

Western Balkans SALW Control Roadmap MPTF

United Nations Multi-Partner Trust Fund for the implementation of the Roadmap for a sustainable solution to the illegal possession, misuse and trafficking of Small Arms and Light Weapons and their ammunition in the Western Balkans

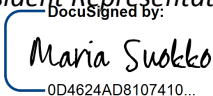
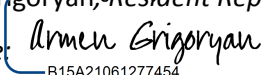


PROJECT DOCUMENT

Project title: Cross-Border Integrated Institutional Approach Towards Combating IAT and SALW	
Targeted jurisdiction(s): Kosovo* and North Macedonia	
Participating organizations (as per the names used on the MPTF-O Gateway): UNDP	
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Implementing partners: <ul style="list-style-type: none"> • Kosovo SALW Commission, Kosovo Ministry of Internal Affairs, Kosovo Police (border and investigation department), Firearms Focal Point and Kosovo Forensic Agency. • SALW Commission – Republic of North Macedonia, Ministry of Interior of Republic of North Macedonia (Department of Criminal Police, Border police, Department for European Union and International Cooperation) and Customs Administration Office of Republic of North Macedonia. 	
Project number from MPTF-O Gateway (if existing project): 00126411 (KS), 00126412 (MK)	
Relevant SDG targets: Sustainable Development Goal 16 (Target 16.4)	
Project duration: 21 months and 14 days Start date: 18.05.2021 End date: 31.12.2022 Revised implementing period: 18.03.2021 – 31.03.2023 (24 months and 14 days)	Total amount: US\$ 522,067 Sources of funding: <ol style="list-style-type: none"> 1. UN MPTF: US\$ 522,067 2. Other sources of funding <ul style="list-style-type: none"> • Government: • UN Organization:
Brief project overview: Building on Kosovo and North Macedonia commitments to achieve sustainable solution to the illegal possession, misuse and trafficking of SALW and its ammunition, the project is a part of a larger initiative which adopts a holistic and integrated approach. It focuses on improving the cross-border cooperation and strengthening both jurisdictions' institutional integrated approach in combating illicit arms trafficking and misuse and proliferation of small arms and light weapons.	
Project Gender Marker Score (1, 2, 3 or N/A): 2	

* References to Kosovo shall be understood to be in the context of the Security Council resolution 1244 (1999).

Names and signatures of the Participating UN Organizations

UNDP Kosovo <i>Maria Suokko, Resident Representative</i> Signature:  Date: 11-Nov-2022	UNDP North Macedonia <i>Armen Grigoryan, Resident Representative</i> Signature:  Date: 11-Nov-2022
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DESCRIPTION OF THE PROJECT

Safety and security are one of the primary aspects of human society that has followed man through all stages of development. Living and acting freely and without fear is a primary concern of every citizen, regardless of age, gender, race or religious affiliation, and therefore any security breach severely damages the basic principles of the rights and freedoms of every individual/citizen.

In that context, the presence of illicit small arms and light weapons (SALW) threatens both the lives and livelihood of individuals in the neighboring territories of Kosovo and North Macedonia but it is also a threat to the region as well as to the EU countries. The low cost and the availability of SALW can also promote or feed into a culture of violence, where gun ownership becomes a symbol of power and status, and gun violence a first resort for the settlement of personal and political disputes. In this regard, as well as helping to reduce numbers of SALW circulating in society, preventive measures are needed through encouraging integrated and coherent approach to combating SALW trafficking, strengthening community policing and building a healthy and sincere relationship between police and community.

The development of crime trends, the dynamics of trafficking in human beings, weapons, ammunition and explosives, the rapid advancement of technology and the difficult history of armed violence in the region as well as North Macedonia and Kosovo aspirations towards European integration have led to increased need to provide systematic and consistent approach to SALW-related security threats and to promote genuine partnership between citizens and the police.

Building on Kosovo and North Macedonia commitments to achieve sustainable solution to the illegal possession, misuse and trafficking of SALW and its ammunition, the project is a part of a larger initiative which adopts a holistic, systematic approach to solving most pertinent issues of improving SALW-related practices in the region. It focuses on improving the cross-border cooperation and strengthening both jurisdictions' institutional approach in combating illicit arms trafficking and misuse and proliferation of small arms and light weapons.

The project will improve capacities of the authorities in both jurisdictions to create more violence-resilient communities through series of closely coordinated activities such as joint trainings and sharing of experience and intelligence, joint investigation teams (JIT), support to joint police patrols at the border, joint analysis and developing problem and risk profiles, information sharing and joint actions in combating converted weapons trafficking as well as promote an integrated institutional approach towards dealing with firearms-related threats. Project activities build upon and complement the ongoing SALW projects in Kosovo and North Macedonia to achieve synergies, develop best practices and allow for more coherent and result-oriented investigations.

The project is intended to reduce and overcome the knowledge and skills gap on SALW investigations and complexities and inconsistencies in operational structures and working procedures between the two jurisdictions and bring them closer to best European practices in the field. Project results will directly enhance the cross-border and inter-institutional collaboration in the field of SALW from the early stage of

investigations and improve the capacities of law-enforcement institutions to deal with trans-national arms trafficking threats. It will reduce the workload to national resources, improve the quality of investigations and secure solid and reliable information flow and increase the number of conviction cases in the court.

The project rationale was developed and agreed on during number of meetings in Kosovo and North Macedonia with representatives from the interior ministries, police and other law-enforcement institutions. In light of the implementation of the **Roadmap for a sustainable solution to the illegal possession, misuse and trafficking of SALW/firearms and their ammunition in the Western Balkans by 2024**, strengthening of capacities of law-enforcement institutions in area of identification and combating SALW, advancing cross-border cooperation and endorsing integrated approach to safety and security issues has been the main topic of these discussions. The need to jointly address the illicit arms trafficking (IAT) which is closely linked with other types of organized crime such as drug trafficking, trafficking of human being and migrant smuggling has also been addressed.

This project proposal is based on the organizational model People-Processes-Technology[†] and the approach aims at aligning these three important aspects to apply an effective and all-inclusive operational intelligence solutions. Police officers, as end users, will be trained on numerous SALW-related topics, different SOPs and practices will be developed to support information-driven decisions. During the implementation, appropriate consideration will be given to strengthen and integrate community policing in the information-flow and decision-making process of the law enforcement as the best way of prevention and identification of various crimes in the society. The community policing is one of the main sources of information for Intelligence Led Policing but also one of the evaluation techniques of intelligence led operations.

The project will cooperate with and actively involve a number of law-enforcement institutions and their departments in Kosovo and North Macedonia – Ministry of Interior, various police departments, public prosecutor offices and customs administrations. Project activities will include training of respective law-enforcement officers on different topics (illicit arms trafficking, weapons categorization, community policing, converted weapons operations, Intelligence Led Policing, cybercrime and darknet, public relations) and carrying out of several awareness raising campaigns to inform the public about the dangers of misuse and trafficking of SALW.

Hence, the **objective** of the project is to strengthen cross-border integrated institutional approach in combatting illicit arms trafficking between Kosovo and North Macedonia through increased institutional capacities, improved and shared police practices and information and raising public awareness of the dangers of SALW misuse and trafficking. The project will also integrate the role of the national Firearms Focal Points (FFP) in the operational structure of respective police forces in both jurisdictions. As mentioned before, the project is in line with the Roadmap and strongly contributes to the implementation of the respective national action plans in both jurisdictions.

The Roadmap goals the project directly contributes to are:

[†] The model of people, process, and technology (PPT) refers to the methodology which is used in most of the Law enforcement agencies in which the balance of people, process, and technology drives action: People perform a specific type of work for an organization using processes which are streamlined and improved by technology.

GOAL 3. By 2024, significantly reduce illicit flows of firearms, ammunition and explosives into, within and beyond the Western Balkans.

GOAL 4. By 2024, significantly reduce the supply, demand and misuse of firearms through increased awareness, education, outreach and advocacy

GOAL 5. By 2024, substantially decrease the estimated number of firearms in illicit possession in the Western Balkans

The project is also in line in contributing in the achievement of Sustainable Development Goal 16 (Target 16.4) which stipulates that by 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime.



Project is fully synchronized with the **Combating Illicit Arms Trafficking in Kosovo (CIAT) project** funded through the Funding Window and the **Criminal Police in Illicit Arms Trafficking in Kosovo (CPIAT) Project** funded by MPTF, to create an integrated institutional response in the field of capacity development, technology, identification and prevention, investigations and public outreach and awareness raising in regards to trafficking of illicit arms, possession and misuse of SALW.

The project will also complement the efforts of the national institutions to create realistic and relevant evidence-based SALW policies and accurate risk assessments through the **Improving National SALW-related Practices Project in North Macedonia**. Better cooperation and coordination between relevant institutions and the affected communities in both jurisdictions will be prompted by improved knowledge and skills in SALW-related topics and progress in data collection and analysis and dissemination of information leading to an effective and efficient response to SALW/firearms threats and more successful investigations.

1. Project Background (situation analysis)

Safety and security are one of the key aspects in a human society, and it has accompanied mankind at all phases of development. Living and functioning freely and free of any fear is the first and foremost interest of each citizen, notwithstanding age, gender, race or religion. Therefore, any risk to security, seriously harms basic principles of human rights and freedoms. Illegal possession, trafficking and misuse of SALW cause hundreds of thousands of deaths across the globe each year.

In many respects, the scale of the illicit firearms trafficking problem is usefully measured by the number of firearms-related homicides. It is estimated that illicit firearms trafficking has been directly responsible

for at least 10,000 firearms-related deaths in EU Member States and the Western Balkans over the past decade. Some other estimates (e.g. by the UNODC ‡) put the deaths at a higher level than this.

Within the Western Balkans, illicit SALW is a significant risk factor that undermines state institutions, exacerbate the effects of organized crime, and pose safety and security risk to the societies.

Resolving this issue would require tackling a number of SALW-related challenges mainly concerning abundance of conflict-related arms, conversion of blank-firing arms and lack of coherent institutional response that makes the Western Balkans being seen as a continued source and a transit territory of illicit SALW supply to the EU. This complexity emphasizes the extent of the SALW problem in the Western Balkans while also demonstrating the need for more coherent and effective SALW approach in the region and the importance of cross-border cooperation.

Building upon the explicit political commitment to join effort in providing sustainable solution to the SALW issue embodied in the Roadmap for a sustainable solution to the illegal possession, misuse and trafficking of SALW and their ammunition in the Western Balkans by 2024 on the one hand and the memorandum of regional mutual cooperation in the area of SALW investigations signed in Ohrid in 2015 on the other hand, the project aims at providing coherent and coordinated approach between North Macedonia and Kosovo in strengthening national capacities to control and reduce the proliferation, illicit trafficking and misuse of SALW and enhance regional cooperation in the broad spectrum of arms control.

Given the fact that Kosovo and North Macedonia are neighboring jurisdictions and share significant portion of recent history, it comes as no surprise that they also share many of the SALW issues as well as the underlying factors that are, at the same time the drivers for and the amplifiers of the problem – weak state institutions and rule of law, migration, organized crime and terrorism. The illicit proliferation, possession, and misuse of SALW is central to these security challenges.

This particular intervention is coming as a result of a classified assessment by the FFP in Pristina and a systemic compiling of relevant information the UNDP office in Skopje through numerous meetings with MoI counterparts. Both has already been used in some earlier interventions and cooperation between Kosovar and North Macedonian investigative branches. During these interventions, gaps have also been identified, some of which are now being addressed through this project.

