The Communications Strategy of the Security Services

2021

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This strategy was prepared in the framework of the contribution of the Civil Forum to Promote Good Governance in the Security Sector to support the efforts of the Ministry of Interior to develop the capacities of the security sector institutions in communication, and enhance their openness towards the civil society organizations and the media.

Contents

▶ Introduction:

The ability of the security sector and its various branches to communicate with the media and the public constitutes a crucial aspect of the way the sector presents itself to the public on one hand, and how it displays its actions, justifies its conduct, improves its image and gains public support for the services it provides on the other hand. Moreover, their openness and transparency is crucial for their success, satisfaction with their work, and for the level of confidence in their services and their staff, which in turn enhances stability and security.

The Palestinian security forces in specific face major challenges in their public communications, whether in their day-to-day activities or during urgent events that require intensive work and continuous communication with the public to alleviate any ambiguity, ensure accuracy, overcome resulting crises and keep abreast with the pace of those incidents. Moreover, the nature of those complex issues and the diversity among the public require the security services to invest in developing an effective communications strategy.

With the development of the social media, the security services must keep abreast with its fast evolution and master its effective use. Although the conventional media no more constitutes the main source of news and information, nevertheless it remains an important communication tool. This requires the security officers and the media and communication units to consider thoroughly having effective means of communication with the conventional media. It also requires them to understand and master the new and emerging media, how the public obtain their information, and to utilize those means to convey their messages to the public, focusing on the following goals:

1- The media: Increase awareness of the important role of the security services in the daily lives of citizens and the public, who strengthen national security, reduce criminal activity, implement the law and maintain civil peace, as well as any other goals related to security.
2- Understand and change: Alleviate misunderstanding by explaining the activities and measures of the security services, as well as the instructions related to daily events or emergencies.
3- Change behavior: Persuade the public to behave differently and respond to their call to adhere to the law, order or instructions.

The security sector strategy 2021-2023 seeks to strengthen the relationship with citizens through engaging the relevant civil society organizations in the security programs, and through media programs that present a positive image about the efforts of security forces in law enforcement. To achieve the goal of strengthening relations with the citizens, a communications strategy with the media and the civil society shall be developed, which constitutes a supporting part of the general Security Sector Strategy 2021-2023.

Methodology

Within the framework of cooperation between the Civil Forum to Promote Good Governance in the Security Sector and the Palestinian Ministry of Interior (MOI), representing the Palestinian security sector, the Forum, in cooperation with the competent authorities at MOI and the security services, aspires to contribute to developing a communication strategy for the security sector.

1- The context

The first step in developing a communications plan is to review, evaluate and analyze the current communication status at the security sector. This provides the basic analysis on which to base the process of identifying the goals and objectives, programs and activities. This step aims to develop a brief analysis of the strengths, weaknesses, opportunities and threats (SWOT) of the working environment of the security sector.

2- Goals and objectives

Based on the analysis of the current situation (context description and analysis), the goals and objectives are developed. The goals and objectives of the communications strategy focus in particular on supporting the mission and vision of the security institution. While goals are general and ambitious, objectives are specific and measurable (identify what must be done).

3- Implementation plan

Once the goals are identified, the next step is to identify the steps and measures to reach out to the target audience. The implementation phase identifies what must be done, when and by whom, and clarifies other roles and responsibilities.

To achieve the above, the Forum, in cooperation with MOI held focus groups including the media and communication officers in the Palestinian security services between December 2021 and January 2022. The focus groups discussed the existing situation of communications with the media and public relations departments at the security services, their nature and structure, and evaluated their work, roles and challenges. They also addressed any existing communications strategies or plans. After discussing the external and internal environments, to enable a comprehensive understating of the problem and identify the type of desired change in the communications system, the representatives of the security services and the relevant departments conducted a quick assessment. Then, they broke into working groups to conduct the SWOT analysis, depending on the nature, role, size and structure of each security service. One representative of the department or section represented each service.

▶ Analysis of the current communications status at the Palestinian security sector

The focus groups discussed and analyzed the communications status and the nature of communications functions at the media departments, to understand their working environment, since the legal, administrative and operational environments vary among the different services, in addition to variation in the material and human resources allocated to the different departments. Some departments lack material or human resources, or even both. Even if the "will" is there, and even if they have the support of the service command, the material resources are lacking. One reason is the deteriorating economic conditions of the Palestinian National Authority (the State of Palestine), which variably affect the different services, or the lack of a comprehensive plan that identifies the goals, messages, target audience, resource allocation, material, human and developmental needs, with a separate budget item within the service's operational and administrative annual budget, to guarantee their success.

Claiming that there is a communications strategy or plan without a financial allocation in the budget or identifying the resources and tools to implement it aborts any possibility for implementation. Moreover, having a strategy or plan without identifying smart, relevant, achievable, measurable and assessable goals makes it hard to judge performance and outcome. This also applies to the lack of clarity of the audience that you address or target, and the audience that influence the strategy. Implementing such a plan leads to general messages and may have an adverse impact on the public perception of the security services and the security sector.

A group of media and communications officers conducted a SWOT analysis to evaluate their performance and discuss some ideas that contribute to developing a communications strategy for the security services. The security services were divided according to the nature of their work (security, information, direct contact with the public), and to what extent they have direct contact with the public, and the expected classification. Each group conducted SWOT analysis of the internal and external communications status of those institutions.

