

INTEGRATED COMMUNICATIONS STRATEGY

AND COMMUNICATION PLAN

OF AWARENESS CAMPAIGN FOR FIVE SECTORS AT THE
ALBANIAN STATE POLICE

COMPORT

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Introduction

The Consultant was immediately engaged to complete the assignment, albeit a significant delay was produced due to the recent changes of structure and directing names at the Albanian State Police (ASP).

After the desk work study on Legislative Framework and Administrative Regulation of Albanian State Police, the Consultant followed with 5 (five) in-depth interviews with the pre-chosen sector's directors: The Road Traffic Sector, The Anti-Drug and Narcotics Sector, The Cyber Crime Sector, The Sector on Crime against Person/Sexual Abuse Sector and Third Party Services Sector. During these in-depth interviews, placed in the State Police's offices, organized and closely assisted by the Public Relation Office, the Consultant gained knowledge on the overall background and the problems of each sector, respectively. The analysis of this enriched knowledge oriented the Consultant on the drafting of the Strategies, separately for each sector.

These Draft Strategies were discussed in a multi-dimensional optic with a wide range of experts of each sector, organized in five different Focus Groups, by Mrs. Laura Totraku, Chief of Public Relations. Each Focus Group was attended by 5-6 experts and directors of each sector, establishing though a synergy in exchanging ideas on the Communication Campaign, discussing each and every idea that was included in the Draft Strategy. The professional arguments and discussions that were articulated by the interviewed specialists during the Focus Groups, define the main orientation of the Consultant to design this Strategy.

The following paper represents a strategic document of five priority sectors (priority selected by ASP), while in a three party meeting a decision was made to develop separately (in a later stage) the campaign on Domestic Violence.

Partially this is due also to the fact that the budget at the disposal of the Donor for these five key fields remains limited and cannot serve to outreach the public at large, which has to be targeted for the campaign on Domestic Violence.

Road Safety and Sound Drive, Narcotics, Sexual Abuse and Cyber Crime were addressed in a framework solution based on the Community Policing, as a fifth overarching approach - grounded on an existing political and technical instrument to engage the public (premise) and raise the accountability of the Police (result).

The Consultant takes this opportunity to thank profoundly SIPU/PMT in Tirana for the close cooperation, the ASP Spokeswoman Laura Totraku for her commitment and assistance provided, as well as numerous officers at different depts.. for their good will and cooperation. A special gratitude goes to the Director of the Strategic Development of ASP Gen. Bilbil Mema for the precious consultations had.

The Consultant remains at your full disposal to answer any question that may arise while this document may still require improvements for as much as regards the implementation of the social third party marketing practices prescribed.

Please accept my best regards, as I remain

Faithfully

Alban BALA



EXECUTIVE SUMMARY

The General Directorate of the Albanian State Police (ASP) includes in a vertical structure the Dept on Organized and Heavy Crimes, the Dept. of Public Security – compounded by Road Safety Police and Mobile Operational Forces Directorate (Immediate Intervention Special Forces – NSH) and the Border and Migration Dept.

The State Police is stretched out on the whole territory with 12 Regional directorates, 43 Police Stations (Commissariats), 7 regional Border and Migration Directorates and 2 Border and Migration Police Stations.

Led by a fruitful international assistance, Albanian State Police (ASP) adopted Community Policing as a key model to bring communities and police closer. The seven years strategy approved by ASP foresees this approach as an instrument to create a partnership between the community and the police, to enable joint analysis of the problems, determine the root causes of those problems, and identify possible solutions, based on a notion of shared responsibility for keeping the community safe. Most importantly, there is a commitment to preventing incidents, rather than just reacting to them. Police Zone Inspectors are the responsible authorities to enable this vision and to complete the Community Policing activities on the ground.

Most of these efforts however depend by two key factors:

- The “image” (perception on image) that the Police enjoys at the community level;
- The level of internal communications inside the Police to address community related issues;

The recent changes have made this second factor even more influential in the success of this process. However internal communications appears to suffer an old chronic “illness” in the Police daily work.

As far as regards the image of the Police, every department of the Albanian State Police has done important steps to endorse a professional attitude and to respond to long-term objectives of the Police work, already grounded on an insightful experience.

The Consultant verified with pleasure the high professional profile and deep knowledge enjoyed by leading authorities as well as by other specialists that were involved in the research/analysis process. However this professional profile of ASP individuals does not match with the overall perception that the Police enjoys amongst the public at large. A large number of best skilled staff has remained and still is in the shadow, far from any public knowledge in the media communication landscape. Moreover, the interviewed authorities share a determinist approach towards this unjust and negative image of Police (ex. perceiving it metaphysically as a bad, unchangeable destiny).

Police suffers currently a lack of trust by the public; it is considered positively as a structure but purges the overall negative perception that (national) institutions carry even in a passive way. (ex. If state is corrupt, so is any other institution – no matter what it does to prove the contrary). Police daily actions are not detached from the overall perception of a poor rule of law observation in Albania. The minister of interior has tried to boost the image of the police but has further tarnished it by flaming the politically driven opinions that are vivid at community level.

The Police read itself with the eyes of the public: “a Police Officer is mostly a good guy with a bad job”; he is (self)-perceived as powerless when it comes to decisions and lonely - when it comes to strike criminal cases (security crisis).

In the general perception, the Police Officer is someone you can trust. But the public is not inclined to trust the rest of the institutional structure. Relations are often misled by doubts and a negative memory. In most of the cases the depicted image of the Police is due to individual behavior of certain policemen.

The current philosophy of rules inside the Police hinders the distribution of information – even when it comes to good news. The Consultant admits that not every police officer should go to

the media; but every police officer is a spokesperson of the Police at the community level. This is not yet understood nor embraced by the Police structure. This strategy aims to clarify the difference between information and communication – in order to enact an improved effective public information process that Police delivers to the public in a grassroots approach.

On daily basis police goes to the media to explain their post-factum contact with the criminal situations; at community level this may serve as a good kick off point to request and launch a new and enhanced public engagement as the best practice in crime prevention through two ways communication based mostly on the “word of mouth”. But the interlink here is built on Trust.

