

Developing a Community Safety Plan for Hebron



Human Rights & Democracy
Media Center "Shams"



Hebron Governorate



DCAF
a centre for security,
development and
the rule of law

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The Geneva Centre for the Democratic Control of Armed Forces (DCAF) promotes good governance and reform of the security sector. The Centre conducts research on good practices, encourages the development of appropriate norms at the national and international levels, makes policy recommendations and provides in-country advice and assistance programmes. DCAF's partners include governments, parliaments, civil society, international organisations and the core security and justice providers such as police, judiciary, intelligence agencies, border security services and the military.

DCAF has worked in the Palestinian Territories since 2005. It assists a wide range of Palestinian actors such as ministries, the Palestinian Legislative Council, civil society organisations and the media in their efforts to make Palestinian security sector governance democratic, transparent and accountable.

About SHAMS

The Human Rights & Democracy Media Center (SHAMS) is an independent, non-profit, non-governmental organisation. It was established in 2003 in Ramallah, Palestine, by a group of Palestinian academics, teachers, journalists, lawyers and human rights activists. SHAMS believes that human rights are protected by, and disseminated through the interdependence between civil, political, economic, social and cultural rights. SHAMS seeks to enhance the role of women and youth within the Palestinian society, and to consolidate the culture of human rights and tolerance in the framework of the rule of law.

Note

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Foreword

This publication presents a comprehensive Community Safety Plan for the Governorate of Hebron. The effort underpinning this Plan is consistent with the directives of the President of the Palestinian National Authority on delivering security to the Palestinian people. The Plan is the result of an extensive consultation process and a series of meetings, workshops and conferences, which were held in cooperation with the Geneva Centre for the Democratic Control of Armed Forces (DCAF) and the Human Rights and Democracy Media Center (SHAMS) since 2011. The initiative for the development of this Plan is also based on our firm belief in knowledge-based development work and good governance.

Over the last few years, the Governorate of Hebron has established more than 23 ad-hoc committees in charge of developing plans that are informed by community dialogue and citizens' recommendations. These committees complement the work of the Governorates' Higher Security Committee. They include committees on education, economy, the Old City, women, youth, etc.

These committees' initiatives have included the development of an integrated Community Safety Plan for Hebron. We must pay particular attention to this Plan, as it is likely to produce a positive impact and to play an effective role in consolidating stability and security in the life of citizens in Hebron. We have developed this Plan in accordance with President Mahmoud Abbas' instructions and the general policies of the Palestinian National Authority. In this context, we have enjoyed the full cooperation of Brigadier General Hajj Ismail Jaber, Advisor to the President for Governorates' Affairs.

In the framework of our community safety activities, we organised meetings, which brought

together men and women from Hebron, key representatives of reconciliation committees, academic experts, legal practitioners, and officers serving in the relevant security agencies. Follow-up meetings were also held to address more recent pressing developments. For example, a Conference in Support of the Al-Aqsa Mosque was organised in response to Israeli settlement and occupation practices.

A national conference, which was held in 2010, led to the creation of several committees with a specific role of establishing community safety in Hebron. These committees are:

- The Committee for the Promotion of Good Customs and Traditions in Society
- The Tribal Council, which includes 55 representatives of reconciliation committees, lawyers and representatives of other interested parties
- The Hebron Committee for Preaching and Guidance, which includes a number of academics, religious scholars and male and female citizens

In addition to disseminating values of virtue and tolerance, these committees deal with cases of emergency and disputes over issues of public order. Supervised and monitored by the Governor's Office, committee meetings are held on a periodic basis. They are designed to respond to specific needs related to public order and safety.

In 2012, in cooperation with the Geneva Centre for the Democratic Control of Armed Forces (DCAF) and the Human Rights and Democracy Media Centre (SHAMS), a comprehensive compilation of reference texts related to community safety in the Hebron governorate was