SWOT analysis: the current status of communications in the security services

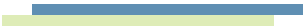| Strengths	Weaknesses
First: Central Logistics Commission /Military Judiciary Commission/Organization and Administration Commission/ Military Medical Services Directorate /Military Financial Administration/Military Training Commission 1- Continuous and direct communications with and support from the service commander. 2- Existing relations with the media. 3- Networking with the security services in general enhances collective media action. 4- Develop knowledge through regular participation in media training courses, conferences and workshops. 5- Have an action plan for communications de partments	First: Central Logistics Commission /Military Judiciary Commission/Organization and Administration Commission/ Military Medical Services Directorate /Military Financial Administration/Military Training Commission 1- Lack of sufficient specialized staff. 2- Lack of capacities, tools or lack of financial resources. 3- Sensitive information about the privacy of security services limits the possibility of publishing them. 4- No website. 5- No allocation in the annual budget to activate and develop media departments.
Second: Presidential Guard (PG)/ General Intelligence (GI)/ Preventative Security (PSO)/ Military Intelligence (MI)/ National Security (NSF) 1- There is a media and public relations department in the official organizational chart. 2- There are officers specialized in media and communication. 3- Sufficient number of officers. 4- Available logistic capacities. 5- Support from security services commanders. 6- There is a media plan. 7- The ability to develop and design media messages. 8- Possession of different media tools. 9- Possession of the information.	Second: Presidential Guard (PG)/ General Intelligence (GI)/ Preventative Security (PSO)/ Military Intelligence (MI)/ National Security (NSF) 1- Poor specialized training in media and communications. 2- Lack of material resources for development, or lack of such resources at the right time. 3- Unavailability of information sometimes. 4- Not actually implementing the plan. 5- Some are not convinced in the role of media and communications. 6- The media story of the security is late. 7- The media story is inconsistent sometimes.
Third: Civil Defense/Civil Police/Customs Police/Political Guidance 1- There is a media and public relations department within the organizational structure. 2- A media and communications trained and competent staff. 3- There is an annual communications plan. 4- **Those services work with the public** 5- All the institutions and services have communication tools. 6- Relatively efficient and effective communication tools. 7- **The services have relations with the media, news agencies and journalists**. 8- All those services have media production units (though limited). 9- Diversity in the media content (in form and content).	Third: Civil Defense/Civil Police/Customs Police/Political Guidance 1- Some services have no legal framework for communications. 2- Lack of budget for communication activities. 3- The point of reference for communication action is the service commander (except PCP). 4- The relatively limited number of staff compared to the required amount of work. 5- The high cost of production of content in any form. 6- Lack of capacities and skills in specific and advanced aspects of communications. 7- Some staff do not have strong affiliation with the security and national institutions, or are incapable of defending them confidently, which is related to ethos, or negative conduct or behavior that harms the image of the security services.

Opportunities	Threats and risks
First: Central Logistics Commission /Military Judiciary Commission/Organization and Administration Commission/ Military Medical Services Directorate /Military Financial Administration/Military Training Commission	First: Central Logistics Commission /Military Judiciary Commission/Organization and Administration Commission/ Military Medical Services Directorate /Military Financial Administration/Military Training Commission
1- There are local and national media institutions that may support the security services in the media. 2- Implementing the media and communications plan. 3- International donors directly support the security services; hence, there are media centers at some security services such as PCP and the Intelligence.	1- The yellow press. 2- The economic conditions and financial problems may result in failing to pay suppliers, which impedes the work of the security services and harms their reputation. 3- Working with limited resources/media is not a priority.
Second: Presidential Guard (PG)/ General Intelligence (GI)/ Preventative Security (PSO)/ Military Intelligence (MI)/ National Security (NSF)	Second: Presidential Guard (PG)/ General Intelligence (GI)/ Preventative Security (PSO)/ Military Intelligence (MI)/ National Security (NSF)
1- There is a communications plan 2- Supporting media outlets, sites and qualified spokespersons. 3- The permanent need of the society for security. 4- Partners within the local and national civil society and media. 5- Support at the political level. 6- Security achievements.	1- Hostile media. 2- Some mistakes committed by the security services or their staff in the field. 3- The negative public perception of the security. 4- Occupation. 5- The lack of full sovereignty. 6- The social culture and its diversity and differences. 7- The general economic condition and its impact on the society, government and security services. 8- Corruption.
Third: Civil Defense/Civil Police/Customs Police/Political Guidance	Third: Civil Defense/Civil Police/Customs Police/Political Guidance
1- The united security action and services and coordination in communications. 2- Political interest. 3- Public interest, which facilitates acquiring a positive public opinion. 4- The need of the media for the security services' narrative. 5- Possessing the information	1- Occupation. 2- The absence of a story, and delays in releasing for legal, bureaucratic or social reasons. 3- Bureaucracy. 4- The social perception of the security services. 5- Political opposition. 6- Abuse of the social media by the public in general and malicious parties in particular. 7- Rumors and fake news spread quickly.

