



State of Palestine

Security Sector Strategic Plan

2017 – 2022

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I. Introduction

The security establishment seeks to achieve continuous progress and improvement to develop its ability to protect the homeland and its citizens; to perform the tasks entrusted to it, and to work towards building an independent Palestinian state with Jerusalem as its capital. In doing so, the security establishment relies on leading its strategic approaches according to a clear vision, specific mission and fixed values. This began through the Reform and Development Plan in 2007 and subsequent security strategic plans: (2008-2010), (2011-2013) and (2014-2016).

The Security Sector Strategic Plan (SSSP) 2017-2022 comes as a continuation of the security establishment's approach of building on past achievements and its constant quest to improve the services it provides to the citizens.

The security establishment works with all national partners as well as international development partners. This takes place with full knowledge of the interests, powers and duties relating to implementing their plans in line with the National Policy Agenda (NPA) and other national and sector plans. The aim is to build state institutions in accordance with specific legal foundations and clear assignments.

The aim is also to keep pace with commitments stemming from ratified international conventions, treaties and declarations concerned with enhancing national compliance with human rights and freedoms, as well as creating enabling conditions for all members of the society on the basis of equality, with the aim of making them feeling safe and secure and increasing their satisfaction with the performance of the security establishment.

II. Security Sector Overview

According to article (84) of the Palestinian Basic Law, the Security establishment and the Police are considered regular forces, and they are the armed forces in the country. Their functions are limited to defending the country, serving the people, protecting society and maintaining security, public order and public morals. They perform their duties within the limits prescribed by law, with complete respect for rights and freedoms. The work of the Palestinian security establishment was regulated by the Law of Service in the Palestinian Security establishment No.8 of 2005, the Law of the General Intelligence, the law of Civil Defense and the Decree-Law of the Preventative Security.

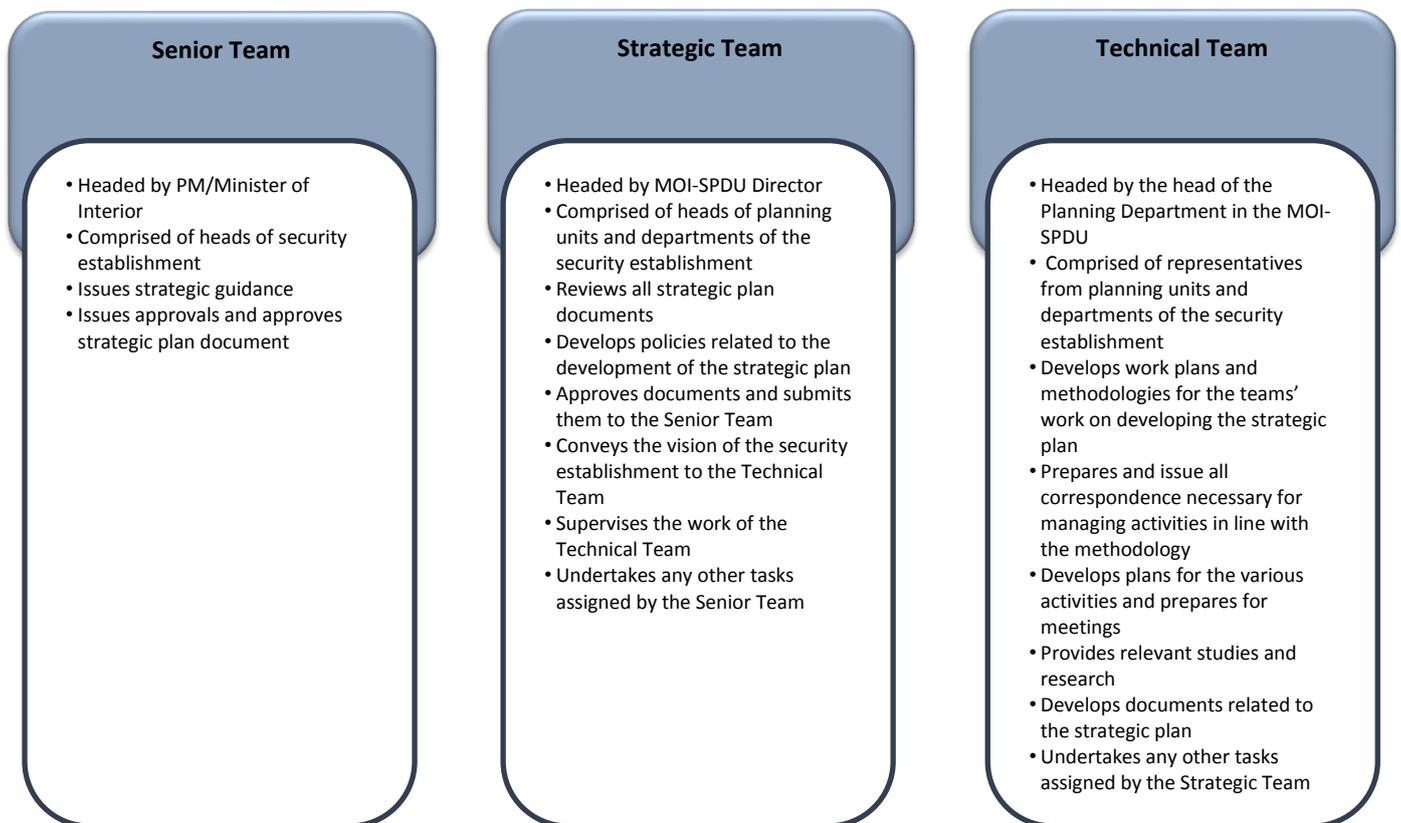
The security establishment consists of the Ministry of Interior (MOI) and the security services, which are: National Security establishment (NSF), Palestinian Civil Police (PCP), General Intelligence (GI), Preventative Security (PSO), Military Intelligence (MI), Presidential Guard (PG), Civil Defense (CD) and Customs Police. The security establishment also comprises other commissions, directorates and administrations that support the security services, such as: Organization and Administration Commission (OAC), Military Judiciary Commission (MJC), Political and National Guidance Commission, General Military Training Commission (GMTC), Central Logistics Commission (LC), District Coordination Office (DCO), Military Medical Services Directorate (MMS), Central Armament Directorate (ARM), and Military Financial Administration (CFA).

