

OSCE Mission in Kosovo and Kosovo Academy for Public Safety



Organization for Security and
Co-operation in Europe
Mission in Kosovo

One of the initial tasks of the OSCE Mission in Kosovo in 1999, in line with its institution building mandate, was to **establish a police school that would train a new multi-ethnic police service in Kosovo. Since then, the OSCE Mission has had an active role in strengthening the security and public safety sector in Kosovo, a continued priority to this day.**

This booklet presents the Mission's contribution in the establishment, development and the main achievements of the Kosovo Police Service School (KPSS), now Kosovo Academy for Public Safety (KAPS).

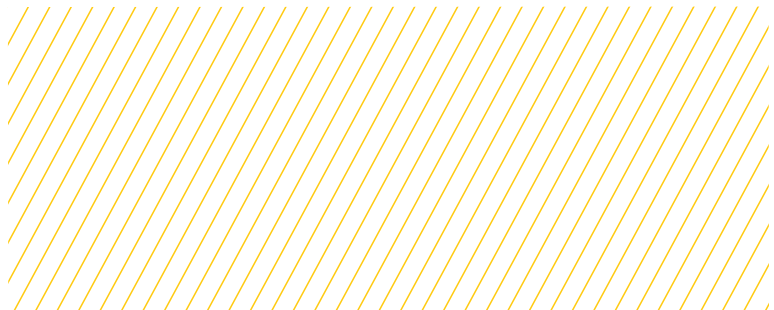
Findings from annual reports, assessments and internal reports, produced by local and international institutions/organizations, alongside open sources and institutional memory, were used during the development of this booklet.



GLOSSARY

AQAS	Agency for Quality Assurance
ECTS	European Credit Transfer and Accumulation System
EMA	Emergency Management Agency
EUOK	European Union Office in Kosovo
ICITAP	International Criminal Investigative Training Assistance Program
KAPS	Kosovo Academy for Public Safety
KCPSED	Kosovo Centre for Public Safety Education and Development
KCS	Kosovo Correctional Service
KP	Kosovo Police
KPSK	Kosovo Police Service
KPSS	Kosovo Police Service School
MoIA	Ministry of Internal Affairs ¹
OSCE	Organization for Security and Co-operation in Europe
PIK	Police Inspectorate of Kosovo
UNMIK	United Nations Mission in Kosovo

1. In the 2020 merger of ministries, the Ministry of Internal Affairs has been merged with the Ministry of Public Administration. This booklet will refer to the previous ministry, as it was the legally mandated executive body in this field during the period covered in the booklet.



OSCE
ne Kosovë

OBRAZOVANJA JAVNE
BEZBEDNOSTI na Kosovu

FOREWORD



Jan Braathu

Head of OSCE Mission in Kosovo

The Organization for Security and Co-operation in Europe (OSCE) Mission in Kosovo, one of the OSCE's largest field operations, is mandated with institution and democracy-building, including the promotion of human rights and respect for the rule of law.

One of the tasks of the OSCE, within its mandate in 1999, was to establish the Kosovo Police Service School (KPSS), which commenced the training for new police cadets on 6 September 1999. It was the OSCE's Department for Police Education and Development (now Department for Security and Public Safety) together with the United Nations Mission in Kosovo (UNMIK) Police that established an institutionalised, sustainable police service for Kosovo, one that espouses the principles of democratic and community-oriented policing in a multi-ethnic society.

The OSCE took the lead in recruiting and training the newly established Kosovo Police Service (now Kosovo Police), while UNMIK developed the structure and managed the organization, and provided field training. Upon the OSCE's proposal, the Kosovo Police Service School was renamed in 2006 to Kosovo Centre for Public Safety Education and Development (KCPSED), which commenced providing education to all public safety institutions, and in 2011 into the Kosovo Academy for Public Safety (KAPS) that it is today.

