



Palestinian Security Sector Strategic Plan 2014-2016

Ministry of Interior (MOI) –
State of Palestine

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1. Introduction to the 2014-2016 Security Sector Strategic Plan

This Strategic Plan, which covers the period of 2014-2016, is a continuation of the process of relying on clear plans in organizing the work of the Security Sector; a process that began with the Palestinian Reform and Development Plan (PRDP) in 2008. The Palestinian Authority Ministry of Interior (MOI) continues to lead the mission of preparing the Security Sector Strategic Plan (SSSP) due to the legal status granted by the “Law of Service in the Security Forces” (2005) as the body heading Internal Security, and through the various Presidential decrees that grant His Excellency the Minister of Interior the role of supervising the work of the Security Establishment.

The Ministry of Interior formed a sector team, comprised of planning managers from the security establishment, as well as key partners from government institutions overseeing the development of the Strategic Plan, which established the policies used to develop the strategic plan. In addition to the sector team, the MOI established a technical team, also comprised of individuals from the planning units and under the supervision of the sector team, who worked directly on developing the Strategic Plan.

The efforts of the working groups have focused on achieving alignment between the SSSP, the Palestinian National Development Plan (PNDP), and the strategic plans of other relevant government sectors. The groups have worked to achieve this through the implementation of the methodology developed by the Ministry of Planning and Administrative Development (MoPAD), which has been applied in development of all governmental strategic plans, and that ensures consistency and compatibility between the goals and policies contained in the PNDP and SSSP.

Methodology

The MOI adopted a methodology that was formulated by MoPAD with the aim of ensuring consistency with the other sectors and facilitate the work of developing the National Plan. Using MoPAD’s methodology, the security sector teams reviewed the Strategic Plan for the years 2011-2013 as a starting point for analyzing the current situation of the security establishment and to study changes that occurred within the Security Sector’s internal and surrounding environments. Also, this review provided an opportunity to study the progress achieved at the level of the security sector vision; the ability of strategic goals and policies in achieving the sector’s vision and their ability to response to variables. Based on this review, the strategic goals and policies adopted in this Plan were developed.

Following the completion of the first stage of the strategic plan preparation, which included setting the goals, policies, and main interventions and performance measurement indicators, the sector team held consultations with Security Establishment partners in the Security Sector. Within this framework, a number of workshops were held with partnering government institutions, Civil Society organizations, and a group of international donors – the Security Sector Working Group (SSWG); the comments that were presented to the team were taken into consideration, addressed, and included in the Strategic Plan.

Based on the preceding stages, the team continues to evaluate the necessary budgets for attaining the strategic goals, to study the variables that may affect the operational budgets, and to work on specifying the financial values of programs contained in this document.

Compatibility with the Palestinian National Plan

Sector Strategic Objectives of Good Governance and Institution Building Sector:	Priority Policies from 2014 – 2016 PNDP:	2014 – 2016 SSSP Strategic Goals and Policies:
4. Ability to provide security and litigant's capability of accessing justice have enhanced	1. Finalise introduction of the criminal science system, strengthen the police and refurbish correction and rehabilitation centers so that they are in consistence with relevant international norms and human rights standards.	Ref. 1.2 – 1.2.3 Ref. 3.1 – 3.1.2
	2. To ensure a continued effort to develop and promote the criminal justice apparatus, effective and efficient mechanisms should be created to enhance coordination and eliminate overlapping powers and responsibilities between justice sector actors.	Ref. 3.1
	3. In the context of promoting public safety measures, building and develop the Civil Defence Agency, enhancing outreach to all Palestinian territory.	Ref. 1.3
	7. Continue to develop legal education in Palestine, localize security and judicial training, and integrate human rights and gender concepts in education curricula targeting security and justice sector staff.	Ref. 2.1 Ref. 4.2 – 4.2.3
	8. To promote integrity, transparency and accountability, oversight and inspections systems will also be developed at these agencies throughout the justice and security sector actors. Efforts will continue to be made to approve and enforce codes of professional conduct.	Ref. 4.1 – 4.1.3, 4.2.1
	9. Upgrade and bring laws in force in line with international standards of human rights, particularity those that ensure protection of women, children, the elderly, and people with disabilities.	Ref. 3.2 Ref. 2.3
	11. Employ more women in the Palestinian Civil Police and other security services and enhance women's access to justice sector services.	Ref. 4.3 – 4.3.2
	13. Continue to put in place and implement preventive measures against crime, narcotic drugs, blackmail and cybercrime.	Ref. 1.2

2. Overview of the Palestinian Security Sector

The Security Sector is considered one of the broad sectors whose work interrelates with various governmental and societal sectors. This in turn creates a difficulty in restricting this Sector's work components and especially because of the lateness in building and developing a legal system that regulates the work of the Palestinian Security Sector.

Palestinian law specifies, in addition to norms in effect, the set of institutions which shall be referred to as the Security Establishment in the strategic plan. The security establishment comprises the following:

- 1- Ministry of Interior: The Law of Service in Security Forces bestowed upon the Ministry of Interior the task of commanding Internal Security. In addition to this, presidential decrees bestowed upon the Ministry of Interior the task of managing matters pertaining to the society's security and related services such as the population registry, citizens' official documents and the registration of civil society organisations, political factions and tribes.
- 2- The security services which were stipulated by the Palestinian law; whether through a direct legal provision or through the Law of Service in Security Forces. These security services are as follows: General Intelligence (GI), Civil Defense (CD), Preventive Security Organization (PSO), Palestinian Civil Police (PCP), Military Intelligence (MI), National Security Forces (NSF), Presidential Guards (PG) and Customs Control.
- 3- The commissions and directorates that support the work of the security services. These are: General Military Training Commission (GMTC), Logistics Commission, Military Financial Administration, Military Liaison Directorate, Customs Control, Organization and Administration Commission, Military Judiciary Commission (MJC), National & Political Guidance Commission and the Military Medical Services Directorate.

The work of the security establishment intersects with the work of many ministries and government bodies. It is difficult to list all of these organizations due to the fact that the work of the security establishment intersects with so many. Focus is on presenting the most important of these components:

- 1- Anti-Corruption Commission: The Anti-Corruption Commission (PACC) is considered one of the bodies whose work intersects with that of the security establishment. A Memorandum of Understanding was signed between the PACC and the security sector for archiving the financial disclosure statements of members of the security services since the PACC is one of the bodies exercising oversight over the security establishment.

- 2- Ministry of Justice: The Ministry of Justice is a governmental institution that partners with the security sector because of its role of attaining justice through the security institutions and joint procedures and issues.
- 3- Public Prosecution: The Public Prosecution is one of the institutions that partner with the security sector since both the Public Prosecution and the Security Service work on combating crime and upholding justice.
- 4- Ministry of Planning. The Ministry of Planning is one of the institutions that is a partner with the security sector as it supervises and owns the national strategic plan of which the security sector is a part.
- 5- Ministry of Women's Affairs (MOWA): MOWA works on integrating gender in government policies and is a partner for the security sector in this field.
- 6- Ministry of Finance: The Ministry of Finance is a main partner in the work of the security sector as a result of its work in supervising government budgets, including the security sector budget.

The security sector continuously strives to involve the civil society in the process for strengthening public order and applying the principle of rule of law through cooperating with the institutions working in fields which intersect with the work of the security establishment. There are many such institutions, the most important of which are:

- 1- The Independent Commission for Human Rights (ICHR): The ICHR is one of the State commissions whose work contributes in developing the work of the Security Establishment by using the ICHR's monitoring tools in the various human right fields.
- 2- Palestinian Red Crescent Society (PRCS): Considered an essential partner of the security sector, especially in regards to civil protection, as a result of their work in the field of health services and their role in times of disasters.
- 3- [Palestinian] Treatment and Rehabilitation Center for Victims of Torture (TRC): The center works on providing psychological treatment to victims of violence and has an important role that complements the work of the security establishments to treat the damage caused by crime and violence.

In addition to the security institutions, ministries, governmental bodies, and civil society commissions, the international donor community is considered a partner to the Palestinian security establishment.

- 1- The Security Sector Working Group (SSWG) represents all the international partners who contribute to the financing of Security Sector-related projects.

3. Review and Context of the Palestinian Security Sector

Introduction:

The Security Sector is continuing in the performance of its ascribed duties and obligations for the purpose of providing security and safety to the homeland and citizens. This chapter provides a summary of the Security Sector's most important achievements during the period of the previous Strategic Plan (2011-2013), and its analysis is based on studying the most important subject areas which together constitute the overall work duties of the Security Sector. Work is done towards consolidating public order and the rule of law, combating crime and providing civil protection in a manner that adheres to the legal foundations and Human Rights terminology & concepts. Also, the Security Establishment has been constantly seeking capacity development, the betterment of its institutional performance, provision of services to citizens and its improvement of these provided services. Hence, this chapter puts in a nutshell the set of problems and loopholes that stand in the way of the Security Sector. Despite the identification of many impediments during the analyzing process, care was given to collect all of these problems and categorize them under sections that specify the main impediments of this Sector's work.

Review of the Security Sector's Work Areas

This section illustrates the main achievements that occurred in the previous Strategic Plan's period, as well as the impediments that stood in the face of work. Among these work areas are the following:-

(1) Preservation of Public Order & the Rule of Law

The Security Establishment exerted substantial efforts for the attainment of security and safety and the preservation of Public Order amidst the extraordinary circumstances in Palestine. Consequently in the field of consolidating Public Order and the Rule of Law, the Security Establishment has been working towards reaching the various areas of the Palestinian state in order to solve the various Security phenomena which have been taking place as a result of the absence of the Security Establishment in these areas. Despite the aforementioned, the Security Establishment worked on reducing the cases of the illegal violations; and especially those related to lawlessness and vigilantism, and it also worked on seizing illegal weapons. Additionally, the Security Establishment formulated a Draft Law for dealing with expropriated weapons after managing to confiscate (235) weapons in 2012 in comparison with (260) pieces of weapons in 2011

and (686) weapons in 2010. Furthermore, the Security Establishment worked on solving tribal feuds and particularly in the areas that are outside direct Palestinian security control and access. For example, the number of confronted tribal feuds in 2012 was (853) cases in comparison with (689) cases in 2011. Additionally, the Security Establishment solved many cases of Chaos which accompanied the demonstrations, protests and assembling pertaining to various matters. There has been a large increase in the number of demonstrations and assembling on various matters whether social or political; and this number reached (817) demonstrations in 2011 and (917) demonstrations in 2012 in comparison with (492) demonstrations in 2010.

The Ministry of Interior also worked on establishing the Palestinian Mine Action Center (PMAC) and establishing the Advisory Council which includes several stakeholder ministries and bodies in order to get rid of the Palestine landmines which threaten citizen lives and reduce their ability to utilize their lands and resources which are located in areas where mines have been planted. The areas of planted landmines and explosive remnants reached (20,008) dunams distributed on (86) mine fields. The overall number of injuries from mines in the year 2012 was (17) cases.

(2) Anti-Crime and Damage Reduction

In the field of Anti-Crime, the Security Establishment has focused on combating all the types of crimes which face the society – whether those related to citizen lives, reputations or properties; or those which threaten the economy; or those which threaten the State's security and communal peace. The year 2012 witnessed a (1.2%) decrease in the Palestinian Crime Rate; the used indicator recorded (670) crimes per (100,000) citizens in comparison with the year 2010 which recorded (678) crimes per (100,000) citizens. Because of these crimes, the Correctional & Rehabilitation Centers (CRCs) admitted (12,151) citizens in 2012 in comparison with (12,136) citizens in 2011. Also, in 2012 there were (181) female inmates in comparison with (256) female inmates in 2011, while the number of juveniles entering CRCs rose from (472) citizens in 2011 to (619) in 2012.

