

INTEGRITY ACCOUNTABILITY PARTNERSHIP



**The spiral cycle of the “triangle” cooperation –
a policy innovation for a sustainable approach
to the fight against crime at the local level**

In Albania, many have invested in the public accountability of law enforcement institutions and their responsiveness to citizens’ priorities; few expected the key to be found in the trilateral cooperation between the police, prosecution, and local government, “facilitated” through citizens’ involvement.

The spiral cycle of “triangle” cooperation





Institute for Democracy and Mediation
Instituti për Demokraci dhe Ndërmjetësim

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a public policy innovation based on the experience of the “triangle” meetings (Municipality-Police-Prosecution) implemented by IDM. In cooperation with mayors, local police directors (heads of police commissariats), and heads of the district prosecutor’s office in many municipalities of the country as Pogradec, Korça, Librazhd, units 5 and 7 of the municipality of Tirana, Elbasan, Berat, Fier, Lushnje, Kavaja, Kamza, Dropull, Shkodra, Dibra, Lezhe, and Kurbin

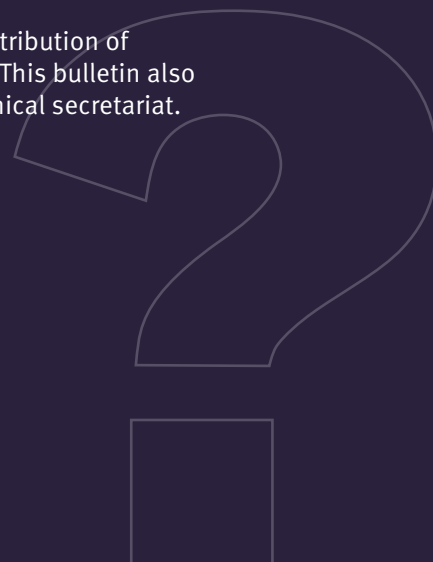
The lessons learned from this experience were conceptualised and piloted as a cyclical approach to the fight against crime in the municipality of Elbasan, Lezhe, and Kurbin. Therefore, the consultation meetings and part of the multi-agency plans for crime prevention are brought in this bulletin.

The cycle begins with the “triangle” consultation meetings, which constitute a direct effort to involve citizens in the operationalisation of the safety infrastructure at the local level. The consultation meetings increase the accountability of each of the “triangle” institutions and at the same time they promote cohesion between them. This makes the complementary the duty of municipalities to improve services in public safety with a sharing of ownership of other actors by the state police for the action plan for community policing; at the same time it enables the prosecution to involve for the legal education and information of the community, especially the youth.

Following the consultation meetings, the “triangle” institutions interacted with each other and with the IDM to identify local safety priorities. On the basis of which, a multi-agency plan to fight crime was drafted. This plan was discussed and approved at the following meeting of the member of the Local Public Safety Council (LPSC). In this bulletin, parts the priorities of these multi-agency plans are published. The approval of the multi-agency plan by the Local Public Safety Council (LPSC) transforms this institution into a “centre for prioritising local safety threats”.

This experience might well be considered as inspired by what is known in the Netherlands as the “golden triangle”, but the model applied by IDM is entirely based on local legislation and practices. The experience so far has not raised any concerns and the implementation has been carried out smoothly by the “triangle” institutions themselves.

The local multi-agency plan has a comprehensive character and requires the contribution of public and private institutions, civil society, and citizens for its implementation. This bulletin also describes the role of the “triangle” institution leaders as well as that of the technical secretariat.



THE SPIRAL CYCLE OF THE “TRIANGLE” COOPERATION – A POLICY INNOVATION FOR A SUSTAINABLE APPROACH TO THE FIGHT AGAINST CRIME AT THE LOCAL LEVEL

In Albania, many have invested in the public accountability of law enforcement institutions and their responsiveness to citizens’ priorities; few expected the key to be found in the trilateral cooperation between the police, prosecution, and local government, “facilitated” through citizens’ involvement.

Crime is the main reason why the majority of Albanians feel unsafe in their everyday life.¹ Hence, crime prevention and fight against crime are of paramount importance not only for law enforcement agencies but also for local governments which are in charge of the quality of citizens’ lives in the local communities. It is from these premises that years ago IDM started advocating for shared responsibility and closer cooperation between multiple agencies and players in the context of public safety. While numerous initiatives have struggled to deliver on this objective, the key to sustained results was found in the so-called triangle cooperation between local police, prosecution, and local governments, a mechanism which is facilitated and fuelled by citizens’ involvement.

