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NETHAM نظام
Rule of Law Program - Justice and Enforcement

Public Relations Plan of the Supreme Judicial Council-PA

January 2009

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Contents

Introduction	4
A. Background	5
A.1. Role of the Supreme Judicial Council public information department in the National Plan.....	5
A.2 Media Environment of Palestine	5
A.3 Status of Journalism Profession.....	6
A.4 Civil Society Organizations in the Palestinian Authority (PA)	7
B. Establishing a Public Information Department for the Supreme Judicial Council.....	8
B.1 Current Status.....	8
B.2 Official name for new office	9
B.3 Public Information Department Director.....	9
B.4 Staff Qualifications & Orientation	9
C. Information Technology Project	10
D. Strategies for the Varied Publics	10
D.1 OBJECTIVE 1.....	10
D.2 OBJECTIVE 2.....	12
D.3 OBJECTIVE 3.....	13
D.4 STAFFING REQUIREMENTS & ADVISORS	13
Conclusion and Future Activities	14

Introduction

Communicating with the public has been a limited function or activity of the judiciary sector of the Palestinian Authority (PA) As is often true in organizations and institutions, a crisis brings the importance of communication to the forefront, and, as happened in Palestine, a crisis in public confidence in the courts instigated the creation of a new public relations office for the Supreme Judicial Council.

The overall objective of the new office, which opened in October 2008, is to correct misconceptions about the judiciary, to explain the structure and function of the courts, and to strengthen public trust and confidence in the justice system with the outcome of reinforcing the rule of law. Studies by nonpartisan organizations in the U.S. have found that as public knowledge of the courts increases, so too does support for the judicial branch.

This report provides a strategy and action plan of public communication activities for the new public relations office of the Supreme Judicial Council.

This report first reviews the background for creating the office by exploring the following:

- the role of the office as described in the National Plan
- the current media environment in Palestine
- the status of professional journalism
- the role of civil society organization in Palestine

The report then describes the current status of the office, providing details on the current director of the office, the selected name as well as the positions needed to staff the office. Section D of the report follows and lists the three main objectives of the media strategy and the suggested tactics, activities and resources necessary to achieve the objectives. The report concludes with a discussion on priority future activities and next steps. An Action Plan is included in the annex and provides supporting activities for the objectives described in Section D as well as indicators, timelines and responsibility assignments for each activity.

A. Background

A.1. Role of the Supreme Judicial Council public information department in the National Plan

In *The 2008-2010 National Plan for the Justice Sector* the creation of the new public relations office falls into Objective 4: Protect Human Rights and Freedom. The strategy in the National Plan is to raise public awareness on the importance of the judiciary and its role in ensuring rights and justice.

With a strike by public employees (including judiciary) for several months in 2006 and the courts being closed, the number of new cases being brought to the courts declined dramatically. Informing the public that the courts are back in session and publicly tracking the number of cases being resolved is the initial campaign for this target. Beyond this, the public information campaign will provide information on how the judiciary works, on-going news, and access to information. The target publics for the office are the general public, media, and civil society organizations (CSOs). The public information activities will be boosted by an education unit being developed for schools.

Significant problems in the Supreme Justice Council (SJC) are due to conflicts of authority between the judiciary and security forces (prosecutors and police forces), and these negatively affect relations between attorneys and judges. While addressing the security forces and attorneys as target publics is outside this public relations office's mandate, these two groups might be co-opted into participating in outreach programs to the public and thereby shift their accountability to the justice system.

An organization's public relations (PR) office ordinarily includes internal publics as well as external publics. In this institution the primary internal publics include the court administrative staff, judges, and lawyers. Several sources reported a general lack of respect between these groups and their ill treatment of court users (general public). However, the SJC planning office reports that EU initiatives are providing training to these internal publics to improve the general atmosphere and operations of the judiciary. They are not being addressed by this PR office at this time.

