

Developing a Community Safety Plan for Jenin



Human Rights & Democracy
Media Center "Shams"



Jenin Governorate



DCAF

a centre for security,
development and
the rule of law

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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.

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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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Contents

Foreword	4
Map of Jenin Governorate	5
Introduction	6
• DCAF-SHAMS contribution	6
• Partnerships for community safety in Jenin	6
• Structure of this report	7
1. Defining the objectives of the community safety planning process	8
1.1. Defining 'community safety'	8
1.2. Performing a root-cause analysis of community safety issues	8
1.3. Deriving the objectives of the community safety planning process from the root-cause analysis	9
2. Developing a model community safety planning process	10
2.1. Inputs	10
2.2. Activities	10
2.3. Outputs	10
2.4. Outcomes	10
3. Deriving performance indicators and integrating them in a logical framework matrix	14
4. Next steps: Implementing the community safety plan (short-term activities)	18
5. Recommendations and conclusion	21
References	22

Foreword

We have established a community safety council in the governorate of Jenin. The council is a working partnership between the governorate's citizens and security forces. It offers an opportunity for involving civil society in discussing and solving community safety issues, in consistency with the rule of law, principles of amity and arbitration, and without resorting to violence.

Community safety is one of our most important objectives. It is crucial to consider this objective from several perspectives. The quest for solutions to our social conflicts implies that the principle of community safety must be thoroughly understood in order for it to be properly used to protect society from those who, within society or from outside, want to weaken it. We know that stability and security are key components of community safety. However, security is not established only with tactical procedures. Community safety should involve a real change of culture in society. Citizens need to believe in this concept and embrace it. In order to be successful, our project of establishing community safety has to be anchored in the Palestinian citizens' culture and serve as a model for their daily lives. Therefore, this project should start with the family, the pillar of our society. Schools should also play a key role in strengthening community safety with the aim of developing our children's sense of national belonging and understanding for the highest values of our society.

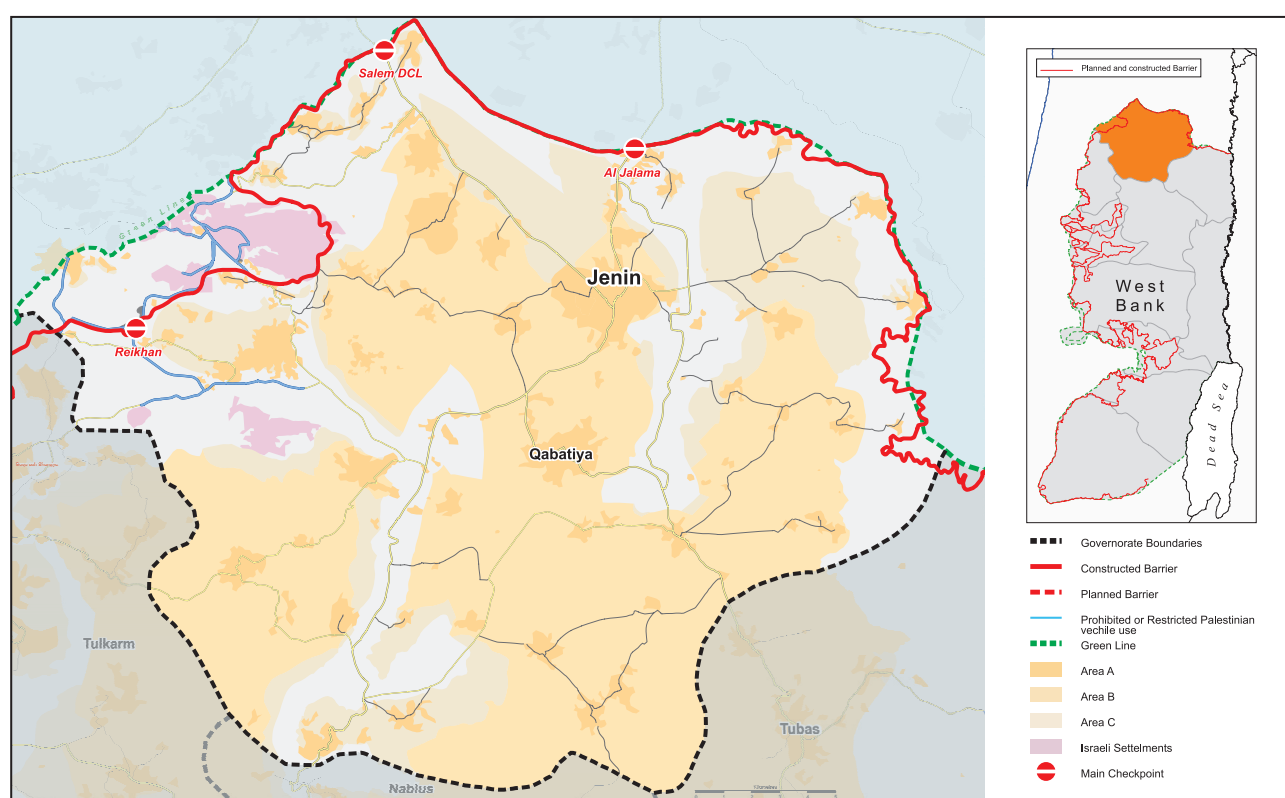
Security has become a shared responsibility between the citizens and the state. Community safety cannot be established without working partnerships between the security forces, civil society, formal and informal security and justice providers, tribal reconciliation mechanisms, courts and judges. The media are also a key factor contributing to raising citizens' awareness about principles of community safety and the rule of law. As Palestinians, our task is made more difficult by the Israeli military occupation, which affects our security on a daily basis. The occupation imposes security chaos by weakening our security institutions, encouraging armed violence, and segregating Palestinian communities. This is the main challenge to our national project.