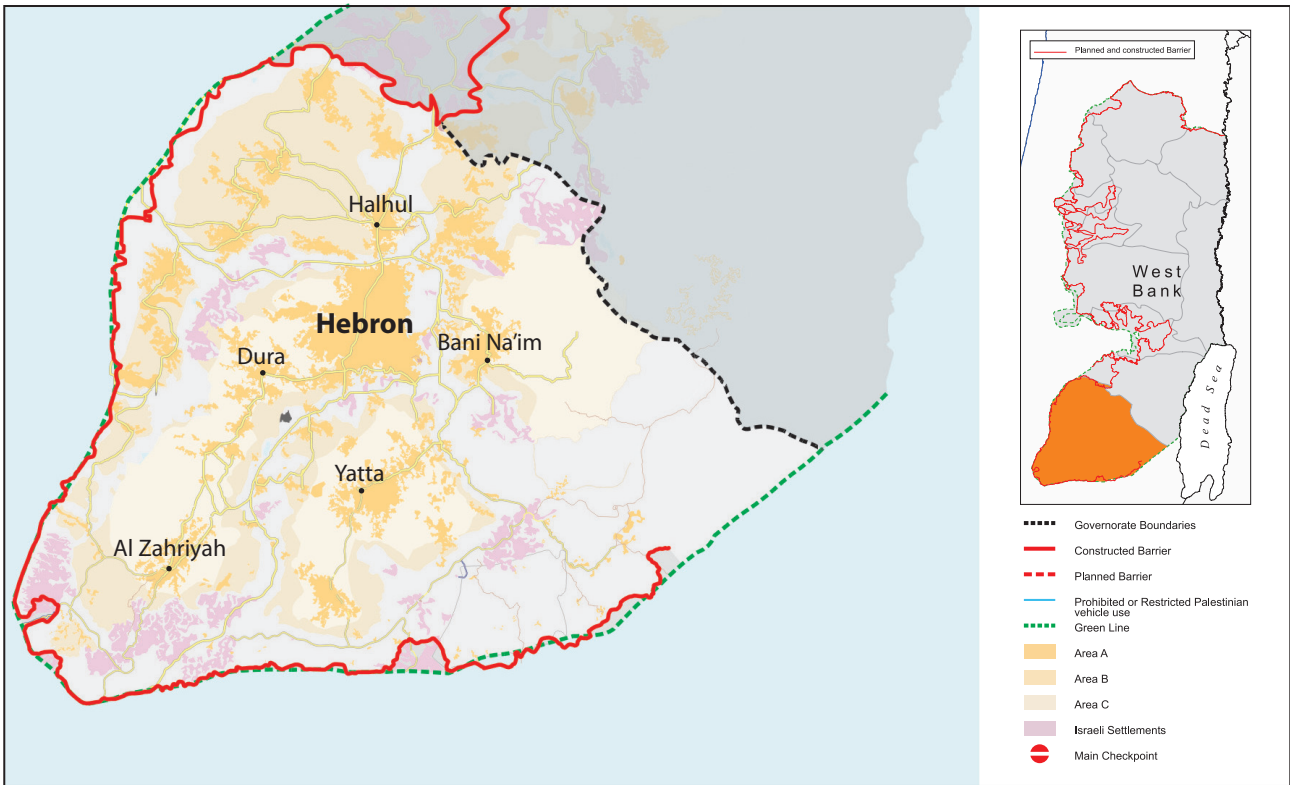
published. This work has laid the foundation for the strategic Community Safety Plan for Hebron presented in this publication. The Plan suggests extensive responses to the recommendations formulated during the several consultations and events conducted by DCAF and SHAMS. These events have included a national conference on community safety and the rule of law, which was held in Hebron on 4 December 2012.

I would like to express my gratitude to all stakeholders who work towards promoting community safety with both theoretical and practical contributions. My special thanks go to Mr. Roland Friedrich, Head of DCAF's Office in Ramallah, Mr. Nicolas Masson, Deputy Head of DCAF's Office in Ramallah, Mr. Omar Rahhal, Director of SHAMS, in addition to the commanders of the Palestinian security agencies, the Family Protection Division at the Palestinian Civil Police, the reconciliation committees, the families and all those who have closely followed this file and contributed to establishing a safe community in Hebron.

Kamel Hmeid

Governor of Hebron

Map of Hebron Governorate*



Population	641.000
Hebron city residents	200.000
Area	997 km²
Governor	Kamel Hmeid
Refugee camps	Al-Fawwar (7.600 refugees), Al-Arroub (9.200 refugees)
Number of Israeli settlements	19
Number of Israeli settlers	17.000

* Source: Map: Office for the Coordination of Humanitarian Affairs (OCHA); Data: Hebron Governorate.

Introduction

Between 2008 and 2010, the Geneva Centre for the Democratic Control of Armed Forces (DCAF) and the Human Rights and Democracy Media Center (SHAMS) facilitated a number of town hall meetings and focus group sessions with community stakeholders in several governorates of the West Bank, including Hebron. These workshops brought together representatives of the Palestinian executive authorities, the Palestinian Legislative Council (PLC), the core security and justice providers, the judiciary, tribal reconciliation committees, civil society and the media. The discussions aimed to assess the people's perceptions on the delivery of security by the PA's service providers.¹

As a result of these discussions and based on a request by the Governor of Hebron, DCAF and SHAMS assisted community stakeholders in Hebron to engage in a comprehensive community safety planning process, which took place in 2011 and 2012. This report presents the main steps, outputs and outcomes of this process.