A.2 Media Environment of Palestine

Unlike many nations, including much of the Arab world, the media environment of Palestine suffers from an overabundance of media outlets instead of a dearth. Broadcasting was just launched in Palestine in 1998, and the Palestinian broadcast media milieu is a result of the PA encouraging as many broadcasters as possible early in the Oslo accord process. As frequently happens in rapidly changing environment, the legal structure was not in place to regulate the new businesses.

As of November 2006, there were approximately 30 television stations and 32 radio stations in the West Bank and 12 radio stations in Gaza, plus three satellite channels serving both regions. This is media saturation for a total population of about four million. Of these stations, only five are fully licensed: two are foreign owned, two are religious broadcasters, and one is jointly owned by Palestinians and Israelis.

Three ministries control licensing, airwave rentals, and fees, and the delegation of these were in conflict until late 2005. The press and publications law is being reworked at this time, and the major concern of

journalists interviewed for this project is the lack of clearly defined media laws and conflicts in jurisdiction, e.g. executive order overriding a police embargo of news.

The sheer number of stations results in an inadequate economic base for the broadcasters. The population size and PA economy does not support sufficient advertising revenues, and an unfortunate consequence is professionalism of journalism. As one individual said, "Journalism is a hobby in Palestine."

The incentive for entering the media business falls into four categories. A business (of significant size) needs a medium or platform for its own advertising and so launches a broadcast station. Others open a station for the sheer prestige of ownership or *wasta*. Some are journalists with the professional commitment to cover community news. Finally, there is a recent development of factional media on the airwaves.

Although the media law requires 40 percent of broadcast content to be locally produced news, stations lack the production equipment and requisite finances for a journalist's time and skills. Internews Network, a private non-governmental organization based in the U.S., and operating in Palestine, reported in March 2007 that many TV and radio stations had frozen even the daily news bulletin because of financial difficulties.

Given the number of stations for advertising outlets and the lack of documentation of listening/viewing audiences, businesses are naturally confused in choosing where to advertise. Their solution has been to have agencies place ads in select markets. The agencies' choice of stations to buy time is, according to journalists, based on personal connections, which is sensible given the lack of data on which to make media buying decisions. While the three large ad agencies' practices fail to support local media outlets, they are placing ads only for national accounts. For small local stations selling advertising remains a scramble based upon personal selling skills.

A.3 Status of Journalism Profession

The profession of journalism is not well developed in Palestine. Birzeit University opened the first journalism school and a media center in 1995. A second program was begun in 1997 at Al-Najah University. In Gaza, Al-Azhar University offers a journalism degree, and another program is planned in Hebron. Policies such as not permitting students to gain on-air experience in the campus-owned radio (at Al-Najah) hinder the curricula. The programs are not well developed, and graduates are not ready for professional work but need considerable on-the-job training.

A union of journalists, a syndicate, is registered but has been inactive since 1999. While journalism is a dedicated hobby for some, a more professional attitude is beginning to develop. Some of the best journalists in Palestine are working as stringers for the foreign media including satellite stations.

Internews Network, under a USIAD-Contract, has opened an office in Ramallah which conducts training of journalists, supports production projects, and monitors media usage in the PA. It is apparently the sole provider of on-going, professional media training in the PA.

The lack of a true committed profession in journalism affects this program in several dimensions. First, it is a significant cause of the need for the SJC's PR program. Media management does not assign reporters to reporting beats for routine, regular coverage. No reporters have consistently covered the judiciary in Palestine. In fact, a reporter is a free agent to cover whatever interests him or her, and if a story is missed (as known by the competition's coverage) reporters are not held accountable.

