivery slips missing (MC Podujevë/Podujevo), court tax being paid in installments (MC Podujevë/Podujevo, MC Lipjan/Lipljan) or not paid at all (MC Pejë/Pec), MC Lipjan/Lipljan), signatures missing (DC Prishtinë/Priština), delays in notifications sent (MC Gjilan/Gnjilane), no ruling on scheduling of the session (MC Podujevë/Podujevo, MC Lipjan/Lipljan), judgement missing in the files (MC Lipjan/Lipljan), non-</p>

		summoning of the parties (MC Viti/Vitina, MC Prizren).
<b>PROSECUTORS</b>		
<b>Improved transparency and accountability</b>	↔	The Prosecutor's Office of Prizren has been chosen as a model office for the implementation of Prosecution Management Information System (PMIS).
<b>Improved professional performance</b>	↔	<p>Assessment of the level of performance in the prosecutors' offices is progressing well.</p> <p>As a result of regular mentoring meetings, tangible improvements have been observed in Gjilan/Gnjilane.</p> <p>An enhanced use of the practice of open questions in investigative hearings has been fostered.</p>
<b>Adherence to international standards and European best practice</b>	↑	<p>Regional improvements have been recorded.</p> <p>An anti-corruption task-force has been established in Gjilan/Gnjilane. Task-force members report signs of corruption within the region and will work towards reducing this trend. More than a dozen of cases were reported within the region.</p> <p>As part of the mentoring programme in Prizren EULEX Prosecution team is organizing monthly crisp working sessions with their local counterparts on jointly identified themes (e.g. procedures for international wanted notices and for the extradition of nationals from foreign jurisdictions).</p>
<b>CORRECTIONAL SERVICES</b>		
<b>Security and operations</b>	↑	In Dubrava prison searching and disruption of contraband during visits has improved considerably, and Kosovo Correctional Service (KCS) has been capable of operating with minimum supervision. Searching at the main gate of Dubrava prison has improved but is still subject to further improvements; more security is needed at the entrance/exit on searching official staff and vehicles.

		Reinforcement of the Security Information Reporting System (SIR) is ongoing in Dubrava prison and 360 out of 688 staff members have completed the SIR workshop. There is a problem in securing confidential information and more attention is required by the prison management on this issue.
<b>Prisoner population management</b>	↔	All activities regarding social reintegration and rehabilitation in Mitrovicë/Mitrovica Detention Centre are on hold due to renovation work.
<b>Strategic management</b>	↔	Kosovo Correctional Service (KCS) has a strategic plan for 2011-2015 in an inception phase.
<b>Administration</b>	↔	Concerns have been raised regarding the Kosovo Correctional Service (KCS) support service standards, including lack of provision of heating oil, food items and hygiene material.

# CUSTOMS

MMA Action	Progress Indicator	Comments
<b>Updating of operational plans incl. Integrated Border Management &amp; organized crime strategy</b>	↔	A more intense interaction between Kosovo Customs and EULEX during the drafting of the Strategic Operational Framework 2011-2013 was expected.
<b>Enhanced internal communications and data &amp; intelligence sharing</b>	↑	An improved internal cooperation between the Kosovo Customs Directorates of Law Enforcement and Revenue Operations has been observed, based on the principles of intelligence led policing. Several joint actions and operations (e.g. targeting illicit alcohol production and distribution as well as smuggling of cigarettes) were carried out, mainly based on initial intelligence data acquisition and further shared analysis.
<b>Intensified cooperation with law enforcement agencies, especially Public Prosecutors, and coordination of Integrated Border Management</b>	↑	Progress has been noted on the establishment of a unit for cooperation with public prosecutors, as draft guidelines produced by a short term consultancy expert have been submitted to the Kosovo Customs (KC) management for consideration and review. A Memorandum of Understanding between KC and State Prosecutors Office has been signed in January 2011. The State Prosecutors Office has committed to appoint a liaison officer to facilitate future cooperation.
<b>Implementation of the Integrated Border Management Action Plan, incl. upgrading of infrastructure and equipment at stations</b>	↑	A comprehensive report with findings and recommendations is being drafted on the improvement of the implementation of the Integrated Border Management (IBM) Action Plan, specifically regarding Customs actions on IBM. Kosovo Customs is dedicated to interagency cooperation: KP has now officers based in Customs Operations Room. This is considered a good basis to enhance cooperation and integration of services.

**Important Note: the following Actions, although in the MMA Programme since 2009, have not seen a start of implementation, and are therefore temporarily taken out of the Programme: Improved public information in the Criminal Justice System (CJS); Team approach in criminal investigations; Joint strategic management of the CJS; Common CJS crime statistics database; CJS Annual Report.**

**LENGEND:**

↑ : MMA Action progressing

↓ : MMA Action regressing

↔ : MMA Action stalled

✓ : MMA Action completed