The success of the Security Establishment's keeping only modest rates of Crime has been accomplished as a result of its work in developing administrative systems and building new locations in rural areas; in addition to holding specialized Police courses, establishing community Police for raising awareness concerning crimes and the initiation of several projects; the most important of which is the Forensics project. Moreover, there was the fostering of the Gender role in partnership with the Ministry of Women's Affairs (MOWA) and the Establishment of Household Protection units and the finalization of a Strategic Plan for Household Protection which encompassed the enhancement of PCP capabilities in terms of preventing acts of domestic violence and violence against women and children. Furthermore, cooperation was done with both

official and unofficial institutions to confront Gender-based violence; and especially by coordinating with the Ministry of Social Affairs MoSA) in things pertaining to the maintenance of safe households and providing protection to battered women. The number of incoming cases to these units was (641) in 2010, (1755) cases in 2011 and (2845) cases in 2012, respectively.

Also, the Security Establishment's work was not restricted to the preservation of persons' money and properties but it also included the protection of the Palestinian economy and the support of local products through the Customs Control's seizure of (Israeli) settlement products and its confiscation of illegal goods and spoiled foods.

In its civil division, the Ministry of Interior worked on developing its capabilities in the field of Fraud Detection in order to prevent cases of forging official documents. It also worked on developing its official documents by studying the transition to the Biometric and Electronic Card system. In this field, the Security Sector suffers from a weakness in the legal regulations that govern the work of security services working in the field of Anti-Crime, along with the weakness of laws that cover several crime fields such as Narcotics and electronic crimes. These laws need to be largely reviewed in order to keep up with the occurring developments in the field of crime, and the Palestinian Penal Code must be developed in a way that guarantees the reduction of crime. Now in spite of the Security Sector's achieved progress in the field of Anti-Crime, this Sector has seen several hindrances, such as: weak capabilities, modest criminal research capabilities, weak Forensics capabilities, weak Security Media and limited community awareness programs in various Crime fields. Also, there is a weakness in the physical, logistic and armament capabilities for the purpose of combating crimes against the State.

In the field of working to develop Correctional & Rehabilitation Centers (CRCs), the Security Establishment is seeking to provide safe and humane centers that guarantee the rehabilitation of inmates and the betterment of their effective & productive reintegration into society. As a result, H.E. the Minister of Interior formed a specialized committee that examined the situation at hand and presented recommendations to improve and develop the CRCs. Hence, there was the completed work of building the Jericho and Nablus CRCs and the renovation and rehabilitation of the Ramallah CRC. In the coming period, there will be the completion of work in the Jenin, Hebron, Qalqilya, Tulkarem and Bethlehem CRCs and these CRCs will respect and adhere to international standards. This has resulted in the following: The increase of the CRCs' area from (8,975) m² in 2011 to (19,268) m² in 2012; the increase of the model CRCs' Capacity from (510) male inmates in 2011 to (704) male inmates in 2012. Also, there was a reduction in the number of hunger strikes from (127) cases in 2011 to (77) cases in 2012; and an increase in the number of CRC employees from (201) Police elements in 2011 to (333) Police elements in 2012.

(3) Civil Protection

In the field of Civil Protection, there was the establishment of the “Higher Council for Civil Defense”, which was authorized by the General Secretariat. Also, there was the formulation of executive bylaws which emanated from the developmental plans. Additionally, a ‘National Plan for Confronting Disasters’ was formulated and work was done on two parallel tracks: the first is the review of safety procedures and the awareness and training of citizens on how to confront disasters and incidents; and the second track presents the ways of dealing with incidents upon their occurrence. Currently, the Civil Defense is working on the “Disasters Registry” project – which documents disasters and plans ahead for dealing with them in the future. This constitutes a Database regarding the potential risks; and especially because of the varying results of the “Percentage of Deaths from the Overall Injuries” Indicator. This Indicator largely depends on the level of efficiency and effectiveness when dealing with incidents in order to curtail the number of resulting deaths. Also, this Indicator is affected by the various factors that intervene in the Civil Protection work such as: awareness concerning the ways of dealing with incidents upon their occurrence, quick response, staff efficiency at work, and how to deal with cases of injury. This Indicator’s reading rose to (4.3%) in 2012 while it was (3.5%) in 2011, which was in turn higher than the Indicator’s 2011 reading of (3.2%). The Indicator also shows a noticeable progress in the recent years in comparison with the year 2009 when this Indicator’s reading was (7.8%).

The Civil Defense also focused on community partnership and awareness, and there was the implementation of several programs related to community awareness, and also Public Safety training courses were held for various local community groups. Currently, the Civil Defense is working on establishing a Media Production unit for producing Civil Defense-related materials and to raise the level of awareness concerning Public Safety procedures while holding training courses for local communities for the purpose of familiarizing citizens with the field of Prevention and the ways of dealing with various incidents. A total of (522) courses were conducted in 2010, (648) courses in 2011, in comparison with (1088) courses in 2012. Also, there have been additional Civil Defense professionals working in the field of Public Safety; so the number of Administrative employees in 2011 was approximately 70 persons in comparison with 2012 which recorded around (300) persons working in Admin jobs. This has led to increasing the level of community awareness and increasing citizen requests to examine their construction buildings and licensing them for Public Safety considerations. So in 201 (22,896) buildings were licensed verses (21,652) buildings in 2011 and (17,237) buildings in 2010.

The Civil Defense has done several interventions to raise its capabilities and the staff’s capacity. Numerous trainings and courses, both internal and external, were held as part

of the program for training the staff on the following matters: Firefighting, Evacuation, Rescuing, Ambulances, investigating the causes of fires, Hazardous materials, Public Safety and Confronting Disasters). Also, there was the inauguration of several new stations to expand the horizon of the services provided by the Civil Defense and to reduce the time of responding to incidents. There was also a rise in the number of Civil Defense stations in comparison with the previous years. For example, there were (26) stations in 2010 whereas in 2012 there were (36) stations. This led to an increase in the percentage of Civil Defense's access to new areas which were previously not covered within the Civil Defense's Plan for the sake of providing coverage to citizens and to deal with them. The Civil Defense's goal is to reach to a point where each Civil Defense station would provide services to 30,000 citizens while currently each Civil Defense station provides services to approximately 70,000 citizens. This means that the center exhausts 200% of the service-related efforts and energy, thus leading to the weak coverage of a large number of citizens.

The Civil Defense was also given several modern machines and equipment and especially firefighting vehicles and vehicles which were later on altered to be used by the Civil Defense as Quick Response vehicles. But despite the provision of this equipment, the Civil Defense is still suffering from a substantial shortage in equipment; and the newly-available equipment was actually distributed to the newly-inaugurated stations which had no equipment to prepare those stations in the first place. Also, the Civil Defense continued developing the Volunteers program as part of the Capacity Development related to Civil Protection; and there was the training of 3,000 volunteers from different genders and age-groups within the society. Additionally, there was the inauguration of a number of stations and locations for volunteers in most of the Palestinian governorates; and inside these stations there are light tools & equipment such as First Response equipment. Despite that, the Civil Defense still spends a lot of average time for responding to incidents and fires as a result of the low number of Civil Defense stations and because of their incorrect distribution to cover population centers as needed.

(4) Capacity Building for the Security Establishment

The Security Sector has constantly worked on developing its capacities and enhancing its institutions which work in the fields of preserving Homeland security or improving the internal security or service-related fields by developing commissions and directorates that provide support to its work. The previous Strategic Plan included special interventions for restructuring the Security Sector's institutions in adherence with the "Law of Service in the Security forces". However, the previous Plan's implementation period did not witness any change in the roles and specializations and also did not issue new laws to determine or change any of the security services' specializations. Moreover, not all the restructuring programs were implemented, and there are still some

vacant leadership positions which had been stipulated by the Law (General Inspector, General Commander, and Head of Internal Security). There is also no clarity in the policy-related orientations related to this field. The weakness of the legal regulations led to problems in the organizational hierarchy of the Security Establishment and in the internal structures within Security Sector institutions.

Previously, the Security Sector has developed several commissions and bodies that help her in performing its work both efficiently and effectively. There was also the increase of the Security Sector's capabilities in the field of logistical services by developing an infrastructure for the Logistics Commission and there was the initiation of work to build warehouses that suit the needs of the Security Establishment.

Despite the Security Establishment's efforts exerted to improve the level of medical services, there was the implementation of the project for developing the capacities of the Military Medical Services (MMS) Directorate in terms of providing this Directorate with a set of modern electronic devices and linking them electronically to the governorates. However, there are still several hindrances; the most important of which is that all the MMS buildings are rented and inappropriate for work. Additionally, the medical preparations do not meet the minimum level for performing the assigned duties. In addition to the huge shortage in the Medical staff (particularly the doctors), the number of MMS members in Northern governorates is 565 officers and individuals; the majority of whom (142) have Nursing Diplomas, followed by those who hold General Medicine credentials (74); and there are 31 persons who have medical specializations, 44 Dentists, 63 pharmacists, 43 specialized in technical laboratories. As for the Southern governorates, there are 746 officers and individuals; the majority of whom (137) have Nursing Diplomas, 38 have medical specializations, 78 hold General Medicine credentials, 23 Dentists, 23 Pharmacists and 69 specialized in Technical Laboratories, in addition to the absence of integrated military hospitals specialized in services. This large gap in the capacity of medical services reflects negatively on members of the security establishment and their families, the number of beneficiaries of military health insurance is 450,000 beneficiaries. Military medical service buildings are in their entirety rented and not suitable for work.

Work has been carried out to develop the capabilities of the military judiciary to ensure the continuation of military discipline in the security establishment through the development of the capacities of those working in the military judiciary and the development of a draft law regulating the work of the military judiciary to enable the service to address issues referred to the military judiciary , whereby the number of military referrals to the military prosecution in the year 2012 was (1479) compared to 2011 (1156) transferred , but there is still a need to continue to develop the capacity of the judiciary , especially in the field of the development of the legal system and the development of a new law for military penalties , and to enable the military judiciary

jurisdiction over all members of the security establishment . The security sector has worked on regulating the relationship with the Anti-Corruption Commission through enabling control over members of the security establishment and oversight of financial accounts.

(5) Complementarity with the Justice Sector

The 2011-2013 Security Sector Plan has achieved significant progress in terms of organizing the relationship between Civil and Military Public Prosecutions. Hence, there was the cancellation of bringing civilians in front of Military courts. The Security Establishment implemented several interventions which aimed to increase and accelerate the work of achieving the judicial warrants. From among the cases that enter the Execution Department, there was an increase in the rate of monthly accomplished cases in comparison with the previous years; so this rate was approximately (59%) in 2010 while in 2011, it was 54%, and in 2012; 66%. This has led to a decrease in the percentage of detainees-to-sentenced persons from 115% in 2011 (average number of detainees: 559, average number of sentenced persons: 486) to 68% in 2012 (average number of detainees: 361, average number of sentenced persons: 530).

The Security Sector also sought to develop Criminal Research labs and Forensic labs and other systems; however, there still remains an unclear overlapping of powers and roles within the Security and Justice sectors; plus there's the absence of a special law governing the Military Judiciary's work; in addition to the weakness in the legal legislations that govern the relations between the Civil and Military prosecutions.

Moreover, during the performance of its duties, the Security Sector sought to preserve the citizens' rights and there was the accomplishment of several interventions for guaranteeing these rights. Hence, in the various training courses, there was the training of a number of PASF members on Human Rights matters. The number of courses that the security forces participated in was 45 courses in 2012; and 345 beneficiaries participated in these courses in that year.