The work of the security establishment is directly and indirectly integrated with the work of all government ministries, particularly those related to the governance sector, and specifically the ministries of Finance & Planning, Justice and Local Government.

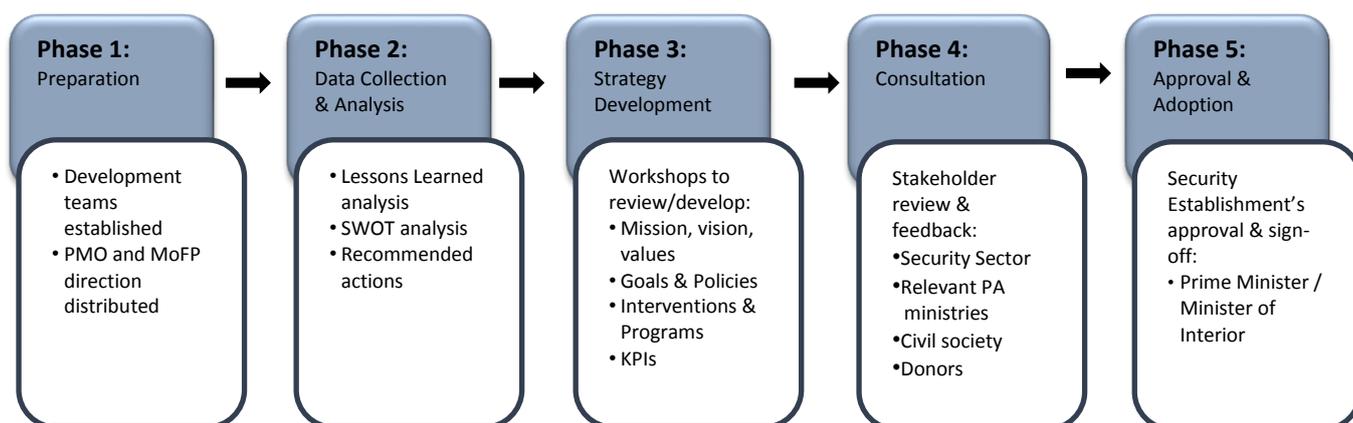
The security establishment is subject to governmental, parliamentary and societal oversight in accordance with the provisions of the law. They also work on strengthening their relationship with civil society institutions, and involving them in all their development plans, programs and projects. This is in addition to many international bodies and organizations that support the security establishment through implementing many programs and projects.

III. Strategic Plan Development

The security establishment developed the SSSP 2017-2022 in accordance with the methodology approved by the Secretariat General of the Council of Ministers and the Ministry of Finance and Planning (MOFP). The SSSP development teams were comprised of representatives from the security services and commissions. The powers and responsibilities of the teams tasked with the development of the SSSP and the methodology for developing the SSSP is described below:



SSSP 2017-2022 Development Teams



SSSP 2017-2022 Development Phases and Methodology

IV. Situational Analysis

The strategic planning team used the SWOT analysis tool to identify the main variables related to the current situation of the security establishment. The inputs were analyzed based on a number of reference documents to identify the current situation; the main reference documents are:

1. National Policy Agenda (NPA).
2. The National Plan for Human Rights Mainstreaming in Sectoral plans.
3. The National Plan for Gender Mainstreaming in Sectoral plans.
4. SSSP 2014-2016.
5. The outcomes of a number of internal workshops, and reports and studies undertaken in the past years to discuss matters of interest to the security establishment.

A number of outcomes were reached using these reference documents and through the discussions that took place during specialized workshops to study the current situation, in addition to the use of the SWOT analysis. The team further analyzed these outcomes by aligning strengths with opportunities, and weaknesses with available opportunities, as well as weaknesses with threats. A number of conclusions were reached that will be built upon when developing the SSSP interventions for 2017-2022.

Strengths	Weaknesses	Opportunities	Threats
<ol style="list-style-type: none"> 1. Modern security facilities that enable the effective combatting of crime 2. New infrastructure, tools, and equipment are enabling the security establishment to carry out their duties in an effective manner 3. SOPs for many administrative functions have enabled the establishment to develop an integrated system for strengthening oversight and accountability 4. Establishment of the Integrated Priority List (IPL) of projects has enabled the security establishment to rank new needs requests based on standardized and transparent criteria 5. Consistent and ongoing actions by the security establishment towards delivering training and reducing the dependence on externally-provided training to its members 6. Skilled/trained staff, modern training systems 7. Infrastructure and procedures that regulate joint work mechanisms between security establishment 	<ol style="list-style-type: none"> 1. Absence of roles, responsibilities, and structures in the security establishment 2. Absence of ownership for the implementation of strategic programs, and interventions 3. Security sector laws are not in step with the advancement and sophistication of crime, impeding the security establishment's operational capacity to fight crime 4. Inconsistent coordination and cooperation, specifically with regards to the sharing of information, across the security establishment and between the security and justice sectors to fight crime 5. A deficiency in monitoring and, evaluating systems, resulting in a reduced ability to measure the effects of development programs and projects on the performance of the security establishment 6. Weak maintenance and sustainability requirements and systems threaten the useful life of the security establishment's infrastructure, equipment, and other assets 7. Weak media and awareness discourse coming from the security establishment 8. Weak HR management plans, systems and procedures in the security establishment 9. Uneven training and development across the security establishment components 10. Lack of logistical capabilities hinders the security establishment from carrying out their duties optimally (weapons, ammunition, individual equipment, modern vehicles, laboratories, etc.) 11. Weakness of promotion system, legal and 	<ol style="list-style-type: none"> 1. Improved public awareness of the role of the security establishment and their work in the interest of the public 2. International donors providing financial and technical support for the security establishment' programs and interventions 3. Palestinian political will towards developing plans and programs and developing the legislative system 4. The commitments and entitlements resulting from joining international treaties and agreements 5. Effective partnerships with many Palestinian civil society organizations 	<ol style="list-style-type: none"> 1. The Occupation prevents security sector from enhancing the public's confidence in the security establishment' ability to provide safety and security for the citizens 2. The Occupation not permitting progress re tools, equipment, and capabilities - stifling the operational capacities of the security establishment 3. The continued impact of the coup in the southern districts has resulted in the loss of operational capabilities of the legitimate security establishment, security chaos and a loss of control over borders and crossings. 4. The emergence of social and economic variables has led to a growth in unemployment, poverty, and extremism, in addition to its societal effects that led to a development in the scale and tools of crime 5. The financial instability and its negative effects on the implementation of human resource programs (recruitment and training); the delaying of promotions, bonuses and benefits to the members of the security sector 6. Uneven donor support for security force components 7. Nonfunctioning Legislative Council prevented the timely development of laws pertaining to developing the work systems of the security establishment and those pertaining to combating crime 8. The expanded use of the internet and communications networks paired with the lack of cybercrime laws and the limited capability of the security establishment to deal with such threats