Major internal challenges that confront communication activities in the security sector

1. Lack of financial and logistical resources at the communications departments, and the lack of specific budget allocations.
2. Lack of trained staff.
3. Lack or total absence of information.
4. The work of communication departments is often obstructed; there is poor coordination, internal communications, or belief in their role, hence they are not a priority.
5. The media and communications staff are not fully informed of the security service activities.
6. Lack of effective and professional planning and lack of a comprehensive plan.
7. Lack of continuous coordination and a central media unit that harmonizes the media narrative.
8. Lack of preparedness, in terms of having qualified, informed, resourceful and specialized staff prepared to respond and address the media.

Potential risks and their impact on the operations and sustainability of communications in the Palestinian security sector

Risk/Problem	Its impact and priority from 1-3 1= Very important and constitutes an utmost priority 2= important and constitutes a priority 3= Less important and has less priority	Potential preventive measures, major steps that must be taken to alleviate its impact
Occupation/Lack of sovereignty	1= Very important	- Find alternatives to work in the areas that are not under Palestinian security control. - Work on clarifying the terms of the agreements with the occupation to the public. - Highlight the role of the national security sector and duties that provide protection to the citizens against occupation or settlers. - Highlight the obstacles imposed by occupation to impede the security sector and obstruct their operations.
Hostile media	1= Very important	- Present the public with the reality and confront rumors and misleading information. - Provide information regularly.
The lack or the delay in the story, or publishing it without the security services' story	1= Very important	- Train spokespersons. - Train website and digital content management staff. - Seek continuous digital media presence through information, facts and data.
The perception of the society	1= Very important	- Develop communications plan that aims at improving the public perception of the security sector and focuses on the advantages to the citizens, the role of the security services in keeping order, protection and maintaining civil peace.
Field mistakes	1= very urgent, and has a negative impact on the perception of the security sector	- Seek to improve the performance of the security members and officers in treating the public and reduce negative conduct that adversely affects the image of the security sector.
Political opposition	2= important	- Seek to provide the public with the correct information. - Guarantee and protect the activities of the political opposition in line with the law.

Lack of financial resources and capacities	1= Very important	- Planning for communication and media, starting with allocating budgets. - Provide the financial and logistical needs for plan implementation.
Lack of trained staff	2= important	- Train and rehabilitate staff of the communication departments. - Provide additional trained staff. - Seek the assistance of and partnership with experienced Palestinian media outlets
Inability to control the media or the content in the social media	2= important	- Develop a digital media and social media communications plan. - Appoint qualified staff to produce appropriate content and post it in the social media.

► Communications strategy goals

During the working groups that discussed developing a security sector communications strategy, the security services identified a set of goals in accordance with the afore-mentioned classifications, and in the following manner:

First: Presidential Guard (PG)/ General Intelligence (GI)/Preventative Security (PSO)/ Military Intelligence (MI)/ National Security (NSF)

> The foundation of the security services communication strategy must constitute an overarching objective adopted by the security service command.
> The goals must be clear, specific and measurable, and effecting change on the target audience must be the outcome of communication.

● **External communication goals**

1- To improve the stereotype or the public perception of the security sector through adopting a set of measures to be implemented in one year including:

- Holding regular workshops with university students and the youth
- Holding workshops and meetings with the local community (trade unions/local councils/Reform committees/human rights organizations) to explain the vision of the security services towards maintaining security for the society.
- Intensifying meetings and media programs with the radio and television stations that have live and interactive programs with the audience, covering all the governorates.

2- Developing a cooperation mechanism between the security services and the media through several measures, including:
- Regular meetings with the media and journalists.
- A permanent contact group between the security services and the media.
- Joint activities that serve the community in partnership with the media.

3- Produce media content and materials that promote the role of the security in the society, and disseminate them in the media according to a careful plan and timeframe, through:
- Diversifying work with all the media and social media.
- Production by media experts of audio-visual and press material targeting different audience in all social groups.
- Forming a specialized team to work in the social media.
- Reviewing the layout and content of the webpages of the security services.

4- Activating work on digital and social media through a one-year pilot plan.

• Internal communication goals

1- **Enhance the capacities of the media officers with specialized training so that they become capable of playing an effective role in two years, through:**
- Specialized courses in (editing, photography, filmmaking, graphic design, cartoons and animation).
- Specialized courses in launching, managing and implementing media campaigns.
- Specialized courses in media crisis management
- Specialized courses in improving the capacities of spokespersons.

2- **Allocate budgets on an annual basis within the general budget of the service for the media department, to implement the approved media plan.**

3- **Enhance internal cooperation between the departments within the service and develop mechanisms for continuous cooperation between the media and information departments, to ensure smooth flow of information, which helps the performance of the media departments and their ability for future planning of their media action, as well as sustainability and timely release of information.**
- Hold internal workshops between the media and the information units within the security services to put in place effective work mechanisms that guarantee conveying the security message to the media.

