



# Human Resources Development in Corruption Prevention Efforts

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# Human Resources Development in Corruption Prevention Efforts/Background

- Kosovo: long history of conflict
- Population: made of **several ethnic groups**
- Very **complex context** in which the EU institutions operate in Kosovo
- This poses **certain challenges** that are unique to this particular case

# Human Resources Development in Corruption Prevention Efforts/Background

- This includes **geo-political issues** surrounding the status of Kosovo, but also the internal-economic, social and political situation in Kosovo itself
- For such a small country, the **EU has a large presence** in Kosovo, and great portion is focused on the development of **Kosovo's rule of law institutions**

- As all civilian CSDP mission, EULEX is **financed by the CSDP** budget which is controlled by the European Commission
- The budget only **covers operation costs**, and as such EULEX has no budget to carry out projects
- Its primary instrument for implementation is human resources put to the task of **carrying out the MMA mandate**

# Human Resources Development in Corruption Prevention Efforts/EULEX Kosovo

- Human resources are used in a structured and systematic way in order to achieve specific results
- The mission employs a “programmatically approach” which aims to organize the MMA activities
- Assessing the state of rule of law bodies in Kosovo, and identifying gaps and weaknesses

## Human Resources Development in Corruption Prevention Efforts/EULEX Kosovo continued

- Actions designed to address gaps and weaknesses involved either monitoring and advising by EULEX staff or encouraging others to **provide financial support** for a specific gap that required resources other than human resources
- This programmatic approach is a new development in the EC's CSDP and is an attempt **to systemize the implementation of the mandate**

## Human Resources Development in Corruption Prevention Efforts/EULEX Kosovo continued

- The gaps identified and recommendations made were taken as a starting point for the development of **Action Fiches**.
- The Action Fiches **describe** the desired outputs, required key activities to reach these outputs and **specific tasks to be accomplished** within the activities.

## Human Resources Development in Corruption Prevention Efforts/EULEX Kosovo continued

- **EULEX Staff** target: 1950 international/1250 national
- Mandated to: **Mentor, Monitor and Advise**, with limited **Executive Powers**
- Comprised of three components: **Police, Justice and Customs**

## Human Resources Development in Corruption Prevention Efforts/EULEX Kosovo continued

- Justice component: **Judges and prosecutors**, engaged in: District Courts, Judicial Council, and in the Ministry of Justice
- Police component: four anti-riot units, operations, border, **crime** and administration
- Customs component: mobile teams, and **headquarters level**

# Human Resources Development in Corruption Prevention Efforts/EULEX Kosovo continued

- **International experienced staff:**  
seconded/contracted
- Staff are tested on their professional skills and backgrounds
- **Induction training covers anti-corruption**
- Staff engaged in MMA activities will attend a more comprehensive anti-corruption training

# Human Resources Development in Corruption Prevention Efforts/EULEX Kosovo continued

- **Executive function**, EULEX has the ability in serious cases to **investigate and prosecute** cases directly
- Staff engaged in executive function will be aware of **anti-corruption perspective**

# Human Resources Development in Corruption Prevention Efforts/**Anti-Corruption Training**

- **Background information and current legislation** in the Anti-Corruption Field
- Kosovo Anti-Corruption **Strategy and Action Plan**
- Kosovo **Law Enforcement** in the Anti-Corruption Field

# Human Resources Development in Corruption Prevention Efforts/EULEX Kosovo continued

- Responsibilities of EULEX staff in the fight against corruption
- Case studies including examples of: corrupt judges, prosecutors, police and customs officers

# Human Resources Development in Corruption Prevention Efforts/**Joint Efforts**

- Joint Rule of Law Coordination Board:  
**Kosovo authorities, EULEX** and others  
involved in rule of law reform efforts
- Co-chaired by the Deputy Prime Minister  
and Head of Mission
- **EUSR** and **ECLO** attend as observers

# Human Resources Development in Corruption Prevention Efforts/**Joint Efforts**

- Kosovo government lacks the capacity to coordinate donor efforts and has a tendency to put requests for support to several **donors** at the same time
- Donors are **required to communicate** and coordinate more closely with each other than with local counterparts **to avoid duplication of efforts**

# Human Resources Development in Corruption Prevention Efforts/Challenges

- Challenges: unresolved status issue and the division between the EU Member States on it
- The social and economic circumstances in Kosovo are often considered as putting limits on what can be achieved in the area of rule of law
- EULEX, as many other international EU and non-EU mission is chronically understaffed

# Human Resources Development in Corruption Prevention Efforts/**Challenges**

- **Staff rotation** also is a challenge to the effective implementation of the mandate, monitoring, mentoring and advising requires certain **level of trust**, which takes time to built
- Lack of clarity on which laws are to be applied in Kosovo