Community safety is a goal which we can only reach by abiding by the values of pluralism, tolerance and mutual understanding. We need to speak the common language of dialogue and respect for the rule of law. I would like to thank the Geneva Centre for the Democratic Control of Armed Forces (DCAF) and the Human Rights and Democracy Media Centre (SHAMS) for their efforts in establishing community safety in Jenin and for assisting us in developing our community safety strategic plan, which is presented in this publication.

Brigadier General Talal Dweikat

Governor of Jenin

Map of Jenin Governorate *



Population	288,511
Jenin city residents	43,851
Area	583 km ²
Governor	Talal Dweikat
Refugee camps	Far'a (8,441 refugees), Jenin (18,292 refugees)
Number of Israeli settlements	5
Number of Israeli settlers	2,345

* Source: Map: Office of the Coordination of Humanitarian Affairs (OCHA); Data: Jenin 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 Jenin. 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 Palestinian service providers.¹

As a result of these discussions and based on the Governor of Jenin's request, community safety partners in Jenin engaged in a comprehensive community safety planning process with the support of DCAF and SHAMS.

This report presents the main steps, outputs and outcomes of this process.

DCAF and SHAMS contribution

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

- Facilitated consultation meetings with key Jenin community stakeholders to identify and map their expectations concerning community safety (July-November 2011)
- Trained Jenin community stakeholders on principles of community safety, the rule of law, strategic planning and management (December 2011-January 2012)

- Assisted Jenin community stakeholders in developing a community safety plan (February-December 2012)

Partnerships for community safety in Jenin

As an immediate output of the process facilitated by DCAF and SHAMS, the late Governor of Jenin, Qaddoura Moussa on 22 December 2011 officially announced² the creation of the following five ad-hoc community safety committees:

- The committee for education
- The committee for higher education
- The committee for family and individual protection
- The committee for tribal affairs
- The committee for awareness and behavioural guidance

Each of the five committees includes up to 17 representatives of the Palestinian executive authorities, the security forces, the judicial and legislative authorities, civil society, academic centres, religious figures and informal reconciliation mechanisms.

Between January and July 2012, DCAF and SHAMS engaged in a comprehensive and inclusive community safety planning process with the Jenin community safety committee members. DCAF and SHAMS facilitated several workshops on strategic planning and management related to community safety and

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).