Even though Kosovo is recognized as a jurisdiction with considerable success in seizure, confiscation and destruction of firearms, the number of illegal firearms remains quite high. Until 31 December 2014, according to the Small Arms Survey[§], there were around 260,000 illegal weapons in the hands of civilians. This indicates a large reduction since the last assessment carried out in 2007 (between 310,000 and 440,000 weapons), but it also shows that nearly one in seven citizens of Kosovo is in possession of an illegal weapon. According to the Kosovo Police/Firearms Focal Point (FFP) analysis report, the illegal firearms were heavily used on locations where robberies have happened as well as in incidents of gender-based and domestic violence. A total of 2,545 criminal offenses committed with firearms were registered in Kosovo between 2012 and 2016. The number of firearm-related criminal offenses decreased by 21.6%, from 533 offenses in 2012 to a low of 418 cases in 2016.

‡ According to the United Nations Office on Drugs and Crime (UNODC), in 2011 there were 22,000 murders (including firearm and non-firearm-related deaths) in Europe, including countries outside the EU such as WB, Moldova, Russia, and Ukraine.

§ <http://www.smallarmssurvey.org/fileadmin/docs/G-Issue-briefs/SAS-AV-IB4-Western-Balkans.pdf>

The situation in North Macedonia is no different. The same 2014 Small Arms Survey report indicates that there are between 160,000 and 450,000 unregistered and unlawfully held guns by civilians in the country. The authorities usually do not want to talk about the estimated number of illicit firearms in civilian possession. However, the number of cases of illegal possession of firearms fell overall from 128 in 2012 to 86 in 2016 (decrease of 32.8%), with a total of 483 cases over the five-year period. The number of confiscated firearms fluctuated, from 76 in 2012 to 58 in 2016, with a total of 329 confiscated firearms for the five-year period (2012-2016).

Also, the number of firearm-related criminal offenses significantly decreased from a peak of 415 offenses in 2013 to 301 in 2016 (as reported by 2019 SEESAC SALW Survey). Firearms were predominantly misused in the context of unlawful manufacture, possession, carrying, and sale, accounting for more than half of the total firearm-related criminal offenses, followed by robberies with 22.7%. Here is the overview of the number of criminal offences committed by firearms in North Macedonia and Kosovo.

Figure 1: Number of criminal offences committed by firearms in North Macedonia (2012-2016)

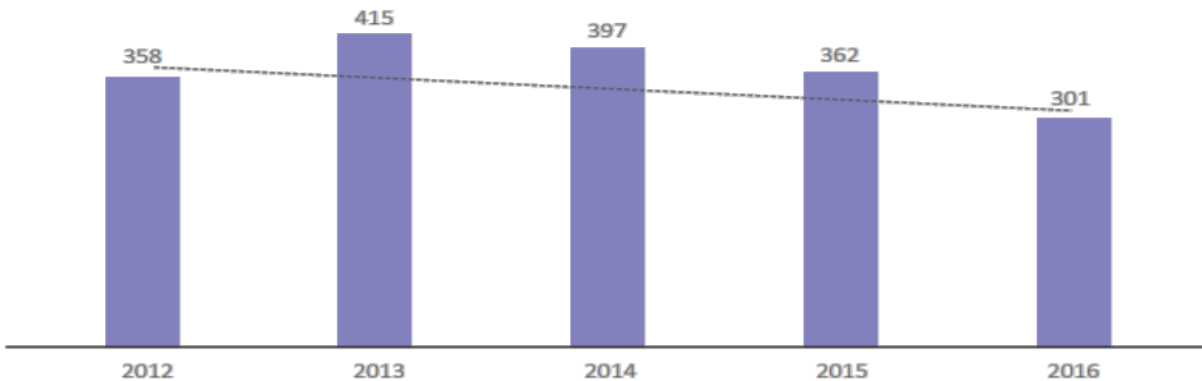
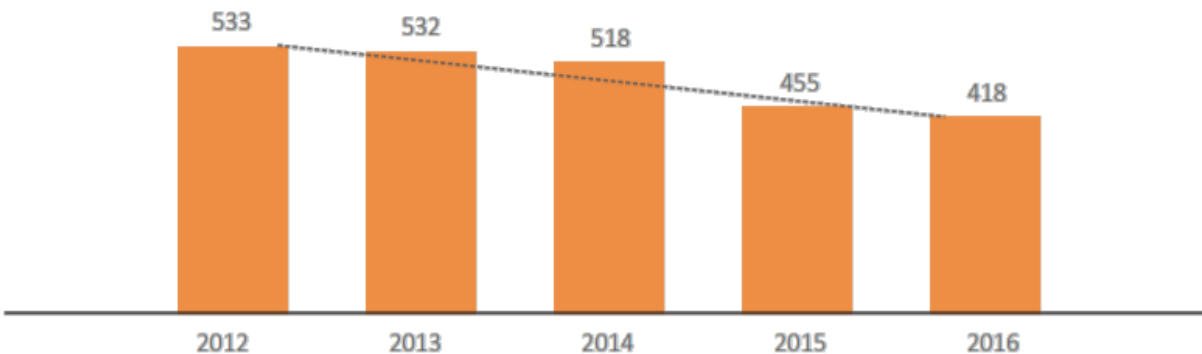


Figure 2: Number of criminal offences committed by firearms in Kosovo (2012-2016)

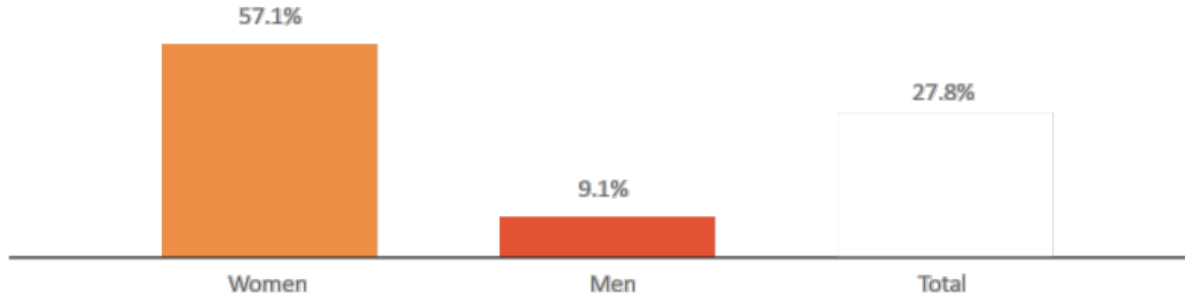


Firearms were the most frequently used instrument for committing homicide between 2012 and 2016 in North Macedonia, with 58.6% of the homicides (or 75 out of 128) involving firearms. In Kosovo that percentage is higher where 68.6% of homicides (140 out of 204) were committed with firearms.

Another critical topic is the connection between firearms and gender-based violence. Out of all homicides committed in a domestic context, 23.8% were committed by an intimate partner. Intimate partner violence with a lethal outcome disproportionately affected women, with a striking gender differentiation.

In Kosovo, 18 homicides were committed by family members between 2012 and 2016, and firearms were the weapon of choice in more than three quarters of these homicides. Of all murdered women and men, 30.4% of women and 7.9% of men were killed by a family member.

Figure 3: Share of victims killed by their intimate partner in Kosovo (2012-2016)



In North Macedonia, that difference is more striking. Women accounted for all victims of intimate partner homicides with no cases reported of men killed by their intimate partner during the survey period. Intimate partner homicides accounted for the overwhelming majority (66.7%) of the female homicides committed in a domestic context.

Figure 4: Share of victims killed by their intimate partner in Kosovo (2012-2016)



Celebratory shootings are another threat to public safety that is being practiced in the region. In Kosovo the number of such incidents goes as high as 1,200 per year. Celebratory shooting and other firearms-related misdemeanors are also usual in North Macedonia. However, this type of unlawful wrongdoings is not broken down by subcategories and some of them are not even recorded so any deeper analysis cannot be carried out. What we know is that a total of 253 firearms-related misdemeanors have been reported during 2012-2016. That number is more an indication of the (lack of) police efficiency to register such offences than anything else.

Removal of weapons from society is widely recognized as an important means of reducing SALW possession and misuse. In recent years, weapons collection initiatives have been undertaken through legalization campaigns in Kosovo (between 2012-2016, the Kosovo authorities destroyed a total of 7,912 SALW^{**}). According to the same survey^{††}, a total of 77 firearms were voluntarily surrendered in North Macedonia and 878 firearms were legalized during the five-year period. In 2010 as well as in 2018, legislative amendments were passed which gave civilians in possession of illicit firearms a year to either

^{**} SEESAC SALW Survey – Kosovo http://www.seesac.org/f/docs/SALW-Surveys/web_Kosovo_SALW-Survey_ENG.pdf

^{††} SEESAC SALW Survey – North Macedonia http://www.seesac.org/f/docs/SALW-Surveys/web_N.Macedonia_SALW-Survey_ENG.pdf

hand over their firearms to the authorities or to legalize them. A total of 2,108 firearms have been destroyed between 2012 and 2016, including 782 SALW in July 2014 as part of international gun destruction day.

While these numbers may not seem particularly high, it is worth noting that researchers have increasingly suggested that there is a strong relation between firearms and drug trafficking routes and an overlap of IAT activities with other forms of serious crime, e.g. human trafficking and terrorism. Also, some of those IAT routes for firearms smuggled into the EU generally pass through the Western Balkans. According to Europol the Western Balkans are expected to remain a key source of heavy firearms trafficked into the EU, due to the large illicit stockpiles in the region, including Kosovo and North Macedonia^{##}.

Kosovo and North Macedonia are not firearms producers, but their territory is a fertile and sometimes easily usable ground for transit of illicit weapons towards EU countries. Some of the illicit arms trafficking remain in Kosovo and North Macedonia but majority of them are traded further online and offline. Additional concern is the trend of conversion of blank firing weapons and the well-paid price in the EU countries which adds significant financial incentive to the issue.

Figure 5: Firearms used in terrorist attacks in the European Union countries^{§§}

Case 1: Firearms used for Charlie Hebdo attack and attacks of November 2015 in France were reported to be originating from a disused arsenal and bought on internet.

Case 2: Munich Shooting in July 2016, the shooter hacked a girl's Facebook account to lure people to McDonald's with an offer of free food. The reactivated pistol was bought on the darknet.

Case 3: In March 2017, the investigation of a terrorist organization in Bahrein resulted in the seizure of large quantities of explosives, detonators, grenades, firearms, automatic machine guns, guns, and ammunition.

Case 4: Experts say that most of the weapons used by the Islamic terror group Boko Haram are either stolen from military stocks in Nigeria or purchased in the thriving Central African arms black market.

To tackle the issue of IAT, strong emphasis has been placed on information exchange and operational assistance between the jurisdictions in the Western Balkans region. It is important to encourage law-enforcement agencies to engage in South-South cooperation and transfer knowledge with their neighbors and EU counterparts and adopt proven practices, principles, or standards for dealing with the proliferation and misuse of SALW. When it comes to operational assistance, SEESAC has worked at improving the record-keeping and tracing capabilities in the region, recognizing the importance of effective marking and record-keeping practices. As of 2018, the creation of national FFPs has been supported to create a central information collection and analysis units that are able to support the work of investigators and prosecutors across the region in curbing illicit SALW trafficking and misuse.