A. SWOT Analysis

B. Results of Analyzing the Internal and External Environments:

The work team analyzed the elements identified in the aforementioned internal and external environment analysis. The information was analyzed and a number of strategic approaches were identified targeting enhancing the strengths and benefiting from the opportunities on the one hand, and dealing with the weakness and overcoming the challenges on the other.

1. Approaches enhancing strengths through available opportunities:

- a. Benefit from government plans in developing the mechanisms for human rights and gender mainstreaming in the security establishment.
- b. Put in place policies to develop the security establishment' infrastructure in accordance with the available financial resources and government regulations and policies in place, all through a predetermined comprehensive long-term plan.
- c. Benefit from international and regional experiences in developing central operations rooms and the basis for joint work across the security establishment.
- d. Continue to strengthen partnerships with civil society organizations towards building a credible security system trusted by the public.

2. Approaches that deal with some of the weaknesses through available opportunities:

- a. Strengthen the media discourse in order to strengthen the citizens' confidence in the capabilities of the security establishment and to acquaint them with their duties.
- b. Develop structures and the command and control system by benefiting from regional and international experiences.
- c. Develop the legal framework so that it clearly identifies the legal mandates of all the security components and allows for deterring procedures and punishments to be undertaken against perpetrators of crimes.
- d. Review and complete work on the legal framework that regulates the work of the security establishment and strengthens oversight mechanisms for the application of laws.
- e. Strengthen capacities in the area of identifying needs and developing plans to strengthen Palestinian ownership, management, and leadership of programs and projects, and to benefit from international support.

3. Approaches that deal with weaknesses and combat threats:

- a. Develop structures and the command and control system in order to enable the security establishment to take decisions quickly and to respond rapidly to various security incidents.
- b. Upgrade the tools and equipment that enable the security establishment to deal with different levels of security threats.
- c. Upgrade the communications system to combat electronic threats and their negative effects on security, stability, and societal values.
- d. Develop programs to raise the awareness of citizens in regards to security threats, effects and prevention mechanisms.

V. The Strategic Plan 2017 - 2022

Vision

“A well-governed security sector that contributes to building a sovereign independent Palestinian state and protecting it from internal and external threats”

Mission

Contributing to creating a safe, stable and prosperous environment; enhancing the citizen’s feeling of safety and security through accelerating the pace of the development, organization and capacity-building of the security sector’s institutions, which have unified efforts, defined roles and high-level capabilities. In addition to countering threats by means approved by the law, and based on the foundations of professionalism, efficiency and transparency, as well as the protection of freedoms and public and private rights, and based on local, regional and international partnership.

Values

Rule of law, transparency, accountability, efficiency, effectiveness, justice, inclusiveness, quality and distinction.

A. Goals, Policies and Interventions Matrix

First Strategic Goal: Strengthen Security and Safety for the Homeland and Citizen	
Policies	Interventions
1.1. Combat crime and strengthen law enforcement	1.1.1. Review, develop and complete the legal framework related to combating crime. 1.1.2. Develop systems, procedures and policies for dealing with crimes. 1.1.3. Develop family protection services and guarantee responsiveness to gender requirements. 1.1.4. Enhance the relationship with the justice sector. 1.1.5. Enhance the citizens' access to security services. 1.1.6. Guarantee adherence to human rights principles in carrying out security operations. 1.1.7. Increase general community awareness of the work of the security sector.
1.2. Provide civil protection	1.2.1. Review, develop and complete the legal framework for civil protection. 1.2.2. Increase public awareness on the work of the security sector in providing civil protection. 1.2.3. Enhance international cooperation mechanisms in the field of civil protection.
1.3. Enhance the quality of civil services provided by the Ministry of Interior	1.3.1. Develop systems and operating procedures pertaining to the delivery of civil services. 1.3.2. Enhance the quality of documents and combat forgery. 1.3.3. Increase community awareness in relation to Ministry of Interior services.
1.4. Emergency preparedness on local and national levels	1.4.1. Enhance cooperation mechanisms within the security establishment. 1.4.2. Develop emergency plans. 1.4.3. Enhance cooperation mechanisms with governmental organizations and partner civil society organizations. 1.4.4. Enhance international and regional cooperation mechanisms. 1.4.5. Combating all forms of extremism and discrimination

Second Strategic Goal: Governance of the Security establishment

Policies	Interventions
2.1. Define the powers and responsibilities of the security establishment	2.1.1. Review, develop and complete the laws regulating the work of the security establishment. 2.1.2. Complete the command structures of the security establishment. 2.1.3. Develop the internal structures of the security establishment.
2.2. Strengthen the strategic approach in the work of the security establishment	2.2.1. Develop the planning process within the security establishment. 2.2.2. Develop monitoring and evaluation systems. 2.2.3. Develop policies, procedures and systems for preparing budgets.
2.3. Enhance discipline in the security establishment	2.3.1. Develop oversight, inspection and accountability systems. 2.3.2. Develop systems and procedures for handling complaints.