Journalists report that there is no mechanism for them to interface with any institution, and they complain of no offices to assist them in covering the judiciary or any other institution. Those who participated in the Netham-sponsored focus group exclaimed that they were very pleased with Majid Arouri directing a PR office for the SJC, but they were just as concerned that the openness he has generated in the judiciary council was dependent upon his unique abilities and that the new interface would be lost when he is gone from the position. In other words, they want to see the PR office of the SJC structured so that it is a permanent fixture of the judiciary, i.e. that it is institutionalized. They also questioned the limitations that may be put upon the new office's coverage of the judiciary, i.e. the journalists are wary of government imposed restrictions upon its own new outreach office.

Without any interfacing mechanisms for journalists to cover the judiciary, what coverage is permissible has been shrouded in rumor and fear. Journalists have widely held the belief that covering the courts is not permitted or it is forbidden. Without any orientation provided to individual institutions journalists have been held in suspense. Should they overstep the boundaries that are not clearly revealed or, worse, are disputed between branches of government, the journalist is caught in the crossfire. A main issue then is the need for laws that define and protect the role of the journalist.

On the judiciary's side, there is no tradition regarding openness to sharing information. The "public's right to know" is not a universally held principle. The current chief justice, according to civil society leaders, has considerably enhanced the status and power of the judiciary (*vis-à-vis* the executive branch). His decision to open a public relations office will effectively expand the role of the judiciary in Palestinian society.

A.4 Civil Society Organizations in the Palestinian Authority (PA)

Wherever state institutions need strengthening civil society organizations (CSOs) step in to monitor and report to the public on the institutions' activities and outcomes. In the PA sixteen CSOs monitor the judicial council, human rights, and good governance practices. Conditions in the PA that compel CSOs are the unbalanced power between branches of government, with authority weighing heavily in the executive branch as it is across the MENA region, and a tradition of information being held closely, i.e. little transparency.

A Memo of Understanding between the new PR office and a coalition of CSOs has already been drafted in the first weeks of opening the office. This is tremendous progress, and a CSO leader related the process to journalists during a focus group discussion. Still, a one-page concept paper on the SJC's relationship to the public, media, and CSOs is recommended by CSO leaders to advance the mission of the new office.

Leadership of the CSOs wants the new office to facilitate their work, and the first step is to report how information is classified. The information they seek falls into three categories:

1. Information that can be accessed directly—where is it found, who is responsible for releasing it
2. What information is not publicly available but can be accessed by the CSOs
3. Information that is classified as “personal & secret”—what are the procedures to access it

The fourth annual Transparency Festival was held 16 December in Ramallah with this year’s theme, “An Independent Judiciary.” Over 400 invitations were sent, and the Chief Justice addressed the audience. In addition to public activities such as the conference, other CSOs closely monitor the workings of the SJC, as well as other government institutions, and report findings to the public.

B. Establishing a Public Information Department for the Supreme Judicial Council

B.1 Current Status

In early October 2008 a new office was opened in the SJC to interface especially with the media and CSOs, the two target publics that will most affect the third target public for the office, which is the general public of Palestine. The mission of the new office is to inform the public of the activities of the courts, the progress being made in settling cases, and to rebuild public confidence in the judiciary system.

Public confidence in the judiciary had been lost over the past six to seven years since the Intifada began. The election of Hamas to the Palestinian Legislative Council in January 2006 led to a boycott of the PA by the international community and donors. Public employees, including judiciary, went on strike for about five months, ending in December 2006, during which time the courts were essentially closed. Thousands of cases, including serious criminal cases, were left unprocessed.

This period jarred the credibility of the judiciary and public confidence in rule of law. In late 2008, as the new PR office is opened, about 50,000 cases are pending, and, 80 percent of the defendants in some 4,000 criminal cases are imprisoned awaiting trials that are repeatedly postponed due to the prosecution’s witnesses not showing in court. Without confidence in the judiciary, cases being brought to the courts have dramatically declined.

CSOs in Palestine are working for good governance and improved transparency in government institutions. Their links to the judiciary have been weak and somewhat negative. Evidently this adversarial position was aggravated considerably by the lack of communication channels with the judiciary. Within two months of opening the new office, a first draft of a Memo of Understanding has been fabricated between a coalition of CSOs and the SJC.