Additionally, the Security Establishment aimed to guarantee Accountability and Integrity in the work of Security Forces; and also to raise the level of monitoring the services by forming Complaints Teams such as Complaints departments and units in order to monitor the various services. With that being said, the absence of the Palestinian Legislative Council (PLC) and the non-appointment of a General Inspector contribute to the weakening of the monitoring institutions.

(6) The Services Provided by the Ministry of Interior to the Citizens

In the area of providing services to citizens, the Ministry of Interior achieved progress and succeeded in raising the level of satisfaction from the services by (5%) from 2010 to

2012. This occurred through several interventions and projects that were implemented in the past two years, and also by the MOI's focus on developing procedures guides in order to simplify and accelerate the processing and handling of citizens' documents in relation to various services. The MOI is still attempting to reduce and curtail the procedures and time during the provision of the various services. In addition to developing procedures manuals, the MOI exerted tremendous efforts to develop and rehabilitate the infrastructure of the directorates and offices (called Service-Provision Points) in a manner that guarantees facilitation to citizens. There was also the building of the Nablus directorate which was destroyed by the Israeli incursion and there was the completed rehabilitation of directorates in the following ten areas: Hebron, Bethlehem, Jericho, Ramallah, Jenin, Tulkarem, Qalqilya, Dura, Yatta office and A-Ram office; and these directorates were provided with devices, equipment, furniture and task organization devices, in addition to ongoing training programs for MOI employees and the development of the institution's monitoring work.

The MOI also worked on finalizing the bigger part of the electronic archiving process and the updating of the citizens' registry; plus the preparation of electronic connection requirements with related ministries in a manner that guarantees the enhancement of governmental work.

The Main Challenges Facing the Security Sector

There are a number of challenges which affect the ability of the Palestinian Security sector to function effectively and efficiently:

1. Continuation of the [Israeli] Occupation: whose practices have had a negative impact on the Security Sector, thus weakening the operational capabilities of the Palestinian Security Establishment outside areas "A". This has presented a challenge on the required effectiveness during the provision of security and safety to citizens. This problem also reduced the development of the Security Establishment by weakening the Security Establishment's armament, technological and training capabilities, as well as losing its effective capability to control the trafficking of goods, spoiled foods, drugs, armament and the implementation of court decisions.
2. Hamas' persistence regarding the Coup and its Deepening of the internal Palestinian Division: This has led to the loss of operational capability of all Security Sector members in the southern governorates. Also, the disruption of the Legislative Council prevented the completion of the developed legislation system related to the Security Sector, weakened the legislative oversight over the Security Establishment's work and weakened the MOI's capability to perform its duties of administering the population registry and its issuance of official documents.

3. The United Nations' decision to recognize the State of Palestine: This led the Security Sector to strongly adhere to developmental obligations in terms of their hierarchy, procedures, capabilities, tools and the set of legislations in order to conform to the states' international standards.
4. The Economic Crisis: The Palestinian economic crisis also had a negative impact on the disrupted state of Security in Palestine. This in turn led to:
 - a. The weakening of the Security Establishment's operational capability: The Security Establishment's operational budget: There was the provision of financial liquidity for the 2011 Budget with a percentage of 87.6% of the Operational Budget. As for 2012, there was the provision of a Financial Liquidity of 88.9% of the allocated Budget. As for the MOI's Civil Section Operational Budget; the Deviation Rate between the Planned Fund Transfer and Actual Fund Transfer was 17% in 2011. This is due to the MOI's non-transfer of the complete financial allocations as there was the transfer of allocations of a rate of 91% of the planned Budget size. The Actual Expenditure rate was 83% from the overall Budget size. As for the Late Transfers (amounts applied for spending but not yet paid during the year); they were 5% of the overall Budget size, and this percentage was applied for the 2012 Budget. Also in that year, the Deviation Rate between the Planned and Actual Expenditures of the Capital and Operational expenses was 16%. The increase of this percentage is due to the General Supplies Department's long list of procedures pertaining to Capital procurements while the estimated Capital Expenditures for 2012 came up to (2,600,000) Shekels but only 38% of the financial allocation was transferred and only 16% of the capital items were paid.
 - b. The Negative Impact on the Security Establishment's Developmental Programs.
 - Weak funding for Civil Protection despite its increased funding in comparison to previous years. The substantial weakness in the equipment and preparations – which the Civil Defense suffers from – requires the boosting of the financing level. Also, there is a shortage in personnel and especially after the inauguration of new Civil Defense stations, thus requiring higher numbers of Civil Defense personnel.
 - Weakness of the medical services provided to Security members, such as providing doctors, clinics and hospitals.
 - The continued need to develop the infrastructure; build modern locations and camps for the Security Establishment and stations for providing services to the Ministry of Interior.
 - The lack of balance in the Funding process among Security Sector services; This has created a difference in the capabilities of these services particularly in the abilities of the commissions that provide services to all the Security Establishment institutions members.

- c. Negative Influence on the Security Establishment's Recruitment and Training programs
5. Weak Balance between the development of the Security Establishment's work and the administration of Security Sector projects, which has led to:
- The absence of a unified policy, methodology and strategy for analyzing and specifying needs.
 - There is currently work being done to determine the human needs that are related to the vision and plans of each respective service, but not in accordance with the sector plan and vision.
 - The technological aspect inside the security services lacks the necessary technical development in all fields, and there are clear differences in technological developments between one security service and another.
 - The absence of clear coordination during the management of projects because there are several parties simultaneously following up developmental projects such as: the Ministry of Interior, Central Financial Administration, Ministry of Finance's International Relations and Projects Department, Project Implementation Unit (PIU) at the Ministry of Finance, security services and the donors. Also, the projects that are included in the Budget do not correspond with suggested procedures inside the Security Sector's Strategic Plan.
 - The projects that are directly implemented by the donor: this part covers the developmental projects that are not implemented by the standardized Treasury because of the donor's policy. So in a number of projects there's the signing of a Procurement Order or the Order to Precede the Work directly between the Donor and Supplier. In these cases, payment is done directly by the Donor to the supplier and there's no tendering made through the Ministry of Finance. This leads to a difficulty in restricting the value of these projects and their beneficiaries. Despite the Ministry of Interior's attempt to restrict these projects and determine the amounts to be spent, it faced several impediments in this area largely because of the Donor's policy which does not have sufficient data regarding the implemented projects. So the absence of this information reduces the ability to analyze the allocated budgets for developing the Security Sector and limits the ability to implement policies and sector priorities.

4. Vision, Strategic Goals, Policies and Interventions

Introduction

Based on what was accomplished through the review of the 2011-2013 Security Sector Strategic Plan, as well as the analysis of the strategic goals and policies achieved, the Sector Plan Team worked on identifying remaining gaps and problem areas which accompanied the implementation of goals and policies.

Through discussions that were held and an analysis of the goals' ability to attain the Security Sector's vision, the team saw that the strategic goals still have the ability to solve the problems that stand in the way of the Security Sector's work while also reformulating the orientations of goals and priorities in a way that matches the observed changes.

So in relation to the policies, the vast majority of the policies were effective in attaining the goals of the Security Sector and they were capable of responding to the observed changes. However, some of the policies were in need for retackling in order to have them be more clear and targeted and to have them contribute much better in attaining the strategic goals.

The Vision

A good Security Sector that contributes to the building of independent Palestinian state institutions which have complete sovereignty; and protection of these institutions from any internal or external threats.

The Mission

To contribute to creating a safe, stable and prosperous environment, and to promote the citizens' sense of security and safety, by accelerating the pace of development, organization and capacity building of security sector institutions with consolidated efforts, specific roles and high capacity. Our mission is also to face the threats with all means allowed by the law, on the basis of professionalism, efficiency, transparency and preserving public and private rights and freedoms, and maintaining national, regional and international partnerships.

The Values

A good Security Sector means: participation, the rule of law, transparency, accountability, efficiency, effectiveness, general harmony, responsiveness, strategic vision, justice and comprehensiveness.

Strategic Goals, Policies, and Interventions

The strategic plan has set four strategic goals for the security sector; these goals, in fact, are a continuation of the strategic goals of the previous plan, albeit with amendments to the policies and the interventions.

Policies:	Interventions:
Strategic Goal (1)	1: Provide security and safety for the homeland and citizens
1.1 Strengthening public order and rule of law (Identify and address security threats)	1.1.1. Promote the capacities of the security establishment. 1.1.2. Fortify and protect the security establishment. 1.1.3. Strengthen the joint capacities among the various security components. 1.1.4. Encourage community involvement in the process of strengthening public order and rule of law, and cooperation with civil society organizations.
1.2 Combat crime and reduce harm	1.2.1 Develop capacities in the area of reducing crime and harm. 1.2.2 Deliver community awareness campaigns in the fight against crime. 1.2.3 Develop correction and rehabilitation centers. 1.2.4 Enhance the quality of documents and development of capacities in the area of fraud detection. 1.2.5 Develop family protection services and ways of dealing with victims of violence.
1.3 Enhance capacities to cope with disasters and	1.3.1 Strengthen the Civil Defense Supreme Council. 1.3.2 Develop Civil Defense capacities to respond

strengthen civil protection	<p>to disasters.</p> <p>1.3.3 Increase community awareness to cope with disasters and incidents.</p> <p>1.3.4 Enhance public safety protocols within the security establishment.</p>
1.4 Develop the modern provision of Ministry of Interior services	<p>1.4.1 Complete the electronic link between the MOI and relevant ministries dealing with the civil registry.</p> <p>1.4.2 Complete work developing and refurbishing of directorates of the Ministry of Interior for the purpose of making sites more welcoming accessible to the public.</p>
Strategic Goal (2)	2: Support the institutional development of security sector organisations
2.1 Enhance the competence and efficiency of support services across the security establishment	<p>2.1.1 Enhance military medical services.</p> <p>2.1.2 Development of logistic support systems.</p> <p>2.1.3 Raise the level of discipline within the security establishment.</p> <p>2.1.4 Develop administration and financial systems within the security establishments.</p> <p>2.1.5 Develop arms capacities.</p>
2.2 Human resources development	<p>2.2.1 Establish recruitment (appointments) procedures and consolidated basic training for the PASF.</p> <p>2.2.2 Enhance the competence of security officers within PASF.</p> <p>2.2.3 Raise employee's satisfaction level.</p> <p>2.2.4 Encourage individual initiatives and career excellence.</p>
2.3 Support appropriate command, management and planning structures across	<p>2.3.1 Ensure the appropriate application of relevant laws.</p> <p>2.3.2 Develop executive bylaws and internal regulations within the security establishment.</p> <p>2.3.3 Implement command and management structures of the security establishment.</p> <p>2.3.4 Promote sector planning process.</p>

the security sector	
Strategic Goal (3)	3: Support the integration and complementarity of the justice and security sectors
3.1 Enhance professional relationships between security and justice sectors	<p>3.1.1 Regulate the relationship between civil and military prosecution.</p> <p>3.1.2 Regulate the relation between the two sectors regarding institutions of forensic medicine and forensic laboratory.</p> <p>3.1.3 In cooperation with relevant justice institutions, complete a professional plan aiming for consideration of joining international, regional and Arab institutions.</p>
3.2 Support the review and development of relevant laws for the security sector	<p>3.2.1 Review and completion of security sector laws.</p> <p>3.2.2 Review and develop legal system to ensure reduction in crimes.</p>
Strategic Goal (4)	4: Deliver fair, efficient and effective services
4.1 Develop oversight policies and mechanisms to support greater transparency and accountability	<p>4.1.1 Develop and update functional, administration and financial oversight means and mechanisms.</p> <p>4.1.2 Develop communication means between the security establishment and the public.</p> <p>4.1.3 Strengthen and build inspections and complaints systems and units within the security establishment.</p>
4.2 Promote human rights principles and concepts	<p>4.2.1 Complete and promulgate codes of conduct for all members of the security sector.</p> <p>4.2.2 Develop oversight and accountability tools for the interrogation and correction and rehabilitation centers.</p> <p>4.2.3 Develop the system of special training in human rights issues at the security</p>

	<p>establishment.</p> <p>4.2.4 Strengthen the relation with relevant civil society organizations.</p>
4.3 Promote gender principles and equal access	<p>4.3.1 Strengthen and develop tools and policies to incorporate gender into the security establishment.</p> <p>4.3.2 Promote recruitment and retention policies which increase women’s representation in the security establishment.</p> <p>4.3.3 Increase accessibility to buildings, facilities and services managed by the security sector institutions.</p>

Strategic Goal (1): Provide Security and Safety to the Homeland and Citizens

The Palestinian security sector has made progress during the past years in the area of providing security and safety to the homeland and citizens. The security establishment has exerted a lot of effort towards possessing the ability to confront domestic and foreign threats and dangers facing national security and public safety, as well as developing its services related to the civil registry.