Third Strategic Goal: Capacity Enhancement and Ensuring the Optimal Use of Resources

Policies	Interventions
3.1. Develop human resource management	3.1.1. Review, develop and complete laws pertaining to human resources. 3.1.2. Enhance gender mainstreaming in the security establishment. 3.1.3. Develop systems, procedures and standards related to human resources.
3.2. Develop training skills and capacities	3.2.1. Develop capacities and skills. 3.2.2. Develop training systems and procedures. 3.2.3. Develop the management of training centers.
3.3. Develop logistics capabilities	3.3.1. Develop the systems and procedures related to infrastructure, tools and equipment that are needed to perform work tasks. 3.3.2. Develop systems and procedures pertaining to the sustainability of logistics resources. 3.3.3. Develop the tools and equipment needed to perform security tasks. 3.3.4. Provide the security establishment with modern systems and programs.

B. Strategic Goals

The security establishment considers the planning process as a cumulative and continuous process in order to achieve the desired goals, develop the reality of the Palestinian society and support the goals of community development. The 2014-2016 SSSP defined four strategic goals of the security sector; various groups reviewed these goals, their progress and the activities undertaken to achieve them. The revision process took into account the most essential outcomes that were concluded by analyzing the current situation of the security establishment and the parameters that were set in order to improve their ability to provide security services for the homeland and citizen. Over the next six years, the SSSP is focused on achieving three strategic goals for the security sector:

Goal 1: Strengthen security and safety for the homeland and citizen

All components of the security establishment seek to use their efforts and capabilities towards achieving the task assigned to them according to the law, which is maintaining the citizens' security and safety, and maintaining the security of the homeland and its lands. This strategic goal was set within the 2011-2013 SSSP, and work continued towards achieving it in the 2014-2016 SSSP. At the time, the focus was on capacity development as the security establishment lacked the infrastructure, tools, equipment and trained staff to fulfil the tasks assigned to it.

The security establishment had many achievements in this field, most importantly developing the basic capacity required to perform tasks, such as the presence of modern security centers, equipment, systems and staff trained in security work. The impact is evident in the developments that occurred throughout the previous years in terms of the citizen's feeling of security and safety.

However, the situation of the security establishment is surrounded by several problems; most significantly the occupation and its procedures that harm the citizen's security and affect their confidence in the security establishment; the renewed forms of security chaos; and the weakness of the legal framework according to which they function.

Hence, it is essential to continue working on achieving more progress in this field and benefitting from previous accomplishments, as well as directing the strategic approach towards developing mechanisms and procedures that would enable the security establishment to address the new and recent problems that they are facing, in addition to focusing on establishing a legal framework, laws and procedures that ensure compliance with the code of professionalism in performing duties, and raising the level of capabilities through harnessing joint capacities to achieve the desired goal.

Goal 2: Governance of the security establishment

The development of the security sector depends on enhancing the legal framework that regulates the work of the security establishment, and ensures the alignment of laws and procedures with the laws and by-laws in force. The 2014-2016 SSSP included special interventions on restructuring the security establishment in line with the Law of Service in Palestinian Security establishment of the year 2005. However, during the period of implementing the plan, there was no evident development in this field or in the field of defining powers and responsibilities in a manner that would ensure the development of work mechanisms in a sound manner.

In the 2014-2016 SSSP, the policies designed for this goal were distributed over three strategic goals: building the capacities of the security establishment; complementarity with the justice sector; and the provision of services efficiently and effectively. This distribution did not demonstrate the actual goal of these policies, which is enhancing the leadership roles stipulated by laws and administrative structures. These roles enable the establishment to perform the tasks assigned to it, and enable the development process to be led based upon a strategic approach that serves the vision and addresses variables surrounding the establishment, affecting its work and threatening community security. Moreover, these roles enable the development of effective oversight systems to ensure adherence to the laws and rules that govern its work and conduct while performing its duties. Hence, through this plan, these policies were grouped within one strategic goal to highlight the significance of the interventions required to achieve the goal and achieve a logical coherence amongst them.

Goal 3: Capacity enhancement and ensuring the optimal use of resources

The provision of human resources with specialized skills and capabilities, as well as the provision of logistics resources and specialized training, is the backbone and the foundation for the security establishment's ability to conduct its work effectively. Through the SSSP 2014-2016, the security establishment achieved marked progress in this field through two strategic goals: the provision of security and safety, and capacity building of the security establishment. They have also achieved marked progress in terms of the capabilities and skills possessed by their members through the development achieved in the training system, and the capacity development in the field of local training. This is in addition to becoming less dependent on external training, and the development achieved in the field of logistics equipment and capacities.

The most significant obstacle facing the full achievement of the two aforementioned goals during the plan's timeframe is the occupation's procedures preventing the security establishment from completing the full development of their capabilities by limiting the spread of security centers throughout state lands and preventing the

possession of advanced tools and equipment. Another main obstacle is the effect caused by inadequate funding for infrastructure, as well as the imbalance of capabilities among the components of the security establishment. Therefore, the establishment's need to continue building its capacities within this field remains, and should be done through a clear professional identification of needs, in order to ensure that resources are used in an efficient and adequate manner. This is in addition to developing systems and procedures that would ensure the national provision and development of capacities within clear plans, and would achieve sustainability of developed capacities and their use in performing the tasks assigned to it.

C. Security Sector Policies

This part presents the policies through which that the security sector seeks to achieve its goals. The findings of the revision demonstrated the need to proceed with some of the 2014-2016 SSSP policies; other policies resulted from the analysis and revision process, as follows:

1. Combat crime and strengthen law enforcement

Combating crime is one of the tasks for which the security establishment constantly works on developing their capacities in order to achieve as much success as possible. In the previous years, the policy focused on developing the establishment's capacities in dealing with crimes committed in Palestine. The number of crimes in Palestine in 2015 was (26552), in addition to (6485) economic crimes.

In this context, one of the main achievements of the security establishment is the construction and operationalization of (13) community police centers, the development of correctional and rehabilitation centers (CRCs) and the provision of safe humane centers that ensure the rehabilitation of inmates and the enhancement of their ability to reintegrate into society effectively and productively. The Nablus and Jenin CRCs were received by the security establishment within international standards. In addition, vocational workshops were set-up for the inmates in the Jericho CRC in accordance with the law. Other main achievements are the development of family protection services and methods for dealing with victims of violence; the issuance of the Juvenile Law and the Family Protection Law, and the establishment of a PCP Family Protection department.