During 2018-2019, IDM successfully piloted consultation meetings for crime prevention and public safety at the local level. Leaders of the “triangle” of local institutions (local government, police, and prosecutors)

met with citizens, education institution’s representatives, youth, parents, various interest groups, civil society, the business community, members of municipal councils, media, and other interested local actors to discuss on local challenges and crime fight and prevention priorities.

The lack of involvement by citizens and interest groups in locally-based actions to improve public safety has been one of the barriers to make crime fight and prevention an inclusive and locally-driven action. An IDM study concluded that local community policing strategies were formally drafted without the involvement of any other local institutions or citizens. The piloting of the “triangle” meetings by IDM in three municipalities of the country, Elbasan, Lezha, and Kurbin addresses the lack of sustained involvement of local communities and introduces a third actor with genuine shared interest with local governments to transform local safety plans into a multi-agency effort for which institutions are accountable to citizens (rather than a formal box-ticking document).



1 This trend is ongoing since at least 2016. According to IDM’s annual survey “Trust in Governance”, 71% of Albanians in 2018 and 67% in 2019 have reported crime to be the main reason for feeling unsafe. See “Trust in Governance 2019” page 117. Source: https://www.al.undp.org/content/albania/en/home/library/democratic_governance/-trust-in-governance--opinion-poll-2019-.html



HOW DOES THE TRIANGLE WORK IN PRACTICE?

The following diagram graphically presents the spiral cyclical process of the “triangle”. The activity starts with the public consultation meetings of the “triangle” (with the participation of the mayor, the district’s prosecutor’s office director, and the police director) with citizens, civil society, and interest groups where citizens bring to the table the problems and safety

threats in the community. The “triangle” public consultation meetings proved to be a missing dimension in the work of law enforcement institutions and an instrument to involve citizens in advancing a bottom-up safety agenda through mapping local safety risks and threats in their area.



Next, IDM in cooperation with the Mayor's office and other "triangle" partners translates the identified safety risks into a three-year crime-prevention plan which is transferred to the Local Public Safety Council (LPSC) decision-making processes.

The process of implementation of a multi-agency local plan might rightfully be considered the most challenging process. The multi-agency local plan asks from "the triangle", as well as other public and private institutions to work continuously with each other in the implementation of identified measures and actions. The small triangles in the diagram stand for the possibility of holding periodic meetings of the "triangle" institutions depended on different needs of the implementation process. These meetings take place either at the level of "triangle" institutional leaders or respective technical secretariat.

Every six months, the "triangle" leaders go back to public consultation meetings to render accountability on objectives and activities implemented based on the approved plan. At the same time, these meetings serve as public consultation to update the plan with new measures. The public "triangle" meetings enable also the evaluation of citizens on the work done in the implementation of the plan.

The "triangle" therefore provides the venue for designing, implementing, and updating citizen-driven local safety policies and measures. This approach is quite innovative also in the way it fosters multi-agency interaction and cooperation, while its cyclic approach ensures inclusive and citizens centred safety policies at the local level. At the same time, it empowers and involves citizens to ask for institutional accountability and participatory governance.

On the other hand, it helps improving public performance for each institution of the "triangle":

For the police, this means that for the first time crime prevention and crime fight is not exclusively its responsibility, but shared widely at the local level with many community actors, including citizens.

For the Prosecution, the "triangle" means that for the first time the institution goes out of its office and meets the citizens, thus investing in raising community awareness on crime statistics and trends, in particular in the legal education of young people.

For the municipality, it means taking more responsibility for citizens' quality of life through better public safety support and services. The practice results in ever-increasing responsibilities and competencies for the local government in Albania.

In all three meetings the need for capacity building of the "triangle" institutions was strongly emphasised.