DCAF and SHAMS contribution

In the framework of the Hebron community safety planning process, DCAF and SHAMS:

- Facilitated consultation meetings with key Hebron community stakeholders to identify and map their expectations concerning community safety (July-November 2011)
- Trained Hebron community stakeholders on principles of community safety,

the rule of law, strategic planning and management (January 2012)

- Assisted Hebron community stakeholders in developing a community safety plan (February-April 2012)

Partnerships for community safety in Hebron

As an immediate output of the process facilitated by DCAF and SHAMS, the Governor's Office established a formal community safety partnership agreement with the following key stakeholders from Hebron:

- 2 officers of the Palestinian Civil Police (PCP)
- 2 officers of the Preventive Security Organisation (PSO)
- 5 representatives of key ministries (incl. the Ministry of the Interior)
- 55 representatives of tribal reconciliation committees
- 4 representatives of civil society organisations (CSOs)

Furthermore, the Governor of Hebron approved the establishment of a permanent community safety steering committee. The steering committee's function is to lead the community safety planning process, to supervise the work of the community safety partners, and to manage all information gathering and communication processes related to community safety. The steering committee includes the heads of the following departments at the Governor's office:

- The community safety and tribal reconciliation department
- The women's affairs department

¹ DCAF and SHAMS summarised the recommendations formulated in these consultations in a documentary feature entitled, *Challenges to Community Safety and the Rule of Law* (2012)

- The complaints department
- The budget department
- The community health department

Structure of this report

The structure of this report reflects the three-step approach which the Hebron community safety partners adopted for the community safety planning process facilitated by DCAF and SHAMS. This three-step approach to community safety strategic planning is consistent with model community safety and crime prevention frameworks developed in other jurisdictions.²

The first three sections of the report describe in details each of the three steps of the Hebron community safety planning process:

- Section 1 Establishing and agreeing on the objectives of the community safety planning process
- Section 2 Developing a model community safety planning process
- Section 3 Deriving performance indicators from that model and integrating them in a logical framework matrix

In addition, Section 4 presents suggested next steps for implementing the community safety plan.

Finally, Section 5 presents the main conclusions and recommendations from the Hebron community safety process.

Acknowledgements

This report would not have been possible without the active participation of the members of the Hebron community safety council and its steering committee. DCAF, SHAMS and the Office of the Governor of Hebron express their sincere gratitude to all those who discussed the methodology and the findings of this report.

DCAF, SHAMS and the Office of the Governor of Hebron would like to thank Professor Peter Homel of Griffith University, Queensland, Australia, for providing his practical and conceptual support and for reviewing this publication.

² See Homel and Morgan (2011), p. 24, based on a generic process developed by Schacter (2002).

1. Defining the objectives of the community safety planning process

This section discusses the steps that were taken to define the long-term, medium term and short-term objectives of the Hebron community safety planning process. It also provides an overview of the various strategic planning and management tools which the stakeholders used to identify these objectives.

Stakeholders agreed that in order to establish the objectives of the community safety planning process, the following three operations had to be conducted:

- 1.1. Defining the term 'community safety'
- 1.2. Performing a root-cause analysis of the problems that negatively affect community safety in Hebron
- 1.3. Deriving the objectives of the community safety planning process from the root-cause analysis

1.1. Defining 'community safety'

DCAF and SHAMS facilitated two brainstorming sessions with Hebron community safety stakeholders. The aim was to agree on a common definition of the term 'community safety'. As a result, the stakeholders:

- Agreed that the Arabic term '*as-silm al-ahli*' (literally: 'social peace') offered the most suitable translation for 'community safety'
- Underlined the many socio-political and religious connotations of this term
- Agreed that the term is used very differently in various parts of today's Palestine

Consensus was reached over the following definition of 'community safety', as applicable in Hebron governorate:

"Community safety refers to an environment, in which all individuals in the society can live in peace and security under the rule of law, according to their beliefs and traditions. It refers to a framework, in which conflicts are solved either by law, principles of amity or arbitration, without resorting to violence".³

On the basis of this contextualized definition, the stakeholders concluded that there was a lack of community safety in Hebron governorate. The following section discusses in detail the reasons for this perception.

1.2. Performing a root-cause analysis of community safety issues

DCAF and SHAMS helped the stakeholders to identify the main reasons for the lack of community safety in Hebron. They identified the following elements:

- **Insecurity in the private and public spheres** resulted of several factors, including:
 - threats by Israeli soldiers and settlers
 - exposure to crime, bullying, harassment and victimization
 - conflicts between individuals or families on issues related to honour, land and property ownership and personal status issues
- **Inadequacy of the response mechanisms**, which included:

³ Best international practice defines community safety as "an aspect of the quality of people's lives in which the risk from a range of social harms such as crime, be it real or perceived, is minimized", Ekblom and Wyvekens (2004).

- the lack of knowledge-based strategies to prevent crime
- the absence of effective partnerships between law enforcement agencies and civil society
- the predominance of traditional (or 'tribal') reconciliation systems that are inconsistent with standards of the rule of law
- the lack of infrastructure and safe areas (such as shelters for women victims of abuses)
- the lack of information strategies that are conducive to preventive behaviour

The stakeholders were not aware of any community safety audit being performed in the governorate. They acknowledged that such an audit would help consolidate their perceptions and devise the appropriate evidence-based response to the lack of community safety.⁴

With the help of DCAF and SHAMS, the stakeholders arranged the issues affecting community safety under the following categories:

Environment (or external factors affecting community safety)

- Israeli military occupation, settlements and settler violence
- Geographic fragmentation ("Oslo" zones A, B, C and H1/H2)
- Lack of Palestinian sovereignty and access to all areas
- Deteriorating economic situation and rampant unemployment