1. Combat crime and strengthen law enforcement

Interventions :

- Review, develop and complete the legal framework related to combating crime.
- Develop systems, procedures and policies for dealing with crimes.
- Develop family protection services and guarantee responsiveness to gender requirements.
- Enhance the relationship with the justice sector.
- Enhance the citizens' access to security services.
- Guarantee adherence to human rights principles in carrying out security operations.
- Increase general community awareness of the work of the security sector.

One of the main obstacles facing the security establishment' work in combating crime is the weakness of the laws and the fact that they have not kept pace with the situation and development of crime. Another obstacle is the limited coordination and information exchange among the entities working on combating crime, and the weak capabilities in forensic evidence (forensic laboratories, handling crime scenes, etc.).

2. Provide civil protection

The provision of civil protection for citizens has been one of the priorities of the security establishment in previous years due to its role in protecting lives as well as protecting the Palestinian economy from the dangers of incidents and disasters. This policy focused on developing the Civil Defense's (CD) capabilities in order to compensate for what the CD lacked in terms of infrastructure, equipment or human resources, with the aim of achieving the minimum that would enable it to perform its main assigned duties. To solve this issue, the security establishment' components have made effective contributions to support the CD in certain tasks that required the availability of major resources.

One of the main achievements in this field was the opening of a number of new centers in an attempt to expand the coverage of the services provided by the CD. The number of new centers totaled (24), distributed across the northern districts. Moreover, new equipment was provided, a search and rescue center was established and a water rescue team was formed. Moreover, the volunteer program was developed, resulting in the formation of (16) groups encompassing a total of (3973) volunteers who work on supporting CD operations when incidents and disasters occur. Finally, the CD worked on raising the citizens' awareness regarding disasters and accident prevention methods by conducting on-going training courses, as well as utilizing the different methods of communicating with the community.

Among the most significant obstacles facing the security establishment' work in providing civil protection is the limited relevant legislation and laws, particularly when it comes to disaster prevention, in addition to limited planning and coordination between the security establishment and governmental and civil institutions that contribute to the system of civil protection.

Other main obstacles include the continued impairment of CD capabilities in terms of infrastructure, equipment and machinery or human resources, and the weak capabilities in providing comprehensive community awareness programs.

2. Provide civil protection

Interventions :

- Review, develop and complete the legal framework for civil protection.
- Increase public awareness on the work of the security sector in providing civil protection.
- Enhance international cooperation mechanisms in the field of civil protection.

3. Enhance the quality of civil services provided by the Ministry of Interior

The MOI is the entity authorized to organize all services pertaining to population registry and related civil services. Moreover, MOI has accomplished noticeable progress in the provision of services to citizens.

MOI has worked on building and renovating district headquarters, operationalizing single-window offices, developing public reception halls, providing advanced and modern IT and information systems, training staff, reducing the time needed to complete paperwork, completing a substantial portion of the electronic archiving process, updating the population registry, preparing the requirements of the electronic link with relevant ministries in a way that ensures the advancement of governmental work, and finally completing paperwork as accurately and promptly as required.

Among the main obstacles facing the ministry in developing its services is the continued lack of financial, logistical and technical capabilities and resources in relation to infrastructure, not to mention the weakness of coordination between organizations related to the population registry.

3. Enhance the quality of civil services provided by the Ministry of Interior

Interventions :

- Develop systems and operating procedures pertaining to the delivery of civil services.
- Enhance the quality of documents and combat forgery.
- Increase community awareness in relation to Ministry of Interior services.

4. Emergency preparedness on local and national levels

Cooperation and coordination between security establishment elements are among the main factors in facing high-level security challenges, emergencies and disasters. The security establishment has worked in previous years to develop cooperation and coordination mechanisms within its structure, in addition to developing Joint Operations Centers (JOC) in the districts. It has worked on developing (5) central

4. Emergency preparedness on local and national levels:

Interventions :

- Enhance cooperation mechanisms within the security establishment.
- Develop emergency plans.
- Enhance cooperation mechanisms with governmental organizations and partner civil society organizations.
- Enhance international and regional cooperation mechanisms.

JOCs, in addition to (10) sub - JOCs in the districts.

The security establishment has faced a number of challenges in responding to emergencies, most notably the inability of the security establishment to conduct operations in areas outside its security control, as well as the weak institutionalization of cooperation and coordination

mechanisms, which has resulted in weakening the system and the complementarity of roles. Moreover, this policy aims at developing the capabilities of the security

establishment in regards to dealing with emergencies and disasters by developing joint capacities, enhancing joint cooperation mechanisms and information exchange systems and developing systems and procedures that enhance the institution's levels of preparedness and efficiency. This can be achieved by putting in place joint work plans, enhancing cooperation mechanisms with governmental authorities and the various societal institutions to respond to disasters, and enhancing international and regional cooperation mechanisms.

5. Define the powers and responsibilities of the security establishment

The security establishment is aware of the urgent need to develop their professional performance through the development of a legal framework that regulates the establishment's work, defines powers and responsibilities, and ensures the development of the leadership structure, as well as the development of a streamlined and solid decision-making structure. The security establishment had worked on integrating this policy in the 2014-2016 SSSP, but the number of interventions and procedures adopted within this policy was limited. As a result, there was no adoption of any actual procedures towards developing the legal framework and the leadership

5. Define the powers and responsibilities of the security establishment

Interventions :

- Review, develop and complete the laws regulating the work of the security establishment.
- Complete the command structures of the security establishment.
- Develop the internal structures of the

structures. What was accomplished, however, focused on completing the Customs Police Law, completing MI draft laws, the Military Judiciary draft law, and the Forensics Lab draft law. Consequently, by placing this policy within the second goal, the plan seeks to reiterate that the objective is to structuralize the

security establishment in accordance with the powers and responsibilities defined and stipulated by the law in order for this system and structures to advance capabilities and enhance them professionally.

6. Strengthen the strategic approach in the work of the security establishment

The security establishment seeks to develop and upgrade their components in accordance with the nature of their work and the magnitude of the tasks they must perform. The strategic approach is of great significance in the security establishment due to their constant need to develop their capabilities in accordance with the variables that reflect the changes in the nature of crimes and security threats, as well as the nature of disasters faced by the state and the citizens.