CONSULTATION MEETING WITH THE ACTORS OF THE “TRIANGLE” AND THE CITIZENS, **ELBASAN**

In the opening speech of the “triangle” consultation meeting at the Skampa Theater in Elbasan with representatives of civil society and interest groups, the Mayor of Elbasan, **Gledjan Llatja**, stressed that the participation of various actors in the meeting shows maximum support for public safety and crime prevention. He added that the Municipality of Elbasan is trying to make the “triangle” practice permanent in cooperation with the Police and the Prosecution. He also emphasised that the purpose of such meetings is to enable “triangle” leaders to identify the problems that citizens face daily. The Mayor explained that based on the identified problems, a plan will be drafted and sent for approval at the Local Public Safety Council (LPSC). He added that the Municipality is planning to establish community structures in the city at a neighbourhood level, which will provide significant input to the cooperation among actors.

The Head of the District Prosecutor’s Office, **Kreshnik Ajazi**, stressed that justice should be understood as a public service, therefore all actors must be united. The prosecutor added that the institution he represents has tried to be open and transparent to citizens as far as the law allows. He said that they have tightened the criminal policy for the distribution of narcotics and domestic violence to prevent them. The prosecutor also added that the cooperation between the Police and the Prosecution has been organic and functional.

The Director of the Local Police Directorate of Elbasan, **Arjan Muça**, stressed the importance of cooperation among “triangle” actors in the interest of solving citizens’ problems, as well as increasing the efficiency in the fight against organised crime and crime in general. He also



stressed the importance of cooperation and the increase of citizens’ trust in the police. He added that the Local Police Directorate of Elbasan has built its work on comprehensive cooperation and institutional accountability based on a local safety agenda. The director stressed that one of their priorities is the fight against crime, road and order safety, and removing the district of Elbasan from the map of Cannabis Sativa cultivation.

The Director of the Local Education Office in Elbasan, **Anila Çota**, said that it is very important to ensure safety in educational institutions and cooperation among parents, children, and teachers. She added that the prevention of drug use has been successful, except for a few sporadic cases. She also, raised some concerns regarding administrative issues at the school, adding that there is a lack of trained staff, cameras, and fire protection equipment.

Representatives of civil society brought to the attention of the participants some issues related to public safety. They proposed to set up structures with social mediators to facilitate the work of the Police for cases that do not have criminal



character. The President of the Center for Interreligious Cooperation in Elbasan, Mr. Arben Ramkaj, emphasised that a code of silence exists in Elbasan, noting that it is necessary to create periodic meetings

between institutions and citizens and to have continuous cooperation among them.

CALENDAR OF ACTIVITIES FOR THE JOINT MULTI-AGENCY PLAN FOR CRIME PREVENTION IN THE MUNICIPALITY OF ELBASAN

During the meeting of the Local Public Safety Council (LPSC) the multi-agency plan in the fight against crime was discussed and voted by all members. LPSC members expressed their trust in the implementation of this plan. The objectives of this plan are as follows:

2. Reducing the intensity and gradual elimination of issues that threaten public safety and especially vulnerable groups;
3. Investing in a continuous, repetitive and inclusive 6-month “triangle” approach in cooperation with the citizens;

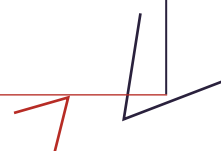
The objectives of this plan are:

1. Capacity building and multi-agency investment which involves citizens in crime prevention;

Below are presented some of the priorities that are included in the multi-agency plan for crime prevention in Elbasan

PROBLEM AND PRIORITY	ACTIVITY	RESPONSIBLE INSTITUTION	TIMEFRAME
Preparation and capacity building of the “triangle” institutions for the implementation of this plan (moderate priority)	The municipality approves the budget in the implementation of articles 68.69 for the law of local government for the establishment of community structures in the city of Elbasan (about 24 community structures are foreseen for the entire territory of the city of Elbasan)	Municipality of Elbasan Municipal Council of Elbasan	NËNTOR & DHJETOR 2020
	Establishment of community structures and training sessions to build the capacities for partnerships with institutions	Municipality of Elbasan IDM NGOs	DECEMBER 2020
	“Triangle” leaders inform the staff of each institution about the obligations regarding this plan	Police Commissariat District’s Prosecution Office Municipality of Elbasan	DHJETOR 2020