^{##} Europol (2015), Exploring tomorrow's organized crime, The Hague: Europol

^{§§} UNODC source.

According to the Kosovo Police statistics each year they confiscate around 1,400 firearms but very small portion of them (<5%) are caught at the border. Some 20% of confiscated firearms are blank but large part of them have already been converted (around 40%) and the number is increasing every year.

According to SEESAC SALW survey a trend was recorded in 2012 in North Macedonia when registered companies engaged in illegal sales of firearms and ammunition through falsification of documents, including false declarations of thefts, in order to export firearms illegally. In the period between 2012-2016 a total of 1,010 firearm trafficking cases were recorded that involved 978 firearms, 20 of which were blank firing. Now, given the high number of estimated illicit SALW within the jurisdiction and the regional firearm trafficking dynamics, these numbers seem unrealistically low and mirror the low institutional capacity to curtail firearm trafficking.

As supported by several analysis and reports^{***}, both Kosovo and North Macedonia are a destination and transit jurisdictions for converted weapons. Alarm and/or signal pistols are trafficked into both jurisdictions and then converted illegally to fire lethal ammunition through clandestine workshops run by organized criminal groups, and then sold within the jurisdictions or trafficked out again to EU countries. The route that is starting from Turkey through Bulgaria goes through North Macedonia and Kosovo and extends to EU countries like Germany and Sweden. It is assumed that Kosovo in most of the cases is used only as a transit jurisdiction towards EU countries while most of the conversions are done in underground workshops in North Macedonia. There is also a significant monetary benefit in this scheme since the weapons that can be both for as low as EUR 15 can be converted and trafficked to Western Europe and Scandinavia and sold for EUR 300-500 a piece on the black market.^{†††} This trend is well known but not sufficiently investigated and requires closer attention.

When it comes to conversion of blank firing weapons illicit firearm dealers often take advantage of different national legislation to legally acquire them. For example, in North Macedonia signal alarm pistols are classified as “weapons for light-acoustic signalization” and are available for sale in the jurisdiction for person over 18 years old and acquisition is subject to declaration to the police. However, there are recorded cases where Macedonian citizens with double nationality in possession of Bulgarian ID bought blank firearms legally in Bulgaria and smuggled them on North Macedonia.

^{***} Europol (2015), Exploring tomorrow’s organized crime, The Hague: Europol; EUCPN Theoretical Paper on IAT - https://eucpn.org/sites/default/files/document/files/theoretical_paper_-_trafficking_in_illicit_firearms.pdf; SAS Converted Firearms Report - <http://www.smallarmssurvey.org/fileadmin/docs/U-Reports/SAS-Report-Europe-Conversion.pdf>;

^{†††} Florquin, N. & Desmarais, A. (2018), Lethal Legacies: Illicit firearms and terrorism in France, in: Duquet, N. (Ed.), Triggering terror: Illicit gun markets and firearms acquisition of terrorist networks in Europe, Brussels: Flemish Peace Institute.

Figure 6: The route of blank firing weapons^{†††}

In Kosovo, the definition of a firearm in the legislation includes any weapon that can expel a projectile. Although the definition of firearm does not specifically refer to weapons that could be converted, an amendment to the Law on weapons prohibits the change or modification of any non-lethal weapon to a lethal weapon. All weapons to which the Directive 2008/51/EC may conceivably apply are considered as regulated under this legislation. Tear gas firing weapons, including both pistols and revolvers that expel irritants, are clearly defined and entirely prohibited.

Figure 7: The most common confiscated blank firing weapons in Kosovo and North Macedonia

Ekol Special 99



Ekol Tuna



Zoraki M 914-TD 7.65 mm

As shown with the above situation analysis, it is evident that there is an urgent need to advance an integrated approach towards SALW-related threats where the priority would be placed on a coordinated cross-border response, prevention and genuine partnership between citizens and the police. Cross-border cooperation is at the heart of this project and it aims at transforming the border into a possibility for development. The issues of illicit trafficking and institutional response has been identified as a joint problem of North Macedonia and Kosovo that needs to be addressed in cooperation between the two

^{†††} Kosovo Police source and Converted firearms in Europe, Geneva: Small Arms Survey.

jurisdictions observing specific challenges and opportunities presented by the border between them. The project has the potential to be an outstanding example of good teamwork in the region riddled with security issues and low institutional capacity.

The integrated approach applied in the project that starts with early identification and prevention will allow close cooperation between law-enforcement institutions of both jurisdictions on complex and demanding cross-border investigations, community engagement and awareness raising matters. This integrated institutional approach would serve to successfully improve cooperation at national and regional level in the field of combatting illicit arms trafficking, reinforce the work of the FFPs, increase identification of illicit possession of SALW and prevent potential SALW trafficking across North Macedonia – Kosovo border through early identification of smuggling efforts.

As expected, main focus of all the project activities will be on weapons possession, misuse and trafficking. Creation of joint investigation teams (JIT) for cross-border investigations (specifically on converted firearms cases) and strengthening community policing on both sides of the border and offline investigations (digital evidence and cybercrime programs on IAT) will further strengthen the institutional response to activities of organized crime and criminal groups dealing with IAT using North Macedonia and Kosovo as a transit route.

The project is fully synchronized with the **Combating Illicit Arms Trafficking in Kosovo (CIAT) project** funded through the Funding Window and the **Support to Criminal Police in Illicit Arms Trafficking in Kosovo (CPIAT)**. While the CIAT project is filling the gaps within the Border Department in the area of capacity development of border analysts in the field of risk assessment of illicit arms trafficking and the CIAT project has provided border police with SALW and explosive identification equipment. Both these projects will be complemented with this proposal deliverables of increased capacities of police officers in area of SALW, effective information exchange between relevant police departments within the jurisdictions and across the border and coordinated cross-border investigations.

The project will also complement the efforts of the national institutions to create realistic and relevant evidence-based SALW policies and accurate risk assessments based on significantly improved knowledge products for operational and strategic purposes through the **Improving National SALW-related Practices Project** in North Macedonia. Better cooperation and coordination between relevant institutions will be prompted by progress in data collection, analysis and dissemination of information leading to an effective and efficient response to SALW/firearms threats and more successful investigations.

The newly developed capacities of the Criminal Police and Organized Crime Department under this project and the improved practices on data collection and sharing will complement the development and, at the same time, make great use of the improved and upgraded Information Management System of the Police of North Macedonia. It will provide great example of a robust integrated and coordinated case management that will allow the Mol to receive, validate, organize, analyze and manage information in an orderly and systematic fashion. The project will also allow for real-time exchange of data between FFP and ballistic data on converted weapons for the use of the Department of Criminal-Technical Investigations and Forensics.

2. National Ownership

As in any cross-border project, the success of this proposal lies in its design and the strength of the partnership between both jurisdictions. This goes beyond clear objectives, results and activities and relies heavily on the genuine commitment from both jurisdictions with a shared understanding and ownership of planned activities and expected results. That is why the proposal was developed in close consultations with relevant institutions in Kosovo and North Macedonia and careful coordination by UNDP offices in Pristina and Skopje.

The project is designed around the idea of consensus building and inclusiveness in determining the priorities for intervention and implementation of proposed activities will be closely coordinated with beneficiaries on both sides of the border. Involving the main project partners in the decision making from the onset of the project is an ideal tool to ensure that the stakeholders understand and agree to the process in which they will collectively be involved through the project's actions. This creates a sense of ownership and it is a practice that will continue throughout the project. Furthermore, the partnership created with the MoI of North Macedonia and Kosovo Police through other UNDP initiatives will allow for easy incorporation of knowledge products and joint processes through the already established networks and (formal and informal) lines of communication. It will contribute to smooth transfer of new practices and way of thinking throughout the administration structure and in the end, secure sustainability of project results.

National SALW Commissions in both, North Macedonia and Kosovo, will play a pivotal role in coordination and monitoring of project activities. It will support the ongoing initiative in enhancing commissions' strategic response to challenges related to SALW proliferation and keep them abreast with the latest development in cross-border threats, illicit arms trafficking and the corresponding international standards that will guide future policy priorities and key methodological guidelines for policy making.

National SALW Commissions will serve as facilitators of networking at a regional level that will increase their capacity for evidence-based policy making. Furthermore, efforts will be made to integrate the bilateral information exchange process on cross-border illicit arms trafficking into the SALW Commission cooperation process that will further support the continuing transparency on arms-related threats in SEE and provide relevant inputs to appropriate joint operations on small arms control and on-demand briefs for policy-makers.

The project proposal has been developed with the contributions received from both SALW commissions in Kosovo and North Macedonia including various agencies and individuals with substantial knowledge and experience working in the field of SALW control. Bilateral and multilateral meetings were held between UNDP Kosovo officials and senior representatives of the Ministry of Internal Affairs, Kosovo Police (all departments), Kosovo Forensic Agency, The Office of the Prosecutor, Kosovo Customs, who clearly emphasized the need to strengthening prevention, detection, information sharing and investigation of SALW trafficking. Similar meetings were held between UNDP North Macedonia and different departments in the Ministry of Interior with a special focus on the need to improve information sharing within MoI and between law-enforcement institutions and to increase the capacities of police

staff, improve cooperation with Kosovo and embrace more detailed approach in detection and investigation of converted firearms cases.

UNDP Kosovo/KSSP meetings/consultations organized with the local stakeholders:

- 20.01.2020 - Meeting with the Kosovo Police Investigations Department;
- 22.01.2020 – Meeting with the Kosovo Police Training Division;
- 23.01.2020 – Meeting with the Kosovo Police Operations Department;
- 27.01.2020 – Meeting with the Kosovo Police Border Department;
- 28.01.2020 – Meeting with Community Policing and Crime Prevention Directorate;
- 30.01.2020 – Meeting with the Kosovo Forensic Agency;
- 02.02.2020 – Meeting the Kosovo Police/ILECU/Firearms Focal Point (FFP);
- 13.02.2020 – Meeting with the Department of Public Safety/MoIA;
- 14.02.2020 – Meeting with the Kosovo Police IT Department;
- 18.02.2020 – Meeting with the Kosovo Police Department for Human resources and Support;
- 19.02.2020 – Meeting with the Kosovo Police Press and Public Information Office;
- 20.02.2020 – Meeting with the Kosovo Forensic Agency;
- 24.02.2020 – Meeting with the Minister of the MoIA;
- 26.02.2020 – Meeting with the Kosovo Police K9 unit;
- 13.03.2020 – Meeting with the Kosovo Police/ILECU/FFP;
- 23.04.2020 – Meeting with the General Director of Kosovo Police.^{§§§}

UNDP North Macedonia meetings/consultations organized with local stakeholders:

- 25.02.2020 – Meeting with the President of SALW commission
- 26.02.2020 – Meeting with the Mol Civil Affairs Department;
- 03.02.2020 – Meeting with the Mol Organized Crime Department;
- 05.03.2020 – Meeting with the Mol IT Department
- 09.03.2020 – Workshop with SALW Commission members;
- 13.03.2020 – Meeting with the Mol Criminal Police Department;
- 20.04.2020 – Meeting with the Mol Forensic Department
- 22.04.2020 – Meeting with the Mol International Cooperation Department
- 23.04.2020 – Meeting with the Customs Administration

UNDP Kosovo and UNDP North Macedonia also held several coordination meetings in the period from 17.03.2020 to 30.04.2020 to adjust the approach and develop a compelling project proposal.