However the Police is an institution: as such its public perception is a joint result of the image generated by each and every individual member, by every unit, by any civil or official performance of its authorities and representatives (ex. A drunken policeman – even out of duty – represents an entire institution gone drunk; a corrupted traffic policeman represents unjustly the corruption of an entire structure).

This document aims to reshape the concept of the Security turning it into a Joint Task that the Police shares as a Duty and the Public serves as a mutual benefit.

The Safety of a social environment is a public state of mind, based on a safeguarded state of relations built in Trust and enhanced by mutual cooperation and service. This new approach requires a closer Participation through Engagement of any and all stakeholders - key to the safety of specific fields of their activity- well mirroring any contribution provided.

This Campaign shall consider as partners all those companies and business groups that are somehow related to the fields of interest of the daily work of Police: Producers and Importers of Alcoholic Drinks, Mobile Phone operators and ISPs, insurance companies but also Banks, computer resellers and key software houses – who are indirectly involved by the risk of cybercrime, family doctors and the network of pharmacies, school system, local authorities at any level along with the NGOs network present on the ground – all together have a role to play

before the citizen goes in to share his part of the responsibility in a closer cooperation with the Police.

This group of partners, following the preparatory phase of the Campaign, shall establish a National Board of the Campaign, in order to increase transparency, boost public involvement and encourage the efforts of the Police for a new level of public relations. The contribution of this group and its readiness to support the Campaign shall serve to the Police as an indicator to understanding the Public readiness of engagement in this new vision.

Communities have to be redesigned in order to enable community policing. Police has to remodel its daily behavior/image before asking the public to assist its best efforts. Parties should understand the value of the cooperation in order to make it a solid instrument for the communities' safety. There are no bad sectors to the police: there is only bad ground cooperation. There are no bad citizens: there is a lack of good knowledge between the parties and not enough promising history of success into cooperation.

Increased transparency by the Police shall raise under this scenario the visibility of the service paid by both institutional and individual stakeholders.

The Key Concept of the Campaign is that Security requires all parties to act closely in order to feel closer to each other as the best reliable way of building Trust. But the key objective of this campaign is to produce Safety, to enhance the Security at the community level. And the only way to make it happen is through TRUST.

The comprehensive first line Slogan of the Campaign is “TOGETHER WITH TRUST” (“Se bashku me besim”). The Second Line Slogan is “We Are the Safety” (Siguria Jemi Ne) – showing citizens first and police people behind them. All parties in this case serve a joint Mission, which is also the product – all to be benchmarked accordingly in an open transparent way.

POTENTIAL STAKEHOLDERS

Private

- Importers and Producers of Alcoholic Drinks
- Mobile Phone and Communication companies
- ISP-s
- Insurance Companies
- SGS (Vehicle Control Center)
- Car Dealers (resellers)
- Computer Reselling companies and Software houses (Microsoft, Apple, HP, Infsoft, CCS, etc)
- Banks
- Pharmaceutical Product Importers and the Network of Pharmacies
- Non Public Education Institutions
- Driving Schools

Public Stakeholders

- Ministry of Education and Sports
- Regional Education Directorates/Offices (DAR/ZA)
- Ministry of Health
- Regional Health Directorates (ASHR)
- Local Authorities (at any level)
- Regional Prosecutor Offices

On Institutional level the Campaign shall involve also Regional Chambers of Commerce and in Tirana the main domestic and foreign Chambers (AMCHAM, Foreign Investors Association, British Chamber of Commerce etc).

The Consultant has identified a first Donor – which represents one major Foreign Company present in Albania and member of all the large Chambers of Commerce. The company pays annually to the state budget approx. 33 Mio Euro and ranks among largest market operators in the country. This Company shall support both the Promotional Activities as well as a National Event part of this campaign.

MISSION STATEMENT

This Campaign (Strategy) aims to raise awareness, build knowledge and generate the engagement of the public (communities) on issues like Road Safety and Sound Drive, threat of Drugs and Narcotics, risk of Sexual Abuse and Cyber Crime - all handled on a corporate framework solution based on the Community Policing.

The mission of this Campaign' Strategy is to promote the cooperation, boost actions that build trust, engage the public through visible participation of the institutional stakeholders in a new fostered hand in hand approach - as the only way providing results and enhancing safety at both community level and national landscape.

OBJECTIVES

The Objectives of this Campaign' Strategy are as follows:

- Build Awareness on the need of public involvement to improve Security;
- Build knowledge on the ways of cooperation and expected results;
- Identify and activate channels of communication that enhance chances to foster existing support that the public provides to the Police;
- Reshape mutual communication based on active engagement of parties.

Aims & Goals

- Motivate institutional stakeholders to raise profile through cooperation and to generate support towards a joint public interest;
- Intensify information flow from the Police to the public in order to bring citizens closer through new forms of partnership and participation;
- Engage citizens in a joint benchmarking model of the new safety/security level achieved;
- Promote best cooperation cases through the media in order to boost Public Trust to the Police;
- Increase the transparency of the Police and improve the information flow inside the institutional structure;
- Test Public Behavioural Change and improve Campaign instruments accordingly.
- Make use and turn efficient the re-structured cooperation between the Police and the Public, in order to increase crime prevention rate and enhance public security level.

Methodological Process Flow

- Inform the Institutional Stakeholders on their opportunity to support the Police and enhance their commercial image as a Socially responsible citizen;
- Collect Institutional Stakeholders commitment and prepare the full campaign plan;
- Launch the campaign on the media and start informing all parties, based on a minimalist scenario of promo activities;
- Develop Communication/Information products according to priority fields;
- Develop Promotional products and prepare their distribution;
- Prepare and complete a domestic national conference to generate support, outline a final model of the campaign in order to maximize effects;
- A National Board of Partners of the Police (Campaign) is established, and a regular quarterly meeting is held in order to share information and build accountability on the campaign;
- Launch the full campaign;

METHODOLOGY

The success of this Strategy is based on the SYNERGY of diverse instruments to be implemented and on the effective (re)distribution of the information (input of the campaign), in order to reinforce the message - as a tool of confidence.