PROBLEM AND PRIORITY	ACTIVITY	RESPONSIBLE INSTITUTION	TIMEFRAME
	Establishment of a technical structure composed of representatives of the Police, the Prosecution, and the Municipality. This structure functions as the technical secretariat of the “triangle” near the Municipality	Police Commissariat District’s Prosecution Office Municipality of Elbasan	NOVEMBER 2020
Coping with “citizens’ silence” in crime reporting (moderate priority)	Increasing the communication and transparency of the “Triangle” institutions with the citizens	Police Commissariat District’s Prosecution Office Municipality of Elbasan	DECEMBER 2020 - ongoing - periodic communication / at least once a month (“triangle” institutions can make this plan public / or the progress of this plan)
	Holding periodic meetings with NGOs and other interest groups from the “triangle” institutions to get informed regarding other problems	Police Commissariat District’s Prosecution Office Municipality of Elbasan	EVERY THREE MONTHS
	Increasing the communication and partnership between the Police and the citizens (through the community structures)	Police Commissariat NGOs	LAST SIX MONTHS OF 2021



PROBLEM AND PRIORITY	ACTIVITY	RESPONSIBLE INSTITUTION	TIMEFRAME
The fight against violent extremism (low priority)	The “triangle” institutions cooperate with the Inter-Religious Collaboration Center in Elbasan and civil society for the organisation of awareness meetings with the community	Police Commissariat District’s Prosecution Office Municipality of Elbasan Inter-Religious Collaboration Center NGOs	CONTINUOUS
“Hotspots” for drug users and dealers (high priority)	Identify “hotspot” areas for drug dealers and make them public	Komisariati i Policisë Elbasan Prokuroria e Rrethit Gjyqësor Bashkia Elbasan	DECEMBER 2020
	Improve a surveillance system of cameras in the city especially in the "hotspot" areas	Police Commissariat Municipality of Elbasan	FIRST QUARTER of 2021
	Operational work in various forms of Police to fight against crime groups	Police Commissariat (Crime Department)	CONTINUOUS
	Identification of individuals involved in criminal activity in the "hotspot" areas and utilisation of the multi-agency cooperation to reduce the intensity of individual involvement in crime groups	Police Commissariat Municipality of Elbasan Inter-Religious Collaboration Center Directorate of Education NGOs	CONTINUOUS
	Continuous monitoring of the dynamics of movement and change of "hotspot" areas	Police Commissariat (Crime Department)	CONTINUOUS

LOCAL PUBLIC SAFETY COUNCIL MEETING IN ELBASAN

At the opening of the meeting of the Local Public Safety Council in Elbasan, Mayor Gledjan Llatja named the multi-agency plan for crime prevention a proof of the maturity of the LPSC which was launched in 2016 in this municipality. He added that this plan, which is designed with the expertise of the Institute for Democracy and Mediation, comes as a result of good cooperation between institutions and citizens.

Mr. Llatja stressed that this plan achieves:

First, the institutionalisation of the “triangle” (Municipality, Police, Prosecutor).

Second, the Local Public Safety Council (LPSC) takes a more operational role being based on a citizens’ agenda.

After explaining the respective plan and responsibilities for each actor, he mentioned three crime hotspots, such as the “train station”, a part of the “rinia” park, and some suburban neighbourhoods of the city.

All these hotspots are part of the multi-agency plan for which the police will be accountable in the following public consultation meeting.

“The joint multi-agency plan for crime prevention in the Municipality of Elbasan is well planned. In this action plan, the priorities are clearly defined, scaling them to high, moderate and low priority” Director of Local Police Elbasan, Alket Shatro



Mr. Shatro emphasised that property crime, and specifically business and house theft are among the most concerning crime issues in Elbasan. Stressing that the main focus has been on school safety, he mentioned issues related to the avoidance of criminal events as well as the trade of narcotics in and near schools. He appeared preoccupied to prevent crime and identified some areas where there were alerts for the use and distribution of narcotics. Mr. Shatro mentioned that open sessions on topics such as “tobacco and drug use” have been delivered in all schools in Elbasan. He added that at the request of the “Vasil Kamami” high school in Elbasan, an open session on the topic of “Human Trafficking” was delivered.

Another identified concern, was related to property disputes which generate criminal offenses. Also, Mr. Shatro mentioned the issue of domestic violence, emphasising that there is an increasing trend reporting cases of domestic abuse. He added that one of the main priorities remains the eradication of narcotics cultivation.

he head of the Prosecution, Kreshnik Ajazi, named the multi-agency plan for crime prevention as a concrete mechanism that will increase public safety. He stressed that the Prosecution undertakes all obligations under this plan, and has built ongoing cooperation among representatives of the prosecution, schools, and NGOs, for legal education and awareness regarding crime in Elbasan. Mr. Ajazi expressed optimism for the implementation and concretisation of a crime prevention plan. He stressed that the prosecution is committed to increasing cooperation with citizens. Furthermore, he added that they have made two agreements with NGOs in Elbasan regarding the elimination of gender-based violence.