Second: Civil Defense/Civil Police/Customs Police/Political Guidance

• External communication goals

1- **Raise public awareness towards the roles and responsibilities of the security services in 3 years through:**
- Developing diverse media content that suits all communication tools.
2- **Present a modern image of the security personnel, as professionals and experts in their fields in three years, through:**
- Presenting a positive image of the security officers and highlighting success stories.
- Producing awareness videos.
3- **Build partnerships with other stakeholders.**
4- **Build a network of supporters and volunteers to contribute to implementing a set of activities for the security services in 34- years.**
5- **Gain the public opinion in contentious cases in 3 years.**

• Internal communication goals

1- **Gain the trust of the service leadership in the goals of communications and public relations.**
2- **Allocate a budget for implementing the communications plans and achieve the goals of communications and public relations› activities.**
3- **Inform the other departments of the plan goals to ensure their implementation.**
4- **Keep abreast with developments in the field of communications, rehabilitate staff and build internal capacities.**
5- **Draw the attention of the security personnel to the importance of citizens› satisfaction and their knowledge of the work of the security sector.**

Third: Central Logistics Commission /Military Judiciary Commission/Organization and Administration Commission/ Military Medical Services Directorate /Military Financial Administration

● **External communication goals**

1- Strengthen external communications with the public to enhance the relations with:
- The local community through the media and field visits.
- The partner ministries and CSOs.
- Communicate and strengthen the relation with the local media to shed the light on the role of the security institution and strengthen relations with the media.
- Communicate with representative offices and embassies, celebrating with them their national days, in addition to foreign institutions.

● **Internal communication goals**

1- Enhance internal communications between security sectors (flow of accurate and timely information to all parties within the service).
2- Establish communication channels for joint action.
3- Conduct cohabitation courses and joint activities.
4- Exchange information, meetings and visits.

Communication objectives of the security institution

1- Improve the image of the security forces through implementing a series of communications plans that aim at raising public awareness towards the roles and responsibilities of the security forces in enforcing the law, maintaining security and preserving the society, through cooperating with the influential groups in the society to achieve this in three years.
2- Strengthen the relations with the different media outlets and develop relations with the journalists to create partnerships and cooperation in implementing the strategy.
3- Contribute to developing the relations with the partners in the civil society.
4- Develop the internal performance of the communication system within the security forces and cooperation among the different senior administrations within the security forces to enable the implementation of the communications strategy.

The following tables include three examples of the objectives, goals and proposed interventions and activities, taking into consideration the target groups that may contribute to achieving these goals.

First goal: To improve the stereotype or the public perception of the security sector.
Outcome: Strengthen trust between the security sector, the public and other concerned parties.

Secondary goals	Proposed activities/what shall we do?	Expected outcome and how to measure it
Strengthen trust between the security sector, the public and other concerned parties.	● Prepare and make plans for producing and publishing all the media content that contributes to implementing the strategy, and the resulting plans and campaigns.	
Hold meetings with university students and youth group/the youth	● Connect with the public festivals and summer camps, social, cultural and political events and inform the public transparently about their topics of interest. ● Distribute brochures and pamphlets to cars and promotional material once available.	
	● Communicate with the wide public and institutions through cooperating with neighborhood committees, CSOs and community rehabilitation centers at municipalities (if any) to explain and clarify the services, activities and programs of the security.	
Intensify meetings and media programs with the radio and television stations that have live and interactive programs with the audience, covering all the governorates.	● Conduct an annual or monthly public meeting and hearing sessions for a security service commander or senior officers at clubs and municipalities, to interact with the public and respond to their questions. Such meetings should be announced beforehand to collect as many questions as possible from the public prior to the meeting, and document the feedback from the audience. ● Hold specialized public meetings for consultation purposes and post their records on the website.	
	● Produce a brief weekly newsletter to circulate with official stakeholders. ● Provide information to the press and partner CSOs, to keep them posted about the news of the security sector. This will be distributed to mailing lists, and according to the different target groups.	

	● Produce promotional material (pamphlets/brochures in both Arabic and English, not necessarily paper prints/pictures with text/written material) and post them on the website. ● Produce wall and desk calendars that have messages addressed to the public. ● Produce notebooks that include the vision and goals of the security sector as well as their success stories and those of the partners and stakeholders, including the different departments and public services and how to access them as well the telephone numbers and e-mails of the service providers. they will be sent to relevant governmental, non-governmental and foreign institutions, and distributed to the public on national, social and cultural events.	
	● Produce a 5-minute short film about the activities and goals of the security services. ● Produce several awareness short films and upload them on the website, Facebook page and the YouTube channel.	
	● Print a quarterly statistical publication that documents the activities and their results, and distribute it to concerned institutions, customer service centers, school and university libraries, by e-mail, and post it on the website and Facebook page. It must be possible to break down this material to smaller and shorter versions, conveying specific messages.	
Hold workshops and meetings with the local community (trade unions/local councils/Reform committees/human rights organizations) to explain the vision of the security services towards maintaining security for the society.	● Disclose the strategic development plan of the security sector. ● Publish the annual reports and budgets, the developmental projects and the government decisions pertaining to the security sector on the official website and Facebook page.	
Present and promote a positive image of the security sector.	● Document success stories and achievements of the security sector in an attractive manner (in the form of stories or photo reports), especially those that involve cooperating with the local community and the public. Publish them in the electronic newsletters, the news magazine, at the news websites and media partners, and upload them on our website and Facebook page.	