The theory we shall implement in this case is the Modern Behaviourism of B.F. Skinner¹ (Operant Conditioning Theory). Skinner believed that we do have such a thing as a mind, but that it is simply more productive to study observable behavior rather than internal mental events. In a more moderated way compared to previous studies of Thorndike (*Law of Effect* - 1905), Skinner believed that the best way to understand behavior is to look at the causes of an action and its consequences. He called this approach Operant Conditioning. Skinner introduced a new term into the Law of Effect - Reinforcement.

He was a firm believer of the idea that human free will is actually an illusion and any human action is the result of the consequences of that same action. If the consequences are bad, there is a high chance that the action will not be repeated; however if the consequences are good, the actions that led to it will be reinforced. He called this the principle of reinforcement.

In order to be effective, this Campaign shall consider the public as Beneficiary of this Campaign but also as a KEY STAKEHOLDER. The reinforced message is therefore produced twice, at two levels, both within the reach and reception of the public.

The campaign shall be compounded by almost all instruments of communication including but not limited to:

- One to one meetings
- Group meetings (Community meetings)
- Outdoor and in-door advertisement

¹ Burrhus Frederic (B. F.) Skinner (March 20, 1904 – August 18, 1990) was an American psychologist, behaviourist, author, inventor, and social philosopher. He was the Edgar Pierce Professor of Psychology at Harvard from 1958 until his retirement in 1974. He was considered to be the most influential psychologist of XX century.

- TV and Radio advertising
- Educational information products
- Intensive Media Relations
- Grassroots Communication
- Third party social marketing
- Events
 - o Open Days
 - o Road Shows
 - o Media Events

Our key concept is to produce a number of meetings with the business stakeholders that will be invited to commit in a joint effort to promote Community Policing and priority fields’ messages. This commitment shall be expressed in advertisement space and promotional support. At least one National Event to launch the campaign is already supported by a private stakeholder identified by the Consultant. So, Road Safety and Sound Drive, Narcotics, Sexual Abuse and Cyber Crime shall represent fields of interest to different private stakeholders, according to following groups:

Road Safety and Sound Drive - SGS (Vehicle Technical Control)

Car Dealers/Resellers

Insurance Companies

Alcoholic Drinks Industry

Mobile Phones

Driving Schools

Anti- Drugs & Narcotics Pharmaceutical Industry

Non Public Education Institutions

Sexual Abuse

Non Public Education Institutions

Cyber Crime

Banks

ISPs

Computer Reselling Companies/ Software Houses

Community Policing

Banks

Insurance Companies

Mobile Phones

Chambers of Commerce

Following separate meetings with the identified stakeholders, the ASP shall collect their commitment in order to expand the concept of the campaign on the basis of the Campaign Plan as per Best Efficient Model, aiming to:

- Produce sufficient information basis and awareness message output;
- Avoid ASP Image Inflation;
- Provide ground for message adjustments if necessary through better planning resources;
- Create the ground for a permanent cooperation model to continue public information.

A National Conference with all stakeholders is called to kick off with the campaign, to launch initial activities and to publicize these goals in order to enrol stakeholders in a long term basis.

This step will practically define and produce two key elements:

- Stakeholders will be willing to join the campaign by adding their logos and symbols in the promotional products;

- Stakeholders will be willing to post/distribute their own products – with tailored message, that should be priority approved by the ASP in order to be aligned with the campaign concept;

Moreover, Stakeholders may be ready to jointly appear in activities through banners etc. and support any logistical need.

The Campaign shall utilize the same instruments for the different segments of core predefined priorities, ex. City lights and large wall posters are rented for an entire year and supported by different stakeholders; TV and radio ads will be distributed according to the media buying plan of the Stakeholders.

The ASP shall have its own promotional products that will constitute the corporate image of the campaign. A campaign logo, a campaign sound track and a corporate campaign image should be produced at the launching phase.

DESCRIPTION OF STRATEGIC CAMPAIGN SEGMENTS

ROAD SAFETY

Introduction

The Communication Campaign for the Safe Driving Dept. is addressed to all USERS OF THE ROAD SYSTEM, respectively to their impact and importance – drivers, passing walkers, and the public at large in order to cultivate the culture of the strict observation of the Road Code and related laws and bylaws – not based on the fear of the police or fines, but as a necessity to protect life and to produce safety on roads.

Since years ASP has tried to educate the public on how to better respect the circulation regulation through intensive monitoring of the roads to discipline traffic, but also with sporadic awareness campaigns based on media or other information products. Few other operators have produced weak efforts to reduce traffic speed calling on drivers through poster based messages.

There are few main reasons why this endeavor is not yielding success in the road traffic statistics. We still have a high number of casualties in the road traffic with many lives lost – turning this indicator into the major reasons of deaths in Albania. Still the traffic suffers a blatant situation of bad discipline, with wrong dangerous surpases, double line parking, etc.

All the negative phenomena which are faced in the traffic are not due to lack of information, but derive from a legitimized behavioral stereotype that drivers have endorsed in order to be seen as “Strong Men”, “The Untouchable”, etc. This behavioral model reflects a missing culture of respect for the others – be it a car or a walker, - as road system users sharing same rights and responsibilities, despite the brand and quality of the car, social position of the driver or any specific circumstance. This situation reflects as well the Albanian overall culture to despise the law and its limitations. In the case of traffic, these legal boundaries are not considered as a way to protect everybody, but as “powers in the hand of the policeman”, therefore easily disregarded when the Police Patrol is absent or something that can be negotiated. It should be stressed that this stereotype of behavior is not manifested on traffic alone.

Albanian society reflects in its mentality the consequences of a delayed non harmonious development as far as regards the road circulation and the ownership of a car as a mean of transport. The number of cars multiplied before the roads were properly constructed and much before the people started to learn the limits of the law and the culture of its observation. As one of the Driving Schools directors put it “In Albania people got to the cars before learning how to drive them”.