The Director of the Local Education Office in Elbasan, Anila Çota, stated that she believes in the implementation of this plan. She emphasised that the consultation meetings among the “triangle” leaders and citizens in Elbasan, contributed to a more concrete and operational plan for crime prevention. She added that the Local Education Office

should be involved in more activities of the plan and should have an active role in the prevention of narcotics and alcohol use, or in the prevention of human trafficking, through awareness-raising campaigns and early identification of potential cases of human trafficking.

The Director of IDM, Sotirag Hroni

expressed that the capacities of the “triangle” institutions play a key role in the design and implementation of the multi-agency plan. Interaction within the “triangle” is not just a matter of the headlines or the technical secretariat of the “triangle”, but a working philosophy that should be considered as a whole by the institutions. A coordinated multi-agency work launched by the State Police to eliminate crime hotspots in the city, turns policing into a science. The analysis of hotspots orients the intervention which may require police action or a social coordinated action. Social action means the involvement of the municipality, school, family or local community.

CONSULTATION MEETING WITH THE ACTORS OF THE “TRIANGLE” AND THE CITIZENS, LEZHE

The cooperation among the “triangle” institutions is crucial so that the fight against crime does not remain only the obligation of the State Police. The Municipality of Lezha and all other institutions will contribute to the implementation of the law. In order to prevent crime, the problems should be identified from the family cell, schools, elders, administrators, and social services. Crime is a social phenomenon which requires a multi-agency cooperation, including the support of the Municipality,

the State Police, the Prosecution and other local institutions. **Pjerin Ndreu, Mayor of Lezha**

The cooperation of the local institutions with the Police for the identified cases of Cannabis cultivation should increase. At the same time, property disputes are an issue that should be in the attention of Kadastra, an institution which should implement the law 20/2020 on property

issues, which bring problems and conflicts to citizens. We express our availability to invest in the legal education of students, adding measures to prevent narcotics use and to raise awareness against bullying, a problematic phenomenon in schools.

Milan Laskaj, Head of the Lezha District Prosecutor's Office

The Director of the Local Police Directorate of Lezha, Zef Laska, said that the community faces some problems that need cooperation because the police solely provide solutions for every safety issue. Further Mr. Laska emphasised that property and water conflicts remain concerning issues for the safety of the citizens. He praised the cooperation of the institutions and invited the citizens to address the issues at the meeting. Mr. Laska considered it vital to increase cooperation between citizens, community, and public safety institutions.

The Director of the Local Education Office in Lezha, Antoneta Suta, expressed the need for camera equipment for all schools. While for the schools with a high number of students, she asked for an increased presence of police forces in the arrival and departure of students. She also, stated that by increasing educational hours with the Police and the Prosecution the covered topics would be more understandable to students. Furthermore, she stressed that media should have an increased role in covering issues affecting young people.

The Head of the Community Policing Sector in the General Police Directorate, Ferdinand Zera, praised the consultation meetings in Elbasan and Lezha noting that the “triangle” meetings are an opportunity to bring together all public and private actors, municipal council members, religious community actors, business



representatives, parents, students, and all civil society actors to discuss crime related issues. These meetings with citizens moderated by the “triangle” leaders addressed various concerning community issues. He further called for increased cooperation between the citizens and institutions. Also, Mr. Zera acknowledged the preventive role of the prosecution by referring and recording proactive proceedings through which crime can be prevented.

- ▣ Representatives of civil society in Lezha stressed that it is necessary to involve civil society in the consultation meetings of the “triangle” and asked to increase citizens’ trust in the Police. They emphasised the need of avoiding experiences where citizens do not feel safe in their communication with the Police.
- ▣ The Director of the School “Gjovalin Gjadri” and a member of the Lezha Municipal Council emphasised the need for the protection of whistle-blowers. He stressed that if the actors of the “triangle” can collaborate with each other, crime will reduce its strength before the law.