Systems (or the institutional and legal framework for security and justice)

- Lack of clarity of the Palestinian security sector legal framework
- Weakness of the core security and justice providers
- Predominance of traditional ("tribal") conflict resolution mechanisms, which are not consistent with key principles of the rule of law

People (or the key beneficiaries and actors involved in community safety)

- Lack of knowledge of and respect for the principles of the rule of law
- Lack of citizens knowledge of key laws affecting their security
- Lack of training for community safety actors

Processes (or the mechanisms for community safety actors to cooperate)

- Absence of evidence-based community safety interventions
- Absence of results-oriented responses to insecurity and victimisation
- Absence of working partnerships for community safety
- Absence of a community safety information strategy

1.3. Deriving the objectives of the community safety planning process from the root-cause analysis

On the basis of the root-cause analysis, DCAF and SHAMS asked the Hebron community safety stakeholders to agree on the high-level (or long-term) objectives of the community safety planning process.

Long-term objectives

The stakeholders agreed on the following long-term objective (or goal) of the Hebron community safety planning process:

Community safety in Hebron is improved by creating an environment in which citizens live in peace and security under the rule of law, according to their beliefs and traditions.

Stakeholders expected the community safety planning process to contribute to achieving this goal. However, they were aware that powerful external factors, beyond control of the process, would continue to impact negatively upon this long-term outcome.

In the root-cause analysis they performed (see 1.2. above) these external factors fell under the

⁴ For some indications on citizens' safety perceptions in the West Bank (including Hebron), see: PCBS (2011).

category *Environment*. They consisted of:

- The Israeli military occupation
- The geographic fragmentation of the governorate
- The lack of Palestinian access to all areas, and
- The economic situation

The stakeholders agreed to identify achievable short-term and medium-term outcomes that can be reached relatively independently of the above-mentioned external factors. They further agreed to develop outcomes that are achievable and measurable through the community safety plan.⁵

Short-term and medium-term objectives

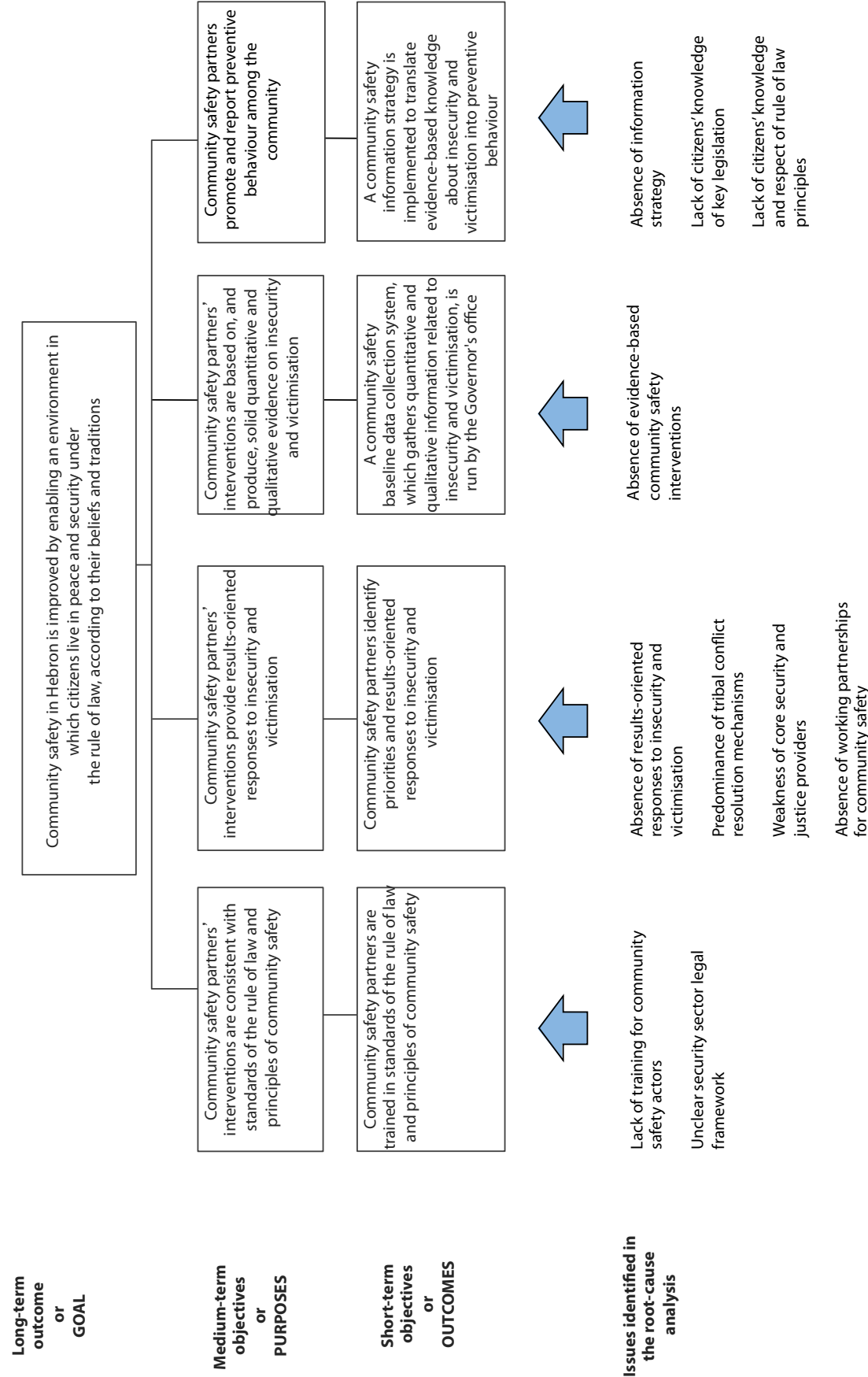
DCAF and SHAMS helped the stakeholders to identify the short-term and medium-term outcomes of the community safety process. To do so, stakeholders developed an objective tree.