Initially, the curriculum for police training has been jointly developed with International Criminal Investigative Training Assistance Program (ICITAP) and engaged a two-phase approach, relatively short academy training, followed with a longer field-training phase to enhance skills and knowledge of all employees to a higher level. This training programme, which ran until 2009, was constantly reviewed and further developed. The gradual development of the institution such as infrastructure, organizational structure, personnel, budget and finance, enabled OSCE to customise its training programmes and engaged around 150 international police experts seconded by its participating States. Also, by this time the KPS presented an organization that hosted 13 per cent female officers – the highest female police representation in South Eastern Europe.

In spite of challenges in creating a multi-ethnic police service, the newly developed basic training curricula for police has proved that it is possible to achieve tangible changes of individual and group attitudes towards democratic policing. The law enforcement service has

been developed to maintain civil order, promote the rule of law, respect for human rights in Kosovo, and uphold international standards and practices. More importantly, the newly established multi-ethnic Kosovo Police Service (KPS) had to take an active role in rebuilding trust by reaching out to the community and creating a system through which they could better understand the security needs and concerns of the local population.

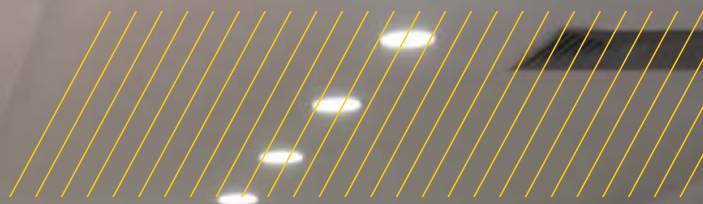
Having invested heavily in this institution over the years, the OSCE initiated the transfer of competencies in 2002, which was completed in 2007 when the KCPSD was transferred to the Ministry of Internal Affairs as an executive agency with civil service employees. In the following years, the OSCE remained the single largest international training provider for public safety and law enforcement agencies.

Today KAPS is an accredited institution overseen by its Board, the steering body of which consists of the Chief Prosecutor, general directors of KAPS, Kosovo Police, Kosovo Correctional Service, Kosovo Probation Service, Customs; chief executive officers of the Emergency Management Agency and Police Inspectorate of Kosovo; alongside the OSCE and ICITAP representatives, who are non-voting members of the Board.

Working further to integrate international best practices into student-centred learning and education programmes, KAPS is on its way to becoming a frontline institution in security and public safety in the region. Its vision of becoming a centre of excellence for law enforcement training and education, will continue to be supported by the OSCE.



Jan Braathu
Head of OSCE Mission in Kosovo



Community policing



What is community policing?

- A philosophy that focuses on establishing police-public partnerships, where the police representatives and government agencies and communities actively cooperate in solving problems.
- One of the best ways of preventing international threats.

UNEP



REPUBLIKA KOSOVO - REPUBLIC OF KOSOVO
AKADEMIA E DROGËVE
KOSOVSKA AKADEMIJA
KOSOVO

Ministry of Internal Affairs
General Affairs
LIKES
WINOST

Further SUPPORT
to PUBLIC SAFETY
EDUCATION in Kosovo

REKAMILET - Center for
a RESILIENT & SECURE
PUBLIC Administration



FOREWORD



Ismail Smakiqi

General Director of the Kosovo Academy for Public Safety

We recognize the outstanding contribution and extend our appreciation to the OSCE Mission in Kosovo for the support to the Kosovo Academy for Public Safety (KAPS) and the provision of education and training to the employees of public safety institutions.

During these twenty years, since the establishment of KAPS, the OSCE has sincerely supported the KAPS in achieving its objectives. The OSCE professional and dedicated support has been crucial in the KAPS twenty-year development path from the Kosovo Police Service School to the Kosovo Centre for Public Safety Education and Development, and finally to the Kosovo Academy for Public Safety, presently an institution responsible for providing training and higher education.

The OSCE support in the development of primary and secondary legislation of the KAPS, establishment of study and vocational programmes, planning of training, as well as drafting of required documents for effective and efficient functioning of the institution, has been of particular importance to the KAPS.