- ▣ The administrator in the Zejmen Municipal Unit raised his concerns regarding road safety and for accidents with serious consequences for pedestrians and drivers. He proposed the installation of cameras in schools and road axes with a high risk for accidents.

In the meeting in Lezha, various young people took an active role in the discussion, asking the “triangle” institutions and in particular from the police, to increase police patrol presence in the areas around the school, especially for schools with four shifts.

CALENDAR OF ACTIVITIES FOR THE JOINT MULTI-AGENCY PLAN FOR CRIME PREVENTION IN THE **MUNICIPALITY OF LEZHA**

PROBLEM AND PRIORITY	ACTIVITY	RESPONSIBLE INSTITUTION	TIMEFRAME
School safety (moderate priority)	Evaluating the effectiveness of the current safety camera system and the possibility for co-management of the camera system between the municipality and the Police	Experts from the police and municipality prepare an evaluation report for their respective leaders	DECEMBER 2020
	Establishment of an integrated camera monitoring system for the city of Lezha	Municipality of Lezhe Police Commissariat District’s Prosecution Office	FIRST 6 MONTHS 2021
	Sending a monthly report regarding the problems that each school faces with	Police Commissariat Directorate of Education	PERIODICAL / EVERY MONTH
	Advocacy for setting a police officer for each school that has a high number of students	Municipality of Lezhe Police Commissariat Directorate of Education	FIRST 6 MONTHS 2021



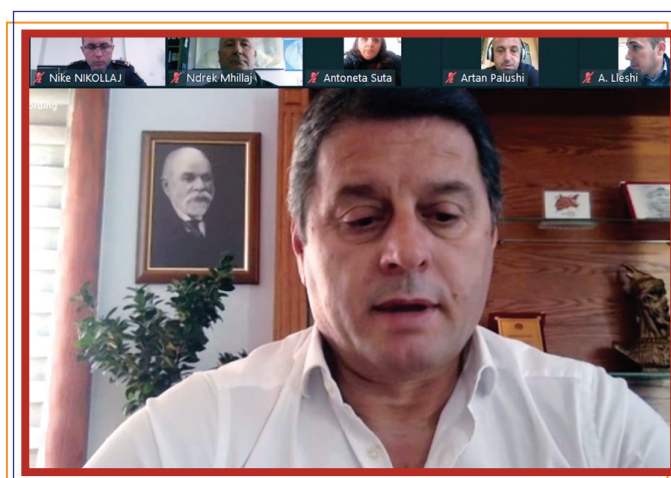
PROBLEM AND PRIORITY	ACTIVITY	RESPONSIBLE INSTITUTION	TIMEFRAME
Property and water-related conflicts (high priority)	Increase cooperation between the "triangle" institutions and the responsible institutions for providing solutions to the identified problems	Municipality of Lezhe Police Commissariat District's Prosecution Office The Public Agency of Kadastra	CONTINUOUS
	Implementation of law 20/2020 on property issues	Municipality of Lezhe Police Commissariat District's Prosecution Office The Public Agency of Kadastra	CONTINUOUS
	Promoting partnerships between the Police and the community structures	Police Commissariat (Community Policing Sector) Municipality of Lezhe NGOs (World Vision & Red Cross)	FIRST 6 MONTHS 2021
Bullying in schools (moderate priority)	Awareness raising and meetings of the "triangle" institutions in schools	Police Commissariat District's Prosecution Municipality of Lezhe NGOs (World Vision & Red Cross)	FIRST 6 MONTHS 2021
	Cooperation between the school and NGOs operating in Lezhe to enable psycho-social activities for young people	Police Commissariat District's Prosecution Office NGOs (World Vision & Red Cross)	CONTINUOUS
	Strengthening the role of the psychologists in schools to ease communication barriers among the students and the school	Directorate of Education	CONTINUOUS



PROBLEM AND PRIORITY	ACTIVITY	RESPONSIBLE INSTITUTION	TIMEFRAME
Road safety in Lezhe (high priority)	Identification of high-risk areas for road safety and multi-agency cooperation to reduce such risks	Police Commissariat Municipality of Lezhe	DECEMBER 2020
	Improving the surveillance system of cameras in the city, especially in areas that have a high risk of road safety	Police Commissariat Municipality of Lezhe	FIRST QUARTER of 2021
	Placement of horizontal traffic signs and "extended policies" in areas with high risk for road safety	Police Commissariat Municipality of Lezhe	FIRST QUARTER of 2021