In addition to a new channel of communication with the SJC, the CSOs were also presented with improvements in the judiciary organization, which will alleviate some of the complaints about the

institution. The courts have hired extra staff to move cases along more quickly. Additional judges have been trained and are in the courtrooms. A databank is being developed to facilitate more efficient access for tracking court cases, and the PR director is committed to serving the specific needs of the CSOs.

B.2 Official name for new office

The designation Public Information Department (PID) is the preferred name of the public relations function in justice sectors. As the “Media and PR Office” has been a working title, the designation of Public Information Department should be made official. This name will be used in signage for office space, the website, business cards, stationery letterhead, news release templates, and in all publications.

B.3 Public Information Department Director

Majid Arouri, the current director, is uniquely qualified to develop the new communication initiative of the judiciary. His career has been in journalism and in the CSO environment. For the past six years he was editor of a magazine for a CSO concerned with human rights. Previously, he worked as a journalist in television, magazines, and newspapers. Journalists and CSO leaders in the PA know and respect him. Mr. Arouri knows how to frame a story for the journalist; he provides the media leads and sometimes writes or edits stories for them. He understands the angle or specific interest of the CSO and directs, for example, women’s rights organizations to court cases relevant to their mission.

Ordinarily the opening of a new office that will represent an organization to the public is announced formally and widely within the organization. This has not been the case in the SJC. Due to contentions within the judiciary, Mr. Arouri is quietly introducing himself to the various departments and building support for the communications function. His objective is to be perceived as representing the organization in its entirety.

B.4 Staff Qualifications & Orientation

Given the state of journalism in Palestine, being an experienced writer is not a required qualification for staff in the new PID office. Having experience working with one or more CSOs is necessary. New staff will be trained in the operation of the judiciary, including the kinds of courts, the laws concerning public access to information, and conflicts within the institution and with other institutions. The 2006 Annual Report of PICCR contains a chapter of 30-40 pages on the state of the judiciary including problems of the institution (from the viewpoint of the monitoring organization). Mr. Arouri considers this report’s chapter a thorough and balanced assessment of the judiciary that would be a good orientation for new staff currently. The annual report of the SJC (“Supreme Judicial Council Annual Report 2007”) also provides an excellent overview of the organization of the judiciary and its annual strategic plans, including obstacles. As the institution progresses, materials used to train new staff on the operation of the judiciary would change accordingly.

C. Information Technology Project

A large factor in the success of this initiative is access to data. Journalists, the CSOs, and the public need to know court case numbers, dates, and courtroom locations. Currently data for each court is held on-site and different versions of the software are in use. This data environment does not permit access across the judiciary. After considering alternative database management systems, it has been decided to develop a hybrid database (MEZAN 2) which will keep the varied systems now operating in the courts across the PA but create a central depository for court records. The required data will be available on demand but not online. The development and implementation of MEZAN 2 is expected to take two to three years

D. Strategies for the Varied Publics

The department's objective for each public has been determined, and the tactics necessary to accomplish the objectives are discussed below. Measures of the success of achieving the objectives will be varied as a baseline study of media coverage, for example, was not done before the public relations activities began in early October. It is to the office's credit (Mr. Arouri's) that a flurry of press coverage of the judiciary began promptly, and the media coverage continues with two or more television interviews each week.

D.1 OBJECTIVE 1

To inform the general public of the processes of the SJC, to provide information and to facilitate access in order to restore public confidence in the judiciary. Tracking the number of new cases brought to the courts will be a measure of improved trust in the rule of law.

STRATEGY: TARGET PUBLIC: General population of Palestine. MESSAGES: Activities and organization of the courts, reports of cases, members of judiciary in public forums.