Police departments in Kosovo and North Macedonia underlined that to prohibit access to illegal weapons through offline and online (internet and darknet) channels there is a pressing need to increase operational information sharing but also increase actual detection and confiscation of weapons, components and its ammunition at border and in land. This need to be prioritized in order to obtain tangible results in the field of combating IAT. Certain steps have been taken in that direction and protocol and bilateral agreements have been signed between the two jurisdictions that allow for joint patrolling and investigation and information sharing.

^{§§§} Endorsement letter from Kosovo Police

The project will be implemented in close cooperation and coordination with North Macedonia and Kosovo stakeholders (see list below) and coordinated by UNDP offices in Skopje and Pristina. Regular meetings of National SALW Commissions of Kosovo and North Macedonia will be held twice per year focusing on information exchange and knowledge-sharing on arms control policies and project related activities.

1. **National SALW commissions in Kosovo and North Macedonia;**
2. **Ministry of Internal Affairs and Public Administration of Kosovo;**
3. **Ministry of Interior of the Republic of North Macedonia;**
4. **Kosovo Police;**
5. **Kosovo Forensic Agency;**
6. **Kosovo Prosecutors Office;**
7. **Public Prosecutor's Office of the Republic of North Macedonia;**
8. **Kosovo Customs;**
9. **Customs Administration of the Republic of North Macedonia.**

The Roadmap goals have been translated into national action plans in all the signatory jurisdictions, therefore the project will contribute directly in achieving the Roadmap goals and meeting the commitments by governments of Kosovo and North Macedonia. The project specifically targets the following goals:

GOAL 3. By 2024, significantly reduce illicit flows of firearms, ammunition and explosives (FAE) into, within and beyond the Western Balkans.

- Prevent trafficking (smuggling, illicit trade and transit) of FAE through improved processes, equipment and training of targeted law enforcement units;
- Strengthen existing bilateral, regional and international mechanisms and encouraging new forms of good practice to counter trafficking of firearms;

GOAL 4. By 2024, significantly reduce the supply, demand and misuse of firearms through increased awareness, education, outreach and advocacy.

- Increase awareness among general population, both women and men, on the danger of misuse, illicit possession and trafficking of FAE;
- Increase awareness of dangers of celebratory shooting in particular as major contributors to firearm related death and injury;
- Increase the partnership with, and awareness of media on the importance of adequate reporting on firearms misuse and firearms-enabled violence;
- Increase confidence in security institutions as providers of adequate and equal safety for all through community-society-regional outreach activities;

GOAL 5. By 2024, substantially decrease the estimated number of firearms in illicit possession in the Western Balkans

- Substantially increase number of seized firearms, ammunition and explosives;

The project is also in line with and will contribute to the implementation of Kosovo National Small Arms Light Weapons and Explosives control strategy and action plan^{****} as well as the Countering Organized Crime strategy, Intelligence Led Policing strategy, Community Policing Strategy and Action Plan^{****} and National Strategy on Protection from Domestic Violence And Action Plan 2016 – 2020^{****}.

On Macedonian side the project will support and complement the implementation of National Strategy for control of Small Arms and Light weapons^{§§§§}, MoI Training Centre Strategy 2020-2022^{****} and the Community Engagement and Communication Strategy 2020-2022^{****}. Project results will, of course, have wider catalytic effect on other relevant security-related strategies and plans.

3. Project Objective

STRENGTHENING CROSS-BORDER INTEGRATED INSTITUTIONAL APPROACH IN COMBATTING ILLICIT ARMS TRAFFICKING BETWEEN KOSOVO AND NORTH MACEDONIA THROUGH INCREASED INSTITUTIONAL CAPACITIES, IMPROVED POLICE PRACTICES AND INFORMATION SHARING

The project aims to improve the cross-border cooperation between North Macedonia and Kosovo and lay basis for an integrated institutional approach in combating illicit arms trafficking in the two jurisdictions. It is intended to reduce and overcome the considerable gaps in SALW-related knowledge and skills and streamline information sharing and working practices between the two jurisdictions. The achievement of the project objective will directly enhance the cross-border and inter-institutional collaboration in the field of SALW from the early stage of investigations and improve the capacities of law-enforcement institutions to deal with trans-national arms trafficking threats. It will reduce the workload to national resources, improve the quality of investigations and secure solid and reliable information and evidence against the perpetrators and substantially increase the number of seized firearms. The flowchart in the next page depicts the cross-border integrated institutional approach.

4. Expected Results

In order to achieve the project's objective, there are three results which will be fulfilled by implementing a number of different activities.

Result 1: ENHANCED POLICE OPERATIONS IN THE FIELD OF POSSESSION, MISSUSE AND TRAFFICKING OF SMALL ARMS AND LIGHT WEAPONS THROUGH IMPROVED INFORMATION GATHERING AND SHARING PROCESS

**** <http://www.seesac.org/f/docs/Kosovo-1/Small-Arms-Light-Weapons-and-Explosive-Control-Strategy-and-Action-Plan-2017--2-.pdf>

**** [http://www.kosovopolice.com/repository/docs/3.Strategy_and_Action_Plan_2017-2021 - Community Policing -.pdf](http://www.kosovopolice.com/repository/docs/3.Strategy_and_Action_Plan_2017-2021_-_Community_Policing_-_pdf)

**** <https://md.rks-gov.net/desk/inc/media/52BA49FC-80C2-4172-A2F7-9E83D078F3E7.pdf>

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http://www.mvr.gov.mk/Upload/Editor_Upload/%D0%A1%D1%82%D1%80%D0%B0%D1%82%D0%B5%D0%B3%D0%B8%D1%98%D0%B0%20%D0%B7%D0%B0%20%D0%9C%D0%9B%D0%9E%20%D0%B8%20%D0%90%D0%9F%202019.pdf

**** https://mvr.gov.mk/Upload/Editor_Upload/TC%20STRATEGY_MK.pdf

**** https://mvr.gov.mk/Upload/Editor_Upload/CE&C%20STRATEGY_MK.pdf

Output 1.1: Strengthened institutional capacities and police officers' knowledge and understanding of illegal possession, misuse, and trafficking of SALW through specialized trainings and use of innovative IT tools.

Indicators for Output 1.1:

Indicator 1.1.1: Number of needs assessment and gap analysis in relation to IAT, SALW control, possession and misuse and weapons categorization;

Indicator 1.1.2: Number of trainings on information gathering, information sharing and information analysis and number of trainings on weapons categorization;

Output 1.2: Strengthened institutional capacities and improved operational information sharing between North Macedonia and Kosovo law-enforcement institutions in combating trafficking of converted firearms

Indicators for Output 1.2:

Indicator 1.2.1: Number of comprehensive trainings on IAT of converted firearms developed and delivered;

Indicator 1.2.2: Number of police officers that attended a converted firearms workshop;

Indicator 1.2.3: Frequency (number) of meetings between investigation teams and FFP across the border and between the agencies;

Indicator 1.2.4: Number of JIT and SOPs/guidance documents on converted firearms investigations;

Indicator 1.2.5: Number of knowledge products developed, printed and disseminated;

Output 1.3: Improved capacities of Cyber Crime Units and Firearms Focal Point (FFP) in dealing with illicit firearms trafficking on the Internet and Darknet.

Indicators for Output 1.3:

Indicator 1.3.1: Frequency (number) of coordination meetings organized for development of harmonized procedures for cybercrime investigations;

Result 2: IMPROVED CITIZENS AWARENESS OF THE DANGERS OF POSSESSION AND MISUSE OF SALW

Output 2.1: Increased outreach and communication to citizens through mass-media and targeted awareness raising campaigns

Indicators for Output 2.1:

Indicator 2.1.1: Number of press stories on the dangers of misuse and trafficking of SALW published

Indicator 2.1.2: Number of public awareness campaigns on the dangers of misuse and trafficking of SALW carried out

5. Activities

Below is a list of activities with corresponding results that will be carried out to improve capacities of the authorities in both jurisdictions to create more violence-resilient communities. The activities will be closely coordinated to increase cross-border cooperation, improve knowledge and expertise, and promote integrated institutional approach towards dealing with firearms-related threats.

All capacity development activities will be organized jointly with participants from both jurisdictions to underline the cross-border character of the project and achieve the project 's objective of increasing cross-border cooperation and integrated institutional approach. Events are shared equally between each jurisdiction with the host of the event responsible for organizing the venue while the UNDP offices in Pristina and Skopje are responsible for securing participation of police officers.

Result 1: ENHANCED POLICE OPERATIONS IN THE FIELD OF POSSESSION, MISUSE AND TRAFFICKING OF SMALL ARMS AND LIGHT WEAPONS THROUGH IMPROVED INFORMATION GATHERING AND SHARING PROCESS

Output 1.1: Strengthened institutional capacities and police officers' knowledge and understanding of illegal possession, misuse and trafficking of SALW through specialized trainings and use of innovative IT tools

Activity 1.1.1: Needs assessment and gap analysis in relation to IAT, SALW control, possession and misuse and weapons categorization

The focus of this activity is placed on operations and investigation departments and public prosecutor's offices in Kosovo and North Macedonia and the assessment of their current knowledge on IAT, SALW control, possession and misuse and weapons categorization as well as information gathering and sharing. A needs assessment and gap analysis in relation to IAT, SALW control, possession and misuse and weapons categorization will be conducted that aims at increasing the effectivity and efficiency of the institutional integrated approach in the field of community policing/information gathering, information analysis/producing intelligence products in Illicit Arms Trafficking, SALW, ammunition and explosives. This is also linked to the regional initiative on gap analysis within border departments. The general SALW surveys do not provide the level of details needed to identify the gaps in law enforcement agencies organization needed to be bridged to provide relevant, timely and coordinated response to SALW threats in context of illicit trafficking of firearms (especially cross-border) in both jurisdictions. This will also be a valuable input to the advisory role of the national SALW commissions in meeting their functions of planning and coordination.

A workshop and several coordination meetings are planned per jurisdiction to discuss the findings and decide on the next steps.

Activity 1.1.2: Institutional capacity development

Due to lack of training in the field of IAT and SALW control, this activity is designed for police officers, investigators and prosecutors to advance the knowledge on the trends of IAT, weapons categorization, possession and community policing/Intelligence led policing. Both trainings will be held in North Macedonia while UNDP Kosovo will be tasked to identify and contract training expert(s). Based on the organizational model People – Processes – Technology, capacity development will be conducted through tailored and specialized trainings, as follows:

a) Training on information gathering, information sharing and information analysis;

A total 400 community police officers, patrolling officers and analysts from Kosovo and North Macedonia will be trained in the field of information gathering, information sharing and information analysis. After completing the training, the police officers will be able to better make sense of information which is gathered from the daily communication with the citizens, will conduct effective and precise information analysis which will result in producing qualitative knowledge/intelligence products. The lessons learned from the ongoing improving national SALW-related practices project in North Macedonia aiming to improve data gathering and analysis will be widely used, and proper coordination between the two projects will be secured.

b) Training on weapons categorization, explosives and other handmade explosive devices, possession and misuse of firearms and community policing/ILP;

A training will be organized for 400 police officers from Kosovo and North Macedonia aiming to increase their knowledge on weapons categorization and their essential parts, explosives and other handmade explosive devices, possession and misuse of firearms and community policing/ILP. It will allow better and faster identification of illicit weapons and improve the coordination and investigation results and allow for a closer adherence to the ILP model.