Your support, dear friends at the OSCE, has undoubtedly contributed to professionalization of managerial and qualified staff of the KAPS and public safety agencies, as well as to strengthening the confidence in co-operation towards the common goal of respecting the human rights, the rights of all communities the rule of law and safety in Kosovo.

The OSCE is the creator, leader, advisor and arguably the most crucial partner of KAPS.



Therefore, the SPECIAL TRIBUTE is signed and dedicated to honour and thank the OSCE Mission in Kosovo for the outstanding contribution on the occasion of the twentieth anniversary of KAPS. United States. The KAPS four year bachelor programme is accredited by the Kosovo Accreditation Agency.

A handwritten signature in yellow ink, which appears to read "Ismail Smakiqi".

Ismail Smakiqi

General Director of the Kosovo Academy for Public Safety

SUMMARY

1999

- KPSS was established and the first generation of 176 police recruits graduated the basic training



2000

- Basic training was expanded from six to nine weeks, and training of correctional officers began



2001

- Basic training was extended to 12 weeks



2002

- Training for the Border Police and Customs began



2003

- The syllabus for 20-weeks basic training was revised



2004

- Local instructors outnumbered international instructors



2005

- KPS officers (1,614) trained in civil disorder management tactics



2006

- KPSS became Kosovo Centre for Public Safety Education and Development (KCPSED)



2007

- OSCE handed over the executive authority to KCPSED



2008

- Nine years after the OSCE commenced its mandate, a legal framework for the training campus in Vushtrri/Vučitrn was in place (Regulation on the Establishment of the Kosovo Board on Public Safety Standards and Education, and Administrative Direction No. 2008/3 on implementing the regulation on KCPSED)



2009

- KCPSED became an observer member of the Association of European Police Colleges



2010

- Administrative Instruction on Internal Organization and Structure of the KCPSED entered into force



2011

- Assembly of Kosovo adopted and promulgated the Law on Kosovo Academy for Public Safety (KAPS), which upgraded KAPS into an institution for higher education



2012

- Law on Police was amended, and seven KAPS regulations for functionalization of higher education programmes finalized and approved by the government
- First European Union (EU) Twining Project "Improved education in the Public Safety and Security Sector in Kosovo" started with the Finnish and Estonian implementing team



2013

- Board of KAPS was constituted and commenced developing and approving policies, and defining minimum professional standards for training and education of law enforcement agencies



2014

- The four-year accredited bachelor study programme in public safety, developed by the EU Office in Kosovo for the public safety agencies began

BA ON PUBLIC SAFETY AT KAPS

	4th Internship period (25 ECTS)
4th year	Specialized Studies (20 ECTS) + Thesis (15 ECTS)
	3rd Internship period (20 ECTS)
3rd year	Specialized Studies (40 ECTS)
	2nd Internship period (20 ECTS)
2nd year	General/Common Competence (20 ECTS) and Specialized Studies (20 ECTS)
	1st Internship period (15 ECTS)
1st year	General/Common Competence Studies in Public Safety (45 ECTS)*

* Including language classes

Basic / Vocational level studies + working experience

■ Police and Police Inspectorate ■ Corrections & Probation ■ Customs ■ Emergency Services



2015

- Second EU Twinning Project “Further Strengthening of Public Safety Education in Kosovo” started with the Finnish Estonian implementing team



2016

- KAPS and Police Academy of Montenegro signed an agreement to further strengthen co-operation on training and education aspects



2017

- KAPS vocational education competence based curricula for basic training of the public safety agencies was finalized and standardized



2018

- Kosovo Police and South Wales Police signed a co-operation protocol on strengthening the role and contribution of women in the police



2019

- In 2019, KAPS celebrated its 20th Anniversary and paid a special tribute to the OSCE. The Deputy Head of the OSCE Mission in Kosovo, Kilian Wahl, stated during the event that “this is a valuable opportunity for us to take stock of the achievements made and to acknowledge how far the Academy has come since 1999.”