Therefore, this goal focuses on working towards developing the capabilities of the security sector to carry out the security tasks assigned to it. Even though the security establishment realizes the importance of cooperative work between all governmental sectors and the Palestinian society in providing security to the society, the security establishment remains the main actor in providing society with the ability to protect itself against all threats facing it.

This goal strives to handle a host of issues that threaten the society’s security, which were observed while analyzing both the reality of the security establishment as well the reality of security in Palestine. Among these issues is the occupation, the coups d’états and crimes of all forms, in addition to challenges to civic protection. All of these issues push the security sector to continue to work on developing the tools and means used by the security establishment in resolving these issues within the framework of the law and respect of human rights principles.

Through this goal, the security sector works on establishing Palestinian political and security control over state territory and resources, as well as the direct and indirect development of these resources. Moreover, the security sector contributes to the institutional building of the future state and raising its effectiveness and ability to provide

high quality services, as well as strengthening public order, the rule of law and the fight against crime. This is in addition to raising the society's awareness regarding dealing with incidents, disasters and their consequences. Furthermore, the security sector works on strengthening the presence of the State of Palestine both regionally and internationally.

Policy 1: Strengthen Public Order and the Rule of Law (Strengthen the ability to identify and address security threats)

This policy represents a continuation of the previous policy of strengthening public order and the rule of law as outlined in the previous strategic plan. The policy aims at building the security sector's capabilities in confronting threats against the security of both the homeland and the citizens.

The reason behind the policy is the occupation, and the subsequent threat to the citizens and their property. It focuses on resolving issues arising from Israeli restrictions which continue to play a key role in restricting the ability of the Palestinian security forces to operate in areas outside its security control. These restrictions also limit the development of the security establishment by hindering arms and training programs, the provision of modern equipment and the hindrance of free movement. The policy also focuses on issues related to lawlessness in light of the persistence of the coups d'états in the southern governorates and the threat this poses to the political to the political regime and public peace. This policy takes into consideration the political developments in the Arab world and the threats and incidents facing public order, which require the support of the National Security Forces (NSF).

The scope of this policy includes fortifying and protecting the security establishment; developing joint capacities between its various components; accessing areas outside security control; establishing Palestinian sovereignty and control over state territory and resources and developing them by implementing a clear operational plan; continuing the institutional building of the Palestinian state and enhancing its presence both regionally and internationally; raising its effectiveness and ability to provide high quality services and deal with incidents against public order and public peace; rebuilding a functioning democratic political regime; involving the society in the process of strengthening public order and the rule of law; and cooperating with civil society organizations.

Policy 2: Combat Crime and Reduce Harm

This policy aims to strengthen public peace and social justice as it aims at reducing the crime rate to a minimal level and detecting committed crimes as soon as possible. In itself, this policy is a continuation of the policy to combat crime as outlined in the previous strategic plan, which, during said period, resolved many problems in terms of the Palestinian Civil Police (PCP) intensifying its efforts to combat crime and to improve

its capabilities in terms of training, equipment and various management systems. Work is ongoing to construct new police stations in rural areas. Nonetheless, the previous strategic plan did not witness amendments to the legal system in terms of either the laws by which the PCP operates or the penal code itself.

The policy was set as a result of the following reasons: the weakness of the laws dealing with crime and its damaging effects; the weakness of systems for the protection of victims of violence; the lack of social awareness with regards to combating crime and the processes of litigation and resorting to court; and the weakness of the Corrections and Rehabilitation Centers (CRC) system. In addition, issues related to the legal status quo still stand such as the bail process, which does not take into consideration the complexities of the Palestinian situation (meaning it is easy for wanted individuals to escape to areas which are beyond the control of the security forces as well as the inability to legally handle citizens carrying Jerusalem identification cards). Other issues are related to specialized training, upgrading police equipment and the rising crime rate in small rural districts.

The scope of this policy includes: rebuilding an effective, democratic political regime; strengthening public peace based on the respect for human rights and providing high quality services by developing capabilities in the area of combating crime and reducing its damaging effects; raising awareness amongst the community; protecting the family and dealing with victims of violence; developing the corrections and rehabilitation centers (CRCs); developing the ability to detect forgery and increasing the quality of documents. Thus, the policy aims to reduce the crime rate in Palestine and provide security and safety to the homeland and citizens.

Policy 3: Enhance capacities to cope with disasters and improve civil protection

This policy is a continuation of the previous one calling for strengthening the society's ability to deal with disasters, as outlined in the previous strategic plan. This policy aims to build the capacities of the institutions involved in civic protection and to foster better cooperation and coordination between such institutions. It also aims to continue raising community awareness due to the active role it plays in protection against disasters and accidents. This is in addition to developing volunteer programs, whose success and effectiveness has been proven in previous experiences.

The reasons behind having this policy include: the weakness of the civil protection system in terms of planning processes, capacity building and cooperation between its governmental and civil components, in addition to community awareness with regards to dealing with disasters and major accidents. Other reasons include the weakness in the ability of the Civil Defense (CD) to deal with disasters as the CD still needs to expand its coverage of residential areas by constructing new Civil Defense stations. There is also

still a need to equip the CD with modern equipment and tools; raise both the number and training level of CD teams. There is also a weakness in the capabilities of the High Council for Civil Defense, a weakness in planning for dealing with disasters and in the cooperation between institutions involved in civil protection.

As for the institutions involved in civil protection, the policy focuses on continuing planning to deal with disasters by strengthening the High Council for Civil Defense; developing the capacity of the Civil Defense to respond to incidents; enhancing public safety procedures in government institutions; raising community awareness regarding natural disasters, major incidents and their consequences. Through this policy, the security sector hopes to continue the institutional building of the state, develop its effectiveness and ability to deliver high quality services and strengthen the national economy by reducing the financial losses resulting from natural disasters and major incidents.

Policy 4: Develop the modern provision of Ministry of Interior Services

This policy aims to raise the level of citizen satisfaction with the services provided by the Palestinian security sector by completing the electronic link-up between ministries dealing with the population registry; developing a unified digital archiving system, and completing work on building or refurbishing MOI directorates and offices to extend their services to all population centers, in addition to the computerization of all services available to the public so as to benefit from them in the shortest time possible.

The reasons for having this policy include: poor coordination and institutionalization of relations between institutions dealing with population registry; poor logistical, material and technical capabilities and resources in the field of infrastructure; and the difficulty in delivering services to citizens in the southern governorates due to the persisting coups d'états.

The scope of this policy covers the continuation of institutional building and raising its effectiveness and ability to provide high quality services.

Strategic Goal (2): Support the institutional development of security sector organisations

The previous strategic plan outlined various interventions specific to the restructuring of the institutions of the security sector in accordance with the Law of Service in Security Forces. However, the period of the implementation of said plan did not witness any real changes in roles and jurisdictions. Also, no new laws determining or altering the jurisdictions of the various security services were passed. In addition, this period did not allow for the implementation of all restructuring programs, and some leadership positions stated in the law remain vacant (General Inspector, Commander-in-Chief and

the Director of Internal Security). A lack of clarity in policy directions concerning this issue still persists.

The Palestinian security sector still suffers from a weakness in the area of setting the priorities of the security establishment, financial problems and a lack of an operational budget. Project work is facing problems pertaining to the allocation of projects and a lack of data on completed ones.

This goal has come about in response to political changes and developments in the needs of the security establishment to ensure its provision of security services on a high level of competence and professionalism. Foremost among those needs are: the development of human resources, support services and joint work tools; a balanced support for the different components of the Palestinian security sector; and the need to address shortcomings in the ability to resolve issues, operational budgets, projects and priorities.

The security sector strives to make available a set of laws, bylaws and internal systems, which should demarcate jurisdictions, responsibilities and duties, as well as legal frameworks, for all its pillars and branches and foster joint work tools and coordination between them in a way that ensures their competence and effectiveness in the face of rising variables, while an emphasis on balanced support to the various institutions of the security sector ensures complementarity. Equally important are the competence of human resources, the effectiveness of support services necessary for the security sector to perform its duties with precision and expedience, and the promotion of a workplace environment that leads to employee job satisfaction, with an eye toward the need to carry out gender mainstreaming within its institutions.

Policy 1: Enhance the coordination, competence and efficiency of support services across the security establishment

This policy is an extension of the general policy on “strengthening institutionalization within the security sector and its institutions on the basis of good governance,” revised to become the policy on “enhancing the competence and efficiency of support services in the security sector.” This policy aims to rebuild the institutions of the security sector on legal bases, which serves the move towards building state institutions. The policy has come in response to developments and changes to the needs of the security sector in order to raise its level of service to the public, to carry out its tasks competently and to stay up-to-date with technological advances.

The reasons behind this policy include: the inadequacy of the military medical services (MMS) in terms of capabilities; the lack of weapons capabilities at the security establishment; the inadequacy of the logistical support systems; and the poor infrastructure of the sector itself since most of its buildings are leased.

The policy focuses on developing the Military Medical Services (MMS), the logistical support systems and the financial and administrative systems as well as the armament and technological capabilities of the security sector. Moreover, the policy focuses on strengthening the state of complete adherence of security establishment members to laws, bylaws, chain of command and task specialization in order to continue the institutionalized building of the future Palestinian state and to raise the bar for its ability to deliver high quality service.

Policy 2: Human Resources Development

This policy aims to increase the competence of security force members and to continue to work on building the capabilities of all employees of security institutions on a case-by-case basis. In order to meet the real needs of the various services, committees and directorates, the policy aims to develop human resources and to organize their capabilities using a unified system of recruitment and basic training, as well as a system to deal with scholarships to both domestic and foreign colleges and institutes, thereby aiding to raise personnel competence and to achieve goals with minimal cost. Such a system would also help in locating certified training facilities and in allocating training specialization according to the needs of the public interest, as well as establishing a unified database, and a unified communication and information system, for the entire security establishment. The policy also emphasizes the need to improve employment conditions by fostering a safe and comfortable environment for the employees, in terms of both material satisfaction and morale, by instating a personal initiative encouragement program, thereby inducing excellence and outstanding performance.

This policy was drafted as a response to the lack of executive bylaws for the Law of Service in Security Forces, as well as a lack of a human resources plan. Other contributing reasons include poor training plans, the economic crisis and its effects on the security sector, and the gaps in the competence of security forces personnel.

The policy scope covers continuing the institutionalized building of the Palestinian state and raising its effectiveness and ability to deliver high quality services.