The situation has improved very slowly towards a better awareness thanks also to the intensive road monitoring work of the Police producing a slight improvement in the law observation, but at the same time the traffic has intensified due to the increased number of cars, thousands of new drivers joining the traffic every year and with a substantial number of emigrants jumping on the national road system almost twice a year – most of them with an outdated vision on the progress of the country. Therefore this campaign represents an emergency.

Within this framework, the Communication Campaign aims to surpass the modest soil of just informing road users on the rules and limitations of Safe Driving, it will not just raise awareness, nor limit to make them a bit more sensitive. This Campaign will aim to turn Traffic Signs into VISIBLE RULES that deserve respect not for the sake of the POLICE, but for the sake of self-safety.

There is only one approach, with two key parallel rails- to make this happen:

- 1- Strict behavior of the policeman in front of consumed irregularities by the drivers, supported by a tough institutional policy and behavior from ASP to punish them
- 2- Build the public a tragic feeling about the eventual consequences of irregularities and engage the public to discourage individual cases of legal breaches.

The first is a political administrative decision that the ASP has already endorsed and promoted in the spirit to give law defenders no chance to avoid punishment. The ZERO TOLERANCE POLICY should be publicly promoted as well through the media, while the journalists should receive regular statistical information on the frequency of Police interventions to discipline the traffic. This segment of the Institutional Communication shall be further detailed in the platform of ASP Public Communication.

The later approach makes the heart of this Strategy.

The Objectives of this Strategic Sub-Unit are:

Drivers should be informed and alerted on the importance of:

- Speed of Driving (be attentive to traffic signs)
- Alcohol consumption (mentioning also the new tough measures adopted by the Police)
- Seat belt not fastened (Driver and the passanger especially if the later is a child)
- Making use of cell phone while driving
- Ride without helmet (cyclists and motor bikes)

- Observation of all rules in general (Traffic lights, white strips, signs, legal obligations on vehicle control)
- Cooperation with the Traffic Police and the denouncement of infringements

Walkers should be alerted on the importance of:

- Observation of traffic lights
- Walking on the White Strips
- Walk in the right direction (against the moving cars)
- Be careful while walking in the street
- Cooperation with the Traffic Police and the denouncement of infringements

Public at large should be alerted on the importance of:

- The Policeman: A Cop is not the Troublemaker, but the Solution – a friend that we all have in common
- Cooperation with the Traffic Police and the denouncement of infringements
- The fact that cars and walkers share the road...none of them owns it.
- Accidents are caused by People, not by Cars
- Accidents kill people, not the cars.

In general, awareness and knowledge building will selectively lead to the “recognition” of the consequences. Also the TV spots and outdoor advertising approach shall lead to a selective attention towards “tragic consequences”, which shall be displayed as:

- Moral, in the cases when someone has caused an accident harming others – the burden of a spotted conscience, the facing of the perpetrator of the accident with the family members of the victims,
- Legal – specifying better the penalties to be afforded;
- Material - physical damages on third parties including property damages;

The advertising segment shall also help the public to memorize the green number of ASP, promoting the readiness and the efficient commitment of the Police to help the public.

Campaign Instruments

The Campaign is addressed to a large target group – road users – ranking first the drivers of vehicles, but also the walkers, aiming to include in a comprehensive way the public at large – as a community that culturally dominates the national environment and affects the individual behavior and eventual changes of it. The consequences of this individual behavior on the other hand produce consequences on the entire social entity of the public. This inter-related approach is the only effective way to generate effects.

The Safe Driving and Road Traffic Campaign aims to modify the behavior, pressing on the target group(s) with the active memory produced, while through effective outdoor messages the enhanced awareness is revived continuously to preserve a sustainable behavior change.

Messages will be bold, images will be shocking and the outdoor visibility will aim to reach out as many as possible individuals from the target groups.

The message that the campaign shall “dispatch” is not about the rules, rather than it will focus on the consequences produced due to the infringement of the rules. The Consultant wants to provoke a strong mental reflection, high emotional impact and long lasting memory of the message. The same dramatic approach has been successfully adopted also in other consolidated EU countries, where the law observation and socio-economic development are at much higher levels compared to Albania.

The timeline of the campaign foresees two main periods:

- An intensive period during the months of the traffic overload, such as November – January and June to September. Mainly TV ads and outdoor advertising shall serve to increase public sensitivity and to affect a behavioral change.

- Throughout the year activities shall go on according to an integrated Platform of Communication that the SPA will have to develop. This platform will contain elaborated topics, issues, approaches, events and also public speeches to be addressed to targeted interest groups. All these activities will be coordinated on “What” shall be said to Whom, Where, When and How – taking all the feedback and responding to concerns raised. Media relations and direct communications with interest groups are the mainstream instruments to be implemented in this second approach.

In this framework, in synergy with the other segments of the Communication Campaign, this strategic sub-unit of the campaign shall promote both actively and passively the role of the State Police as a guarantor of life and of citizen’s safety – as a premise leading to Respect and Public Cooperation in order for the parties to jointly “hit” the infringements producing a partnership in this process.

SEXUAL ABUSE

Introduction

Raising public opinion awareness regarding sexual abuse, is valued as necessary by the managerial level of the State Police and the international partners that assist and support the Albanian Police. In the complexity of the problems faced by a police officer or even an Albanian citizen, the distress of sexual abuse is not part of the alert list, only the target group, which is most likely endangered from this phenomenon, enjoying the full support and attention of the whole society.

The fast development of the country has placed the individual and the institutions on unprotected ground in front of these global phenomenons that shake civil life. One of them is sexual abuse. The most painful form of this kind remains the one with the children.

In a society like ours, - where honor is lived as taboo (“life is not worth living if the honor is violated”) and the framework for the respect of the individual, with that respect being habitually violated upon the individual – raising awareness to protect the individual, specially the children, remains a visionary goal, before the damage is done. Within this vision, every effort to raise public opinion awareness and to do away with taboos is to be appraised.

In the Albanian mentality, a father would rather be quiet or kill, instead of declaring a sexual abuse his child has suffered; the elderly are ashamed to declare a sexual abuse against them; a young woman would better suffer in silence the abuse, because she is ashamed from the consequences of the declaration; a child that is raised in an abusive environment, cannot even understand if someone is abusing them, worse yet even if the child is aware of the abuse, is scared or ashamed to talk about it.