The Letter of appreciation given to the OSCE Mission in Kosovo by General Director of KAPS “is a reminder of the strong partnership that has developed over 20 years of co-operation.”



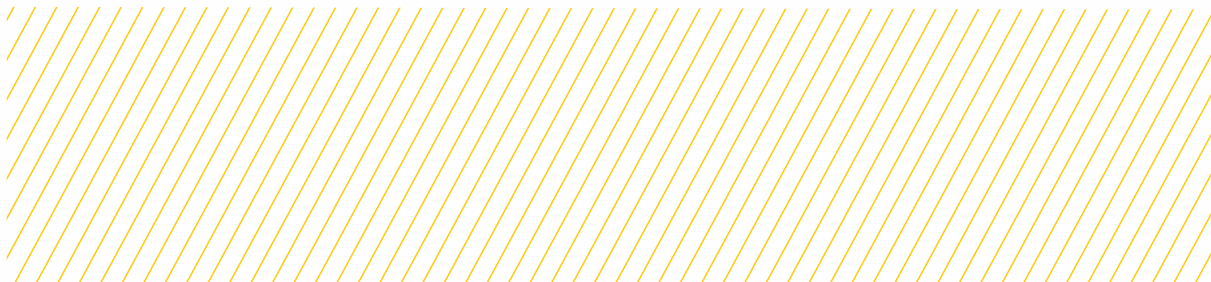
DEVELOPMENT PHASES OF THE KOSOVO POLICE SERVICE SCHOOL BY YEARS

The Emergency Phase (1999-2001)

On 6 September 1999, the Kosovo Police Service School (KPSS) was established and commenced the basic police training, developed by the OSCE and the United States International Criminal Training Assistance Program (ICITAP), for the first class of 176 police cadets. The first class of trainees consisted of 83% Kosovo Albanians, 13% Kosovo Serbs, and four (4) % other Kosovo communities, out of which 20% were women.

The initial basic training programme included six weeks of classroom instruction, followed by an additional six-week field training programme. In 2000, the training programme at the KPSS was extended from six to nine weeks, and in 2001 to 12 weeks. In this year, the generation 16 of police cadets graduated, bringing the total number of trained police officers deployed throughout Kosovo to 4,105.

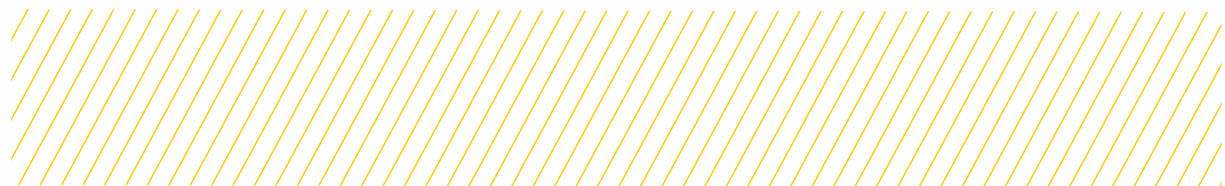
OSCE efforts centred at diversity resulted with the presence of 17% members of non-Albanian communities and 19% women among the graduates. Moreover, by 2001, the KPSS was able to provide a full range of training courses, including the basic police training, specialized training (i.e. crime investigation, road traffic investigation, instructor development), and management and supervision training for those advancing above the basic police officers' rank.



Transition phase (2002-2006)

During this phase, the OSCE continued to transition the operation of the police training programme from a primarily internationally run system to one that operated predominantly by local staff. By the end of 2003, 75% of core services at the KPSS were transferred to and operated by local staff. Also, during this phase, the training was further extended to 20 weeks.