Policy 3: Support appropriate command, management and planning structures across the security sector

This policy constitutes a continuation of the policy on “institutionalizing the security sector on the basis of good governance,” as stated in the previous strategic plan; the policy aims to develop the capabilities of the security sector by drafting executive bylaws and developing internal systems within the security establishment. The policy also aims to develop command structures in the security sector, to strengthen the capacity for joint sector planning and to organize communication channels to sector donors.

The reasons for this policy are related to the problems still faced by the security sector in terms of the gaps in laws, executive bylaws and internal systems, and the continued overlapping of authorities and responsibilities. Moreover, there is a lack of policy-related references and monitoring systems within security sector institutions, as well as a lack of implementation of command structuring, poor sector planning, a lack of planning tools and poor project management sector-wide. The policy's scope covers the continuation of the institutionalized building of the state.

Strategic Goal (3): Support the integration and complementarity of the justice and security sectors

In the past years, the security establishment has achieved considerable progress in developing its procedures in a way that ensures achieving justice and applying the principle of Rule of Law. One of the most important achievements in this area has been putting an end to trying civilians through military courts, and an increase in the percentage, and swiftness in the executing, of legal warrants, or the implementation of projects in criminal justice. Nonetheless, the Palestinian security sector still suffers from an incomplete set of legal frameworks, which are poor in themselves, as well as poor bylaws, protocols, jurisdictional overlapping, and poor laws that govern work between the two sectors. Therefore, there is an essential need for further work in this field in order to invest the successes achieved in this area and provide more justice for citizens.

Taking into consideration the legal and policy-related challenge that has arisen as a result of the UN recognition of Palestine as a state, this objective recognizes the need to accomplish a clear, professional plan to study the possibility of joining Arab, regional and international organizations, which serves the national interest and lessens the obligations required of the state.

By way of this goal, the Palestinian security sector works to achieve a balance between the two sectors and provide competence and rapidity in delivering services to the public. This goal focuses on the need to constantly switch from a theoretical state of things to a more practical one by developing bylaws, specific systems, monitoring tools and training programs. Moreover, cooperation protocols regulating responsibilities, jurisdictions and duties based on competencies can also be developed, as well as means of cooperation between the two sectors with regards to institutes of forensic medicine or forensic laboratories. This goal also focuses on organizing the work of the military and civilian public prosecutions in the name of the public interest, in addition to completing a Palestinian study recommending amendments to protocols governing relations with the Israeli side. This is in addition to the necessary work to be done on completing and developing the judicial system through which the security establishment operates, whether it is the laws regulating the work of security institutions or the laws through which these institutions provide security and safety.

Policy 1: Enhance professional relationships between security and justice sectors

This policy aims at raising the efficiency and effectiveness of the security establishment, as well as institutionalizing the relationship between the security and justice sectors, by drafting a set of cooperation protocols apportioning the responsibilities, jurisdictions and duties based on competencies and specifying the means of cooperation between the two sectors, especially with regards to institutes of forensic medicine and the crime lab. In so far as the military and civilian prosecutions are concerned, the relationship between the two shall be organized in a way that serves public interests. In addition, the policy seeks to complete a Palestinian study recommending amendments to protocols governing relations with the Israeli side as well as jointly developing a professional plan that looks into joining regional and international organizations on sound legal bases and in accordance with Palestinian national interests.

This policy was set as a result of the incompleteness of legal frameworks, the weakness of bylaws and protocols governing relations between the security and justice sectors, the jurisdictional overlapping between the military and civilian prosecutions, and the multiplicity of legal references, which, altogether, result in delays in adjudicating cases by the courts and in executing legal warrants.

The scope of this policy spans both the policy framework pertaining to continuing building of the state and raising its effectiveness in being able to provide high quality services and bolster the standing of Palestine (both official and non-official) on the Arab, regional and international scenes.

Policy 2: Support the review and development of relevant laws for the security sector

This policy seeks to strengthen the legal environment in which the security establishment operates, whether it is the laws regulating the work of the security establishment or the laws through which the security establishment fights crime and enforces the rule of law.

The reasons behind this policy are the need to complete the set of laws pertaining to the work of the security establishment. These laws are the guarantee for defining authorities and duties assigned to each of the institutions making up the security establishment, and the laws which regulate the relationship between them. This policy also seems to deal with the weakness of the legal system through which the security establishment fights crime and applies the rule of law. These laws need to be reviewed and updated in a way that guarantees that they respond to changes in the types and patterns of crimes.

Strategic Goal (4): Deliver fair, efficient and effective services

The security establishment has achieved noticeable progress in the past years in the area of improving the services delivered by it to the citizens, be they security or civil services. The security establishment deems it necessary to continue to improve these services by focusing on the main issues that ensure the commitment of the establishment to the principles of rule of law, which is the guarantee for raising the efficiency, effectiveness and fairness of services. This is especially true as it is still suffering from weaknesses in certain areas which could influence on the citizens' satisfaction with its performance, and which results from a weakness of the tools of oversight over the work of the security establishment, which in turn results from a weakness in inspection and oversight systems and the absence of the role of the Legislative Council.

This goal focuses on dealing with problems affecting the quality of the services the security establishment works on providing. It also takes into consideration the importance of having oversight over the work of the security establishment while it applies the principles of the rule of law. These problems focus primarily on developing oversight over the work of the security establishment to ensure accountability; ensure the adherence to human rights principles in the performance of its duties; and strengthen gender principles which must be taken into consideration while performing duties.

Policy 1: Develop Oversight Policies and mechanisms to support greater transparency and accountability

This policy aims to reinforce the concepts of transparency and accountability and to achieve a level of high quality in the services provided by the security establishment, as well as increase the level of citizen satisfaction by developing and upgrading financial, administrative and occupational oversight tools and means; develop communication means between the security establishment and the public; strengthen and build complaints units, complaints systems and inspectors in the security establishment. This is in addition to building a computerized financial system for revenues and strengthening accountability, administrative and professional oversight tools in the security sector.

Reasons behind having this policy include: the weakness of laws concerning accountability; poor financial, administrative and occupational oversight tools; and the weakness of complaint and inspection mechanisms throughout the security sector.

Policy (2): Promote Human Rights Principles and Concepts

This policy aims at strengthening rule of law, accountability and integrity in the work of the security establishment, as well as respect for human rights. It also aims at reducing the number of complaints against security sector personnel by developing codes of

conduct for security sector personnel; consolidating concepts using them; developing oversight and accountability tools at interrogation centers and at corrections and rehabilitation centers (CRCs); developing a training system pertaining to human rights issues within the security establishment; and fostering relations with competent civil society organizations.

The reasons for having this policy include: the continued absence of the Legislative Council; weakness of oversight bodies due to the vacant position of Inspector General; the rise in the number of complaints against the security services by human rights organizations; poor internal and external accountability tools at interrogation centers and corrections and rehabilitation centers (CRCs); and poor relations with competent civil society organizations.

The scope of this policy includes the policy framework on rebuilding an effective, democratic political regime and the fostering of civic peace based on the respect of human rights.

Policy (3): Promote Gender Principles and Equal Access

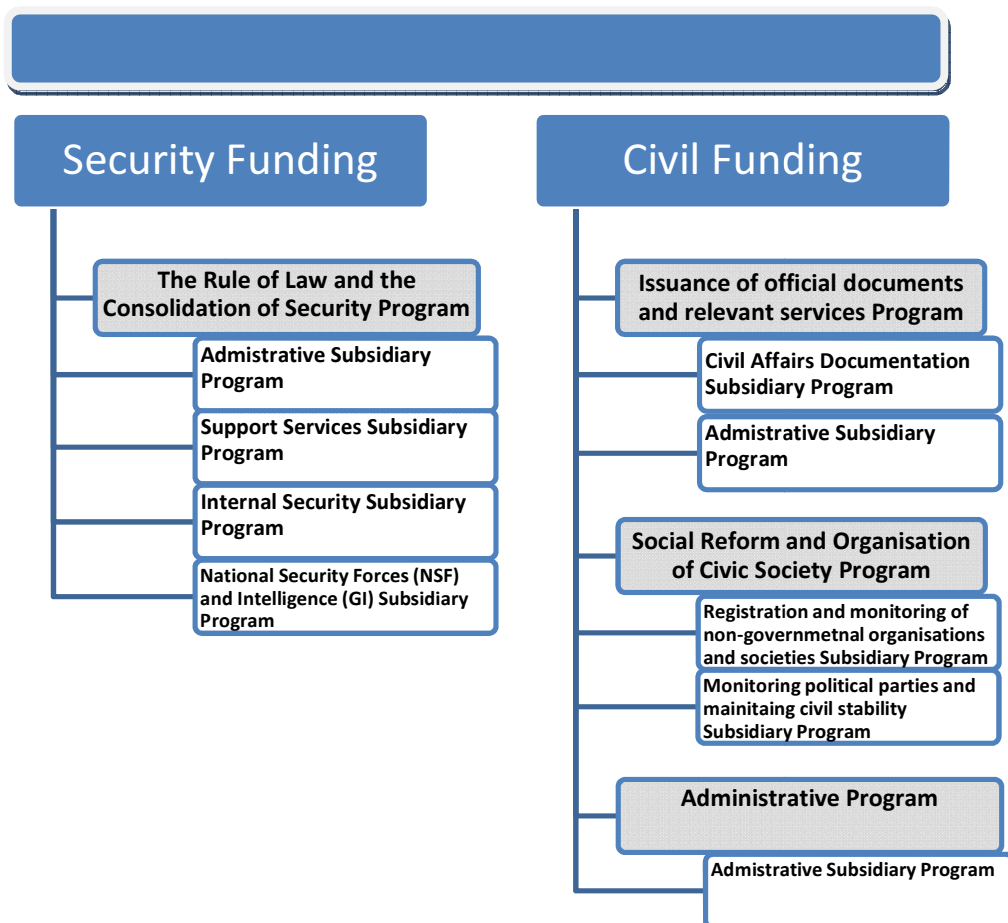
The security establishment has worked on gender mainstreaming in sensitive and decision-making positions. It has enrolled females in conferences, courses and both internal and external workshops.

This policy can aims at continuing the institutionalized building of the future state and raising its effectiveness and ability to provide services on the basis of social justice, inclusion and equal opportunity among the various social groups. This is done by strengthening and developing tools for gender mainstreaming within the security establishment and the provision of work gender-suitable work environment.

5. Structure of the Security Budget

Introduction

In this chapter, the major part of the strategic plan shall be presented through the exposition of the budgetary plans of the security establishment and the Ministry of Interior, as well as the effect of these programs and the funding orientation of the strategic plan.



Budget Structure

Budgeting for the security establishment is carried out by two separate financial departments: the Central Finance Administration (CFA) is concerned with funding for the security institutions, and the General Administration for Financial Affairs covers the civilian components of the Ministry of the Interior.

Budget Programs for the Security Institutions

In 2012, , the Ministry of Finance and the Central Finance Administration, decided to employ one Primary budget line item -“The Rule of Law and the Consolidation of Security” Program, which is comprised of four Subsidiary programs, - in order to address some of the budgeting problems experienced in FY 2011, the most important of which were:

- 1- The absence of a clear structure for the security establishment as decreed by the Security Forces Service Law, as well as the absence of clear roles and responsibilities across the security sector. The absence of cooperation and actual coordination between the different components comprising the security establishment in ascertaining the actual cost of each budgeting program;
- 2- In executing the budgetary plan, program-specific expenditure bookkeeping was not kept since the financial subsection of the “Bisan” software program, which is used by the central financial administration, is not flexible enough to accommodate advances made in the field of planning and budgeting. For example, at the beginning of the fiscal year, expenditure processes commenced according to clauses in the operational budget for the expenses of the current year as well as arrears from previous years, thereby turning the execution of the budgetary plan according to urgent and expedient clauses into a priority instead of directing expenses program-wise;
- 3- Fund transferring between programs is prohibited as such an action complicates the execution of budgetary plans for multiple programs. Up to 2011, the norm was to spend according to funds available to the program instead of committing to both the program’s assigned budget and its strategic plan.