Output 1.2: Strengthened institutional capacities and improved operational information sharing between North Macedonia and Kosovo law-enforcement institutions in combating trafficking of converted firearms

Activity 1.2.1: Institutional capacity development on converted-firearms investigations

Training will be provided to 75 police officers in Kosovo and North Macedonia on types of converted firearms trafficking via traditional routes, how to recognize them, to share national experience and good practices, and to introduce the role of Europol into these processes. The training will focus on the established trafficking routes, integrated use of financial investigation during IAT cases and firearms-conversion methods and table-top exercises will be held to allow accurate development of problem and risk profiles. The training will be held in a location on Kosovo while UNDO North Macedonia will be tasked to identify and contract the required training expert.

As requested by the joint project beneficiaries from both jurisdictions, and also mentioned during the Project Board Meeting held on the 5th of October 2022 (Please see the PB meeting minutes in the attachment) there will be additional 1 joint training organized for 30 officials from both jurisdiction (15 participants from each jurisdiction) on converted-firearms investigations.

National FFPs will be introduced to the topic of converted firearms and the required exchange of information between North Macedonia and Kosovo police and will be the crucial point of contact for the planned JIT. To complete the loop, 12 forensic officers from Kosovo and North Macedonia will be trained in good practices on converted firearms to improve the effectiveness of ballistics comparison systems and ballistics intelligence. This will provide the necessary basis for piloting of ballistic information exchange. The workshop on converted firearms will be held on a location in Kosovo while UNDP North Macedonia will be tasked to identify and contract the required training expert.

Activity 1.2.2: Formation of JIT for converted-firearms investigations

The financial implication for establishing JIT is not burdensome, however – based on experience, it requires dedication and longer consultation and discussion rounds. A series of meetings will be held between national SALW Commissions and relevant stakeholders where JIT will be introduced and discussed and basics for drafting JIT agreement will be established. Following the discussions and the planned training on converted firearms and securing proper coordination with national FFPs, a standard operation procedure will be developed that will allow for a formation and piloting of a cross-border JIT. The JIT will be established following the Network of National Experts of Joint Investigation Teams Practical Guide and it will allow much faster and effective gathering and exchange of information and evidence between law-enforcement institutions on both sides of the border.

Activity 1.2.3: Development of knowledge products

By the end of project implementation, at least 5 knowledge products will be developed in Kosovo and North Macedonia on IAT online trends, routes, information exchange and intelligence product. Knowledge products will derive from various project activities jointly implemented by KS/MK and will provide codified knowledge and instructions for effective action by the project beneficiaries/institutions in the field of IAT possession and misuse. The deliverables from trainings, workshops, and meetings from both jurisdictions will be collected, reviewed and converted into publications for internal use and sharing among partners. The list of products is as follows:

- One (1) Information booklet on online (internet and dark web) trends and practices regarding Illicit Arms Trafficking (IAT);
- One (1) Guideline on functionality and operability of Joint Investigation Teams (JITs);
- One (1) Report on converted weapons and the role of Community Policing and Intelligence Led Policing in NMK and KS;
- One (1) Manual on weapons categorization applicable in NMK and KS according to the current national legislation and EU Firearms Directive and
- One (1) Comprehensive Report at the end of the project on information exchange and intelligence products between NMK and KS including situation analysis and comparison in regard to IAT during the project implementation timeline.

Once produced, the knowledge products will be translated, subjected to graphic design and printed. The knowledge products will be shared not only with the beneficiaries of the project but also with other jurisdictions in the Western Balkans.

Output 1.3: Improved capacities of Cyber Crime Units and Firearms Focal Point (FFP) in dealing with illicit firearms trafficking on the Internet and Darknet

Activity 1.3.1: Development and harmonization of the operational procedures in Kosovo and North Macedonia

Due to lack of Administrative Instruction and SOP which will regulate the investigation process in Internet/Darknet, this activity will contribute to revising/creating administrative instructions and development of SOPs to prescribe the measures which should be taken by an investigator in online/darknet investigation. This activity deals with online investigations only but the investigation process must be closely coordinated with other departments/agencies dealing with “offline” threats. This

activity complements the training provided by SEESAC as the latter does not foresee establishing of an SOP and IAT on internet operations. The activities planned include:

- Two one-day workshops in each jurisdiction (to discuss, analyze and update current documents regulating the field of Internet/Darknet investigations);
- Organizing four formal meeting with key actors in the field of cybercrime from both jurisdictions to further exchange information regarding the legal framework on the Internet/Darknet investigation procedures;
- One joint meeting with representatives from both jurisdictions to develop/harmonize the SOPs on Internet/Darknet investigations.

The development of SOPs and the draft administrative procedures will be supported by the UNDP Kosovo hired cyber-crime expert following consultations with national stakeholders in both jurisdictions. Due to the nature of the tasks, and in order to streamline activities between the two jurisdictions and ensure quality output and effectiveness to this process, UNDP North Macedonia will also engage its internal IS Specialist to coordinate and provide technical assistance with this activity. The joint workshop will take place at a location in North Macedonia.

Result 2: IMPROVED CITIZENS AWARENESS OF THE DANGERS OF POSSESSION AND MISUSE OF SALW

Output 2.1: Increased outreach and communication to citizens through mass-media and targeted awareness raising campaigns

Activity 2.1.1: Improving public awareness through campaigns and visibility events

This activity aims to increase public awareness of the risks posed by SALW in Kosovo and North Macedonia with special emphasis on the communities along the border. Two mass media campaigns will be carried out to provide a wide coverage and aim at producing positive changes and/or prevent negative changes in firearms-related behaviors across the population in both jurisdictions. Misuse of firearms and resulting violence is a complex issue and there must be a persistent and consistent message coming from media campaigns. An advertising company will be hired through an open call for proposals. The criteria for the campaign will be somewhat vague to allow for creative expression but it will largely include at least two short videos, printed materials, a few below-the-line events, public debates, interviews and social media presence supported with an outreach and social events. The campaign will have to, visually and contextually, cross cultural and class boundaries.

In coordination with other activities related to cross-border illicit trafficking of firearms, four smaller targeted awareness-raising campaigns will be conducted in communities along the illicit firearms trafficking routes, including one on converted firearms to increase community resilience and get them informed about the dangers of misuse of SALW. The process will be replicated from the mass media campaigns and an advertising company will be selected through a competitive bidding process. The channels of communication is expected to be slightly different given the rural nature of the targeted locations with a stronger focus on printed materials and community outreach. Some of the activities will be carried out in coordination with the local police as part of their community policing efforts. Stronger presence of community and religious leaders in given localities as part of the campaigns will be encouraged.

The target audience in both cases will be mainly youth and young adults. It will be selected based on the SEESAC analyses on the prevalence of SALW in given population on both sides of the border. Gender aspect will be an indispensable part in all awareness-raising activities and depending on the theme, support to the 16 days of activism against gender-based violence campaign will be considered through. The cost estimate of the awareness raising campaigns was based on the similar UNDP-supported campaign on Legalization of Firearms implemented by MIA in Kosovo and several large media campaigns carried out in North Macedonia including the annual 16 days of activism against gender-based violence campaign.

Also, as requested by the beneficiaries and also considering a lot of celebratory shooting that happened during the previous year, the joint awareness raising campaign will be extended until the end of January 2023 in order to cover the end of year celebrations and holidays during January 2023.

Project visibility events (project launch, promotion of project results) will be part of this activity as well.

6. Sustainability of Results

The project is designed and developed based on the needs of North Macedonia and Kosovo institutions and the guiding policy and legal framework. As such, the project development is based on extensive consultations with main beneficiaries and stakeholders, which ensures institutional buy-in. The capacity development element and equipment throughout interventions will contribute to the sustainability of results due to its people – processes – technology approach. It is further planned that the training modules are incorporated in the training strategy of the Kosovo Police and Customs. The same is being discussed with the Ministry of Interior of the Republic of North Macedonia. In addition, the following will also support the sustainability of results:

- Work methodologies are based on best international practices, EUROPOL and a prerequisite for an agreement and exchange of information internally and with Europol;
- All used methodologies will be contained in Standard Operating Procedures;
- The equipment will be officially handed over to the relevant institutions and it will be agreed with them that they further pay the maintenance costs after the end of the project.

7. Risk Identification and Management

The following risks have been identified and the mitigation measures proposed with regard to the implementation of the Cross-border Integrated Institutional Approach Towards Combating IAT project:

- Ineffective coordination between institutions, organization and authorities and inherent complexities of cross-border cooperation.
 - UNDP's preferential access to the government and long-standing partnership with public sector stakeholders will guarantee high level political commitment and endorsement of the project.
 - The project will ensure coordination by facilitating the signing of memoranda of understandings between relevant actors.
- Political instability in Kosovo and North Macedonia, causing decision delays and/or lack of commitment to project objectives:

- Project activities have been designed in close cooperation with representatives from the relevant institutions, on both sides of the border, to obtain strategic compliance, commitment and create sense of ownership. The initial political support was secured, through signature of support letters, and with establishment of the project boards, this risk will be minimized.
- High turnover of staff hinders sustainability of organizational knowledge and capacity development within the institutions:
 - The project will also aim at promoting knowledge management systems to ensure information and capacity is kept in-house. Institutional memory will be safeguarded by developing necessary Administrative Instructions and/or SOPs within the Kosovo and Macedonian police.
- Continuation and sustainability of capacity development activities after project completion:
 - The project will aim at integrating capacity development activities within beneficiary strategies and action plans. Furthermore, joint teams and investigations will create positive peer pressure and increase the sense of ownership among institutions.
- Possible overlapping activities with the UNODC, OSCE and EU projects:
 - While drafting the project proposal the KSSP project team has been in communication with the UNODC officials and will be in regular contact with them in order to avoid potential overlapping of the activities. The project teams from both jurisdictions will remain in regular contact with UNODC, OSCE, EU office and other international organizations in order to coordinate implementation and avoid potential overlapping of the activities.

8. Cross-cutting Issues

1. All assessments will include gender disaggregated data;
2. In line with the UNDP Gender Equality Strategy and UN 8 Point Agenda (SCR 1325) - the project will provide equal opportunity to women and men to participate in all project activities. Furthermore, gender screening of project related documents (including those developed for the beneficiaries) will be implemented;
3. The project will undergo UNDP's corporate requirement on social and environmental screening process, and special attention will be given to the health and safety on the workplace, the people at the border posts, and the communities in the border area.

9. Communication and Visibility

Media plays an important role in the public orientation and in shaping the image of the project and its impact. Messages promoting project activities, the cooperation between the two jurisdictions, and results need to be prepared in a timely manner and use a common language, so the messages are amplified by both UNDP Kosovo and UNDP Northern Macedonia. Project teams and the comms teams in both offices will develop a joint communications plan for major events (such as the launch, joint activities, major results) with additional activities which are driven by the work in each jurisdiction. The aim of the communications and visibility is to i) promote the project and its results; ii) inform and educate the population on the risks of SALW; iii) promote the cross-border cooperation as a good practice to tackle issues of common interest; iv) generate interest from other the potential partners and donors. Timed and coordinated message will be published at both official UNDP social media sites.

As part of individual and institutional capacity development, including ownership and sustainability of results, including institutionalizing the need for a synchronized approach to fighting illegal arms trafficking as means of increasing safety of communities across the jurisdictions, and to strategically position the project as a positive example in achieving of Goals 3, 4 and 5 of the Regional Roadmap, the project will establish regular contacts with the beneficiaries' public relations and media departments.