As a result, the security establishment worked on defining the strategic approach as a policy in the 2014-2016 SSSP. Many accomplishments have been made in this regard, most importantly the development of the Integrated Priority List (IPL) of projects.

Through the list, a mechanism was developed to organize projects according to the institution's priorities, enhance national ownership and ensure the projects' alignment with local needs.

Other accomplishments include the development of an SOP manual for the planning units, the holding of a number of joint training courses for the purpose of building staff capacities in the planning units, not to mention the completion of several development and

operational plans. However, this policy has also faced several obstacles; most importantly the weakness of monitoring and evaluation systems, the weakness in data collection, the lack of research centers that provide the information necessary for developing plans and policies, which weakened the ability to develop plans built upon reliable information, not to mention the weakness in developing plans and committing to implementing them through relevant and compatible projects and activities. All of the aforementioned encourages continuing to build on what has already been accomplished, as well as remedying the weaknesses that hindered implementing the policy, through methods such as developing the planning process, developing quality strategic, development and operational plans that are based on follow-up systems and studies that ensure it is capable of adapting to and monitoring the different variables, as well as being backed by budgets put in place in accordance with clear regulations and procedures.

6. Strengthen the strategic approach in the work of the security establishment

Interventions :

- Develop the planning process within the security establishment.
- Develop monitoring and evaluation systems.
- Develop policies, procedures and systems for preparing budgets.

7. Enhance discipline in the security establishment

Oversight and complaints handling systems are among the significant tools that ensure the security establishment's members' comply with laws and procedures while performing tasks. Moreover, they ensure the adherence of the security establishment's members to the provisions of the law and exemplary code of conduct. The 2014-2016 SSSP identified the development of oversight tools as one of the plan's policies. The main achievements in this field are the drafting of the SOP manual for the security establishment's complaints units, the training of staff in this field and preparing the relevant local and international reports.

7. Enhance discipline in the security establishment

Interventions :

- Develop oversight, inspection and accountability systems.
- Develop systems and procedures for handling complaints.

Among the key obstacles facing the implementation of this policy are the weakness of the oversight system, the weakness of inspection systems and the absence of legal powers that regulate the work of oversight bodies. The security establishment aim at

continuing the work on this policy within the principle of governance, emphasizing the need to build the oversight, inspection and complaints system, develop systems and procedures that regulate their work and define powers as an integral part of developing the security establishment's work in accordance with the laws and by-laws in force and strengthening the independence of the function of the Palestinian security forces judiciary system.

8. Develop human resource management

Providing human resources capable of performing the tasks assigned to the security establishment is one of the foundations of building and development. Human resources are the backbone of the establishment's operations and its proper development. As a result, the 2014-2016 SSSP listed the development of human resources as one of its policies. Issues related to specialized training are among the policy's most significant achievements. In its previous form, this policy focused on training issues without addressing the problems that hinder the development of human resources capable of performing their assigned tasks. Consequently, the security

establishment has suffered from a weakness in recruitment mechanisms and standards, problems in dealing with human resources in the Gaza Strip, as well as the absence of clear systems and procedures that could prevent the increase in the number of high-ranking officers in the security establishment. As a

8. Develop human resource management

Interventions :

- Review, develop and complete laws pertaining to human resources.
- Enhance gender mainstreaming in the security establishment.
- Develop systems, procedures and standards related to human resources.

result, the plan has worked on separating the policy and defining it as a goal to address problems related to the development of human resources through the revision and development of the legal framework, the development of systems, procedures and standards, and the enhancement of procedures for gender mainstreaming and reform the legal and structural regulatory framework governing the work of the sector.

9. Develop training skills and capacities

Training the security establishment' members and providing them with necessary knowledge, skills and behaviors is one of the main foundations of capacity building. The 2014-2016 SSSP did not put in place a specific policy for training or priorities related to developing an advanced and unified system.

9. Develop training skills and capacities

Interventions :

- Develop capacities and skills.
- Develop training systems and procedures.
- Develop the management of training centers.

The security establishment has achieved important developments in building a training system, the most important of which are building the capacities of the General Military Training Commission (GMTC), providing the infrastructure it requires, developing the shooting range and completing the Palestinian Officers Academy (POA), in addition to the development of several specialized training centers. These achievements have contributed to localizing the training and reducing the expenses of external training.

The security establishment believes that there is a need to organize the work at the specialized training centers and assign roles so that the security establishment can develop an integrated training system capable of providing advanced training and maintaining sustainability, as well as ensuring the compatibility of training plans with the establishment's needs from the various specializations.

10. Develop logistics capabilities

Through the 2014-2016 SSSP, the security establishment has worked on focusing on building logistics capabilities in light of the immense lack of resources it has suffered from in previous years. The security establishment has achieved noticeable development in relation to infrastructure, tools and equipment, which has improved the ability to perform work tasks.

However, due to a variety of reasons, the security establishment still need to complete developing infrastructure, tools and equipment in order to keep up with the various security changes, develop their capability to work efficiently and effectively, address any imbalance in the development process within the various components of the security establishment, and

concentrate on the services that suffer from an excessive lack of logistics equipment.

10. Develop logistics capabilities

Interventions :

- Develop the systems and procedures related to infrastructure, tools and equipment that are needed to perform work tasks.
- Develop systems and procedures pertaining to the sustainability of logistics resources.
- Develop the tools and equipment needed to perform security tasks.
- Provide the security establishment with modern systems and programs.

VI. Monitoring and Evaluation

By reviewing the SSSP 2014-2016, it became apparent that the monitoring and evaluation process is one of the weaknesses of the planning processes in the security establishment. Therefore, a special intervention was developed to deal with the challenges facing the institution in this regard.

The security establishment seek to develop monitoring and evaluation systems and mechanisms to strengthen the planning process, in addition to developing sector-level strategies, programs and projects, as well as taking correct measures to deal with deviations if they exist.

The strategy follow-up team is aware of the importance of working on following up on the development of the part related to monitoring and evaluation in subsequent activities, most notably the implementation plan. This will include reviewing and updating the strategy and putting in place the data needed for those indicators, such as the baseline, as well as defining the target for each indicator.