The short-term and medium-term outcomes presented in the objective tree are directly linked to the issues identified in the root-cause analysis.

The following page shows the Hebron community safety objective tree.

⁵ This approach to planning for community safety was consistent with best international practice. See Schacter (2002) and Morgan and Homel (2011), p. 26 and 37.

Figure 1. The Hebron Community Safety objective tree



2. Developing a model community safety planning process

This section presents a model of the Hebron community safety planning process. The purpose of the model is to describe “how the inputs, processes [or activities], outputs and outcomes fit together in a logical sequence and how the various stages in the planning process contribute to desired outcomes”.⁶ Here is a brief description of each of the elements of the model:

2.1. Inputs

The model presents the inputs provided by DCAF, SHAMS and the Hebron Governor's Office in the initial phase of the planning process. These inputs include the consultation activities, which are described in Figure 2 on p.14. The inputs also include the publications, which DCAF and SHAMS provided to the Hebron community safety partners.⁷ Finally, the inputs include the contributions made by international experts, who reviewed and monitored the planning process.

2.2. Activities

The model includes the activities which DCAF, SHAMS and the Governor's Office have performed at the time of writing or are still expected to perform with a view to producing the outputs of the community safety planning process. These activities include:

- Developing a strategic community safety plan for Hebron
- Developing and delivering a training programme for community safety partners

- Developing and implementing a community safety audit framework
- Establishing a community safety database
- Developing a community safety information strategy

2.3. Outputs

The model includes the outputs of the activities undertaken by DCAF, SHAMS and the Governor's office. These outputs are:

- The community safety partnership agreement
- The community safety steering committee
- The community safety plan
- A performance measurement framework, which shall assist the efficient and effective implementation of the plan.

Note that the performance measurement framework is meant as being subsidiary to the community safety plan. As such, it is not described in details in this report.