TACTICS:

1. **Concept paper.** A one-page concept paper on the SJC's relationship with the public, media, and CSOs and the mission of the office. The creation of this paper will strengthen the department within the judiciary and aid in the institutionalization of the office. It will lend more assurance to the targets regarding the sustainability of the PID.
2. **Media relations training for judiciary.** To expand communication with the public beyond addresses by the Chief Justice, additional judges (and eventually many judges) must participate in public forums such as interviews with news media and speaking at civic meetings. Mr. Arouri has already introduced more judges as speakers to the media, and he has plans to widen the circle of public spokesmen and women. Formal training in how to interact with and respond to the news media is needed soon. Presently, Mr. Arouri is

counseling the Chief Justice and others he is placing in TV interview formats, but broad training for all judges is beyond the scope of all his responsibilities.

3. **Speeches written for all the Chief Justice's public addresses.** The Chief Justice is a frequent speaker to a wide variety of audiences. Mr. Arouri has been writing most of his speeches, however, this task needs to be expanded to all his public addresses. **The hands-on approach may shift with successors to the office.**

4. **Speaker's Bureau formation.** A number of studies have shown that lack of information and understanding of (any) judicial system causes loss of public trust and confidence. Judicial isolation--the lack of contact with and perspectives on the public--is one major cause; the bar--its role, compensation, and behavior-- is another. It is proposed that a Speaker's Bureau be set up with all judges invited to address organizations, clubs, and civil societies that invite them through a web-based program.

Judges in the judiciary are the obvious participants of a SJC Speaker's Bureau. However, others' participation may affect their roles in the judiciary. In England, when the public complained of the behavior of constables--they were heavy-handed in serving subpoenas and generally bullied witnesses--the constables were asked to address public meetings and explain their job to audiences. The exercise of explaining their duties as public servants affected a significant improvement in the constables' attitudes and behaviors on the job. The SJC should consider inviting lawyers and prosecutors to participate in strengthening the judiciary through the Speaker's Bureau.

5. **Website for the SJC.** The website will serve all publics, and is open now for journalists in particular. Subjects of the navigation bar might include the following:

- Home--overview of the structure and function of the judiciary
- Case Look-up--until this is optional with MEZAN 2 the Case Look-up link will provide contact information for manual assistance from PID staff
- Courts--description of each, addresses, hours of operation
- Educational Resources--arrange court visits, links to school civics programs/resources
- FAQs--answers to most frequently asked questions. These might include: About attorneys (how to find one, when you need one, costs, etc); Court records; Rules regarding electronic devices in court facilities; How can I complain about a judge; Media, Traffic Violations; Women's services. A record should be kept of questions asked so that this section accurately reflects public interest.
- Online Media Resource Center--topics might include: Fast Facts about the Judicial branch; Frequently Asked Media Questions including rules on electronic devices in the various courts, protocol for broadcasting in each court; Court

Decisions; General Court Information; Judges: biographies, speeches given by judges; Press Releases; Media Advisories for latest information/press release

- Opportunities—employment openings, opportunities for volunteers (create a program)

6. **Monthly Newsletter, Quarterly Magazine.** Newsletters in both English and Arabic will be produced every two months and delivered online to government offices, CSOs, media, and donors. A quarterly magazine (hardcopy) for the general public is planned in English and Arabic; the first volume is expected in January '09.

D.2 OBJECTIVE 2

To improve the relationship between SJC and the media and to increase media's capacity to cover the judiciary for the public good. Tracking the number of inquiries from journalists, the amount and tone of media coverage will provide indicators of the success of this media outreach.

STRATEGY: PUBLIC: Media—print, broadcast, electronic. **MESSAGES:** Accurate, regular coverage of the judiciary is the media's responsibility to the public, and the PID will facilitate their reporting.