Intensify meetings and media programs with the radio and television stations that have live and interactive programs with the audience, covering all the governorates (under the supervision and the presence of the political level).	● Conduct continuing training, every two years as a maximum, and monitor the impact of the training through questions included in the annual questionnaires addressing customer satisfaction	
Intensify meetings with international parties to convey a clear picture about the security sector.	● Make a list of the names and addresses of the diplomatic representative offices and the donors and the international oversight institutions over the security sector. ● Circulate the media material produced in English to the foreign institutions by e-mail. ● Hold an annual reception for the donors and the diplomatic representative offices to present the plans and achievements of the security sector and discuss potential cooperation.	
Interact with the media and acknowledge their role.	● Post the media material on the activities on Facebook page and You Tube channel of the security service adding a disclaimer.	
Promote the security sector services through direct visits and meetings, and short messages.	● Open the premises of the security services to the public, especially for school trips and university groups. Make use of the public library and the security centers to hold activities targeting specific target groups to promote the services and goals of the security services, and promote the idea of volunteering and taking the initiative to provide the community services that the security provides. ● Use text messages to notify the public especially in cases of emergency, such as warning farmers from snowstorms, a military incursion to a city, or a potential earthquake.	
Seek to measure public satisfaction with the performance of the security services	● Conduct an annual survey to measure public satisfaction, and publish its findings on the website and Facebook page, in addition to a summary in the news outlets and major newspapers in Palestine. ● Use a simple form to measure the level of satisfaction of the persons who used the services provided at the security service centers, if any.	

Second goal: Develop mechanisms of cooperation between the security services and the media
Outcome: Enhance cooperation opportunities with the national and local media and with the journalists, through coordinating with partner media institutions, such as the Palestinian Broadcasting Corporation (PBC) and the Journalists Association. Network with the local media outlets and create partnerships with them to provide technical assistance to the media programs and projects that achieve the communication goals of the security services.

The media interventions revolved around the nature of the communication process on behalf of the security service, and the responsiveness to inquiries about hot events, since the media resorts to other sources of information, which causes issues related to accuracy, and negatively affects their relations with the security services. Suggestions to strengthen the mutual relations revolved around the following:

- Identify media spokespersons for the security services who can provide timely responses, especially during crises and hot events.
- The spokesperson should have an office, rather than just an individual, and this office should be fully informed of the events, to constitute a reliable source of information.
- Establish communication channels between the media and the security services that contribute to smooth flow of information from the security to the media, utilizing digital technology, and through continuous communications and regular meetings, workshops and press conferences.
- Quick disclosure of information to the media, in accordance with the law, to guarantee processes of investigations and evidence collection. This enhances cooperation between the media and the security forces and reduces resorting to other sources of information, which may cause publishing fake news or rumors.

Secondary goals	Proposed activities/what shall we do?	Expected outcome and how to measure it
Periodic meetings between the security and journalists	• Provide the security services with spokespersons capable of providing timely responses to the media especially during crises and hot events. • Develop effective communication channels to enhance smooth flow of information to the press utilizing digital technology. • Hold regular meetings with the Journalists Association, and examine the possibility of establishing an advisory committee consisting of prominent local journalists and the Journalists Association, to provide advice to the security services during developing a media plan. • Hold regular meetings to consult with the above-mentioned advisory committee on the successes and failures in implementing the plan.	

Establish a permanent contact group between the media and the security sector.	● Networking between the security services and the experienced local media, since the experience of the security sector, sources and human resources vary.	
	● Prepare a list of the names and addresses of potential effective journalists and put them in a separate mailing list to provide them with the quarterly newsletter.	
	● Develop a separate mailing list of the media editorial managers and provide them with the news and updates.	
Cooperate with influential journalists and experts from CSOs and universities	● Write articles about the successes of the security sector and publish them in renowned news websites. ● Benefit from the partner programs to collect data about the target audience and target them with text messages, which reduces cost, time and effort. ● Use influencers either personally or through the social media, through radio series and stand-up comedy to convey public awareness messages on the communications and awareness goals of the security services, since all social groups like drama. ● Produce talk shows that host security sector senior officers and the local community to discuss vital issues of interest in the daily lives of the citizens.	
Implement joint activities that serve the society in partnership with the media	● Use the local radio and T.V. stations to target specific audience, such as homemakers, in sending security messages, such as precautions in using gas for heating, or new methods to dispose of solid waste, or tools and means for house protection, since homemakers prefer that.	
	● Conduct an annual tour for the journalists to the security services and all their premises to introduce them to their roles and functions and explore means of cooperation. ● Use text messages to communicate with journalists.	
Enhance communications through digital technology and social media networks	● Send specific messages according to the nature of the audience and the used social media platform, and produce content that suits those networks and send messages that achieve the goals. ● Enhance the relations with influential pages and influencers on the social media	

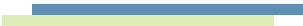| Network with the media and develop partnerships with the local media on all governorates	● Establish partnerships to implement the security services media plan. ● Conduct field research and online research, and contact the partner institutions to benefit from their experience.	

Develop an implementation plan for the strategy as part of this document to implement the goals; it is based on a set of criteria and a group of media and interactive activities that include:

1- The optimal use of all forms of the social media for optimal content and timing.

2- Benefit from social media influencers, each according to their specialization and target audience.

3- Establish and develop relations with different kinds of journalists and presenters.

4- Set up an integrated executive team that carries out all the functions from planning, to production, publishing, evaluation and content management at the different media outlets.