² See "Announcing the Establishment of Community Safety Committees in Jenin Governorate", in: Maan News Agency, 22.11.2011, available: <http://www.maannews.net/arb/ViewDetails.aspx?ID=447137>

the rule of law. The participants identified the main problems affecting community safety in the governorate and formulated short-, medium- and long-term objectives for overcoming these issues. The results of this process are described under section 1 of this publication.

In September 2012, the successor of the late Qaddoura Moussa, Brigadier General Talal Dweikat approved the establishment of a permanent community safety steering committee, under the supervision of the Governor's office of Jenin. 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 following institutions and members:

- A representative of the Jenin Governor's Office
- An officer of the Palestinian Civil Police
- An officer of the Preventive Security Organisation
- A representative of the Ministry of Women's Affairs
- A representative of the Ministry of Social Affairs
- A representative of the Ministry of Religious Endowments (Awqâf)
- A representative of the Ministry of Youth and Sports
- A representative of the Directorate for Education in Jenin
- A representative of the Directorate for Education in Qabatiya
- A higher representative of the tribal reconciliation committees in Jenin
- A representative of the National Bloc
- A representative of the Palestinian Legislative Council (PLC)

During a workshop on 12 December 2012, DCAF and SHAMS presented to the community safety steering committee members in Jenin the results of the community safety planning process conducted in 2012 with the community safety

committee members. The strategic community safety plan for Jenin was subsequently validated and approved by the Governor.

Structure of this report

The structure of this report reflects the three-step approach which the Jenin 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.³

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

Acknowledgements

This report would not have been possible without the active participation of the members of the Jenin community safety council and its steering committee. DCAF, SHAMS and the Office of the Governor of Jenin 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 Jenin would like to thank Professor Peter Homel of Griffith University, Queensland, Australia, for providing his practical and conceptual support and for reviewing this publication.

³ 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 Jenin 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:

- 0.1. Defining the term 'community safety'
- 0.2. Performing a root-cause analysis of the community safety issues
- 0.3. 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 Jenin community safety stakeholders. The aim was to agree on a common definition of the term 'community safety'. The participants were also provided with the definition adopted by community safety partners in Hebron.⁴ They agreed that this definition was acceptable but proposed a different one that would suit the Jenin context better. Finally, consensus was reached over the following definition of 'community safety', as applicable in Jenin governorate:

"Community safety refers to an environment, in which all individuals in the society can live in peace and security according to their values and traditions under the rule of law. It refers to a

culture of tolerance that starts in the family and is transmitted through the education system. Community safety refers to a framework in which formal or informal justice providers resolve cases of abuses and violence by legal or traditional arbitration mechanisms".⁵

On the basis of this contextualized definition, the stakeholders concluded that there was a lack of community safety in Jenin 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 Jenin. The stakeholders identified the following elements:

- **Unstable socio-economic and political environment:** This was characterised by:
 - severe youth unemployment
 - absence of a strong culture of tolerance and respect among citizens
 - recurrent tensions between political factions
- **Insecurity in the public and private spheres.** This was characterized by:
 - threats by Israeli soldiers and settlers
 - exposure to crime, bullying, harassment and victimization

⁴ See: Developing a Community Safety Plan for Hebron, Geneva: DCAF, 2012.

⁵ 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).

- conflicts between individuals or families on issues related to honour, land and property ownership and personal status issues
- **Inadequacy of the response mechanisms.** This was characterized by:
 - lack of knowledge-based strategies to prevent crime
 - absence of effective partnerships between law enforcement agencies and civil society
 - weakness of the legal framework for crime prevention
 - predominance of traditional (or 'tribal') reconciliation systems that are inconsistent with standards of the rule of law
 - lack of infrastructure and safe areas (such as shelters for female victims of abuse)
 - 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.⁶ With the help of DCAF and SHAMS, the stakeholders grouped 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)
- Lack of Palestinian sovereignty and access to all areas
- Deteriorating economic situation and rampant unemployment
- Absence of a culture of tolerance and respect in the society

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

- Lack of clarity of the Palestinian legal framework for crime prevention and criminal justice
- Lack of cooperation between formal and informal security and justice providers
- Predominance of traditional ("tribal") conflict resolution mechanisms, which are not consistent with key principles of the rule of law
- Lack of community safety and rule of law principles in educational materials used in schools

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

- Lack of understanding of and respect for the principles of the rule of law
- 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 victimization
- 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 Jenin community safety stakeholders to agree on the high-level (or long-term) objective of the community safety planning process.