TACTICS:

1. **On-going interfacing with reporters** to respond to their inquiries thoroughly and promptly.
2. **Press releases, features for media.** On-going news coverage of the courts' activities will be necessary especially until the media is fully on-board with routine judicial coverage. A weekly "Courts' Corner" column in the major newspaper/s should be suggested to the editor. Regular, frequently broadcast coverage of court news is being done now by Mr. Arouri; he realizes the importance of the "new" in the television interviews he is arranging.
3. **Structure workshops, seminars, and lectures** so that news of *progress* is delivered early in the program. The media should focus on *progress* instead of *problems*. Past sessions have opened up with discussion on problems and the journalists did not stay until the end of the program when progress was discussed.
4. **Training for journalists on reporting judiciary news** (laws as they are now). As there is confusion and misinformation on rules of judiciary coverage, initially in this program workshops for professional journalists on regulations/laws regarding reporting on SJC should be offered. As coverage improves and is continuous, the Media link on the website with media advisories and press releases can be more relied upon.
5. **Assistance in developing media laws.** Provide communication law consultants to assist in developing media laws that would enable Palestinian journalists to work confidently and safely. Journalists express exasperation at the lack of clear lines of authority and vague,

ambiguous rules regarding their work. Because the 1995 Publishing Law is ambiguous, self-censorship occurs out of fear of breaking vague laws. *(This tactic needs more deliberation by Netham & Internews. While the journalists' rights are unclear, the Palestinian journalists have more freedom than anywhere in the Arab world. It might be smarter to leave 'well enough' alone given their situation and the currently nonfunctioning legislative branch.)*

6. **Develop a Memo of Understanding with journalists.** A MoU between the SJC and journalists would clarify the expectations and rules for each party and surely enhance the relationship. Journalists, perhaps given the state of their professional syndicate, were skeptical of the process of developing such a MoU, but they generally thought such a document would be helpful in covering news of the institution. Journalists and media managers must participate in the process, they advised, so that all parties buy into the agreement.

D.3 OBJECTIVE 3

To improve relations between the SJC and CSOs monitoring the activities of the judiciary by providing timely, relevant information from the judiciary. An increasing number of inquiries from CSOs and a more positive tone of communications between the SJC and CSOs would be indicators of success of this program.

STRATEGY: PUBLICS: Judiciary civil societies (16) and all other CSOs monitoring human rights and good governance. **MESSAGE:** Accurate and dedicated participation of civil societies benefits all Palestinians, and the SJC will facilitate their activities.

TACTICS:

1. **PR staff knowledgeable of each CSO's mission.** In order to be able to facilitate the information needs of a CSO, staff will be familiar with the interests of each organization. This permits quick and accurate retrieval of requested information.
2. **Complete the drafted Memo of Understanding** between CSOs and the SJC. The MoU documents the commitment of the SJC and CSOs to cooperate in their varied activities to strengthen the judicial institution.
3. **Participate fully in public workshops/fairs of CSOs.** These activities demonstrate good faith in the realm of the CSOs and outside offices of the SJC.

D.4 STAFFING REQUIREMENTS & ADVISORS

Advisory Board. Establishment of an Advisory Board in the SJC was recommended by the Planning Department of the judiciary. The timing of creating the board needs to be weighed and discussed further.. Before creating an advisory board, several factors should be weight carefully, including the

pending retirement of the Chief Justice, the alliance building currently being done within the judiciary by Mr. Arouri, and the heavy press coverage he has attracted to the institution in its initial months to improve public opinion rapidly. The role and powers of the board need to be carefully defined. While advisory boards in general are supportive of the activities for which they are created, this institution and government have no history of open communications. A formal advisory board could dampen the department's mission. Journalists are already skeptical of how much freedom of information the institution will actually permit.

Two full-time writers. Two full-time writers would be dedicated to production of the English and Arabic newsletters and quarterly magazine, both in print and on-line. Staff writers will also be writing news releases and content for the website.