In addition, the OSCE and KPSS started the process of transforming the police school into a public safety organization, broadening its scope, thus providing training to the Customs and Corrections services, too. With KPSS renamed into Kosovo Centre for Public Safety Education and Development (KCPSSED) in accordance with the applicable legislation in late 2005, this transformation process concluded in 2006, when KCPSSED commenced providing basic, specialized and advanced training to all public safety agencies, namely to the Kosovo Police, Kosovo Correctional Service, Kosovo Probation Service, Customs, Emergency Management Agency, and later, to the Police Inspectorate of Kosovo.



The Transfer Phase (2006-2007)

In this phase, the OSCE transferred all managerial responsibilities for the KCPSED to the Kosovo provisional institutions. The number of local law enforcement instructors, delivering courses for all public safety agencies at KCPSED, rose to 131 in this phase. The KPS was comprised of over 10% Kosovo Serbs and over 13% female officers.

At the same time, under the management of the OSCE, the KCPSED conducted first line supervision, middle management, and senior management courses for selected KPS officers who would be nominated for managerial positions. Also, by the end of this phase, the OSCE supported the KCPSED to establish the Accreditation and Certification Section with the aim to draft self-evaluation reports that would pave way for an effective accreditation process.



Sustainability phase (2008-2020)

- 2008**
- In 2008, the KCPSED was established as an executive agency within the Ministry of Internal Affairs (now Ministry of Internal Affairs and Public Administration).
 - The Regulation on establishment of the Kosovo Board on Public Safety Standards and Education, and the Regulation on implementing the regulation on KCPSED entered into force.
 - Supported by the OSCE, the German Agency for Quality Assurance (AQAS) experts visited the KCPSED for evaluation of study programmes, staff, and capabilities of institution and its potential for developing an accredited bachelor degree programme for law enforcement officers. (photo no 030, 031)
 - The OSCE commenced using the recommendations laid out in the AQAS evaluation report as a guide for planning activities for furthering the law enforcement career development and institutional strategic development.
- 2009**
- In 2009, KCPSED became an observer member of the Association of European Police Colleges.
 - The MoIA's working group commenced drafting the new Law on KCPSED.
- 2010**
- Throughout 2010, the OSCE actively supported the drafting process of the new Law on KCPSED.
 - The OSCE assisted in finalizing the Administrative Instruction on Internal Organization and Structure of the KCPSED.
 - To improve the quality of driving training for new police cadets and members of public safety agencies, and to enable them to safely drive in adverse road conditions, the OSCE donated a vehicle and the Skid Car System (mechanic device mounted under the vehicle that simulates slippery road conditions) to the KCPSED.
- 2011**
- In 2011, with the adoption of the new Law by the Assembly of Kosovo, KCPSED was renamed into Kosovo Academy for Public Safety (KAPS) as an executive agency of the MoIA.
 - The OSCE delivered specialized training programmes to the KAPS and public safety agencies staff addressing internal quality assurance and implementation of the Bologna tools.
 - The OSCE contributed in drafting a strategic development plan to help the KAPS prepare an institutional self-evaluation report for higher education.

2012

- In 2012, the EU Twinning Project Steering Committee was established (OSCE was one of the members) to oversee the implementation of the Twinning project “Improved education in the Public Safety and Security Sector in Kosovo.”
- During 2012, in an effort to assist in completing the relevant legal framework, the OSCE contributed to drafting of seven sublegal acts for KAPS.
- Throughout 2012, the OSCE and the EU Twinning Project trained the KAPS and public safety curriculum developers and subject matter experts in curriculum design, with a view to qualify them to define competences, learning outcomes and job profiles for each of the specialized modules delivered.

2013

- In 2013, the Board of KAPS was successfully constituted and commenced tackling most relevant issues.
- The OSCE supported the finalization of the Regulation for the Functioning of Higher Education at KAPS, approved later by the government; and contributed in drafting of five adjacent regulations, with a view to further regulate the KAPS related procedures.
- The OSCE assisted KAPS’s working group in standardizing the finalized curricula for bachelor degree related to security sciences domain, subsequently approved by the EU Steering Committee members.
- The OSCE contributed to the drafting of the KAPS Strategy and Development Plan 2014-2018.