For these reasons the Communication Campaign regarding sexual abuse will seek to raise public opinion awareness regarding sexual abuse, by communicating to the public the full attention of the Police Department towards this phenomenon, its readiness to protect the individual and the

family, as well as the needed expertise to fight this phenomenon. This campaign will integrate every range of the crimes toward the individual, while raising public opinion awareness.

The Objective of the Communication Campaign for this sector are:

- To inform regarding the elements that make up a criminal act of sexual abuse, explaining separately for children and pupils:
 - o Which are abusive behaviors which must not be accepted
 - o The mechanisms of protection in the first reaction, and the addressing of the problem
 - o The protection of the law and what is guaranteed by the police in cases of abuse
- Memorizing a green number to declare the cases of abuse.
- Establishment of cooperation links between institutions such as school, parents school boards, local units with the police to protect children even in cases when they do not dare to tell their families.
- Raising confidence towards the police structures and police officers as guarantors of the security of the individual.

Tools of the Campaign:

This Communication Campaign will raise awareness regarding problems which are not discussed openly, either in the political level but also within the social groups – is not shared with others as a personal issue or serious violation of the person, either with the family, or older individuals. A very strong trusting relationship is needed to share sexual abuse. In cases with children this is much more complicated. Before finding the strength to talk about it, a child needs to know first, if someone is abusing them.

In the Albanian society in a majority of cases, sexual abuse is lived as a personal trauma, which hurts even more because is defined as “shameful”.

Under these conditions, raising public opinion awareness must have two main tracks which are also supportive of each other.

First, to raise awareness over what is called “abuse” and not to be accepted – this especially with children.

Second, the establishment of the protective mechanisms for the public.

For each of these goals, specific tools shall be used:

- 1- As for the information process, the main target group will be children and with the main instrument used being leaflets.

Since in our culture is not easy to talk about behaviors that touch the intimate sphere of the individual, informing shall be accomplished through leaflets that will explain essentially which are the behaviors that are not accepted and are not normal to occur, within a simple content.

The leaflets will inform through simple language and images, carefully used, acceptable for the children as well as their families. These leaflets will be given as a material by the schools. The material will explain the problematic behaviors; the aggravated consequences brought to the psyche of the one suffering the abuse if not treated properly; where to find help and by who; the responsibility toward the society to declare a social threat, guaranteeing the privacy, etc.

The children who shall be provided the leaflet by the teacher, shall have the duty to return to the teacher a coupon – cut from the leaflet, and countersigned by the family/parents, confirming that the parents have already been informed.

In this way the awareness is accomplished by several social circles at the same time – children, schools, families and the society with shallow impact, but important nonetheless, because the process breaks taboos in the typology of the information that circles through conversations.

By breaking the silence, we inform and tear down the shame of discussing this issue, initiating a new perception that wellbeing of the individual is much more important than the “shame”.

- 1- In order to build protective mechanisms, beside informing through brochures (how to act in case of abuse, what number to dial, where to go, etc.) we will build a trusted presence of the police in the community, through meetings not necessarily regarding this issue. These regular and frequent meetings will aim at establishing safe routine of coexistence between people and the police officers, who are guarantors of this coexistence instead of just the enforcers having the image that “better to stay away from them”.

This actually is the broad objective that exceeds the goal of this campaign. Changing public perception regarding the Police Department in general and the police officer particularly will be the broad goal of the communication campaign, including the five strategic sectors. This objective will orient specific tools for every sector, opening the way for an intensive and detailed campaign regarding Domestic Violence, while it fully unfolds in the concept of integrating the Police in the Community, part of this strategic document.

While reaching out no further than the establishment of protective mechanisms in cases of sexual abuse, the campaign will include the establishment of a regular meetings and the presence of the police officer in the small areas where he/she operates, establishing contacts with specific teachers which have close relations with the pupils (proctors, teachers of the education subject, physiologists), school directors, parents, owners of most frequented clubs in the area, condo administrators, major-domo, etc.; to show concern, support, to listen to the complains, doubts and problems. This is how trust and belief is established with the community.

This approach is valuable for the police officer, as to develop the communication channels with the inhabitants of the area, but also to build a human personal relationship with the environment where he/she works. By approaching the process of police work this way, the Police will be closer to people, respected for their mission and what they accomplish.

ANTI DRUGS AND NARCOTICS CAMPAIGN

Introduction

Since this sector manages distribution, trafficking and the consumption of drugs and narcotic crops, as well as the illegal distribution and consumption of drugs by their users, the Police has a number of key directors to follow, such as:

- A) Engagement of Police structures aims to reduce the supply of the narcotics in the market, including the fight against trafficking, traffickers, as well as the links of transit in our country. This aim is the main focus of the Police – in this segment a communication campaign to the public is not seen as necessary and effective, because the approach of the police is directed from the policies of the decision making institutions in every scale of the hierarchy. A good performance in this area could be included as a positive record in the establishment of a new perception of the Police in the public, based on results and cooperation.
- B) The second component of this sector is related to what is called “Demand” – users – this is the main target of the Communication Campaign for this sector.
- Action plan of the Police, raising public awareness through direct meetings, especially in schools.
 - Coordination with the Community Sector Police (CITAP)
 - “Police does not know how to face the phenomenon” – must be an integrated part of the awareness campaign to establish knowledge over the specifics of the phenomenon and the target group, in the way that can establish added consciousness over the importance and mechanisms of the right interventions facing the users (specially teenagers) , the school educators, families also unknown to this phenomenon and the public in the larger scale.

Objectives of the Communications Campaign over this sector are:

- Public opinion acceptance of the important role of the police officer for the prevention and treatment of the phenomenon. – this being a objective that comes as a final goal of the whole campaign for the five key sectors.
- Establishment of trust at the specific Target group (the endangered part of society and individuals close to them) that they need the help the police officer is able to provide.
- Establishment of functional tools which enable prevention and fight in the field toward the phenomenon, within a mandatory trinomial: Police officer – citizen – institutional representative (teacher, social worker, civil society that treats the phenomenon, etc.)
- Training of the police officer to face the specific target of drug addicts and their close family.
- This Communication- based mission aims at reaching an effective cooperation and improves distinctively the public perception of the Police Officers, in times of need.