Two (paid) journalism interns. Journalism interns would assist in tracking cases per requests from all publics, assist in writing assignments, manage the Speaker's Bureau, and shadow the director of the PID as he counsels judges in their public appearances. The objective of the internship program is training journalists who will specialize in court reporting. One-year contracts are recommended which will allow rotation of more trainees.

Webmaster. The SJC website development is contracted with a local company. The software does not allow nontechnical persons to work on it. A dedicated, full-time individual is required to keep the site updated and manage delivery of planned electronic products such as newsletters.

Database specialist. After considering various database networking solutions, a hybrid network is being developed that will link databanks at the multiple court sites in the PA. The final product is about two years out. For at least three years a staff person should be dedicated to researching court cases so that one individual is the point person for inquiries from all publics on cases before the various courts. When the network is fully developed the function may be accessible to the public via the website but this is at least two or three years away. Dedicated staff may continue to be necessary.

Director's role. The director's immediate role is to forge links within the institution and gain support for the new department. He will personally counsel the Chief Justice and others in prominent public roles on public speaking; he or a staff member will draft speeches in collaboration with the judges. As manager of the department, he will guide staff in determining staff activities to achieve the weekly and monthly objectives.

Conclusion and Future Activities

In conclusion, the appointed director, Majid Arouri, has launched an outstanding program by successfully gaining heavy media coverage in the first weeks of opening the PID office. Recognizing the political environment, he has expanded gradually the speakers for the judiciary from the Chief Justice to include other representatives. This is critical to building the office to be representative of the entire SJC. This is assurance to all interested parties, particularly the journalists and CSOs, that the PID is being institutionalized and will continue beyond the tenure of Mr. Arouri. The sustainability of the office was a concern expressed by several individuals.

Groups that impact the operation of the judiciary but are not target publics in this program are also being included in activities where possible. Mr. Arouri plans a reception for all new judge appointees in February when the last group returns from training in Jordan. This activity creates goodwill with the judges, but, more importantly from the public relations perspective, he will invite members of the Bar Association and CSO representatives. Inviting strategic members of the legislative branch or security forces should also be considered. This sort of social, personal public relations activity is highly effective, and should be supported when the occasion arises.

Priority activities and discussions for the PID are addressed below, including the hiring of PID staff and training the judiciary. In addition, an Action Plan is attached to this report. The Action Plan is based on the objectives and strategies explained in Section D. In the Plan, each objective includes supporting activities and indicators, timelines and responsibility assignments for each activity.

- **Hiring PID Staff**

The most urgent matter is hiring of staff for this endeavor. Job descriptions and qualifications must be developed and recruitment begun quickly. The director's responsibilities presently are excessive; freelance hires should be considered for the interim until full-time hires are made.

- **Media Training for Judiciary**

As open communication with either journalists or the public is not usual or expected of judges, all judges who might serve in a public speaking role should participate in a half-day or full-day training in media relations.

- **Discussions Needed**

While journalists are always more secure in their occupation when well written press laws are in place, Netham staff should discuss whether this proposed tactic is appropriate for the larger program and or whether it is advisable.

A PID Advisory Board should be discussed with Netham staff, Mr. Arouri, and Judge Thoraya in the planning department. Appointments to this board and its role and authority have to be weighed carefully.

To create a slogan for this department (or a larger program?) a brainstorming session should be held at Netham. One idea: "Moving Forward" with a swoosh graphic and appropriate sans serif font. But this task should be an effort of a larger group.

- **Speaker's Bureau**

The management of a Speaker's Bureau is most easily and conveniently done online on the SJC website. Of course, it would be promoted in the printed magazine, but the process should be largely online, even if the public telephones the office and staff set it up online. This is a 2-day project to create the elements for the tactic.

- **Public Service Announcements (PSAs)**

The possibility of using PSAs has been broached, but it is unclear if the broadcast media would use them. The value of PSAs to the institution is that they're broadcast at no cost—for the public good. If messages were created, how much would production cost? They would be useful to the PID program, but the tactic requires further research.

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