Long-term objective

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

⁶ For some indications on citizens' safety perceptions in the West Bank (including Jenin), see: PCBS (2011).

Community safety in Jenin is improved through community safety partners' initiatives aiming at solving key issues affecting citizens' safety under the rule of law, in a spirit of tolerance for everyone's beliefs and traditions and without resorting to violence

Stakeholders in Jenin expected the community safety planning process to contribute to achieving this goal. They agreed to identify realistic short-term and medium-term outcomes that can be achieved relatively independently of the external factor mentioned under 1.2. above. They further agreed to develop outcomes that are achievable and measurable through the community safety plan.⁷

Short-term and medium-term objectives

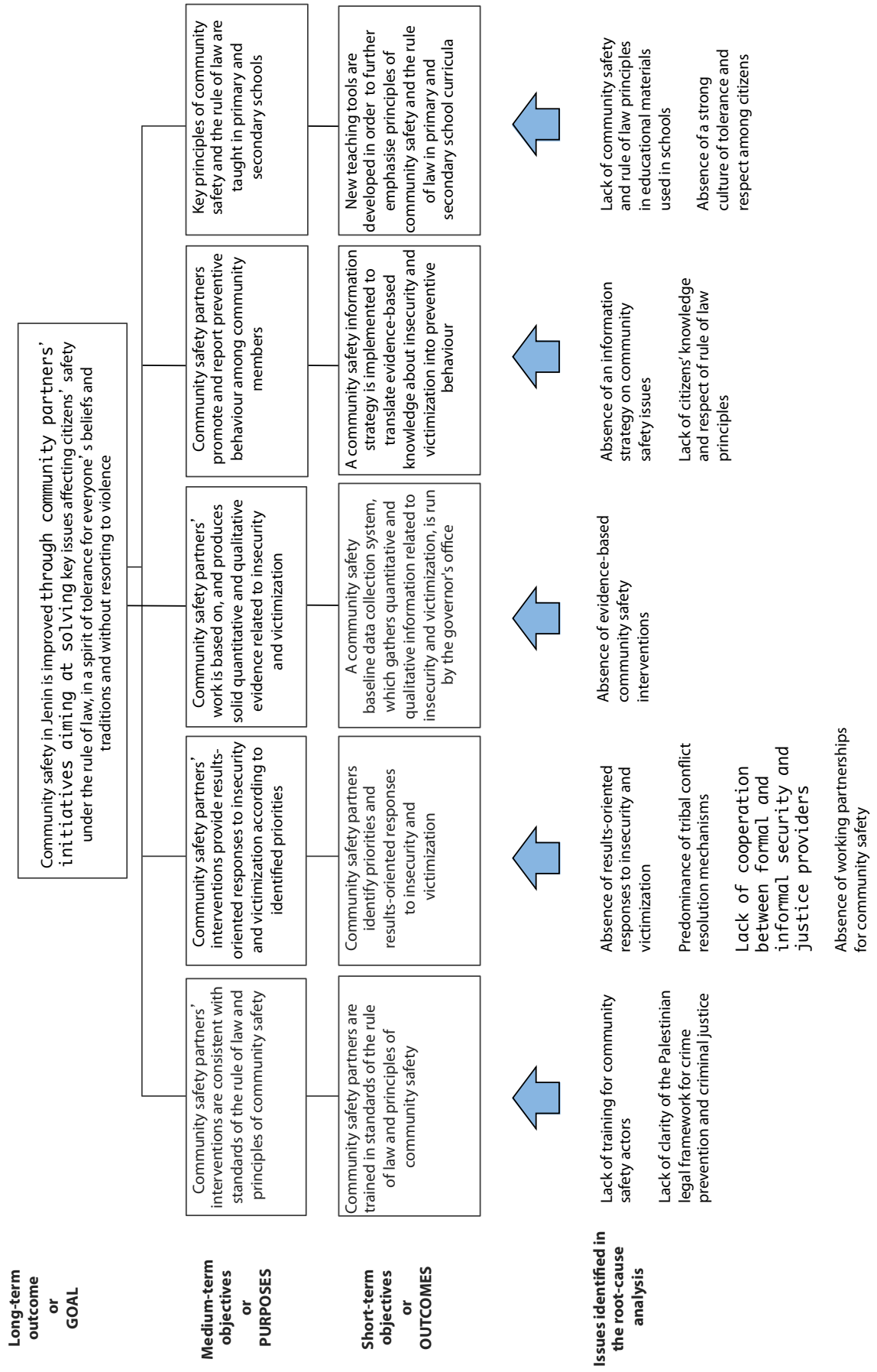
DCAF and SHAMS helped the stakeholders to identify the short-term and medium-term outcomes of the community safety process. To do so, stakeholders developed an objective tree.