2017-2022 SSSP Indicators

Goal	Indicators	Data Source
Strengthen security and safety for the homeland and citizen	1. The number of crimes per 100,000 of the population.	PCP
	2. Measure the citizen's feeling of security	Government Media
	3. The number of detainees on charges of narcotics.	PCP
	4. The number of cases of spoiled consumables.	Customs Police
	5. Road traffic death rate per 100,000 population	PCP
	6. The number of military personnel dismissed from service for criminal cases.	Military Intelligence
	7. The number of cases received by the Family Protection Units.	PCP
	8. The number of joint security operations.	NSF

	9. Proportion of CD centers relative to the population in all areas.	Civil Defense
	10. Response rate to incidents and calls.	Civil Defense - PCP
	11. The number of courses provided to the local civil defense	Civil Defense
	12. Number of volunteer teams.	Civil Defense
	13. The number of crimes committed by the occupation against the citizens and their property.	Military Liaison
	14. The number of cases in which the NSF is engaged.	NSF
	15. Citizens satisfaction with civil services provided by the MOI	MOI
Governance of the security establishment	1. The number of laws that have been reviewed, developed and completed	MOI
	2. Proportion of legal departments in the security establishment's forces.	Security Establishment
	3. Internal reform procedures for fighting corruption in the security establishment	Government Media
	4. Number of approved development plans.	Security Establishment
	5. Number of reports issued by the planning units.	Security Establishment
	6. The number of security institutions that have approved budgets.	Military Financial Administration
	7. The proportion of projects implemented from the IPL.	MOI

	8. The percentage of actual expenditure from the approved budget of the security establishment.	Military Financial Administration
	9. The number of cases involving financial and administrative violations.	Military Intelligence
Capacity enhancement and ensuring the optimal use of resources	1. Number of new affiliates in the security establishment.	OAC
	2. Percentage of female new recruits.	OAC
	3. Proportion of officers to non-commissioned officers and soldiers.	OAC
	4. Number of officers holding the rank of major and higher.	OAC
	5. Number of trainees (internal and external)	Security Establishment
	6. The proportion of officers and enlisted personnel who received training during the year	Security Establishment
	7. Number of maintenance centers and their efficiency (vehicle, building and equipment maintenance)	Central Logistics Commission
	8. Proportion of vehicles and buildings that have undergone periodic maintenance	Central Logistics Commission
	9. Number of individuals qualified to perform maintenance operations.	Central Logistics Commission

VII. Compatibility with the National Policy Agenda

The National Policy Agenda is the fundamental pillar on which this plan was developed, through conducting a thorough analysis and review, which contributed to the development of the SSSP goals in line with the vision, priorities, and national policies identified in the NPA.

The SSSP contributes to achieving the following national goals:

Theme	National Priority	Policy Priority
#3 Sustainable Development	#10 Resilient Communities	▪ Ensuring community and national security, public safety and rule of law
National Policy Interventions	SSSP 2017-2022 Goals	SSSP 2017-2022 Policies
Implement measures to enhance community security and public safety Strengthen capability for disaster response and crisis management	Goal 1. Strengthen safety and security for the homeland and the citizen	1.1 Combat crime and strengthen law enforcement. 1.2 Provide civil protection. 1.3 Enhance the quality of civil services provided by the Ministry of Interior. 1.4 Emergency preparedness on local and national levels.
Improve governance of Palestine's security sector, strengthen institution capacity, and ensure efficient use of resources	Goal 2. Governance of the security establishment	2.1 Define the powers and responsibilities of the security establishment 2.2 Strengthen the strategic approach in the work of the security establishment. 2.3 Enhance discipline in the security establishment
	Goal 3. Enhance capacities and ensure the optimal use of resources	3.1 Develop human resource management 3.2 Develop training skills and capacities 3.3 Develop logistics capabilities

VIII. Coordinating Commitments to International Conventions and Treaties

As a commitment from the security establishment to support the government's approach in enhancing the joining of international organization, the SSSP addressed the international obligations ensuing from Palestine's accession to various international conventions, treaties and protocols:

1. The plan focused on reviewing and updating the set of laws governing the work of the security establishment and the local laws that guarantee the development of capacities related to maintaining the security and safety of the society. This process will take into account the harmonization of laws with international laws and obligations.
2. The SSSP identified mechanisms of international cooperation as one of the interventions, and thus the security establishment will constantly seek to join

international organizations that would help the sector develop its services, systems and procedures in line with international requirements.

3. The SSSP identified the development of monitoring and evaluation tools as being one of the significant interventions. This intervention will ensure that the security establishment will develop its capacities pertaining to the provision of reports and information related to the sector's work, which is one of the obligations placed upon Palestine as a result of its accession to international treaties.

IX. Management Plan

The security establishment formed a number of groups for managing the activities related to the development of the SSSP; and they intends to keep these groups to follow-up and coordinate the activities related to implementing the plan, as well as developing projects and their oversight mechanisms.

The security establishment also intends to work on institutionalizing the process of updating strategic plans, so that the process is conducted on an annual basis and in line with the activities related to the preparation of the general budget so as to ensure the compatibility of the strategic plan with the budget.

The security establishment will develop monitoring and evaluation systems, and defines the responsibilities related to implementation to ensure the implementation of the plan's inputs, achieve its aims appropriately and within the set time frame.

During the SSSP 2014-2016, the security establishment worked on developing the implementation plan of the strategy. In this context, the Ministry of Interior developed a priority list of projects for the security establishment, which contributed to facilitating the task of preparing development budgets, promoting work mechanisms with international donors, and improving the quality and the effectiveness of projects and their connection to the strategic plan. Therefore, it is important to continue to follow the previous process in applying the existing work mechanism after reviewing and developing it so that it becomes the main tool for managing the plan.