Campaign tools:

The Communication Campaign for the Sector against Narcotics will focus on the narrow Target Group and not the public opinion, while its effects will change the perception of the public toward the police officer and specifically toward the Police Forces in general, increasing the trust and cooperation between parties.

The cornerstone of the Communication Campaign remains the process of detailed informing of the public and establishment of communication links between the Police and the Target group through direct meetings according to a concrete operative scheme.

In our society, even though the phenomenon is spread it still remains TABOO. As such is very little spoken about, and even less is known, is accepted in silence as a phenomenon that has

touched our society, but “those poor families that are going through it”. In such conditions of lack of information, the youngsters easily fall victims of drugs; the family is ashamed to share with others “trouble that has fallen upon them”; social instruments of specialized help are almost inexistent; the society suffers the difficulties of protecting life and does not have the necessary tranquility to understand and analyze the premises that favor the use of drugs in the individual, family and society level. This stereotype behavior and perception will only change by delivering the information in the hands of the potential victims (the youngsters), to be spread then in the social circles such as the schools, family, media and the public in general. Because of the specifics that it bears, this Campaign will address the first audience, which are the youngsters and the individuals close to them – schools and families, to reach as an echo in the ears of the public.

Initiated by the Police, the Campaign will contribute directly in the change of the public perception of the Police as a force structure. This will be accomplished by encouraging the public to feel and consider the Police as a structure in its service, this through the image of the Police Officer, which in this case is beside them to protect their children. In this battle WE STAND TOGETHER.

To achieve this Communication Campaign the following tools are needed:

- Printed products (posters, brochures), to inform in the detailed way the specific target group (pupils in middle schools and high schools) over the risk of drug use; the risk of unintentionally falling a victim in networks or individuals that offer narcotic substances; the type of narcotic substances so that they can distinguish them; how to act in case of a personal experience with drugs; how to recognize in each other the symptoms of drug use; where to seek help for themselves or others; the help that is available and the protection of privacy , etc. For the information to be valuable it must be organized in such form, content, and order so it would not be considered negligible. For these reasons there will not be brochures that pass through the people’s hands not being read, but brochures with detailed information.

Posters near school environments will raise awareness keeping active the short-term memories of the public, while informing is done through brochures.

These brochures will cover at the same time in a larger scale, the whole target group, going into every school through meetings organized in specific extracurricular hours with the police officers of the local service – (to get familiar with the service police), with representatives of the civil society which deal with the problem, specific teachers (proctor teachers or of social sciences), the school physiologist if there is one, representatives of the local government, parents, etc.

These meetings, which shall deliver also the informative product (brochures), will have the importance of building permanent communication links between the main actors. In these meetings contact links will also be established should they be needed by the pupils.

A part of the informative Brochure is dedicated to the helping actors in the fight against narcotics – police officers, teachers, parents.

The brochure includes information over the actions urged to be initiated in cases of denunciation or the need for help, while assuring the protection of privacy.

Same as in the case of Sexual Abuse, the tailored Brochure to be produced for the information on Drugs and Narcotics, shall contain a coupon that will be countersigned by parent and brought back to the teachers at school. Therefore guarantees that the parents have already received necessary information are produced. The teacher may verify this fact in the next meeting with the parents. This grassroots circulation of information makes sure that the family realizes also the initial signs that usage of drugs produce on a child, aiming to add pressure and identify problems at the earliest stage.

CYBER CRIME

Introduction

The cyber crime found place in the Albanian society, thanks to the fast development of the technology in the country. Raising awareness of it has not been followed by the same dynamics. In a society that suffers the lack of basic everyday needs to reach decent conditions of living (public services, security, stability, etc.), the awareness over cyber crime remains low, but not its risks. The cyber crime is consumed by a narrow target group of the public; included here are individuals with qualified knowledge over technology in individual scale – for profit or only entertainment or “professional” challenge; or very well organized groups, local or foreign with clear goals of profit and sophisticated “working schemes”.

The second target group, whom in general is little or not at all sensitive toward the awareness raising, represents a clear working objective for the specialized police structures. This Communication Campaign is not likely to be efficient in the “professional cyber crime” target group, because a specialized answer by the police structure is needed to fight this crime. Meanwhile, the public needs to be aware and informed in order to be protected toward the abuse of cyber crime. This is the objective of this campaign, in which indirectly reaches to the authors of the cyber crime, despite the fact that could produce a reflection and change in their behavior.

In another level the Awareness Campaign by placing this argument in the optical reach of the public opinion, helps in prevention and inhibition of the cyber crime in general. Within this adduction the objectives of this Campaign are:

The Objectives of the Communication Campaign over this sector are:

- Raising awareness through the information of the young students, specially the high school students. This is the target group that is closest to the environment of technology, which most likely risks to become a victim or consume a cyber crime.
- Raising public awareness of the high risk of being a victim of the cyber crime in cases of negligence and lack of needed information for the protection of the personal data.

- Raising public awareness of the attention that one must show to not fall a victim of the cyber crime.
- Embedding the information that “stealing of personal data” constitutes a criminal act, and as such must be denounced as well:
 - o “Police will deal even with such acts”;
 - o “Denunciation will put you into risk, but helps in the prevention of the crime”;
- Establishing the trust that the Police Department will be a good partner to help you.
- Establishing the needed trust that the Police oversees even that “virtual world”, also including this sector in the public communication of the Police structure, for the achievement of public opinion awareness.

Campaign Tools:

1. The Communication Campaign for the Sector against Cyber Crime will have a similar approach with the Narcotic sector, which has a common target group, the environment of the youngsters.