The specific communication objectives of the plan are as follows:

- To ensure that all project beneficiaries see this project as part of a wider initiative for sustainable solution to the illegal possession, misuse and trafficking of SALW with UNDP SEESAC support and under the auspices of Germany, France and the EU;
- To provide timely and accurate information on the activities and progress of the project;
- To inform and sensitize decision- and policymakers about the progress of the project in order to motivate their support and action;
- To increase visibility of project stakeholders' partnership;
- To provide coherence of messages and activities.

Main activities that will take place during the period of project implementation and will be covered by the communication a visibility plan:

- Joint MK-KS launch of the project within the first month of implementation;
- Fact sheet which will be published in UNDP's official web site containing a brief project aim, expected results, donator, duration and the budget;
- Publicity of implemented activities in UNDP's social media and official web site;
- Public events such as workshops, training completion, equipment's handover etc.;
- Direct communication through meeting, training and conferences with primary key stakeholders at the local and central level;
- Information materials such as leaflets, brochures and other promotional materials.

The target groups and corresponding communication objectives are also defined in the plan. Primary target group are the direct beneficiaries (Mol of North Macedonia, Kosovo Police, National SALW Commissions and administration of selected municipalities) and the communication objective aims to ensure that the beneficiaries are aware of the wider stakeholders cooperation and present them with results and impact to motivate their commitment and active involvement in the project. Also, the decisionmakers will be provided with timely information on the project progress and ensure their continuous support during project implementation and beyond.

General public in both jurisdictions will be targeted to raise awareness of the joint regional efforts to provide sustainable solution to the firearms issues and develop priorities in line with citizens' needs. Media plays an important role in the public orientation and in shaping the image of the project and its impact. They need to be timely and accurately informed of the project progress and results/impact, highlighting the beneficiary angle and benefits for the citizens.

The secondary target groups include the civil society, private sector, international community and the academia in Kosovo and North Macedonia. The plan is designed to build confidence among CSOs, private-sector associations and other entities that they are associates in implementation of such activities, through consultations and sharing of information. Also, the goals, the progress and the results of the

project and to raise interest for possible partnerships and support of similar SALW projects in the future will be communicated clearly to the rest of the donor community.

The main message is that supporting law enforcement agencies on both sides of the border to prevent and provide adequate response to illicit arms trafficking goes a long way in creating safe and violence-resilient communities. Specific key messages will be developed for different target audiences as the project progresses in order to prioritize information, ensure consistency, continuity and accuracy, measure and track success.

The communication channels and tools will include, but will not be limited to media, personal contacts, digital communication, audio-visuals, promotional materials and events. When it comes to monitoring communication results and means of verification, the project will rely on media monitoring, press clipping, content analysis of media coverage, feedback from participants at events and social media measurement tools.

10. Knowledge Management

The Cross-border Integrated Institutional Approach towards combating IAT project aims to ensure some of the necessary technological equipment and advancement of human capacities for department of the operations at the community policing level and investigators at the investigations department in the field of detecting, information gathering and sharing regarding the investigations on IAT, using effectively and efficiently the equipment which will be provided and promoting their successful work in this field.

The project will capture and reuse the structured knowledge from various project design phases – the project proposal and budget, progress reports, minutes of meetings and various implementation documentation that can be reused to reduce the time and resources needed to produce a new output. It will be stored on a shared network drive and made available to project staff in both jurisdictions.

The Project will contribute in drafting and approving of administrative Instruction and SOPs which codifies the relevant practices and complement them through UNDP experts' advice. These procedures address the following topics: investigations in internet and darknet, data collection, analysis and dissemination. The SOP will be distributed to all investigators in Kosovo and North Macedonia.

Regular experience and lessons learned sharing activities will be an integral part of the regional networking with purpose of ensuring information flow and exchange of practices between Kosovo and North Macedonia and other WB jurisdictions. Furthermore, to increase the impact of the project, close synergies will be ensured with other UNDP-implemented interventions in the field of democratic governance. Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.

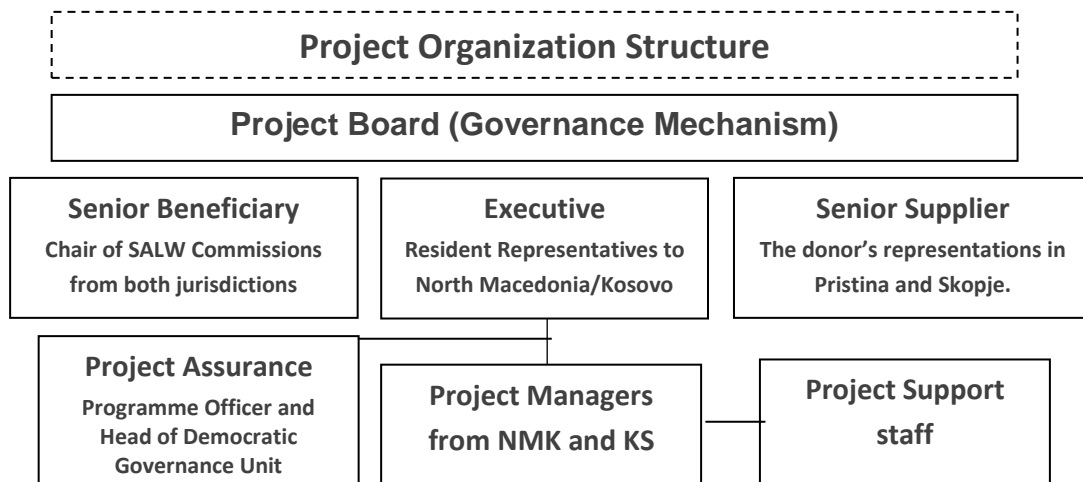
11. Project Management Structure

UNDP will have full responsibility and accountability for the overall management of the Project, including monitoring and evaluation of interventions, achieving of the objectives and specified results, and the efficient and effective use of resources.

UNDP Kosovo and UNDP North Macedonia will take full responsibility for the achievement of immediate objectives as well as for the administration of financial and human resources. The management of allocated funds will be carried out according to UNDP financial rules and regulations, based on a work plan with a detailed budget. It was agreed between both jurisdictions that UNDP Macedonia will be responsible for managing and reporting back to donors on the resources allocated to the work plan, implementation of the activities and overall progress of the project.

The daily management of the project will be carried out by both, UNDP team in Kosovo and UNDP team in Macedonia under a Direct Implementation Modality (DIM). UNDP shall be responsible for the overall management and administration of the project, primarily regarding the responsibility for the achievement of the outputs and the stated outcome.

Project Board: Project Boards will be established in Kosovo and North Macedonia in close coordination with the SALW Commissions in both jurisdictions and will be responsible for making consensus management decisions for the project implementation in respective jurisdictions when guidance is required by the Project Manager, including recommending approval of project revisions. The Chairs of the SALW Commissions from both jurisdictions will be part of the Project Boards. The Project Board members will be consulted by the respective Project Managers for decisions when the project exceeds tolerances, normally in terms of time and budget; reviews will also be conducted at designated decision points during rollout. Similarly, UNDP will be accountable to the Project Boards for the use of project resources. UNDP will delegate managerial duties for the day-to-day running of the Project to the respective Project Managers whose prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Project Managers in each jurisdiction will report directly to their Programme Managers. The role of the Project Boards as part of the Quality Assurance process, will be to monitor the project's progress, lessons learnt, and decide on the way forward.



The Project Boards will hold meetings on an annual basis, or more frequently if deemed necessary. Also, once a year both project boards will hold a joint meeting to exchange experiences and lessons learnt. The Boards will monitor programme progress, decide on strategic decisions to ensure continued coherence between implementation and goals and objectives, decide on respective annual work plans and budgets, and revise annual plans, yearly budgets, and requests for funds presented by UNDP. Amendments to the budget, including use of contingencies, will be subject to the approval of the Project Boards.

Project Assurance: The Project Assurance role carries out objective and independent project oversight and monitoring functions, ensuring that appropriate project management milestones are managed and completed. UNDP Programme Managers in Kosovo and North Macedonia are responsible for this function on their territories. Regular coordination meetings will be held between both UNDP offices to align the approach and deliver consistent results.

Project Team: Implementation of the project will be carried out by two project teams – one in Kosovo and one in North Macedonia. The teams will be headed by a Project Manager and assisted by a Project Officer (Kosovo) and a Project Associate. Kosovo team will have an additional support by the Chief Technical Advisor, an international expert in the field of SALW control who will provide periodic support and a driver while North Macedonia team will use the services of a Gender Expert.

- i)** Project Manager is responsible for managing the capacity development of and ties with institutions/partners at the national level, achieving the overall project outputs and day-to-day management of the project implementation in respective jurisdiction. The Project Manager will also contribute to other components of Kosovo and North Macedonia SALW-related programmes and this is reflected in the attached budget.
- ii)** Project Officer is responsible for assisting the Project Manager in implementation of this project, coordinate the different activities and stakeholders, provide expert support to training activities, collect and disseminate project data and information and be the liaison between project team and beneficiaries in the respective jurisdictions.
- iii)** Project Associate is responsible for the overall administrative and financial/budgetary matters related to the project implementation, prudent use of funds, regular and accurate reporting, and general support to the project coordination and project manager in achievement of project's output(s). The Project Associate will also contribute to other components of Kosovo and North Macedonia SALW-related programmes and this is reflected in the attached budget.

Annex 1: Project detailed budget

Revised Project Budget (no-cost extension)								
October 2022								
Participating Organizations: UNDP Kosovo & UNDP North Macedonia								
Project Title: Cross-Border Integrated Institutional Approach Towards Combating IAT and SALW								
				Kosovo	North Macedonia			
		Activities	Description of expense	Total revised budget KS	Total revised budget MK	Approved total budget	Indicated changes	Total project budget after revision
ILLICIT ARMS TRAFFICKING BETWEEN KOSOVO AND NORTH MACEDONIA THROUGH INCREASED INSTITUTIONAL CAPACITIES, IMPROVED POLICE PRACTICES AND INFORMATION SHARING	Output 1.1: Strengthened institutional capacities and police officers' knowledge and understanding of illegal possession, misuse and trafficking of SALW through specialized trainings and use of innovative IT tools	Activity 1.1.1: Needs assessment and gap analysis in relation to IAT, SALW control, possession and misuse and weapons categorization	Gap Analysis Expert (International)	6,500	13,000	19,500	0	19,500
			Analysis report (translation, printing, dissemination)	723	753	1,984	-508	1,476
			Coordination meetings (meetings, interpretation)	0	2,270	2,270	0	2,270
			Workshops/Meeting/Analysis report (meetings, interpretation, translation)	0	3,464	3,964	-500	3,464
		Total Activity 1.1.1	7,223	19,487	27,718	-1,008	26,710	
		Activity 1.1.2: Institutional capacity building	Information Expert (local)	6,840	0	10,000	-3,160	6,840
			Booklet + training materials (translation, printing)	2,500	5,000	10,000	-2,500	7,500
			12 trainings on information gathering, information sharing and information analysis (400 police officers, 2-day training) - travel, meetings, interpretation	17,000	37,584	54,000	584	54,584
			Weapons Categorisation Expert (local)	10,302	0	12,000	-1,698	10,302
			Booklet + training materials (translation, printing)	5,000	5,000	10,000	0	10,000
	12 trainings on weapons categorization, explosives and other handmade explosive devices, possession and misuse of firearms and community policing/ILP (400 police officers - 3-day training) - travel, meetings, interpretation		28,000	45,040	73,040	0	73,040	
	Total Activity 1.1.2	69,642	92,624	169,040	-6,774	162,266		
	Total Output 1.1	76,865	112,111	196,758	-7,782	188,976		
	Output 1.2: Strengthened institutional capacities and improved operational information sharing between North Macedonia and Kosovo law-enforcement institutions in combating trafficking of converted firearms	Activity 1.2.1: Institutional capacity building on converted-firearms investigations	Weapons Conversion Expert (International)	0	10,523	10,523	0	10,523
			Booklet + training materials	1,500	0	3,000	-1,500	1,500
			3 trainings on establishing trafficking routes, integrated use of financial investigation during IAT cases and firearms-conversion methods and table-top exercises (75 police officers - 3-day training)	18,966	10,000	18,400	10,566	28,966
			Workshops/coordination meetings with Working Group on converted firearms and FFPs	2,000	2,000	4,000	0	4,000
		Workshop on converted weapons (12 police officers)	2,500	1,000	3,500	0	3,500	
		Activity 1.2.2: Formation of JIT for converted-firearms investigations	Investigation Expert to develop the SOP on converted firearms investigations (local)	0	2,000	2,500	-500	2,000
		Activity 1.2.3 Development of knowledge products	Analysis, codification and publication of knowledge products	7,000	5,000	14,000	-2,000	12,000
Total Output 1.2		31,966	30,523	55,923	6,566	62,489		