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 Jenin community safety objective tree.

⁷ 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 Jenin Community Safety objective tree



2. Developing a model community safety planning process

This section presents a model of the Jenin 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”.⁸ 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 Jenin Governor’s Office in the initial phase of the planning process. These inputs include the consultation activities, which are described in the introduction of this report and in Figure 2. They also include the publications which DCAF and SHAMS distributed to the Jenin community safety partners.⁹ Finally, the inputs include the contributions made by international experts who reviewed and monitored the planning process.

2.2. Activities

The model describes the activities which DCAF, SHAMS and the Governor’s Office have conducted at the time of writing and those that will take place in the coming two years to produce the planned outputs of the community safety planning process. These activities include:

- Developing a strategic community safety plan for Jenin
- Developing and delivering a training programme for community safety partners
- Developing and implementing a community safety audit framework

- Establishing a community safety database
- Reviewing the framework for promoting principles of community safety and the rule of law in education materials used in primary and secondary schools in the governorate
- Developing a community safety information strategy

2.3. Outputs

The model includes the planned 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.

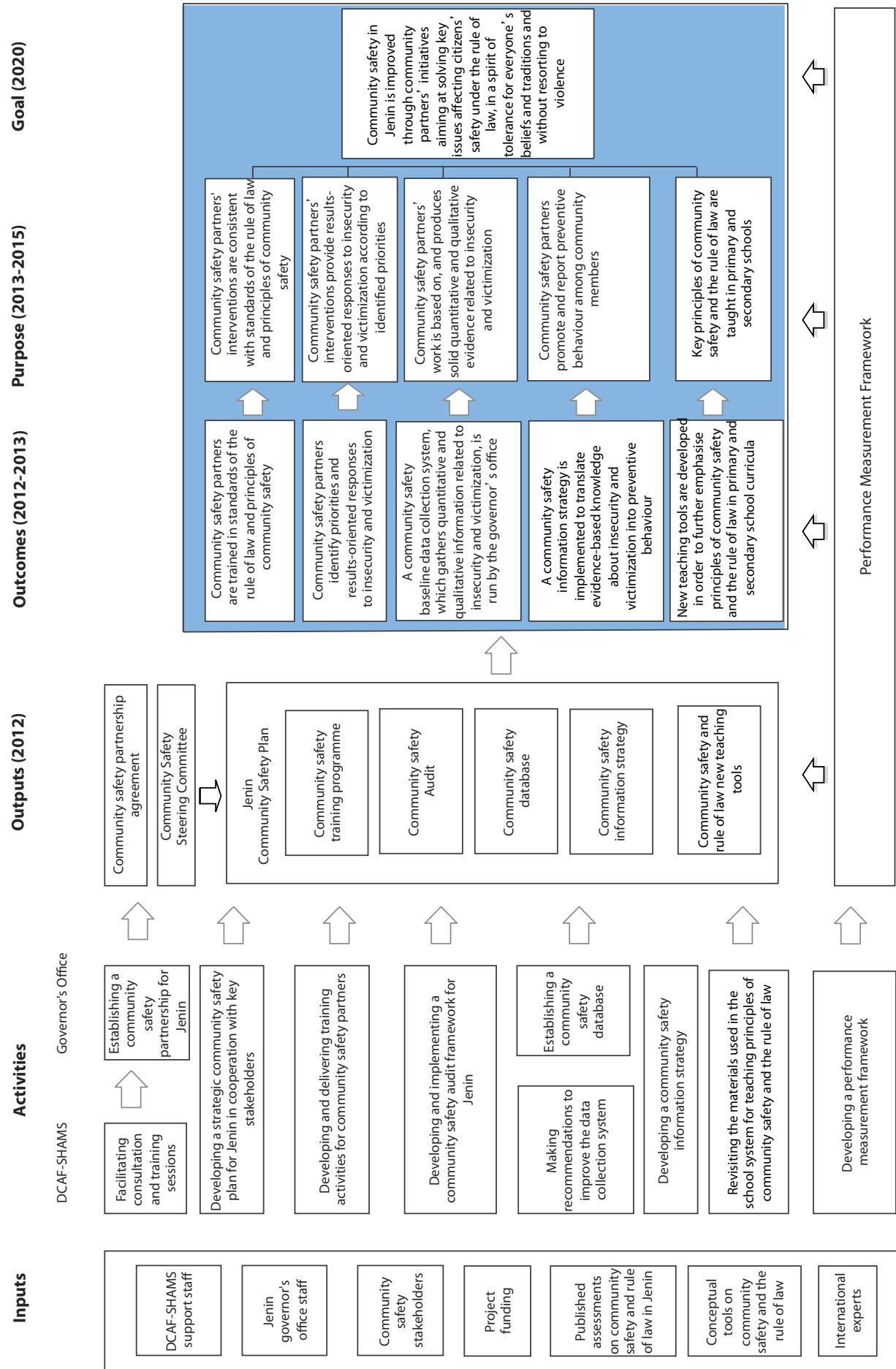
2.4. Outcomes

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

⁸ See Morgan and Homel (2011).

⁹ A list is provided in the References section of this report.

Figure 2. Model Jenin Community Safety Planning Process



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