2014

- In 2014, four-year accredited bachelor study programme in public safety began for the police and police inspectorate, customs, corrections and probation services, and emergency management.
- The OSCE facilitated a study visit for delegates of the KAPS and Kosovo Police to the German Police University in Muenster, Germany.

2015

- In 2015, the OSCE equipped the KAPS and its newly established Faculty of Public Safety with over 200 operational assets, including 80 computers for training on cyber security and students’ cabinet of informatics.
- The OSCE facilitated a study visit of the delegation from the German Police University of Muenster to the KAPS and KP, with the aim to strengthen their future co-operation.

- 2016
- In 2016, the second EU Twinning Project “Further Strengthening of Public Safety Education in Kosovo” commenced implementation.
 - The co-operation agreement between KAPS and the police academy of Montenegro was signed.
 - The OSCE handed over 300 professional books on law enforcement to the KAPS, with the aim to enrich their library.

- 2017
- In 2017, the OSCE provided expertise in the process of accreditation and validation of the KAPS vocational education competence based curricula for basic training of the public safety agencies.
 - The OSCE completed the feasibility study and handed it over to the relevant institutions and organizations, with a view to introduce a post-graduate programme in the future.
 - The OSCE supported KAPS in developing the basic training mentoring and internship programme for cadets of public safety agencies.
 - The OSCE facilitated a working visit of the senior managers of KAPS and KP to the Swedish National Police Academy and Norwegian Police University College.

- 2018
- In 2018, following the OSCE facilitated process of exchange of experiences and information, KP and the South Wales Police signed a bilateral co-operation protocol.
 - The OSCE handed over 30 computers to the KAPS in an effort to support them in functionalizing the e-learning platform.
 - The OSCE supported drafting of the KAPS Strategy and Development Plan for 2019-2022.

- 2019
- The OSCE handed over 250 chairs and 100 classroom desks to KAPS in 2019, thus directly assisting them in meeting the situational requirement for hosting around 800 students of public safety agencies.
 - The OSCE provided support to revise the KAPS Annual Training Plan for 2019.
 - In 2019, KAPS celebrated its 20th Anniversary and paid a special tribute to the OSCE. The Deputy Head of the OSCE Mission in Kosovo, Kilian Wahl, stated during the event that “this is a valuable opportunity for us to take stock of the achievements made and to acknowledge how far the Academy has come since 1999.” The Letter of appreciation given to the OSCE Mission in Kosovo by General Director of KAPS “is a reminder of the strong partnership that has developed over 20 years of co-operation.”

CO-OPERATION WITH INTERNATIONAL ORGANIZATIONS

Co-operation with UNMIK

The OSCE has co-operated with UNMIK Police in the establishment of the Kosovo Police Service, and in conducting the background check of the first candidates for police cadets. In addition, the OSCE and UNMIK have also co-operated in developing a comprehensive legal framework for KPSS and KCPSED, and policing in general.



“The four-week vetting process was public and transparent and the candidates were considered on their individual merits to ensure the best possible quality of future police officers”

- UNMIK Police Commissioner Sven Frederiksen.

Co-operation with ICITAP

The OSCE has jointly with ICITAP developed the curriculum for police training, which involved a two-phase approach, a relatively short academy training, followed with a longer field-training phase. As non-voting members, the OSCE and ICITAP continue to collaborate on matters related to the KAPS, including the KAPS Board, which consists of all law enforcement and public safety agencies' managers, and oversees the work of KAPS.



“KPSS is one of the cornerstones of democracy in Kosovo”

- Mr. Steve Bennett, the first OSCE director of the KPSS (from 1999 to 2007) and the ICITAP Kosovo Programme Manager

Co-operation with the EU Office in Kosovo

The OSCE has enjoyed a good co-operation with the EU Office in Kosovo in implementation of their two twinning projects “Improved Education in Public Safety and Security Sector in Kosovo” (2012 to 2014), and “Further Support to Public Safety Education in Kosovo” (2016-2019), which resulted with the functionalization of the KAPS Faculty of Public Safety.