5- Plan media content to serve the goals of the security services and conveys the message to the target audience, so that they can be reused in other outlets.

6- Set up a list of institutions, companies, producers and creators to contract if necessary for content production and dissemination.

7- Document audio-visually all the major and minor activities of the services, at least with photos. To achieve this, most staff members must receive training on media documentation and photo documentation.

8- Develop modern media content based on the information and data presented and produced by the security services in the form of simplified info-graphs and video-graphs addressing the public, either produced by the security service or outsourced. The departments shall select the content that may influence the public and constitute a tool of change.

9- Organize competitions that motivate the journalists and the public to enhance security, combat crime and drugs, under the following topics:

A- The best photograph for citizens, photographers and journalists, identifying a number of topics for the photos.

B- The best Info-graph on mechanisms of reporting crime, offenses and assaults on public property and corruption.

C- The best legal radio program or the best radio report.

D- The best T.V. report on the efforts of the Civil Defense or the Police.

E- The best spot or short video about road safety, or against drugs on the social media.

Third goal: Enhance relations with the civil society organizations and relevant institutions to raise public awareness towards the roles and services of the security sector and cooperation through the use of effective communications and media

Outcome: Institutionalize the relations with the civil society organizations and increase the contribution of the civil society in formulating security policies

Secondary goals	Proposed activities/what shall we do?	Expected outcome and how to measure it
Hold workshops with CSOs and community-based organizations to explain the security services vision for achieving security for the society	● Open communication channels and hold regular consultations with specialized CSOs to exchange information, ideas and suggestions on laws, policies and plans. ● Hold open meetings in the form of public hearing sessions to ensure transparency and disclosure, document the feedback and post the records on the website. ● Hold regular meetings with the security forces and CSOS to increase communication efficiency and strengthen cooperation and fruitful relations in service of the Palestinian society. ● Activate the security services media centers to facilitate access to information. ● Strengthen the relations between CSOs and security services, with the services command having the political will, and expressing their acknowledgement and respect for the role of those organizations in the Palestinian society.	Improve the public image. Institutionalize cooperation with CSOs. Participation in media campaigns.
	● Issue and distribute periodic statistics and annual activity report to CSOs and research and oversight institutions. ● Publish the annual activity report on the website and publish it the media.	
Intensify live and interactive radio and T.V. shows and programs covering all governorates	● Use the national, seasonal, economic and athletic events to distribute awareness pamphlets ● Place the telephone numbers and steps for reporting crime and illegal acts and the website.	
	● Interact with the activities of CSOs, such as conferences, festivals, summer camps, and social, cultural and political occasions to interact with the public and provide them transparently with information, news and guidance about topics of interest.	

	● Cooperate with the neighborhood committees, CSOs and community rehabilitation centers in municipalities (if any). ● Communicate with wide groups of the society and CSOs to promote the security sector services and programs. ● Cooperate with youth councils to support the role of the security sector in areas that have no security centers.	
	● Coordinate with schools and universities to improve the understanding of the rule of law among the children and the youth. ● Participate in implementing cultural activities, art competitions and social development programs implemented by those organizations, through which cooperation between the two parties may be possible.	

Fourth goal: Develop the internal communications within the security services and cooperation among the different administrations and senior management to enable the implementation of the communication strategy
Outcome: Empowered and capable media departments able to convey the message of the security institution

Secondary goals	Proposed activities/what shall we do?	Expected outcome and how to measure it
Increase human resources in the media departments of the security services	● Increase the number of specialized staff at the media departments of the security services. ● Provide budgets for the departments with clear budget items to provide the necessary tools and equipment for media, and enable the departments to cover the security service activities.	Media departments have the human and material resources that enable them to perform their .functions
Develop communication mechanisms within the service and in the security sector at large	● Develop a protocol that identifies channels of internal communications for exchanging information within the security service and in the security sector. ● Develop implementation plans for internal and external communications. ● Form a specialized team for digital media and social media. ● Review, evaluate and develop websites for security services and media institutions. ● Appoint spokespersons for the security services and enable them to communicate with the concerned parties in the service.	Media departments provide accurate and clear information, stories of events and the positions of the .security services
Develop the capacities of the media departments in the security services	● Train the spokespersons and website managers for the social media within the security services on skills of addressing the media. ● Build and develop the capacities of the specialized team in digital and social media to plan, produce and run content, manage the pages and channels, interact and publish on a wide-scale (viral sharing).	Staff of the media departments are competent and qualified to run the media tasks for the security service
	● Conduct training courses on digital media, content planning, production and management, use of mobile phones in the media and the digital stories. ● Conduct training courses in photography, video and editing. ● A training course in fake news verification and presenting the correct story.	
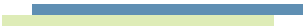
	● Training on running websites and pages on the social media ● Training on running groups and interaction through digital tools.	
	● Training on writing news items, stories and media reports.	
	● Training in strategic planning to develop the staff capacity in annual planning for the media department.	
	● Training in planning media content.	
	● Strategic planning for the digital media and implementation plan for managing digital content.	

▶ Mechanism to identify the messages sent from the security sector to the public to achieve the desired outcome

Achieving the strategic objectives requires identifying the appropriate means of communication to achieve the goals and convey the messages to the target audience, through seeking to achieve the secondary goals by implementing a group of communication activities identified in the communications plan.