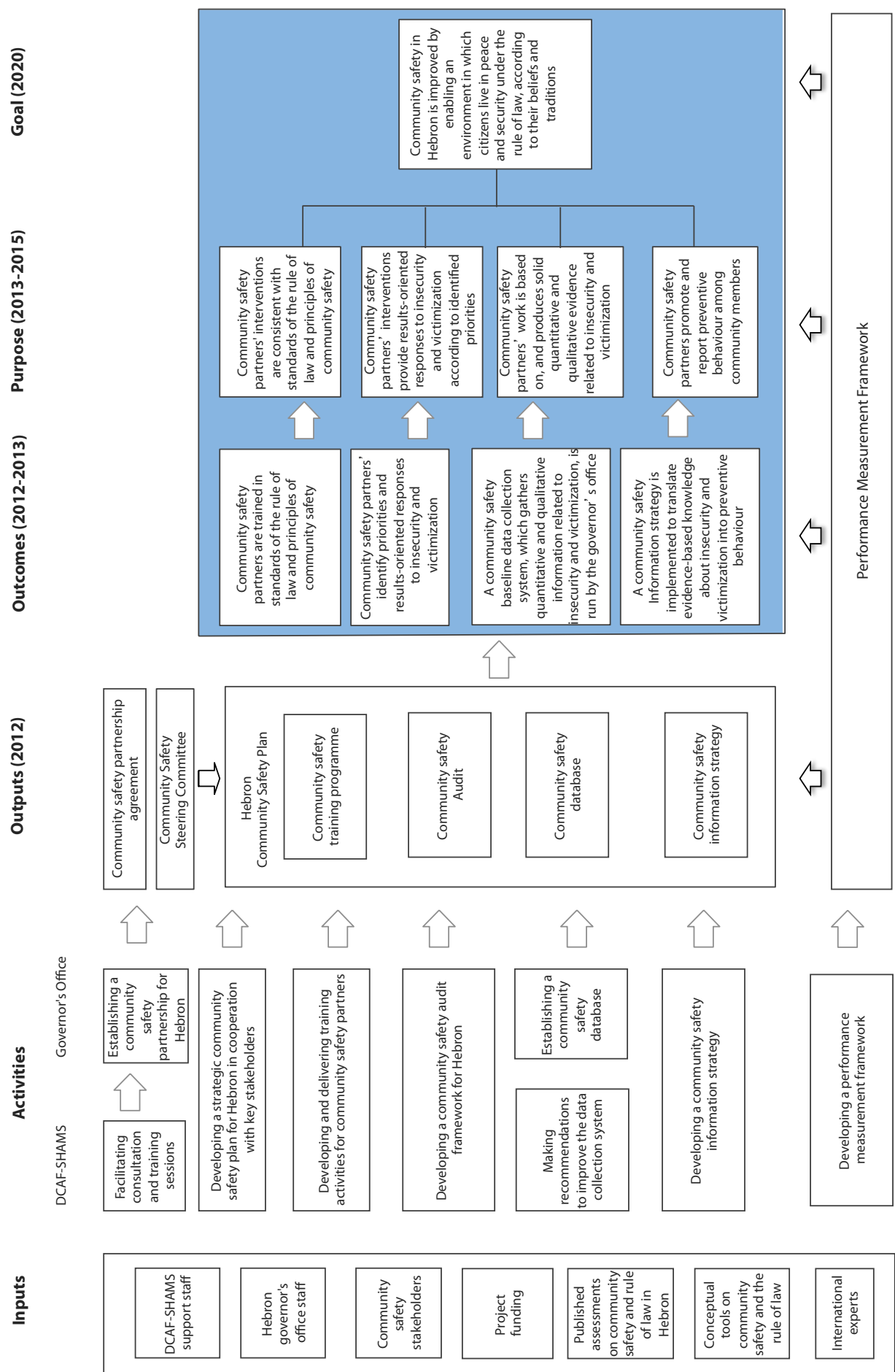
2.4. Outcomes

The model community safety planning process for Hebron, which is presented in the next page (Figure 2), fully integrates the hierarchy of short, medium and long-term outcomes already presented in the Hebron community safety objective tree (Figure 1 above).

⁶ See Morgan and Homel (2011), p. x.

⁷ A list is provided in the *References* section of this report.

Figure 2. Model Hebron Community Safety planning process



3. Deriving performance indicators and integrating them in a logical framework matrix

This section presents the various components of the Hebron community safety plan, which is the main output of the planning process.

The plan is presented in form of a logical framework matrix. The matrix integrates the short-term, medium-term and long-term objectives identified above. It also presents the performance indicators, sources of verification and assumptions related to each of these objectives.

The logical framework matrix, which constitutes the Hebron community safety plan for the period 2012 – 2020, is meant as a strategic framework rather than a static plan. It should allow accommodating changes in priorities as they occur.

The matrix is structured as follows:

The left column of the matrix includes:

The short, medium, and long-term objectives of the community safety plan in logical sequence (to be read from bottom to top)

The two middle columns of the matrix include:

The performance indicators and the sources of verification, which are necessary to measure the achievement of each of the short, medium and long-term objectives of the community safety plan

The right column of the matrix includes:

The external conditions that must exist in order to achieve the objectives of the community safety plan.

The various short-term activities recommended by DCAF and SHAMS for achieving the objectives of the community safety plan are described in Section 4 below.

The Hebron Community Safety Plan (2013-2020)

OBJECTIVES	MEASURES	VERIFICATION	ASSUMPTIONS
GOAL (BY 2020) Community safety in Hebron is improved by enabling an environment in which citizens live in peace and security under the rule of law, according to their beliefs and traditions	GOAL MEASURE 1. The number of incidents related to insecurity and victimization decreases from ____ in 2015 to ____ in 2020 2. The number of community safety partners' interventions decreases from ____ in 2015 to ____ in 2020 3. The number of initiatives taken by the community to prevent crime and victimisation without community safety partners' intervention increases from ____ in 2015 to ____ in 2020. This includes: <ul style="list-style-type: none"> - Increasing number of incidents that are solved by the community and reported - Increasing number of initiatives by local civil society and academic institutions for promoting the rule of law 	1. PCBS violence surveys 2013-2020 / police statistics / governor's office database (GODB) 2. GODB 3. GODB / Quarterly reports / Media reports / Reports by civil society and academic institutions	