“Safety and security more and more are becoming global issues,” [and] “only in this way we can tackle national and international problems”

- Mr. Antti Häikiö, the representative from the Finnish Ministry of Interior and the Member State Project Leader.

As a member of the EU steering committee, the OSCE has continuously provided support during the implementation of the first and second EU Twinning projects, particularly in assisting KAPS and Twinning project managers in ensuring that the upcoming project activities are built on existing achievements and address identified challenges:

- Component I “Contribution to a sustainable vocational training structure for all Public Safety Agencies”- the OSCE and the EU Office in Kosovo co-operated in standardising the KAPS vocational curricula and prepared it for validation and accreditation; developed the manual for internship programme (field training programme) for professional basic police training and bachelor programme in security and public safety;
- Component II “Contribution to KAPS Bachelor degree program further upgraded and advanced”- in 2016, the OSCE conducted a feasibility study of the potential Master level studies to identify the needs and possibilities to establish a Master level programme in KAPS.

As a result of the OSCE and EU Office in Kosovo co-operation through the Twinning project, and standardisation of KAPS basic training and bachelor study programme, KAPS obtained institutional accreditation, as well as the re-accreditation of its bachelor programme in public safety.

FACTS AND FIGURES

- The first class of the KPSS with 176 police cadets, of which 39 women, started on 6 September 1999.
- The duration of the basic police course was six weeks in 1999, extended to nine weeks in 2000, 12 weeks in 2001, and finally to 20 weeks in 2004.
- A total of 54 generations consisting of 10,191 police cadets received the professional basic police course from 1999 to 2019. Of these cadets, 1,458 were women and 1,594 members of non-majority communities.
- Upon OSCE's proposal, the Academy was renamed in 2006 to Kosovo Centre for Public Safety Education and Development (KCPSED), which commenced providing basic, specialized and advanced training to all public safety agencies.
- The OSCE had full executive authority over the KPSS site until 2006.
- In October 2014, the four-year accredited bachelor study programme in public safety began for the police and police inspectorate, customs, corrections and probation services, and emergency management.

- The curricula for basic training of the Kosovo Police, Police Inspectorate of Kosovo, Customs, Kosovo Correctional Service and Probation Service, were validated and accredited in 2018, with the Agency for Emergency Management/Fire Rescue in 2019. The Academy and its basic professional training programmes for public safety agencies received the accreditation from the International Association of Directors of Law Enforcement Standards and Training of the United States of America (IADLEST) in May 2018.

- In 2014, 69 students commenced their bachelor studies in the first academic year, 57 in the second year, 65 in third, 66 in the fourth, and 52 students in the fifth generation. Lastly, in the academic year 2019/2020, 39 students are pursuing their studies at KAPS Faculty of Public Safety.

- To date, there are over 110 different basic, specialized and advanced training courses available for delivery for all public safety agencies at KAPS.