First goal: To improve the stereotype or the public perception of the security sector through a set of measures to be implemented in one year, and strengthen the trust and credibility between the security sector and the public and other relevant institutions.					
First target group	The youth, unions, reform committees, CSOs, relevant public institutions, and the public at large benefiting from the services such as school and university students, homemakers, employees, farmers, artisans, freelancers and the private sector. Civil Defense and Emergency, local and national media, security personnel, the public.				
Choose one or more	Introduce		Engage	Promote	Enhance
The desired outcome					*
Identifying the goal and the secondary goals	Improve the stereotype or the public perception through a group of measures implemented in one year • A group of periodic meetings with university students and the youth sector/ the youth. • Conduct workshops and meetings with the local community (trade unions/ Local councils/ reform committees/ human right organizations) to explain the vision of the security services in achieving security for the society. • Intensify live and interactive programs and talk shows in radio and T.V. stations in all governorates.				
The message that I will address the public with:					
The media form that may be produced	Video/video graphic	Audio/ radio program/ interview/ promotion/ awareness spot	Photos/ photos with text and subtitles	State-ment/re-port	Graphic/ Info-graphic	Meeting/ conference
The media outlets the public uses	T.V./social media networks .	Radio	Social media/any channels .	newspapers/ websites / social media networks	Websites/ Social media networks T.V.	
What activities and events are planned at the department or the institution, from which we may benefit in achieving the goal, or which may produce content that serves the goal during next year.	Allocate sufficient budget for production and distribution on the social media (films, motion pictures, videos, info-graphs)	Radio program on 5 stations	T.V. program/ PBC	Debates, hearing sessions, awareness meetings	Annual conference, annual celebration, Press conference	Meetings with journalists, meetings with university students
Duration and frequency					

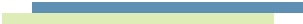| Second goal: Develop mechanisms of cooperation between the security services and the media through a set of measures in one year						
Target audience	Beneficiaries, local and national media, security service personnel, the public.					
Select one	Introduce		Engage	Motivate	Raise awareness	
Desired outcome	*		*	*	*	
Identifying the goal and secondary goals	Develop a cooperation mechanism between the security service and the media by adopting a set of measures in one year through: • Regular meetings with the media and journalists. • A permanent contact group between the security services and the media. • Conduct joint activities that serve the community in partnership with the media.					
The message that I will address the public with: **according to the target group, media tool and content**						
The media form that may be produced	Video/video-graphic	Audio/ radio program/ Radio interview/ promotion/ awareness advertisement	Photos/ Photos with text and subtitles	Statement/ Report	Graphic/ Info-graphic	Interview/ conference
The media outlets the public uses	T.V./ Social media networks	Radio	Social media/ Any channels	Newspapers/ Websites Social media networks	Websites/ Social media networks/ T.V.	Hold regular meetings with The Journalists Association
What activities and events are planned at the department or the institution, from which we may benefit in achieving the goal, or which may produce content that serves the goal during next year.	Allocate sufficient budget for production and distribution on the social media (films, motion pictures, videos, info-graphs)	Radio program on 5 stations	T.V. program.	Debates, hearing sessions, awareness meetings .	*	Hold consultation meetings with media experts/ discuss future plans and activities
Duration and frequency						

<table>
<tr><td colspan="7">Third goal: Encourage the public to cooperate and interact with the security sector to achieve effective community participation in security, civil peace and public safety.</td></tr>
<tr><td>Target audience</td><td colspan="6">Local community leaders, reform committees, relevant CSOs and grass-root organizations such as youth and sports clubs, women clubs and organizations, and social institutions for persons with disabilities.</td></tr>
<tr><td>Select one</td><td colspan="3">Introduce</td><td>Engage</td><td>Motivate</td><td>Raise awareness</td></tr>
<tr><td>Desired outcome</td><td colspan="3"></td><td>*</td><td>*</td><td>*</td></tr>
<tr><td>secondary goals</td><td colspan="6">Encourage the public to cooperate and interact with the security sector to achieve effective community participation in security, civil peace and public safety.</td></tr>
<tr><td colspan="7">The message that I will address the public with:</td></tr>
<tr><td>The media forms that may be produced</td><td>Video/video-graphic</td><td>Audio/ radio program/

Radio interview/ promotion/ awareness advertisement .</td><td>Photos/

Photos with text and subtitles.</td><td>Statement/

Report</td><td>Graphic/

Info-graphic</td><td>Meeting/ conference</td></tr>
<tr><td>The media outlets the public uses</td><td>T.V./social media networks</td><td>Radio</td><td>Social media/ any channels</td><td>Newspapers/

Websites

Social media networks</td><td>Websites/ social media networks/ T.V.</td><td></td></tr>
<tr><td>What activities and events are planned at the department or the institution, from which we may benefit in achieving the goal, or which may produce content that serves the goal during next year.</td><td>Allocate sufficient budget for production and distribution on the social media (films, motion pictures, videos, info-graphs)</td><td>Radio program on 7 stations</td><td>T.V. program/

On T.V. channels in different governorates</td><td>Debates, hearing sessions, awareness meetings</td><td>*</td><td></td></tr>
<tr><td>Duration and frequency</td><td colspan="6"></td></tr>
</table>

The aim of evaluation: what activities shall be evaluated? Shall we evaluate the activities or the results?