OBJECTIVES	MEASURES	VERIFICATION	ASSUMPTIONS
PURPOSE OF THE PLAN (BY 2015) <ol style="list-style-type: none"> Community safety partners' interventions are consistent with standards of the rule of law and principles of community safety Community safety partners' interventions provide results-oriented responses to insecurity and victimization according to identified priorities Community safety partners' work is based on, and produces solid quantitative and qualitative evidence related to insecurity and victimisation Community safety partners promote and report preventive behaviour among community members 	PURPOSE MEASURES <ol style="list-style-type: none"> The number of interventions reported which are consistent with standards of the rule of law and principles of community safety increases from ____ in 2013 to ____ in 2015 The number of interventions which produce positive results to the identified priorities increases from ____ in 2013 to ____ in 2015 <ol style="list-style-type: none"> The number of hours in which the database is being used increases from ____ per week in 2013 to ____ per week in 2015 The number of community safety interventions that are documented in the governorates' community safety database increases from ____ in 2013 to ____ in 2015; In the same period, the number of interventions that are not reported in the DB decreases from ____ to ____. <ol style="list-style-type: none"> The number of activities conducted by the community safety partners that are reported in the local and national media, as well as through traditional communication means increases from ____ in 2013 to ____ in 2015 The number of reported preventive initiatives taken by the community without participation by community safety partners increases from ____ in 2013 to ____ in 2015 	VERIFICATION <ol style="list-style-type: none"> GODB; citizens' feedback; media coverage as reported in the community safety observatory (www.marsadpal.info) GODB GODB; Community safety observatory (www.marsadpal.info) Community safety observatory (www.marsadpal.info) statistics 	ASSUMPTIONS TO ACHIEVE GOAL <ol style="list-style-type: none"> No major incidents occur which increase the popularity or viability of alternative responses to crime and victimization that are inconsistent with standards of the rule of law The structure within the Governor's office that deals with community safety issues is maintained; it receives the necessary budget and staffing as identified in the planning phase The Governor's office ensures that the technology to run the database is up to date and keeps the database secured and running. The media freely report the community safety partners' activities; reporting is made in a way that is conducive to changes in preventive behaviour

OBJECTIVES	MEASURES	VERIFICATION	ASSUMPTIONS
OUTCOMES (2012-2013) <ol style="list-style-type: none"> Community safety partners are trained in standards of the rule of law and principles of community safety Community safety partners identify priorities and results-oriented responses to insecurity and victimization A community safety baseline data collection system, which gathers quantitative and qualitative information related to insecurity and victimization, is being established and run by the governor's office A community safety information strategy is implemented to translate evidence-based knowledge about insecurity and victimization into preventive behaviour 	OUTCOME MEASURES <ol style="list-style-type: none"> The number of Hebron Community Safety Partners who are able to successfully apply standards of the rule of law and principles of community safety increases from ____ in 2012 to up to 44 in 2013 (80% of the participants) The number of results-oriented interventions planned by the community safety partners according to the priorities identified in the community safety audit increases from ____ in 2012 to ____ in 2013 The number of hours in which the database is being used increases from ____ per week in 2012 to ____ per week in 2013 The number of activities conducted by the community safety partners that are reported in the local and national media, as well as through traditional communication means increases from ____ in 2012 to ____ in 2013 	<ol style="list-style-type: none"> <ol style="list-style-type: none"> Training participants' list Pre-test / post test results Certificates <ol style="list-style-type: none"> Community safety audit results GODB <ol style="list-style-type: none"> database implementation sheet <ol style="list-style-type: none"> media reports mosque preaches and other traditional media reports, as reported in the community safety observatory (www.marsadpal.info) 	ASSUMPTIONS TO ACHIEVE PURPOSE <ol style="list-style-type: none"> Between 80 and 100% of community safety partners participate in the training programme and related pre-test / post-test activities Community safety partners' accept the priorities identified by the community safety audit and design interventions accordingly The governor's office employees in charge of using the database duly fill in the implementation sheet. The community safety partners' activities that are relayed by mainstream and traditional media are all reported in the community safety observatory (www.marsadpal.info)

4. Next steps: Implementing the Hebron community safety plan (short-term activities)

This section presents the various short-term activities which DCAF and SHAMS recommend undertaking for implementing the Hebron community safety plan and achieving its objectives in 2012-2013.

For each of the recommended activities, references to the 2002 *United Nations Guidelines for the Prevention of Crime*³ are provided. These references are there to show the consistency of the proposed steps with international best practice for effective crime prevention and community safety.

4.1. Training the Hebron community safety partners in standards of the rule of law and principles of community safety

Activities in the short-term:

- Performing an assessment of the community safety partners' training and capacity building needs in terms of standards of the rule of law and principles of community safety
- Developing a training programme, which targets community safety partners, aims at increasing their crime prevention skills, involves local educational agencies and comprises certification processes
- Running the training programme and evaluating participants' knowledge acquisition

Related short-term outcome as outlined in the community safety plan:

- Community safety partners are trained in standards of the rule of law and principles of community safety

Related medium-term purpose as outlined in the community safety plan:

- Community safety partners' interventions are consistent with standards of the rule of law and principles of community safety

What do the 2002 United Nations Guidelines for the Prevention of Crime stipulate?

Art. 12: "The rule of law and those human rights which are recognized in international instruments to which Member States are parties must be respected in all aspects of crime prevention. A culture of lawfulness should be promoted in crime prevention."

Art. 16: "Governments should support the development of crime prevention skills by:

- (a) Providing professional development for senior officials in relevant agencies
- (b) Encouraging universities, colleges and other relevant educational agencies to offer basic and advanced courses, including in collaboration with practitioners
- (c) Working with the educational and professional sectors to develop certification and professional qualifications
- (d) Promoting the capacity of communities to develop and respond to their needs."

⁸ The full text of the UN Guidelines is available in DCAF-SHAMS (2010). See *References* (below).