X. Administrative Programs

In order to improve the security establishment's ability to manage the SSSP, a set of administrative programs has been designed to organize the process of implementing and follow-up on activities through ten administrative programs:

Administrative Programs

No.	Programs	Program Description	Interventions
1.	Legislation Program	The Legislation program is concerned with legislation and legal systems in force that organize the work of all security components in order to achieve justice and equality, rights and freedom of expression, and to ensure the stability of the relationship between the security sector and the citizen.	<p>1.1.1 Review, develop and complete the legal framework related to combating crime.</p> <p>1.1.4 Enhance the relationship with the justice sector.</p> <p>1.2.1 Review, develop and complete the legal framework for civil protection.</p> <p>2.1.1 Review, develop and complete the laws regulating the work of the security establishment.</p> <p>3.1.1 Review, develop and complete laws pertaining to human resources.</p>
2.	Human Resources Program		<p>2.1.1 Review and develop Human Resources laws and regulations.</p> <p>2.1.2 Develop Human Resources' rules, regulations and criteria.</p> <p>2.1.3 Completion of security forces command structures.</p> <p>2.1.4 Develop the security forces internal structures.</p>
3.	Management Development Program	The Management program linked to the provision of services and development skills needed for implementation, monitoring and evaluation of all the programs required for the security sector.	<p>1.1.2 Develop systems, procedures and policies for dealing with crimes.</p> <p>1.1.5 Enhance the citizens' access to security services.</p> <p>1.3.1 Develop systems and operating procedures pertaining to the delivery of civil services.</p> <p>1.3.2 Enhance the quality of documents and combat forgery.</p> <p>2.1.2 Complete the command structures of the security establishment.</p> <p>2.1.3 Develop the internal structures of the security establishment.</p> <p>2.2.1 Develop the planning process within the security establishment.</p> <p>2.2.2 Develop monitoring and evaluation systems.</p> <p>2.2.3 Develop policies, procedures and systems for preparing budgets.</p> <p>3.1.3. Develop systems, procedures and standards related to human resources.</p>

4.	Training Program	The Training program is linked to the process of providing human resources with the appropriate knowledge and skills required for the special security and military needs.	<p>3.2.1. Develop capacities and skills.</p> <p>3.2.2. Develop training systems and procedures.</p> <p>3.2.3. Develop the management of training centers.</p>
5.	Community Awareness and Security Media Program	This Community Awareness and Security Media program is concerned with the process of organizing the relationship with the citizens and the civil society organizations and the media, to serve the objectives of reform, oversight and effective interaction.	<p>1.1.7 Increase public awareness of the work of the security sector (about crime).</p> <p>1.2.2 Increase public awareness on the work of the security sector in providing civil protection.</p> <p>1.3.2 Increase community awareness in relation to Ministry of Interior services.</p>
6.	Logistic Support Program	The Logistics Support program is connected to the process of management and integration of supply, equipping, distribution, storage and production activities in order to achieve efficiency in time, effort and cost, and facilitate the arrival of the material supply required.	<p>3.3.1 Develop the systems and procedures related to infrastructure, tools and equipment that are needed to perform work tasks.</p> <p>3.3.2 Develop systems and procedures pertaining to the sustainability of logistics resources.</p> <p>3.3.3 Develop the tools and equipment needed to perform security tasks.</p> <p>3.3.4 Provide the security establishment with modern systems and programs.</p>
7.	Oversight and Complaints Handling Program	This Oversight and Complaints handling program is concerned with monitoring the performance of the security establishment in a fair and impartial manner in all its sectors, and the implementation of necessary reforms to achieve the general national interest.	<p>2.3.1 Develop oversight, inspection and accountability systems.</p> <p>2.3.2 Develop systems and procedures for handling complaints.</p>
8.	Joint Operations Program	This Joint Operations program is concerned with utilizing available capacities whether human, financial or contingency, within prior plans for all components of the security establishment to accomplish goals and objectives that require joint efforts in planning, coordination and implementation.	<p>1.4.1 Enhance cooperation mechanisms within the security establishment.</p> <p>1.4.2 Develop emergency plans.</p> <p>1.4.3 Enhance cooperation mechanisms with governmental organizations and partner civil society organizations.</p>

9.	Gender Program	The Gender program is concerned with understanding the needs of gender mainstreaming within the society, with the optimal use of the capacities of its members and institutions, to achieve effective partnership in the development.	1.1.3 Develop family protection services and guarantee responsiveness to gender requirements. 3.1.2 Enhance gender mainstreaming in the security establishment.
10.	Human Rights Program	The Human Rights program is connected to the provision of all guarantees and interventions that emphasize respect for human rights and freedom of expression consistent with the security and stability of the state and according to the law.	1.1.5 Guarantee adherence to human rights principles in carrying out security operations.
11.	International Cooperation Program	The International Cooperation program is linked to the provision of regional and international cooperation in the field of security cooperation and civil protection.	1.2.2 Enhance international cooperation mechanisms in the field of civil protection. 1.4.4 Enhance international and regional cooperation mechanisms.

XI. Financial Programs

Financial programs through which these programs and the implementation of the SSSP activities will be monitored, and through which the security establishment will be developed from the government budgets have been identified, taking into account the fact that the security establishment are linked to two financial centers; one belongs to the Ministry of Interior and is managed through the General Directorate for Financial Affairs at the MOI and the second one is for the remaining components of the security establishment and is managed by the Central Financial Administration.

Financial Center	Program	Purpose
General Directorate for Financial Affairs	1. Issuing Official Documents and Related Services Program	This program seeks to issue a smart world-class personal identification card, and work to build a system to provide an e-service system by the end of the year (2018), and the issuance of a biometric passport by the end of the year (2018).
	2. The Organization of Civil Society and Social Reform Program	This program seeks to regulate the relationship with civil society in order to achieve societal stability and maintain personal and public freedoms.
	3. Administrative Program	This program seeks to develop modern, efficient and transparent management systems by the year (2018).
Central Financial Management	4. Support Services Program	This program seeks to raise the capacities of joint work between the components of the security establishment and to develop commissions and directorates of the security establishment.
	5. Internal Security Program	This program seeks to provide internal security for the homeland and citizens and protect their lives and properties.
	6. National Security and General Intelligence Program	This program seeks to develop the level of security and stability. It also seeks to fight against subversive activities that pose a threat to national security, and to develop the capacities of the General Intelligence Service in the field of proactive monitoring of events and external threats.