This specific target that watches little television, does not read at all the media and listens very little to the advice given by the family, recognizes and accepts the schools as an institution with more authority (impact), so raising awareness over this sector will concentrate in activities within the schools, or that are coordinated by schools. The youngsters recognize and accept the conditions of liability by the school, information that comes to them without their desire or interest, only that they do not digest this information either implement in their behaviors.

In cases of drugs, is mandatory for the information to be given in written form, either informative or helping material, but for the cyber crime the youngsters do not have the same sensibility, and they do not even recognize the fact that they are also at risk, because they feed on their strong trust on their ability to safely browse the virtual world.

For this reason the information over the cyber crime must be given through activities that raise curiosity and interests them, and not through brochures or other ways of written information.

Coordinating activities that put them into a competitive environment also rewarding them – if not financially but at least in a way of a “skill certificate” – this approach is expected to raise their interest while guiding their cyber knowledge.

In cooperation with the structures of the Ministry of Education, but also private education institutions, especially schools specializing in information technology, the Police will announce competition for the youngsters which will create online platforms, for example a blog incorporated in the web page of the Police Department over the rules and regulations of a computer user or an account owner; the student must also know and follow the steps regarding Terms or Conditions. This approach not only does not have financial costs, but also secures a broad public awareness including the media, social or traditional. With the initiation of the Police, “social actions” are announced publically, which while including the youngsters, bring an informative virtual and concrete product and at the same time establish in the eyes of the public opinion a new perception of the Police. The Police which cares and cooperates with the public, not through the force and arbitrariness but through building a common social responsibility.

If the public sees that the police is caring about the security of their children, will start to want and respect it, believing in the same goals as the police – as a parent caring for the phenomenon that could harm their children. The web page of the police is a good space to give life to this action. This approach will also bring a good direct profit in the increase of the visitors of the Police web page, to gradually establish the civil action of the public to go to this page to get informed, in the same way the media web pages are visited.

2. The second scale of the Communication Campaign in this sector will include the wide range of the public, through regular media press by the representatives of the police (recognition of the sector), which will give a new voice to the Police as an institution that lives the lives of the people, knows their concerns, helps with the problems that are not first line priority of the police – prevention of crimes, accidents etc. – building the trust and faith of the public felt towards its Police department.

COMMUNITY POLICING AND PUBLIC INVOLVEMENT

Introduction

Community Police is a new term and philosophy for the public opinion in Albania, but also for the police structure too. For several years, thanks to the strong international support, financially and technical assistance also, the Albanian Police is aiming to increase the professionalism, independence from the politics, stating the application of the law to guarantee the public security. This effort notes a process, which includes many parties and requires a strong will to build a new perception of the public towards the Police with patience and professional dedication,.

Having a short history of the democratic state, Albania keeps in its memory the image of the “state-police”, which serves to the state, not to the citizens. To create the new belief, - that the Police are serving the citizens to reinforce the rule of law, - the Police must show professional integration and the vision of a force close to the community in their everyday life. The administration of the territory starts with its smallest unit - neighborhood, school, park in order reach the whole public territory. If the policeman / woman is not a well known and respected figure in his/her neighborhood, and in the unit that he/she supervises, cannot have support in the public at large.

The most believable message in Albania remains the “word of mouth”, in the small community of people that know each other. This message is “produced” by the community police.

This Communication strategy will model this image, - to forward this from the individual to the big social groups, - to establish an image of the police who needs the cooperation with the community, in order to better serve its community. This approach requires trust between parties and the trust is build day by day, in a continuous presence of the police officer in the unit where the citizen lives with direct human contacts. These bridges established in a capillary level between the police officer and the people in the local units, will build a stable approach to build the public opinion toward “The Blue Uniform” as a whole, where the police is “the law, its

guarantor, and help” and at the same time “one of us” – with a police officer that has troubles and needs like everyone of us, but untouchable in their duty.

Within this picture, Community Police is not a sector on its own, but a vision of duty in every segment of the police. As such it defines the philosophy of police in every sector, from each end every police officer – “every police is the spokesman of the Police Department”. The public at large consists of people, every experience that every individual has with a police officer or the police structure, forms the opinion over the police, with a much more impact than the press conference pulpit of the state Police.

The Objectives of the Communication Campaign for this sector are:

This strategy aims to bring in practice the work of the Community Police in two levels:

- 1- To build for the police officer the schemes of a new communication with the public while understanding:
 - When someone requests help by a police officer, he is requesting help by the whole Police Department; when a Police officer has responded, the whole structure has spoken; This is the power of the uniform and its responsibility. This is where the police community starts.
 - Communication with the public starts with the communication of the police officers within their structure; It is impossible to have a good image with the public if you do not enjoy self-respect, towards yourself and also within the internal structure in which you belong.
 - Cooperation with the police, does not start from the public, but from the Police Department. We must not wait for the public to reach the police, but the police must reach the public to learn more of their concerns, what is needed, what must be advised – when the action occurs we all know the police will reach the scene – the presence of the police is valuable not just in the conditions of the inevitable, but also in the commodities of solutions.

- 2- In the institutional level – creating the right environment and mechanisms to enable the function of the Community Police.
- Relation with the citizens is based on a continuous and periodic communication with their representatives: condos administrators, school boards, owners of businesses with specific importance, and other actors in local level.
 - Police initiates different settings with third parties, according to a specific agenda which reflects the interest's fields. These settings have a concrete product with agreements and cooperation protocol, and impact the public opinion through the media, and reach the public opinion as an active, responsible, professional and worthy police:
 - o With the Ministry of Education to conduct actions for matters that touch the interests of schools such as drugs, cyber crimes, sexual abuse, etc.
 - o With different private companies.

The Campaign tools:

This segment of the Campaign has a specific character since it is not supported on a specific product to reach information, build awareness and/or change public behavior towards the Police.

Community Policing cannot outreach the public as a piece of news; it should be consolidated as trust, based on a model of behavior fully endorsed by the police officers – both at local level with the small community as well as in the public institutional performance of the police with third parties and with the public at large. In a detailed way the instruments of this campaign will be as follows, preserving the same alignment with the objectives as stressed above.