LOCAL PUBLIC SAFETY COUNCIL MEETING IN LEZHE

On November 18, 2020, the Local Public Safety Council Meeting in the Municipality of Lezha took place online with the participation of members of the Municipality, the Local Police Directorate, and the District Prosecutor's Office. During this meeting, the objectives of the plan were presented and agreed. The leaders of the "triangle" institutions expressed their availability to implement the multi-agency plan for crime prevention. The meeting was also attended by the Prefect of Lezha, Mr. Gjokë Jaku, who suggested that the plan should include well-defined tasks and responsibilities of the Police at the municipal level, to assist in the implementation of the objectives of the State Police.



CONSULTATION MEETING WITH THE ACTORS OF THE “TRIANGLE” AND THE CITIZENS, **KURBIN**

The majority of the participants in the consultation meeting in Kurbin were young people and school students from Mamurras, Laç, and Kurbin, also, the meeting was attended by community leaders, school directors, and NGO representatives. The concerns raised by the participants were included in the multi-agency plan for crime prevention in the Municipality of Kurbin.

The Mayor of Kurbin, Majlinda Cara, emphasised that the meetings with the public provide a more complete picture of the situation in the city and enable policies and initiatives that better respond to the needs of the citizens. The Mayor added that each of the “triangle” institutions should be committed to maintain cooperation and to engage in solving citizens’ problems. She expressed her availability to organise periodic meetings with institutions and interest groups by calling up on local structures to be active in raising citizens’ concerns.

The Director of Police in Lezhe, Mr. Zef Laska, and the Head of the Prosecution Mr. Arben Nika supported the mayor in this approach and called for more cooperation, emphasising that public safety is an issue that belongs to each of the “triangle” institutions, therefore, it is necessary for all actors to be united.



Groups of high school students from Kurbin, Laç and Mamurras raised many concerns about issues regarding school safety, drug use, and road safety.

School directors asked to expand the number of schools part of the “School as Community Centre” model.

Most of the young people at the meeting asked for more institutional effort to change the image of the city.

JOINT MULTI-AGENCY PLAN FOR CRIME PREVENTION IN THE MUNICIPALITY OF KURBIN

PROBLEM AND PRIORITY	ACTIVITY	RESPONSIBLE INSTITUTION
<p>Increasing the mutual trust of the Police with stakeholders and citizens (to strengthen reporting or the provision of information) (moderate priority)</p>	<ol style="list-style-type: none"> 1. Improving the communication of each Institution periodically with the citizens (according to the specifics of each of the institutions) this can be achieved through meetings with interest groups 2. Prompt and transparent response to legal violations to increase citizens' trust in public institutions 3. Periodic meetings of the commissariat structures with the mayors of the villages (for these meetings it is coordinated with the Municipality to not create overload) 4. Meetings held by police officers in the community, contact not only with the village mayor but also with the village council 	<p>Police Commissariat District's Prosecution Office Municipality of Kurbin Directorate of Education Interest groups Schools</p>
<p>Changing the public image of the city (moderate priority)</p>	<ol style="list-style-type: none"> 1. Open meetings at school with the presence of teachers, parents, and students 2. Cooperation between the school and NGOs operating in Kurbin to enable psycho-social activities for young people 3. Creating awareness campaigns initiated by young people to change the image of the city 4. Promotion of successful cases in the community by NGOs in cooperation with citizens 5. TV shows promoting the Kurbin from local and national media 	<p>Municipality of Kurbin Directorate of Education NGO Media</p>

PROBLEM AND PRIORITY	ACTIVITY	RESPONSIBLE INSTITUTION
Cultivation of narcotics (high priority)	<ol style="list-style-type: none"> 1. Mapping high-risk areas for cannabis cultivation and creating a database of involved individuals in years 2. Awareness-raising campaigns of communities in high-risk areas 3. Public communication by the Police for the territories with high narcotics cultivation 4. Improving a surveillance system of cameras in the city especially in the “hotspot” areas 5. Operative work of the Police in various forms and ways to fight against crime groups 6. Continuous monitoring of the “hotspot” dynamics for narcotics cultivation 	Police Commissariat Municipality of Kurbin

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