OUTCOME: STRENGTHENING CROSS-BORDER INTEGRATED INSTITUTIONAL APPROACH IN COMBATING		PM						
Output 1.1: Improved capacities of Cyber Crime Units and Firearms Focal Point (FFP) in dealing with illicit firearms trafficking	Activity 1.3.1: Development and harmonization of the operational procedures in Kosovo and North Macedonia	Cyber Crime Expert to develop the SOP on JIT and draft administrative procedures (local)	2,500	2,000	2,500	2,000	4,500	
		IT Specialist	0	14,000	9,000	5,000	14,000	
		Workshop and coordination meetings with Cyber Crime working group (12 police officers - 1-day)	1,600	3,000	4,600	0	4,600	
	Total Output 1.3	4,100	19,000	16,100	7,000	23,100		
	Total Outcome 1		112,931	161,634	268,781	5,784	274,565	
	Output 2.1: Increased outreach and communication to citizens through mass-media and targeted awareness raising campaigns	Activity 2.1.1: Improved public awareness through campaigns and visibility events	2 SALW mass media awareness-raising campaigns	25,000	25,000	50,000	0	50,000
			4 targeted awareness-raising campaigns in communities along the illicit firearms trafficking routes	20,000	18,744	40,000	-1,256	38,744
			Visibility Events for promotion of project activities and results	5,000	5,000	10,000	0	10,000
			Total Output 2.1	50,000	48,744	100,000	-1,256	98,744
	Total Outcome 2		50,000	48,744	100,000	-1,256	98,744	
	Project Management	PM costs	Project Manager	22,562	15,900	36,095	2,367	38,462
			Chief Technical Advisor - Intern. (10%)	15,400	0	14,682	718	15,400
			Project Officer	1,000	0	14,650	-13,650	1,000
			Project Associate	18,200	13,116	26,299	5,017	31,316
			Driver (50%)	6,550	0	4,530	2,020	6,550
			Communications Specialist (20%)	0	2,601	3,366	-765	2,601
			Programme Officer (10%)	0	6,005	4,217	1,788	6,005
			Procurement Officer (5%)	0	1,320	2,583	-1,263	1,320
			Network and security	0	1,080	1,080	0	1,080
			Communication services	1,530	441	2,430	-459	1,971
Email subscription			1,200	1,080	2,280	0	2,280	
Office rent & maintenance			0	1,050	1,350	-300	1,050	
Office supplies			950	90	1,040	0	1,040	
Communication and Miscellaneous Expenses			2,530	0	2,530	0	2,530	
Travel cost (fuel, maintenance, insurance, registration etc)	2,000	0	2,000	0	2,000			
Sub total direct costs		71,922	3,741	10,710	-759	9,951		
Total PM:		71,922	42,682	119,132	-4,528	114,605		
TOTAL		234,853	253,060	487,913	0	487,913		
GMS 7%		16,440	17,714	34,154	0	34,154		
TOTAL Budget (GMS included)		251,293	270,774	522,067	0	522,067		

Annex 2: Project budget by UNDG categories

Budget per UNDG categories													
Title of Project Proposal: CROSS-BORDER INTEGRATED INSTITUTIONAL APPROACH TOWARDS COMBATING IAT AND SALW													
Project #(s) if existing projects: 126411 (KS), 126412 (MK)													
Implementing entity: UNDP Kosovo* and UNDP North Macedonia													
Project implementation period: March 2021 - March 2023													
UNDG Budget Category	Kosovo*					North Macedonia					Approved Project Total	Indicated changes	Revised Project Total
	2021	2022	Approved total	Indicated changes	Revised total	2021	2022	Approved total	Indicated changes	Revised total			
1. Staff and other personnel costs	\$ 4,100	\$ 44,833	\$ 48,933	\$ 14,779	\$ 63,712	\$ 18,980	\$ 19,961	\$ 51,710	\$ (3,769)	\$ 47,941	\$ 100,643	\$ 11,010	\$ 111,653
2. Supplies, Commodities, Materials					\$ -			\$ -		\$ -		\$ -	\$ -
3. Equipment, Vehicles and Furniture including Depreciation					\$ -			\$ -		\$ -		\$ -	\$ -
4. Contractual Services	\$ 78,110	\$ 99,600	\$ 177,710	\$ (14,779)	\$ 162,931	\$ 99,830	\$ 110,548	\$ 196,850	\$ 4,528	\$ 201,378	\$ 374,560	\$ (10,251)	\$ 364,309
5. Travel	\$ 500	\$ 1,500	\$ 2,000		\$ 2,000			\$ -		\$ -	\$ 2,000	\$ -	\$ 2,000
6. Transfers and Grants to Counterparts					\$ -			\$ -		\$ -		\$ -	\$ -
7. General Operating and Other Direct Costs	\$ 1,250	\$ 4,960	\$ 6,210		\$ 6,210	\$ 2,000	\$ 1,741	\$ 4,500	\$ (759)	\$ 3,741	\$ 10,710	\$ (759)	\$ 9,951
Sub-Total Project Costs	\$ 83,960	\$ 150,893	\$ 234,853	\$ -	\$ 234,853	\$ 120,810	\$ 132,250	\$ 253,060	\$ -	\$ 253,060	\$ 487,913	\$ -	\$ 487,913
8. Indirect Support Costs	\$ 5,877	\$ 10,563	\$ 16,440	\$ -	\$ 16,440	\$ 8,457	\$ 9,258	\$ 17,714	\$ -	\$ 17,714	\$ 34,154	\$ -	\$ 34,154
TOTAL	\$ 89,837	\$ 161,456	\$ 251,293	\$ -	\$ 251,293	\$ 129,267	\$ 141,508	\$ 270,774	\$ -	\$ 270,774	\$ 522,067	\$ -	\$ 522,067

Annex 3: Project results framework

Project Results Framework

UNDP KOSOVO & UNDP NORTH MACEDONIA

CROSS-BORDER INTEGRATED INSTITUTIONAL APPROACH TOWARDS COMBATING IAT AND SALW

Date: 12.10.2022

Result	Indicators	Baseline	Target	Means of verification
ENHANCED POLICE OPERATIONS IN THE FIELD OF POSSESSION, MISUSE AND TRAFFICKING OF SMALL ARMS AND LIGHT WEAPONS THROUGH IMPROVED INFORMATION GATHERING AND SHARING PROCESS				
Outcome 1: STRENGTHENING CROSS-BORDER INTEGRATED INSTITUTIONAL APPROACH IN COMBATTING ILLICIT ARMS TRAFFICKING BETWEEN KOSOVO AND NORTH MACEDONIA THROUGH INCREASED INSTITUTIONAL CAPACITIES, IMPROVED POLICE PRACTICES AND INFORMATION SHARING				
Output 1.1: Strengthened institutional capacities and police officers' knowledge and understanding of illegal possession, misuse and trafficking of SALW through specialized trainings and use of innovative IT tools	Indicator 1.1.1: Number of needs assessment and gap analysis in relation to IAT, SALW control, possession and misuse and weapons categorization	No qualitative gap analysis report;	One gap analysis report prepared per jurisdiction;	Gap analysis report available;
	Indicator 1.1.2: Number of trainings on information gathering, information sharing and information analysis and number of trainings on weapons categorization;	No training on information gathering, information sharing and information analysis; No training on weapons categorization and their essential parts, explosives and other handmade explosives, Possession and Misuse of firearms and Community Policing/ILP Activity;	12 trainings on information gathering, information sharing, and information analysis is provided for 200 police officers per jurisdiction; 12 trainings on weapons categorization and their essential parts, explosives and other handmade explosives, Possession and Misuse of firearms and Community Policing/ILP is provided for 200 police officers;	Project report on training; attending police officers' certificates on both trainings and in both jurisdictions (400);

Output 1.2: Strengthened institutional capacities and improved operational information sharing between North Macedonia and Kosovo law-enforcement institutions in combating trafficking of converted firearms	Indicator 1.2.1: Number of comprehensive trainings on IAT of converted firearms developed and delivered;	No comprehensive training on IAT of converted firearms;	Three comprehensive trainings on IAT of converted firearms developed and delivered;	Training report, materials and certificates (105 police officers + 12 police officers);
	Indicator 1.2.2: Number of police officers that attended a converted firearm workshop;	No police officers attended a converted firearm workshop;	12 police officers attended the converted firearms workshop;	Training report and certificates;
	Indicator 1.2.3: Frequency (number) of meetings between investigation teams and FFP across the border and between the agencies;	No meetings held on issues of converted firearms between investigation teams and FFP across the border and between the agencies;	Two workshops and at least two meetings held on improved coordination between investigation teams and FFP across the border and between the agencies;	Reports/ minutes of coordination workshops and meetings;
	Indicator 1.2.4: Number of JIT and SOPs on converted firearms investigations;	No JIT and SOPs on converted firearms investigations;	At least one JIT created, and one SOP developed on converted firearms investigations;	Bilateral agreement and SOP on JIT;
	Indicator 1.2.5: Number of knowledge products developed, printed and disseminated;	No operational knowledge products available on IAT, converted weapons and cybercrime that will help law-enforcement institutions in their decision-making efforts;	At least 5 knowledge products developed, printed and disseminated that will help law-enforcement institutions in their decision-making efforts	Produced/publicized reports, best practices, lessons learnt, SOPs and various updates to procedures
Output 1.3: Improved capacities of Cyber Crime Units and Firearms Focal Point (FFP) in dealing with illicit firearms trafficking on the Internet and Darknet	Indicator 1.3.1: Frequency (number) of coordination meetings organized for development of harmonized procedures for cybercrime investigations;	No clear and harmonized procedures for cybercrime investigations between both jurisdictions;	One workshop and at least two meetings organized on harmonized procedures and improved coordination with FFPs on cybercrime investigations between the two jurisdictions;	Developed SOP and reports/minutes from coordination meetings; workshop list of participants
Outcome 2: IMPROVED CITIZENS AWARENESS OF THE DANGERS OF POSSESSION AND MISUSE OF SALW				
Output 2.1: Increased outreach and communication to citizens through mass-media and targeted awareness raising campaigns	Indicator 2.1.1: Number of press stories on the dangers of misuse and trafficking of SALW published	No press stories on the dangers of misuse and trafficking of SALW;	At least 6 press stories on the dangers of misuse and trafficking of firearms;	Publications, news clippings, photographs
	Indicator 2.1.2: Number of public awareness campaigns on the dangers of misuse and trafficking of SALW carried out	No public awareness campaigns on the dangers of misuse and trafficking of SALW;	Two mass media campaigns and four targeted campaigns on the dangers of misuse and trafficking of firearms;	Campaign materials and reports, photographs.