This section presents the various components of the Jenin 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 Jenin 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 Jenin Community Safety Plan (2012-2020)

OBJECTIVES	MEASURES	VERIFICATION	ASSUMPTIONS
<p>GOAL (BY 2020)</p> <p>Community safety in Jenin is improved through community partners' initiatives aiming at solving key issues affecting citizens' safety under the rule of law, in a spirit of tolerance for everyone's beliefs and traditions and without resorting to violence</p>	<p>GOAL MEASURE</p> <ol style="list-style-type: none"> 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 victimization 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 	<ol style="list-style-type: none"> 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
<p>PURPOSE OF THE PLAN (BY 2015)</p> <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 victimization Community safety partners promote and report preventive behaviour among community members Key principles of community safety and the rule of law are taught in primary and secondary schools 	<p>PURPOSE MEASURES</p> <ol style="list-style-type: none"> The number of interventions reported 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 governors' community safety database increases from ____ in 2013 to ____ in 2015; In the same period, the number of interventions that are not reported in the GODB 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 The number of hours dedicated to civic education, which include principles of the rule of law and community safety, increases from ____ in 2013 to ____ in 2015 	<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 New teaching tools added to primary and secondary school curricula and adopted for the years 2014 and 2015 	<p>ASSUMPTIONS TO ACHIEVE GOAL</p> <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 Authorities in charge of primary and secondary education in the governorate adopt the new teaching tools