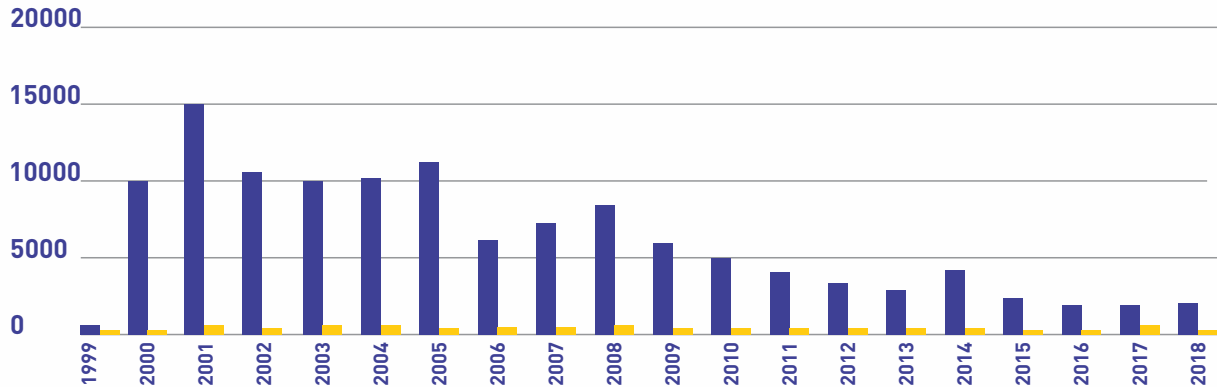
STAFFING DURING THE PERIOD WHEN THE OSCE HELD THE EXECUTIVE FUNCTION

(Emergency-Transition-Transfer Phases)

Year	KPSS/KCPSED/KAPS staff	OSCE Mission staff
1999	N/A	290 National 260 International
2000	N/A	290 National 260 International
2001	15 KPS instructors	246 National 121 International
2002	34 KPS instructors	244 National 96 International
2003	83 KPS instructors	211 National 70 International
2004	89 KPS instructors	231 National 79 International
2005	96 KPS instructors	220 National 39 International
2006	112 KPS instructors	57 National 30 International
2007	172 local employees, civil servants at KCPSED 131 public safety institutions' instructors	36 National 19 International



COURSES AND ATTENDANCE AT KAPS



■ Attendees
■ Training courses

Year	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
No. of attendees	327	11177	15543	11631	11492	11536	11789	7975	9063	9427
No. of training courses	6	74	347	241	473	496	328	354	336	507

2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
6980	6584	5285	4660	4263	5627	2837	2613	2571	2623	1369
338	353	315	281	277	326	171	110	171	173	51

Remark: The number of training courses naturally decreased to 51 in 2019, due to the priority given by public safety agencies to simultaneous on-going basic trainings of Kosovo Police, Kosovo Correctional Service and Police Inspectorate of Kosovo, which also resulted in the lack of available facilities and dormitories at KAPS.

From 1999 to 2019, all training courses within KAPS were delivered both in Albanian and Serbian language.



RECOMMENDATIONS FOR THE NEXT STAGE

In order to increase the quality assessment and quality management, thus better coordinate joint trainings and education programmes, and enhance the interaction between the respective agencies operating at KAPS, the OSCE recommends the following steps forward:

- KAPS is encouraged to establish a Quality Assurance Committee, which would consist of heads and members of public safety agencies and KAPS Quality Assurance Office.
- KAPS should consider establishing a “Joint Strategic Training and Development Committee” the steering body of which would include the training co-ordinators or mid-level managers of all public safety agencies. Co-ordination of activities between international organizations and local agencies, including donations, should be agreed during the meetings of this steering body.
- KAPS is encouraged to consider raising the ratio of women lecturers, instructors and teachers, as well as in management and leadership positions within KAPS.
- KAPS should strive to continuously enrich its library, in both print and e-learning digital formats to meet the requirements for academic research.
- KAPS is recommended to consider digitalizing the advanced and specialized training curricula and the literature of bachelor degree in security and public safety, as this will enable students to have access to their lesson plans from distance.
- PC work stations in the library should be equipped with more online access capability, and additional space for webinars should be planned. Also, where possible, steps should be taken to facilitate the participation of students in international online library systems.

- Since the current four-year study programme and 240 European Credit Transfer and Accumulation System (ECTS) does not define managerial competency, KAPS is encouraged to consider introducing a three-year bachelor degree programme with 180 ECTS instead, and enable students to continue with post-graduate (Master degree) studies based on policies developed by public safety agencies.
- KAPS, in co-operation with public safety institutions, should consider reviewing the process of student admission within the Faculty of Public Safety, in order to harmonize it based on the criteria and needs of public safety institutions.
- KAPS should continue to pursue its vision in establishing postgraduate studies for public safety and security sector, as recommended in the feasibility study report.



Police Are The PEOPLE And The PEOPLE Are The Police

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