In revising the strategic plan for the security sector, the MOI assembled a financial team to conduct studies concerning the aforementioned impediments and to determine measures that could be taken toward full program-budget compliance during the next budget cycle. The team recommended continuing to use the Rule of Law and the Consolidation of Security primary program budget line item during the first year of the

new strategic plan while the Central Financial Administration continues to address the impediments experienced during 2011. Afterwards, selected Subsidiary programs could be upgraded to Primary program status and included as additional line items in the budget,

Rule of Law and Consolidation of Security Subsidiary Programs:

- Administration
- Support Services
- Internal Security
- National Security Forces (NSF) and Intelligence (GI)

Purpose:

The purpose of the Rule of Law and Consolidation of Security Program is to support initiatives that raise the competence and the level of professionalism of the security establishment and to improve its performance. The program aims to develop the main services that support the security establishment, enabling it to perform its tasks as efficiently and as effectively as possible and in so doing:

- Make the average citizen can feel more secure and safe as their lives and property are protected
- Improve security and stability by combating harmful activities that pose a danger to national security, and by developing the capabilities of the General Intelligence (GI) service in the field of preemptive surveillance.

Program Objectives:

This program aims to accomplish the following:

- To improve the ability of the central financial administration to run the security establishment's financial system and to improve the administrative and organizational capabilities of the establishment to run its administrative system;
- To improve joint work capabilities of the various components of the establishment, as well as to develop the ability to run the logistical support services within the establishment;
- To enhance the Military Medical Services (MMS) in support of the security establishment;

- To improve the security establishment's capabilities in terms of both internal and external training;
- To improve the capabilities of the office of military liaison concerning agreements and their implementation;
- To improve the physical fitness of security personnel;
- To reduce the number of violations and crimes committed by security personnel; to raise awareness among security personnel;
- To improve the security situation in Palestine by reducing the crime rate and by fostering adherence to the rule of law;
- To raise the ability of society to withstand disasters and to limit their consequent damage;
- To decrease the quantity of smuggled and defective goods plaguing the domestic market;
- To eliminate threats to the national security;
- To improve the capabilities of the Presidential Guard (PG) to provide security details for the protection of VIPs and foreign delegations;
- To improve discipline within the security establishment; and
- To improve the security establishment's ability to identify and detect threats to national security.

Budget Programs for the Ministry of Interior - Civilian Components

There are three (3) Primary Ministry of Interior programs:

- 1- Issuance of Official Document and Relevant Services
- 2- Social Reform and the Organization of Civic Society
- 3- The Administrative Program

1- Issuance of Official Documents and Relevant Services: This program finances the efforts concerned with issuing official documents pertaining to population registration, in addition to granting passports to all citizens.

Subsidiary Programs:

- Civil Affairs documentation program;
- Palestinian passport issuance program.

Purpose of Program:

The purpose of the program is to issue smart identification cards based on international specifications; to work on setting up an electronic service portal; and to start issuing biometric passports based on international standards.

Program Objectives:

- To raise the level of service, quality and security of issued documents;
- To work toward completing the population registration process;
- To raise the level of quality and security of the Palestinian passport;
- To issue a Palestinian passport to any who may request the service in accordance with the law.

2- Social Reform and the Organization of Civic Society: This program encompasses the registration of societies and non-governmental organizations, as dictated by the law, and to follow up on whether their activities and programs are in compliance with the law and not in opposition to their stated objectives. In so doing, this program seeks to improve relations between the Ministry of Interior and civil society organizations in pursuance of higher ends, such as protecting targeted groups. In addition, registration of political parties and activities shall be undertaken by issuing a law prescribing their organization. The Ministry shall also work toward achieving civic stability by following up on tribal and clan issues.

Subsidiary Programs:

- Registration and monitoring of non-governmental organizations and societies;
- Registration of political parties and maintaining civic stability.

Purpose of Program:

The purpose of the program is to induce all societal institutions and strata to work on legal bases.

Program Objectives:

- The registration of non-governmental organizations and societies per law;

- Development of an executive list organizing the registration of non-governmental societies and organizations;
- The enhancement of both monitoring and field auditing;
- The completion of a manual detailing the procedures to be followed in disbanding or dissolved non-governmental societies, in coordination with relevant entities;
- The preparation of the draft of a law proposition on licensing and organizing political parties; and
- The preservation of civic and tribal stability.

3- The Administrative Program: this program comprises the revision and preparation of a formative structure for the ministry in order to enhance its ability to carry out its tasks and function without any inconsistencies. Moreover, the program seeks to build and to develop the technological, human and infrastructural capabilities of the ministry, as well as to fostering an environment of self-monitoring and transparency. In so doing, a professional establishment noted for its performance and services can emerge.

Subsidiary Programs:

- The administrative program

Purpose of Program:

The purpose of this program is to build a professional establishment noted for its exceptional performance, services and personnel.

Program Objectives:

- The building of financial and administrative programs in order to organize ministerial work;
- The development of human resources capabilities;
- The development of the Ministry's infrastructure and technological groundwork; and
- The study regarding the prospect of building an alternative energy system.

Resource Allocation

The Palestinian security sector is known for its expansiveness and the multiplicity of its institutions, which posed a challenge to the strategic plan of 2011-2013 in terms of achieving harmony and balance during the planning process. Revision of the Strategic Plan 2011-2013 has shown the need for increased joint efforts in determining the priorities of the security sector and in achieving harmony between its different

components. It should be noted that the absence of a clear working plan and the demarcation of responsibilities had had a considerable effect on the manner of execution of the previous plan.

Considering that security sector projects depend on international donations, and despite the important aid the security sector has received from international partners, the previous strategic plan, along with a revision of funded projects, has demonstrated the need to concentrate on projects specified by the strategic plan and to attend to priorities set by the plan more attentively. In addition, there is a need for balanced donor funding on the part of international donors, considering that some of the international donors execute projects directly with the services, a fact which makes following up on projects and the proper estimation of expenses more complicated. By neglecting to provide proper estimations of budgeting and expected funding on the part of some of the donors, as well as effects exacerbated by political conditions, the security sector has been severely impaired in its ability to specify the fiscal limit for planning.

All these reasons have made the ability to predict the amount of funding for security sector projects and the orientation of funding in agreement with set priorities, difficult to carry out. Even so, the sector plan has made sure to prioritize for strategic objectives in accordance with the sector's need. As the provider of security services, the security establishment is considered a foremost priority and, as such, completing work on its infrastructure on a par with security needs must be intensified. Moreover, construction of additional police and Civil Defense stations, especially in zones and rural areas beyond the effective security of the PSF, must be continued in order to extend coverage to more population centers considering the current, low rates. In regards to armament and equipment, some of the budgeting must be allocated to complete the process of outfitting and arming the security forces with their essential equipment and arms, which should render their assigned security tasks easier. On a different note, expediting the process of moving the Palestinian passport into the biometric phase should be emphasized, despite the difficulties the ministry has been experiencing in receiving funding for this important project.

The second objective, namely the one concerned with developing the capabilities of the security establishment, focus must be directed toward the considerable shortage suffered by the Military Medical Services (MMS) in terms of medical facilities, equipment and instruments, a shortage that greatly affects their ability to tackle the tasks assigned to them, especially in times of emergency. It also affects the provision of medical services to members of the security forces and their families. In addition, the staff manning the MMS must be reinforced (considering their shortage in personnel) and proper incentives must be offered, especially raises to M.D.'s (i.e. doctors), per the security forces service law. Attention must also be given to the development of supply and logistical capabilities, especially in terms of a system of military acquisitions and

proper warehouses, which would facilitate operations more easily and which would save dedicated funds.

In regards to the third objective, namely the one concerned with harmonizing with the judicial system, the resources must be dedicated toward completing the building of both forensic and forensic medical laboratories serving the Civil Police, considering the important impact their operation could have on the development of the security establishment and its professionalization.

Regarding the fourth objective, the focus is completing the construction of MOI service qualification centers, the quality of which is contingent upon relations with the citizens as well as enhancing the means of communication with the public.

6. Follow-up and Evaluation of the SSSP

Introduction

In order to achieve the strategic objectives outlined in the SSSP specific actions needed to be identified and carried out. In addition, a rigorous Monitoring and Evaluation (M&E) scheme must be applied in order to understand the impact of the strategy and its interventions.

Methodology to Implement

A good M&E system is dependent on clear timelines, resources allocation, outcomes/objectives, and indicators (both quantitative and qualitative). In order to develop such a system, an Implementation Plan will be developed to support the SSSP. This implementation plan will be drafted with all relevant stakeholders to the SSSP, and will outline:

- From an identified intervention to the specific actions that are required and by whom;
- Timeline to carry out these actions;
- Resources needed to carry out actions (which currently exist or need to be identified);
- Indicators (which will measure not only financial spending, but also assess outcome and impact of activities)

Security and safety indicators are difficult to identify and successfully access. There are a number of challenges in the Palestinian security sector when it comes to the collection of reliable data. The security institutions still need to develop their data collection systems, and there are still capacity gaps in analyzing the data that is collected. In fact, within the SSSP, the need to strengthen the planning units of the security sector has been identified as a priority.

Indicators will be developed to be able report on the financial program, as outlined by the Ministry of Finance, and to be able to assess implementation of the SSSP in a more comprehensive manner, as it relates to the implementation of the PNDP. The implementation plan will address this issue so that the indicators selected reflect the SSSP and the financial mechanism.

The implementation plan will build on previous work, and will also include a reporting template and mechanism which will require the security institutions to report on a monthly basis achievements or challenges related to the implementation of the Security Sector Strategic Plan. This process will contribute to a yearly review of the SSSP by the Ministry of the Interior.

One of the challenges to oversee the SSSP is the lack of information related to externally funded project to the security sector. The lack of information related to obstacles and success of these projects needs to be improved. There are a number of mechanisms that need to be strengthened to monitor the approval and implementation of projects. A Project Manual has been drafted by the MOI and needs to be followed.

Mechanisms such as the DARP and the MOI Project Portal are also important elements which will assist the MOI in tracking progress. Progress reports drafted on the implementation of projects should also be shared with the MOI.