OBJECTIVES	MEASURES	VERIFICATION	ASSUMPTIONS
OUTCOMES (2012-2013) 1. Community safety partners are trained in standards of the rule of law and principles of community safety 2. Community safety partners identify priorities and results-oriented responses to insecurity and victimization 3. 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 4. A community safety information strategy is implemented to translate evidence-based knowledge about insecurity and victimization into preventive behaviour 5. New teaching tools are developed in order to further emphasise principles of community safety and the rule of law in primary and secondary school curricula	OUTCOME MEASURES 1. The number of Jenin 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 62 in 2013 (80% of the participants) 2. 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 3. The number of hours in which the database is being used increases from ____ per week in 2012 to ____ per week in 2013 4. 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 5. By the end of 2013, new teaching tools are drafted to be added to existing primary and secondary school curricula are submitted to the Ministry of Education	1. a. Training participants' list b. Pre-test / post test results c. Certificates 2. a. Community safety audit results b. b. GODB 3. a. Database implementation sheet a. Media reports b. Mosque sermons and other traditional media reports, as reported in the community safety observatory (www.marsadpal.info) 5. a. New teaching tools for primary and secondary school curricula	ASSUMPTIONS TO ACHIEVE PURPOSE 1. Between 80 and 100% of community safety partners participate in the training programme and related pre-test / post-test activities 2. Community safety partners' accept the priorities identified by the community safety audit and design interventions accordingly 3. The governor's office employees in charge of using the database duly fill in the implementation sheet 4. The community safety partners' activities that are relayed by mainstream and traditional media are all reported in the community safety observatory (www.marsadpal.info) 5. Jenin community safety partners create a committee for developing new teaching tools

Acronyms used in the Community Safety Plan:
 - GODB: Database of the Governor's Office
 - PCBS: Palestinian Central Bureau of Statistics

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

This section presents the various short-term activities which DCAF and SHAMS recommend undertaking for implementing the Jenin 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*¹⁰ are provided. These references illustrate the consistency of the proposed steps with international best practice for effective crime prevention and community safety.

4.1. Training the Jenin 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 actively promoted in crime prevention."

Art. 18: "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."

¹⁰ The full text of the UN Guidelines is available in DCAF-SHAMS (2009 - 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 Jenin, 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 or 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

Reference in the 2002 United Nations Guidelines for the Prevention of Crime:

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."

4.5. Promoting a culture of the rule of law and community safety through education

Short-term activities:

- Revisiting the primary and secondary school programmes in the governorate of Jenin's school system
- Identifying, in the primary and secondary school programmes, the topics related to the rule of law and community safety that should be emphasised in the teaching tools for primary and secondary schools
- Formulating recommendations on how to improve the primary and secondary school programmes with a view to addressing the existing gaps and promoting a culture of the rule of law and community safety
- Adopting new teaching tools on the rule of law and community safety to be added to the existing primary and secondary school programmes in light of the recommendations made

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

- New teaching tools are developed in order to further emphasise principles of community safety and the rule of law in primary and secondary school curricula

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

- Key principles of community safety and the rule of law are taught in primary and secondary schools

Reference in the 2002 United Nations Guidelines for the Prevention of Crime:

Art. 25: "Governments should address the risk factors of crime and victimization by:

- (d) Using education and public awareness strategies to foster a culture of lawfulness and tolerance while respecting cultural identities."

5. Recommendations and conclusion

In order to implement the various short-term activities that are necessary to achieve the outcomes of the community safety plan, DCAF and SHAMS have made following recommendations to the Jenin Governor's Office:

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 ensure that the Community Safety Plan and its implementation framework are endorsed by the relevant authorities at local and national level, in particular the Governorate Affairs' Department at the Office of the President and relevant ministries

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 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 ensure that there is buy-in from all key community safety stakeholders into the

development and implementation of the performance measurement framework

- To ensure that there is commitment to performance measurement processes among those stakeholders
- To ensure that the activities related to measuring performance are factored into the overall implementation framework of the Community Safety Plan. This should include review and realignment processes as they might occur and/or be required.

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 of the rule of law.

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