Annex 4: Project risk matrix

Risk Matrix

UNDP KOSOVO & UNDP NORTH MACEDONIA

CROSS-BORDER INTEGRATED INSTITUTIONAL APPROACH TOWARDS COMBATING IAT AND SALW

Date: 12.10.2022

#	Description	Category	Impact & Likelihood	Risk Treatment/ Management measures	Risk Owner	Current status
	Risk 1 Large and rapid number of infections by COVID19 (Delta and Omicron) in both jurisdictions.	Operational	I = 3 P = 2	UNDP Kosovo and North Macedonia Country Offices will strictly monitor and follow the UN guidelines and measured imposed by governments in both jurisdiction to prevent the infection with COVID19. As necessary, the project teams will adjust the timeline of project activities and request non-cost extension of the project's duration to mitigate the risk, as feasible.	Project managers	Ongoing. The risk of COVID-19 infections has largely been reduced in the second half of 2022 in both jurisdictions. The restrictive measures have been lifted and in person activities have resumed. The project teams will continue to carefully monitor the situation and plan accordingly.
	Risk 2 Ineffective coordination between institutions, organization and authorities and inherent complexities of cross-border cooperation.	Operational	I = 3 P = 2	UNDP's preferential access to the government and long-standing partnership with public sector stakeholders will guarantee high level political commitment and endorsement of the project. The project will ensure coordination by facilitating the signing of memoranda of understandings between relevant actors.	Project managers	Ongoing. While faced with cumbersome processes and delays on occasions, the project teams maintain regular, timely and constructive communication with authorities of both jurisdictions. The delays have affected the planned timelines though, for which non-cost extension is necessary.
	Risk 3 Political situation and instability in Kosovo and North Macedonia, causing decision delays and/or lack of commitment to project objectives.	Political	I = 3 P = 2	Project activities have been designed in close cooperation with representatives from the relevant institutions, on both sides of the border, to obtain strategic compliance, commitment and create sense of ownership. The initial political support was secured, through signature of support letters, and with establishment of the project boards, this risk will be minimized.	Project managers	Ongoing Despite the successful engagement of both project teams with respective authorities in the two jurisdictions, the risk has materialized and affected the project implementation pace. The project management team has requested a non-cost extension of the project to address the delays.

<p>Risk 4 High turnover of staff hinders sustainability of organizational knowledge and capacity development within the institutions.</p>	Operational	I = 3 P = 2	The project will also aim at promoting knowledge management systems to ensure information and capacity is kept in-house. Institutional memory will be safeguarded by developing necessary Administrative Instructions and/or SOPs within the Kosovo and Macedonian police.	Project managers	<p>Planned Both the risk and management measures remain relevant. At present, the majority of relevant staff members in both jurisdictions remain in their positions, although this is subject to change. The developed materials and knowledge products will ensure safeguarding of strengthened capacities and developed institutional memory.</p>
<p>Risk 5 Continuation and sustainability of capacity development activities after project completion</p>	Operational	I = 3 P = 3	The project will aim at integrating capacity development activities within beneficiary strategies and action plans. Furthermore, joint teams and investigations will create positive peer pressure and increase the sense of ownership among institutions	Project managers, SALW Commissions	<p>Planned Both the risk and management measures remain relevant. Although the participants at capacity development activities have shown a high level of interest and engagement, there is a risk that such activities may not be continued by the respective Ministries following the end of the project, due to lack of finance and human resources. The project team is working with relevant stakeholders in both jurisdictions to ensure adequate continuation of capacity building activities in future.</p>
<p>Risk 6 Possible overlapping activities with the UNODC and OSCE</p>	Operational	I = 2 P = 3	The UNDP teams have been in communication with the UNODC and OSCE during the project drafting phase and will remain in regular contact with them in order to avoid potential overlapping of the activities	Project managers	<p>Ongoing, Planned</p>
<p>Risk 7 [New] Lack of resources and institutional capacities for project implementation by project beneficiaries</p>	Operational	I = 3 P = 2	UNDP Kosovo and North Macedonia Country Offices will continue a comprehensive coordination and cooperation process with the project beneficiaries, with the aim of timely execution of project activities.	Project managers	<p>Ongoing The risk occurred during the project implementation, causing delays in the execution of plans. The project teams assessed the need for extended timeframes for effective project activity implementation</p>

Annex 5: Project multi-year work plan

		Multi-year Work Plan		Revised, October 2022																										
		Title of project proposal: CROSS-BORDER INTEGRATED INSTITUTIONAL APPROACH TOWARDS COMBATING IAT AND SALW		Revised Project Implementation period: 24 Months, 14 days (18 March 2021 - 31 March 2023)																										
		Implementing entity: UNDP Kosovo & UNDP North Macedonia		Revised Project Implementation period: 24 Months, 14 days (18 March 2021 - 31 March 2023)																										
		Activities	Sub-activities	2021												2022												2023		
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar			
STRENGTHENING CROSS-BORDER INTEGRATED INSTITUTIONAL APPROACH IN COMBATING ILLICIT ARMS TRAFFICKING BETWEEN KOSOVO AND NORTH MACEDONIA THROUGH INCREASED INSTITUTIONAL CAPACITIES, IMPROVED POLICE PRACTICES AND INFORMATION SHARING AND RAISING PUBLIC AWARENESS OF THE DANGERS OF SALW MISUSE AND TRAFFICKING	Output 1: Strengthened institutional capacities and police officers' knowledge and understanding of illegal possession, misuse and trafficking of SALW through specialized trainings and use of innovative IT tools	Activity 1.1.1: Needs assessment and gap analysis in relation to IAT, SALW control, possession and misuse and weapons categorization	Gap Analysis Expert (International)																											
			Analysis report																											
			Workshops/Meeting																											
			Workshops/Meeting/Analytical report																											
	Activity 1.1.2: Institutional capacity building	Information Expert (local)																												
		Booklet + training materials																												
		12 trainings on information gathering, sharing and analysis (400 police officers - 2-day training)																												
		Weapons Categorisation Expert (local)																												
	Output 1.2: Strengthened institutional capacities and improved operational information sharing between North Macedonia and Kosovo law-enforcement institutions in combating trafficking of converted firearms	Activity 1.2.1: Institutional capacity building on converted-firearms investigations	Weapons Conversion Expert (International)																											
			Booklet + training materials																											
3 trainings on establishing trafficking routes, integrated use of financial investigation during IAT cases and firearms-conversion methods and table-top exercises (75 police officers - 3-day training)																														
FFPs																														
Activity 1.2.2: Formation of JIT for converted-firearms investigations	Investigation Expert to develop the SOP on converted firearms investigations (local)																													
	Workshop on converted weapons (30 police officers - 1-day)																													
Activity 1.2.3 Development of knowledge products	Analysis, codification and publication of knowledge products																													
Output 1.3: Improved capacities of Cyber Crime Units and Firearms Focal Point (FFP) in dealing with illicit firearms trafficking on the internet and Darknet	Activity 1.3.1 Development and harmonization of the operational procedures in Kosovo and North Macedonia	Cyber Crime Expert to develop the SOP on JIT and draft administrative procedures (local)																												
		Workshop and coordination meetings with Cyber Crime working group (12 police officers - 1-day)																												
IMPROVED CITIZENS AWARENESS OF THE DANGERS OF POSSESSION AND ABUSE OF SALW	Output 2.1: Increased outreach and communication to citizens through mass-media and targeted awareness raising campaigns	2 SALW mass media awareness-raising campaigns																												
		4 targeted awareness-raising campaigns in communities along the illicit firearms trafficking routes																												
Project Management	PM costs	Project Manager																												
		Chief Technical Advisor (International) -																												
		Project Officer																												
		Project Associate																												
		Driver																												
		Communications Specialist (20%)																												
		Programme Officer (10%)																												
		Procurement Officer (5%)																												
		Network and security																												
		Communication services																												
		Email subscription																												
		Office rent & maintenance																												
		Office supplies																												
		Communication and Miscellaneous Expenses																												
Taxi cost (fuel, maintenance, insurance, registration etc)																														

Annex 6: Kosovo Police Endorsement Letter

	Republika e Kosovës Republika Kosova – Republic of Kosovo Qeveria - Vlada - Government Ministria e Punëve të Brendshme / Ministarstvo Unutrašnjih Poslova Ministry of Internal Affairs Policia e Kosovës / Policija Kosova / Kosovo Police	REPUBLIKA E KOSOVËS – REPUBLIC OF KOSOVO MINISTRIA E PUNËVE TË BRENDSHME / MINISTARSTVO UNUTRAŠNJIH POSLOVA DREJTORI I PËRGJITHSHMË / POLICIJE GENERALNI DIREKTOR POLICIJE GENERAL DIRECTOR OF POLICE
	Drejtoria e Përgjithshme e Policisë / Generalna Policijska Direkcija / General Police Directorate	No./No. 01/0243 Date/Datum/Date 24.04.2020 PRISTINE-PRISTINA 

To whom it may concern!

Date: 23.04.2020
 Pristina, Kosovo

Dear Madam/Sir,

Kosovo Police and other authorities are successfully implementing small arms and light weapons and explosives strategy, countering organized crime strategy, community policing and Intelligence led Policing strategy as well as IBM. Kosovo Police is also successfully implementing the Regional Roadmap for SALW Control in the Western Balkans where we have adopted the action plan into national strategies and plans.

Due to our commitment and dedication in countering Illicit Arms Trafficking, annually Kosovo is confiscating approximately 1,500 weapons of various calibers including ammunition and explosives at the border check points as well as in land. Kosovo Police is also regularly implementing house searches as part of the internet led operations but lacs specialized equipment and IT devices which will contribute in effective information sharing and analyzing.

Additionally, we are conducting police operations, investigations online and offline but to combat the issue of illicit arms trafficking we have to work and operate together with our neighboring countries. In this case, this project will enable Kosovo and North Macedonia to strengthen their human and technological capacities, share information and conduct joint operations and investigations against IAT at the cross border as well as inland.

Recent events have also indicated that increased cooperation is key for successful tackling illicit arms trafficking therefore Firearms Focal Point (FFP) which is established and fully operational will further contribute to our joint efforts in identifying criminal groups dealing with smuggling of SALW, ammunition and explosives through information sharing and joint operations.

Through this letter, Kosovo Police fully endorse cooperation, coordination and the support to the successful project implementation because this is the first project that addresses integrated institutional approach within the country and stimulates the cooperation with neighboring countries.

The project will be implemented in close cooperation with our valuable partner UNDP/Kosovo Safety and Security Programme (KSSP).

Your sincerely,

Mr. Rashit QALAJ
 General Police Director
 Kosovo Police