Every police officer must understand that the uniform that is holding is much more important than the position he/she holds – this means that every citizen that is directed to them must get a polite and helpful answer, regardless if the issue is related to the concrete service covered by that police officer; when someone has asked for help from a police officer, has reached for help from the whole police structure; this is the power of the uniform and its responsibility. This is where

the community police start. This Strategic Improvement is based on the concept that “Every Police Officer is a spokesperson of the Police and every office of the SPA is the Police”.

If we want to have a Police structure close with its public, enjoying its confidence and support, we should be convinced that the most important instrument to achieve this goal is the direct communication, in compliance with the case and with the venue where this communication takes place. This requires a new awareness by every police officer and at any level of the structure. We have to enable a Police Force ready to manage the Direct Inter-communication with the people, being polite and helpful to address the problem, keeping simple in providing solution (avoiding bureaucracy, be friendly even when the request falls out of your job description, communicate openly and well).

But the good will and good manners of the police officer are not enough to guarantee for that option; such a new behavior should be encouraged and favored by the structure, be reflected first in the reception area of the police increasing immediately the standard of service. **These reception structures (facing the first opportunity of communication with the public) are the most important impact of the Police to the public.** A citizen shall memorize the good service, more than the problem that took him to the police station. If a citizen is respectfully treated in the Police station by the police officer, he shall carry with him a good positive impression, even in the case when his problem is not solved or answered immediately.

The new behavior of the Police and this new vision of its role and position shall be promoted with almost all the Campaign’ prescribed instruments, including the Social Media. All the messages of pre-selected sectors shall foster the belief that Albanian Police needs first and foremost a closer cooperation with the Public.

GENERAL CONCLUSIONS

In general, this Communication Campaign Strategy produces these main impacts, some of them representing a novelty in the institutional communication in Albania.

- The inclusion and the declared public engagement in support of the Police by a large number of Qualified Citizens, be them individuals or non public organizations.
- The Establishment of a National Campaign Board of Partners, fostering public involvement through investing in Faith in a Public Issue such as the Security. The Board shall accomplish the synergy of all involved parties to enrich campaign instruments in order to enable to the Police a successful campaign and guaranteeing on the other hand its credibility at public level.
- Guarantees a grassroots distribution of the awareness building messages, through the transfer of information from a narrow target to the public at large (information products reaching to families and returning signed by parents, other promotional products being distributed by police officers at community level, etc).
- Familiarize the public with a new practice in Albania while opening up the police stations to the public and changing the traditional fearful perception on the Police and its officer.
- Create and activate reliable communication channels between the Police and the Public, thanks to a new vivid friendly presence of Regional Police Directors in community meetings (12 Road shows).
- The Campaign focuses on School as an instrument of education – providing grassroots information and looking to build knowledge at the youngsters, aiming to improve their perception – while reaching out to their families as the basic real structure of the public in the country.
- Reforms the image and the media presence of the Police, taking its communication from the press conference room to the community.
- Remodels the content of this communication surpassing the hindrances of the past; the Police will no longer deliver a post-factum information picture, but shall interact in a two

way process capable to hear, answer and participate in order to receive public engagement and support.

- In a media level, this Campaign Strategy bolsters the message while activating a number of new channels. At the same time an enhanced media activity by the Police shall provide an overwhelming amount of information through editorials, opinions, feature stories, news reporting, TV talk shows, etc.

Within a minimalist scenario, in compliance with the funds at the disposal of the Donor, this Campaign Strategy foresees to produce this range of products:

- Min.50 tailored promotional media presences along the 12 months of the campaign
- 7 media events which shall multiply the media effect of promotion (every media event is mirrored by approx. 10 media)
- 18 talk shows in National TV networks and 44 talk shows in the Local Networks, combined according to the priority list in the five strategic sectors in 1 year period.
- 140 TV ads, with at least 100 ads dedicated to Safe Driving
- 300 000 leaflets for the elementary schools students
- 250 000 brochures for the secondary school level
- 1000 indoor posters (500 posters A3 format and 500 posters A1), to support internal communication and a well targeted communication segment of the campaign
- 24 outdoor of both Large Format (40 sqm) and Billboards (24-30 sqm) for a strong massive communication
- 12 Open Day Events in every regional center
- 12 Road-shows – with the participation of key regional Police Authorities visiting citizens at their areas, with meetings in remote locations for a direct and vivid communication
- For the first time the Police shall be enabled to make a planned tailored use of the Social media in support of its vision to promote public involvement and engagement.

Recommendations

Closing this Integrated Communications Strategy on the Awareness Campaign for the Five Sectors at the Albanian State Police, the Consultants recommend the rationalization and assessment according to these main points:

1- The direct and immediate impact of the Strategy is listed at the Conclusions, presenting shortly the innovation that brings as a concept – with mutual communication of the Police with the public and the interest groups, also in implementation – generating financial resources which testify the social responsibility of the partners, public or not, while giving life to a comprehensive campaign. This Campaign will not only be supported by the marketing products to announce to the public an awareness message, with a unilateral link of communication Police-Public; but builds stable communication channels with the public, which offer chances of a new perception of the public over the Police based on TRUST, which reflects in COOPERATION.

2- While in long term this Strategy has as an Added Value:

- Application of a new practice in Albania, were a public institution is in the center of the implementation of an Awareness Campaign and solutions are not generated outwardly – to realize a range of products, - but is established within the Structure by the State Police, which unites all to communicate with everyone;

- Creates a permanent network of social partners of the State Police, guaranteeing trust to the public and establishment of a new tradition of building a country through cooperation and responsibility;

- Generates a long term model of internal financing of an activity – Communication Plan, which ASP must imply sequentially;

- Raises the chances that ASP can build ownership over the ideas, giving that the final definitions of the Strategy in terms of slogans, images, organizational purpose, etc – will come from the Campaign Board, through ASP

This approach will bring a new era in the history of the Albanian institutions on the relation with the public; this communication is not the temporary campaign motto implied by communication experts, but a permanent tool with the relation to the public. Only this way the public will become a partner and supporter of the State Police, feeling a party in the police responsibility and beneficiary on the product of this job, which is PUBLIC SECURITY.