The activities and outputs of a plan must be evaluated in accordance with clear quantitative indicators. Moreover, evaluating the impact of the outcome of communication and media activities on the public through conducting a quantitative survey before and after implementing the communications plan, in addition to qualitative analysis, through holding focus group meetings and in-depth interviews with the target groups if necessary.

Examples on evaluating the proposed activities in general:

● The number of consultations and debates with the Journalists Association and the media which resulted in cooperating with a number of institutions, and the extent to which the radio stations made contact prior to broadcasting the news.
● The number of meetings with CSOs and the amount of exchanged information.
● The number of persons who attended the media meeting with the security service commander, or the meeting with the university students.
● The number of visitors of the official website.
● The number of likes on Facebook page and the number of subscribers at the You Tube channel.
● The number of mailing list members who receive the newsletters.

Examples on output evaluation in general

● Evaluate the content of the media programs that hosted the service director, representative or spokesperson or their deputies.
● Evaluate the content of the success stories and the written or audio-visual reports on the security sector.
● Evaluate the content of the electronic newsletter, the disseminated information, statistics and data, the scale of citations in the media, CSOs reports or research.
● Evaluate the content of the brochure, info-graphics, promotions and awareness spots.

A private survey company may implement the quantitative survey. It should consist of a specific number of questions revolving around the themes and the goals of the plan to be measured. The surveying company shall report its findings. It may conduct deeper discussions about the change that occurred in the surveyed issues, through holding focus groups that aim at understanding the changes and the evolution that occurred in the work of the security service or the whole sector. It may also hold in-depth interviews if necessary.

Evaluation team:
The communication department at the security service and the media team that implemented the plan shall cooperate with a neutral body, such as a private survey company, a non-governmental (NGO) or not for profit organization, to conduct the evaluation process, in addition to the data collected from the social medial networks.

Performance indicators to be used and mechanism of measuring

Performance indicators for the first goal:

Examples:

● The time and the number of pages of media coverage of the security sector activities, content, and whether it was positive, critical or negative.

● The number of persons and relevant institutions who attended the security sector activities, such as the meetings, celebrations and events.

● The number of neighborhood committees and grass root organizations for the youth, women and persons with disabilities›, with whom there is coordination and cooperation in designing and implementing the programs and activities that target them.

● The number of visitors of the website, You Tube channel, Facebook, TikTok and Instagram.

● The annual customer satisfaction survey on the work and services of the security sector and MOI departments.

● The findings of in-depth focus group discussions to examine the findings with experts, CSOs and journalists.

● Fill a form on measuring citizen satisfaction with the service at the public service centers at MOI or at the security services.

● The number of field visitors to the security service premises, comprising journalists, school and college students, and the number of visits of security service members to those parties.

● The number of complaints received by the security services, the number of resolved complaints, and the timeframe for their resolution.

Performance indicators for the second goal:

Examples:

● The number of official and unofficial institutions, journalists, and media outlets that receive the weekly newsletter and the quarterly data.

● The time and the number of pages of media coverage of the security sector activities, content, and whether it was positive, critical or negative.

● The number of security service members who received training on skills of dealing with the public.

● The number of consultant journalists who cooperate with the security sector in planning and implementing the media strategy.

● Evaluate the content of the weekly newsletter, brochure, info-graphics or activity calendar of the security sector, as well as the data, information, video-graphics, promotions or awareness materials.

● The number of visitors of the website, You Tube channel, Facebook, TikTok and Instagram.

● The size of interaction on the social media.

● The number of calls to the radio station.

● The number of calls resulting from interacting with social media posts.

● The number of visitors of the electronic manual posted on the website and the number of persons who save digital or print paper copies of the manual.

● The number of advertisements of services or activities at billboards, radio, T.V., or on Facebook.

● Evaluate the content of radio and T.V. programs broadcast for introduction, awareness and other purposes.

Performance indicators for the third goal:
Examples:

● The number of persons who read the security services annual achievements report, budgets, decisions and activities on the official website and on Facebook, and the number of persons who received printed copies.

● The number of consultation meetings with CSOs, municipalities and universities.

● The number of meetings between CSOs and security service commanders, or interviews broadcast in the media, for hearing purposes or at talk shows.

● The amount of data released by the security sector mentioned in CSO reports, and the number of citations.

● The number of audience at specialized and open public meetings and numbers of interactions.

● The content of the monthly T.V. or radio programs that host the Minister of Interior, MOI spokesperson, or the head or deputy head of any security service.

● The number of partner local organizations with whom the security sector network.

● The content of the mailing lists that contain the names and addresses of donors, diplomatic and representative offices, investors and expatriates.

● The number of attendees at the receptions of the donors and the diplomatic representative offices.

● The number of annual field visits of the diplomatic representative offices and the donors.

Performance indicators for the fourth goal:
Examples

● The existence of a protocol for internal communications.

● The existence of an annual plan for the media department.

● The number of courses held for the media departments› staff.

● The number of press conferences and press reports delivered by the security services.

● The implementation plan for digital content management developed by the media department.

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