4.2. Performing a community safety audit

Activities in the short-term:

- Designing a community safety audit process, whose purpose is to gain better understanding of insecurity and victimization in Hebron, related problems and their causes
- Implementing the community safety audit process
- Analysing the audit results and sharing them with the community safety stakeholders and the wider community in order to inform appropriate results-oriented responses to insecurity and victimization

Related short-term outcome as outlined in the community safety plan:

- Community safety partners' identify priorities and results-oriented responses to insecurity and victimization

Related medium-term purpose as outlined in the community safety plan:

- Community safety partners' interventions provide results-oriented responses to insecurity and victimization according to identified priorities

What do the 2002 United Nations Guidelines for the Prevention of Crime stipulate?

Art. 21: "As appropriate, Governments and/or civil society should facilitate knowledge-based crime prevention by, inter-alia:

- (b) Supporting the generation of useful and practically applicable knowledge that is scientifically reliable and valid
- (g) Promoting the application of those data in order to reduce repeat victimization, persistent offending and areas with a high level of crime."

4.3. Establishing a community safety database at the Governor's office

Short-term activities:

- Assessing the available data collection system in place at the Governor's office for gathering quantitative and qualitative data related to insecurity and victimization
- Presenting recommendations to improve the data collection system
- Running a new community safety database at the Governor's office

Related short-term outcome as outlined in the community safety plan:

- A community safety baseline data collection system, which gathers quantitative and qualitative information related to insecurity and victimization, is run by the governor's office

Related medium-term purpose as outlined in the community safety plan:

- Community safety partners' work is based on, and produces solid quantitative and qualitative evidence related to insecurity and victimization

What do the 2002 United Nations Guidelines for the Prevention of Crime stipulate?

Art. 21: "As appropriate, Governments and/or civil society should facilitate knowledge-based crime prevention by, inter-alia:

- (c) Supporting the organization and synthesis of knowledge and identifying and addressing gaps in the knowledge base
- (f) Establishing data systems to help manage crime prevention more cost-effectively, including by conducting regular surveys on victimization and offending."

4.4. Establishing a community safety information strategy

Short-term activities:

- Assessing the available community safety information system in place at the Governor's office
- Developing a community safety information strategy with a view to translating evidence-based knowledge about insecurity and victimization into preventive behaviour
- Implementing the community safety information strategy
- Establishing and running a community safety online observatory (www.marsadpal.info)

Related short-term outcome as outlined in the community safety plan:

- A community safety information strategy is implemented to translate evidence-based knowledge about insecurity and victimization into preventive behaviour

Related medium-term purpose as outlined in the community safety plan:

- Community safety partners promote and report preventive behaviour among community members

What do the 2002 United Nations Guidelines for the Prevention of Crime stipulate?

Art. 21: "As appropriate, Governments and/or civil society should facilitate knowledge-based crime prevention by, inter-alia:

- (a) Providing the information necessary for communities to address crime problems
- (d) Sharing that knowledge, as appropriate, among, inter alia, researchers, policy makers, educators, practitioners from other relevant sectors and the wider community."

5. Recommendations and conclusion

In order to achieve the outcomes of the Community Safety Plan (see also p. 18 of this report), DCAF and SHAMS make the following recommendations to the Office of the Governor of Hebron:

With regards to the Community Safety Plan:

- To ensure that there is buy-in from all key community safety stakeholders into the Community Safety Plan
- To develop, together with the community safety stakeholders, an implementation framework for the Community Safety Plan, which includes timeframes, budgets and clearly defined responsibilities
- To obtain the endorsement of the Community Safety Plan and its implementation framework by the relevant authorities at local and national level, in particular the Governorate Affairs Department at the Office of the President and relevant ministries
- To actively support and allocate the necessary human and financial resources for the implementation of the Community Safety Plan according to the jointly developed implementation framework
- To advance the adoption and implementation of an information strategy aimed at promoting preventive behaviour by the community safety stakeholders

With regards to measuring the performance of the community safety stakeholders:

- To develop a tool for measuring and evaluating the performance of the stakeholders involved in implementing the Community Safety Plan
- To obtain buy-in from all key community safety stakeholders into the development

and implementation of the performance measurement framework

- To ensure that the performance measurement framework is informed by best international practice and aims to achieve the most effective and efficient implementation of the Community Safety Plan
- To promote the collection of relevant data and their classification in a baseline database
- To establish a system for analysing the data and communicating the results obtained through the performance measurement framework according to the information strategy in place

With regards to periodically reviewing the implementation of the Community Safety Plan:

- To obtain periodic renewed endorsement of the Community Safety Plan and its implementation framework by all key community safety stakeholders and the relevant authorities and local and national level
- To follow-up on the activities implemented in the context of the implementation framework and to analyse their results on achieving the outcomes defined in the Community Safety Plan
- To develop a periodic review and realignment process of the implementation framework and to allocate the necessary human and financial resources for necessary actions resulting from this review

DCAF and SHAMS remain available to support local and national efforts to establish community safety in the Palestinian governorates in line with democratic principles and standards, and adherence to the rule of law.

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