Indicative Indicators as related to the Financial Programme:

1- Program of Security Consolidation and the Rule of Law:

Outputs	Base Year 2013	2014	2015	2016
The Spending of the Security Establishment's Operational Budget	(2012) %88,9	%95	%95	%95
Recruitment of New Elements inside the Security Establishment	1500	1500	1500	1500
The Treatment of Military Officers' Cases at the Military Prosecution Office	(2012) 3401	3500	3300	3200
The Treatment of Cases by the Military Courts	(2012)797	800	850	850
The Treatment of Incoming Complaints by Citizens against Security members	(2012) 1455	1500	1600	1700
Treatment of Violations within the Security Establishment	663 in 2012	650	620	600
Unified Basic Training for New Recruits inside the Security Establishment	(2012)326	1000	1500	1500
Implementation of the Judicial Warrants that are sent to the Civil Police	134777 (2012)	140000	140000	140000
Management of the Matters of Inmates who are Admitted inside the CRCs	(2012)12951	13000	13000	13000
Participation in Firefighting and Rescuing Operations	8407	9000	9500	10000
Coverage of Citizens by the Civil Defense Stations	70000 Citizens per Station	65000 Citizens per Station	62000 Citizens per Station	60000 Citizens per Station
Training Courses for Local Communities for the purpose of raising the citizens' awareness regarding the field of	1088 Courses in 2012	1200	1200	1200

Protection and Dealing with Various Incidents				
Orientation Lectures and Raising the Awareness of Security Members	(2012) 285	300	310	320
Provide the necessary medical Treatment to Security members and their families	450,000 beneficiaries	450,000	450,000	450,000
Provide the Suitable Foods for Security Members	30,897 (Northern Governorates)	31000	31000	31000

2- Issuance of Official Documents and Related Services

Outputs	Base Year	2014	2015	2016
Issuance of Palestinian Passports to Service Requestors	(2012)195900	200000	200000	200000
The recording of newborn children	(2012)70713	72000	72000	72000
Issuance of Primary Identification Cards	(2012)197176	198000	199000	200000
Issuance of Death Certificates	(2012)8792	9000	9000	9000
The Change of Social Status inside ID Cards	(2012)24713	25000	25500	26000
Computerized System for Financial Revenues	None	The Presence of a Computerized System for Financial Revenues	--	--
Biometric System	None	Presence of the Necessary Equipment for Implementing the System	Starting the Operation of the Biometric System	The Review and Checking of the System's Needs

3- Organization of Civil Society and Community Reform

Outputs	Base Year	2014	2015	2016
Associations Recorded	197	200	200	200
Cleaning Fields from Mines and	0	2	4	6

Planted Explosive Remnants				
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4- Administrative Program

Outputs	Base Year	2014	2015	2016
Training Courses	(2012)44	45	47	49
Well-qualified and prepared Service-Provision Points	10 Directorates and Offices	12	13	14
System for Alternative Energy	None	The Presence of a System for Alternative Energy at the Ministry location		
Treatment of the Complaints that are received at the Ministry	(2012) 173	200	220	230

2. Indicative Indicators on results and impact of the SSSP

There will also be the measurement of the impact and results of the Strategic Plan's Proposed Interventions on the level of the strategic goals; whereas there will be the follow-up of the indicators illustrated in the following table along with the specification of each indicator's target which the Plan aims to achieve:-

Strategic Goal	Indicator	Date Source	Value	Base Year	Target		
			2012	2013	2014	2015	2016
Provision of Security and Safety to the Homeland and Citizens	Number of Crimes for each 100,000 Citizens	Police, PSO	670		Reduce the Value by 3%	%3	%3
	Percentage of Death Cases from the overall injuries from Fires and Incidents	Civil Defense	4.3		Reduction of 2%	%2	%2
	The Degree of Citizens' Feeling of Security and Safety	Media Center			Increase of 3%	%3	%3
	Percentage of Deaths from the Cases of Injury from Traffic Accidents	Police	1.5		Reduction of 2%	%2	%2
	Numbers of Traffic Accident Deaths out of each 100,000 citizens	Police	4.4		Reduction of 1%	%1	%1
	Percentage of Police Stations in relation to the population in a given area	Police			Increase of 1%	%1	%1
	Percentage of Civil Defense stations in relations with the Population in a given area	Civil Defense			Increase of 1%	%1	%1
	The Average Time it takes the Police to respond to Incidents and Accidents	Police	7.2 Minutes		Reduction of 1%	%1	%1
	The Average Time it takes the Civil Defense to respond to Incidents and Accidents	Civil Defense	15 Minutes		Reduction of 1%	%1	%1
	The Percentage of Citizens' Satisfaction from the Services provided by the MOI (Passports, Birth Certificates, Death Certificates, ID Cards)	MOI	%73		Increase of 4%	%4	%4

Capacity Development of Security Institutions	Number of executive bylaws and internal regulations established within the security establishment	MOI					
	Percentage of Doctors to Members of the Security Forces	MMS			Increase of 4%	%4	%4
	Number of internal disciplinary / administrative violations within the security establishment	All, MI			Reduction of 2%	2%	2%
Support the integration and complementarity of the justice and security sectors	Percentage of Detainees to Sentenced Persons inside the CRCs	Police			Reduction of 2%	%2	%2
	Number of Complaints regarding the Violation of the Right to Receive Fair Legal Procedures	ICHR	563		Reduction of 2%	%2	%2
	Number of joint workshops / training between security and justice personnel				Increase 2%	2%	2%
Deliver fair, efficient and effective services	Percentage of women recruited into the security establishment	MOI			Increase 1%	1%	1%
	Degree of the Public's Confidence regarding the Security Establishment's Performance	Military Intelligence (MI)	%70	Increase of 3%	%3	%3	
	Number of Complaints Against the Security Establishment and its Members	Military Intelligence	1455		Increase of 2%	%2	%2

	Number of Violations by Security Members	Military Intelligence	663		Reduction of 2%	%2	%2
	Number of Adjudications submitted to the Military Prosecution	Military Judiciary	3401		Increase of 1%	%1	%1
	Number of Cases Transferred to Military Courts	Military Judiciary	797		Increase of 1%	%1	%1
	Number of Hunger Strike Cases inside CRCDs	Police, ICHR	77		Reduction of 3%	%3	%3

7. Annexes

Indicative Project List

(Please note that items in red denote civilian projects)

Goal	Policy	Intervention	Project Name	Service	Status
First Goal: Provide Security and Safety for the Homeland and Citizens	1.1 Strengthen public order and rule of law by identifying and addressing security threats	1.1.1. Promote the capacities of the security establishment.	Build new locations and rehabilitate the current ones	GI	Not Funded
			Develop the Capabilities of GI Personnel (Specialized Training and Qualification)	GI	Not Funded
			Jericho and Bethlehem Projects	PG	Not Funded
			Establish a PG Location inside the Muqata'a (Lodging and Locations for 2SB and 3SB)	PG	Not Funded
			The Securing of Machinery	PG	Not Funded
			NSF Vehicle Maintenance and Administration Center and a Computerized System for Managing the Vehicles	NSF	Not Funded
			Link the NSF Command with all the directorates and divisions (Microwave)	NSF	Not Funded
			Command and Control System for the NSF's Central Operations	NSF	Not Funded
			Form three special battalions which are fully prepared and supplied	NSF	Not Funded
			Develop the NSF capabilities and the infrastructure	NSF	Not Funded
			The completion of building and preparing Airstrips for Vertical Airplanes	NSF	Not Funded
			Develop the Signal and Wireless Directorate of Hebron	NSF	Not Funded
			PG-related Information Technology	PG	Not Funded
			Prepare the HQ and branches	Military Liaison	USSC-Funded
Electronic Linkage/Connection between the HQ and branch offices	Military Liaison	Not Funded			

			Procurements of Headquarters and Main Departments	Military Liaison	Not Funded
			Build Locations for the Eight Branches	Military Liaison	Not Funded
			Machinery Preparation of the Military Liaison	Military Liaison	Not Funded
		1.1.2. Fortify and protect the security establishment.	Technical Development (Specialized Equipment for the Multi-Monitoring System)	GI	Not Funded
			The building of 10 Military Intelligence Branch locations in various governorates, including Detention Centers	Military Intelligence	Not Funded
			Build Military Intelligence HQ	Military Intelligence	Not Funded
			Wireless communications network for linking between the Military Intelligence's Administrations and Directorate	Military Intelligence	Not Funded
			Network Security and the Protection of Documents	PG	Not Funded
			Machinery and Vehicles	Military Intelligence	Not Funded
			Protect documents and provide security for the networks	MOI	Not Funded
		1.1.3. Strengthen the joint capacities among the various security components.	Unified Communication	Security Establishment	Not Funded
			Security Information Bank	Security Establishment	Not Funded
			Joint Operations Room inside the MOI	Security Establishment	Not Funded
			Emergency Plan inside the Services	Security Establishment	Not Funded
			Joint Operations Project	NSF	Not Funded
		1.1.4. Encourage community involvement in the process of strengthening public order and rule of law, and cooperation with	Capacity Development for those working in the Political Guidance Commission	Political Guidance	Not Funded
			Study Center (The Information Bank); Performance Measurement and Statistical Analysis	Political Guidance	Not Funded

		civil society organizations.	The project of the programme for doing Political Guidance with the community	Political Guidance	Not Funded
			The Project of the NSF Coexistence Programme	NSF	Not Funded
			"Happiness" Project and the visiting of poor families	NSF	Not Funded
			The Palestinian Center for removing land mines	MOI	Funded-UN
1.2 Combat crime and reduce harm	1.2.1 Develop capacities in the area of reducing crime and harm.		Inquiry lab at the Civil Defense for finding out the causes of fires	Civil Defense	Not Funded
			Tulkarem Directorate	PSO	Not Funded
			Toubas Directorate	PSO	Not Funded
			Jenin Governorate Building	PSO	Not Funded
			Qalqilya Governorate Building	PSO	Not Funded
			General HQ/Bureau and Investigation and Administrative & Financial Affairs	PSO	Not Funded
			Ramallah & Al-Bireh Directorate Building	PSO	Not Funded
			Nablus Directorate Building	PSO	Not Funded
			Hebron Directorate Building	PSO	Not Funded
			Accommodations Building for the Jericho Directorate	PSO	Not Funded
			Birzeit Directorate Building	PSO	Not Funded
			Tarqumia Directorate Building	PSO	Not Funded
			Yatta Directorate Building	PSO	Not Funded
			Halhul Directorate Building	PSO	Not Funded
			Al-Dhahiriya Directorate Building	PSO	Not Funded
			Develop the PSO's Technical Control Capabilities	PSO	Not Funded
			Develop the PSO's Information System	PSO	Not Funded
			The building of Central Operations rooms	PSO	Not Funded

			Develop the PSO's Resources	PSO	Not Funded
			Scientific Research Center Building	PSO	Not Funded
			The Community Police for the Eradication of Extremism	PSO	Not Funded
			Preserve PCP employees' physical and mental fitness	PCP	Not Funded
			Build and consolidate Traffic Police capabilities	PCP	Not Funded
			Enhance the Professional performance of the PCP's Tourism & Antiquities Department	PCP	Not Funded
			Develop the PCP's Explosives Engineering Department	PCP	Not Funded
			Guarantee the Civil Police's good storage and maintenance of weapons	PCP	Not Funded
			Provide internal support to the PCP and enhance the management of Logistical Affairs	PCP	Not Funded
			Develop the Community Police and improve the life-quality of young Police personnel	PCP	Not Funded
			The Building of 7 Police Stations	PCP	Proposal/USA
			The Building of a Police Directorate	PCP	Proposal/USA
			Building a Central Investigations Center for the Civil Police	PCP	Proposal/USA
			Procure equipment for the Guarding Administration / Phase 2	PCP	Proposal/USA
			Establish branch locations for the Customs Control in 11 governorates	Customs Control	Not Funded
			Electronic Linkage program	Customs Control	Not Funded
			Develop the capabilities of Customs Control employees	Customs Control	Not Funded
			Develop the Customs Control's capabilities in the realm of field inspections	Customs Control	Not Funded
			Develop the Customs Control's Administration, Public Relations and Media capabilities	Customs Control	Not Funded
			Capacity Building for the Anti-Narcotics Administration	PCP	Not Funded
			Foster Command and Control inside the PCP	PCP	Not Funded

			Protective equipment for the PCP's Special Police Administration	PCP	Proposal/USA
			The Review of the Law	Security Establishment	Not Funded
		1.2.2 Deliver community awareness campaigns in the fight against crime.	The Political Guidance Project for Raising Community Awareness regarding the Combat of Crimes	Political Guidance	
		1.2.3 Develop correction and rehabilitation centers.	The Building of 2 CRCs	Military Intelligence	Not Funded
			Establish a Prison-related Training & Research Institute for the Civil Police	PCP	Not Funded
		1.2.4 Enhance the quality of documents and development of capacities in the area of fraud detection.	Develop biometric IDs and Passports	MOI	Not Funded
		1.2.5 Develop family protection services and ways of dealing with victims of violence.	Support a rehabilitation program for juveniles, create booklets and publications and hold field visits	PCP	Not Funded
	1.3 Enhance capacities to cope with disasters and strengthen civil protection	1.3.1 Strengthen the Civil Defense Supreme Council.	The National Plan for Confronting Disasters	Civil Defense	Not Funded
			Sub-plans for confronting disasters on the governorate level	Civil Defense	Not Funded
			A Location of the Civil Defense's Higher Council	Civil Defense	Not Funded
		1.3.2 Develop Civil Defense	The building of Civil Defense stations – 24 units	Civil Defense	Not Funded

		capacities to respond to disasters.	Support Units	Civil Defense	Not Funded
			The Center for the Palestinian Search and Rescue Team / Second Phase	Civil Defense	Not Funded
			General Warehouses	Civil Defense	Not Funded
			Specialized Maintenance centers	Civil Defense	Not Funded
			Equipment	Civil Defense	Not Funded
			Machinery and Vehicles (Firefighting, Rescuing and Specialized Response)	Civil Defense	Not Funded
			Prepare and furnish 10 general stations for the Civil Defense	Civil Defense	Not Funded
		1.3.3 Increase community awareness to cope with disasters and incidents.	Media Production Unit inside the Civil Defense	Civil Defense	Not Funded
			Train Civil Defense volunteers	Civil Defense	Not Funded
		1.3.4 Enhance public safety protocols within the security establishment.	Prepare a Survey Study on the Security Establishment's General Procedures	Civil Defense	Not Funded
			Provide Safety Systems inside the Security Establishment	Civil Defense	Not Funded
	1.4 Develop the modern provision of Ministry of Interior services	1.4.1 Complete the electronic link between the MOI and relevant ministries dealing with the civil registry.	Electronic linkage to develop the citizen registry	MOI	Not Funded
		1.4.2 Complete work developing and refurbishing of directorates of the Ministry of Interior for the purpose of making sites more welcoming accessible to the public.	Unify the civil registry between the northern and southern regions	MOI	Not Funded

			Build and reform the directorates in the northern region	MOI	Not Funded	
			Capacity building in the MOI	MOI	Not Funded	
			Install solar energy system in the MOI building	MOI	Not Funded	
Second Goal: Develop the institutional development of the security sector organizations	2.1 Enhance the coordination, competence and efficiency of support services across the security establishment	2.1.1 Enhance military medical services.	Preparation of the Palestine Hospital	MMS	Not Funded	
			Preparation of the Nablus Medical Complex	MMS	Not Funded	
			Prepare First Aid units	MMS	Not Funded	
			Prepare Ambulances	MMS	Not Funded	
			Build a Central Military Hospital in Ramallah	MMS	Not Funded	
			The Building of First Aid Units	MMS	Not Funded	
			The Procurement of the MMS' General Admin Building	MMS	Not Funded	
			Computerization of Medical Services / Second Phase	MMS	Funded	
			Training for MMS workers	MMS	Not Funded	
		2.1.2 Development of logistic support systems.	Complete the Second Phase of the "Logistics Complex Project"/Ramallah	Logistics	In Progress	
			Establish Special Buildings for the Logistics Commission's branches in the Northern governorates	Logistics	In Progress	
			A Law that governs the Logistics Commission's work and specifies a Military Procurement system	Logistics	Not Funded	
			Establish and prepare central maintenance workshops (North, Center, South)	Logistics	Not Funded	
			Project of Transporting those on Leave	Logistics		
	Central Sewing Workshop		NSF	Not Funded		
	Completion of the Project for Establishing Ovens/Furnaces		NSF	Not Funded		

			Establish Fuel Stations in 9 Areas	NSF	Not Funded
			Establishing a Workshop for the Scientific Committee in three areas	NSF	Not Funded
			Establish the building designated for the supplies' warehouses, preparations and guardianships (belongings)	NSF	Not Funded
			Provide internal support to the PCP – enhance the Logistical Affairs Admin	PCP	
			PG-related Buildings and Maintenance and a water line for PG	PG	Not Funded
			PG-related Service and Logistical Projects	PG	Not Funded
			Machinery Maintenance	PG	Not Funded
			Develop the Security Constructions Directorate and supply it with the various Devices	NSF	Not Funded
			Procurement of Electrical Generators and Office Furniture	Military Intelligence	Not Funded
		2.1.3 Raise the level of discipline within the security establishment.	Rehabilitation and furnishing of the Military Justice building in Ramallah	Military Justice	In Progress/USSC
			Establish Military Justice (i.e. Judiciary) Locations at the various Muqata'as	Military Justice	Promise of Funding/USSC
			Prepare Justice Offices inside the Muqata'as of Jericho, Jenin, Hebron & Nablus	Military Justice	Promise of Funding/USSC
			Establish Military Justice locations in Bethlehem, Qalqilya, Tulkarem, Toubas and Salfit	Military Justice	Not Funded
			Development of Legislations & Laws	Military Justice	Promise of Funding/USSC
			Capacity Development for those working in the Military Justice	Military Justice	Promise of Funding/USSC
			Electronic Linkages/Connections and the Electronic Management of the Progress of Lawsuits	Military Justice	Promise of Funding/USSC
			The achievement of a Cooperation Protocol between the Civil and Military Prosecutions	Military Justice	Not Funded

			Machinery and Vehicles	Military Justice	Not Funded
		2.1.4 Develop administration and financial systems within the security establishments.	Capacity Development of Security Sector Institutions	Military Financial Administration	Not Funded
			Build the Organization and Administration Location	Organization & Administration	Not Funded
			Prepare the HQ with devices and furnishing	Organization & Administration	Not Funded
			Develop Technology and Communications	Organization & Administration	Not Funded
			Human Capital	Organization & Administration	Not Funded
			Electronic system for collecting fees	MOI	Not Funded
		2.1.5 Develop of arms capacities.	Development of Weapons Storage Systems	GI	Not Funded
			Armament Warehouses	NSF	Not Funded
			Guarantee the Civil Police's good storage and maintenance of weapons	PCP	Not Funded
			The building of a Warehouse/Weapons Maintenance	PCP	Proposal/USA
	2.2 Human resources development	2.2.1 Establish recruitment (appointments) procedures and consolidated basic training for the PASF.	CTI Maintenance and Sustainability	GMTC	USSC-Funded
			Pretend Weapons	GMTC	USSC-Funded
			Excavation of an Artesian Water Well	GMTC	Not Funded
			The Building of an independent HQ for the GMTC/Ramallah	GMTC	Not Funded
			Upholstery Administration Building	GMTC	Not Funded
			Training Room for Joint Operations courses	GMTC	Funding Proposal
			Language Institute	GMTC	Not Funded
			Provision of Vehicles for the Purpose of Training	GMTC	Not Funded
			The Building of the CTI / Second Phase	GMTC	USSC-Funded

			The Palestinian Academy for Qualifying Officers	GMTC	Not Funded
			The Project for creating a unified system for managing the Organization & Administration Commission's Human Resources	Organization & Administration	Not Funded
			A Computerized system for managing NSF-related Human Resources and courses	NSF	Not Funded
			Study the needs of the Security Services' Workforce	Security Establishment	Not Funded
		2.2.2 Enhance the competence of security officers within PASF.	The building of the Training School / Jericho	Military Intelligence	Not Funded
			Establish buildings inside the PG Training Center in Jericho	PG	Not Funded
			The Supply of Special Busses for the Training School	PSO	Not Funded
			The Building of Employee Accommodations inside the Police Training Center in Jericho	PCP	Not Funded
			Specialized Training Center for maintaining the NSF's skills	NSF	Not Funded
			Develop the National Group for Popular Arts and Military Music	NSF	Not Funded
			Academy Building / Jericho	PSO	Not Funded
		2.2.3 Raise employee's satisfaction level.	Mental and Social Support Unit	Political Guidance	Not Funded
		2.2.4 Encourage individual initiatives and career excellence.	An Incentives System within the Security Establishment	Security Establishment	Not Funded
	2.3 Support appropriate command, management and planning structures across the security sector	2.3.1 Ensure the appropriate application of relevant laws.			

		2.3.2 Develop executive bylaws and internal regulations within the security establishment.	Develop the Security Establishment's Bylaws	Security Establishment	Not Funded
		2.3.3 Implement command and management structures of the security establishment.	Building the Internal Security's capabilities	Security Establishment	Not Funded
			The Organizational Hierarchy of the Security Services	Security Establishment	Not Funded
		2.3.4 Promote sector planning process.	Security Services' Project Management System	Security Establishment	Not Funded
			Develop planning departments inside the Security Services	Security Establishment	Not Funded
			Public Opinion Polls regarding the Security Establishment	Security Establishment	Not Funded
Third Goal: Support the integration and complementarity of the justice and security sectors	3.1 Enhance professional relationships between security and justice sectors	3.1.1 Regulate the relationship between civil and military prosecution.	The achievement of a Cooperation Protocol between the Civil and Military Prosecutions	Military Justice	Not Funded
		3.1.2 Regulate the relation between the two sectors regarding institutions of forensic medicine and forensic laboratory.	Develop a system for storing Evidence and Seized items	PCP	Not Funded
			Criminal Laboratory inside the Police	PCP	Not Funded
	Forensics Laboratory	PCP	Not Funded		

		3.1.3 In cooperation with relevant justice institutions, complete a professional plan aiming for consideration of joining international, regional and Arab institutions.	The study of enrollment/joining inside international institutions	Security Establishment	Not Funded
	3.2 Support the review and development of relevant laws for the security sector	3.2.1 Review and completion of security sector laws.			
		3.2.2 Review and develop legal system to ensure reduction in crimes.			
Fourth Goal: Deliver fair, efficient, and effective services	4.1 Develop oversight policies and mechanisms to support greater transparency and accountability	4.1.1 Develop and update functional, administration and financial monitoring means and mechanisms.			
		4.1.2 Develop communication means between the security establishment and the public.	Capacity Development for those working at the Media Spokesperson's office	Political Guidance	Not Funded
			Central Printing Place	Political Guidance	Not Funded
			Develop the Media Center	GI	Not Funded
			The project of the programme for doing Political Orientation with the community	Political guidance	
			Develop the Media Work inside the NSF	NSF	Not Funded

		4.1.3 Strengthen and build inspections and complaints systems and units within the security establishment.	Develop the capabilities of those working inside the Security Establishment's Complaints units	Security Establishment	Not Funded
	4.2 Promote human rights principles and concepts	4.2.1 Complete and promulgate codes of conduct for all members of the security sector.	Complete the Code of Conduct pertaining to the Security Establishment	Security Establishment	Not Funded
			Code of Conduct inside each Service	Security Establishment	Not Funded
		4.2.2 Develop oversight and accountability tools for the interrogation and correction and rehabilitation centers.	Develop the Work of Detention and Arrest Centers as well as the prisons and CRCs	Security Establishment	Not Funded
		4.2.3 Develop the system of special training in human rights issues at the security establishment.	Unified Training Guide on Human Rights	Security Establishment	Not Funded
			Prepare the Training Staff	Security Establishment	Not Funded
		4.2.4 Strengthen the relation with relevant civil society organizations.	Capacity Development for the MOI's "Clans/Tribes Unit"	Security Establishment	Not Funded
	4.3 Promote gender principles and equal access	4.3.1 Strengthen and develop tools and policies to incorporate gender into the security establishment.	Gender	Political Guidance	Not Funded

		4.3.2 Promote recruitment and retention policies which increase women's representation in the security establishment.			
		4.3.3 Increase accessibility to buildings, facilities and services managed by the security sector institutions.			