POLICE COMMUNITY RELATIONS MANUAL
(REVISED)

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TABLE OF CONTENTS

SILG/Chairman NAPOLCOM Message i
C, PNP’s Message ii
Foreword iii
Acknowledgement

CHAPTER I – DIRECTION SETTING 1
    Important Policy Statement and Legal Basis 3
    To Serve and Protect: The Principal Paradigm of Policing 4

    A. Vision 5
    B. Mission 6
    C. Functions 6

CHAPTER II – PCRism: A COMMUNITY ORIENTED POLICING IDEOLOGY 8

    A. Community Policing 8
    B. Activities in Community Policing 11
    C. Important Basic Principles of Community Policing 16

CHAPTER III – OVERVIEW OF THE PNP REVISED PCR MANUAL 19

    A. Brief Introduction 19
    B. Two-Prong Strategy of the Revised PCR Master Plan 19
    C. Evolution of PCR Policy Plans 23
    D. PCR in Community Oriented Policing System (COPS) 26
    E. Doctrine of Reciprocal Responsibility 26

CHAPTER IV – THE PCR TEAM 30

    A. The PCR Team Composition 30
    B. The Attributes of a PCR Man 31
    C. The Area Visit 32
    D. The House Visit or Neighborhood Partnership 33
CHAPTER V – PUBLIC INFORMATION

A. Introduction 37
B. Public Information and Perception Management 38
C. Sources of Public Information 39
D. Functions of Public Information Office 40
E. Multi-Media Relations 40
F. Designation of PIO/Spokesperson 43
G. Responsibility of the Unit Commander 43
H. Duties of the PIO 43
I. Roles of Public Information Officer 44
J. In the Absence of the PIO 45
K. Media Accreditation Process 45
L. How to Deal with the Media 45
M. Releasing Information to the Media 47
N. Dealing with the Media During Crisis/Emergency Situations 56
O. Dealing with Bad News 64
P. Writing the News Release 65
Q. Public Information: Techniques, Approaches and Strategies 67
R. Procedures in Preparing Effective Public Information for Programs and Projects 70
S. Best Practices in Public Information 71
T. Sources 72

CHAPTER VI – COMMUNITY AFFAIRS AND MOBILIZATION

A. Introduction 73
B. Function 73
C. Objectives 73
D. General Guidelines in Organizing 74
E. Area/Sector Selection Phase 75
F. Entry Into the Community 75
G. Projecting a Lifestyle in Community Organizing 75
H. Social Investigation/Community Study 76
I. Guide for Community Study 76
J. Integration 76
K. Contact Building/Spotting Potential Leaders 76
L. Core Group Formation 77
M. Training and Mobilization 77
N. Community Organization 78
O. Community Intervention 78
P. Community Safety & Security Assistance 79
Q. Foreign Nationals and Indigenous Communities 80
R. Special Concerns 81
CHAPTER VII – The Information Operations Research Center

A. Introduction 92
B. Fundamentals in Information Operation 92
C. Information Defined 93
D. Information Operation Defined 93
E. Application and Concept of Information Operations 95
F. Functional Sections of Information Operations Research Center 96
G. Intelligence Cycle 96
H. Public Affairs and Information Operation 97
I. Information Systems 98
J. Templating the Information Operation Plan 98
K. Information Operation Template 99

CHAPTER VIII – GENDER AND DEVELOPMENT (GAD)

A. Gender Mainstreaming as a Strategy for Implementing the Magna Carta of Women 120
B. Police Officers as Advocates of Development in Gender 121
C. The Difference Between Sex and Gender 121
D. Gender and Development 122
E. GAD’s Focus on Women’s Place in Development 122
F. Gender Mainstreaming 123
G. Policy Imperatives for Gender Mainstreaming 123
H. GAD Plan 124
I. End Goal of GAD Mainstreaming 124
J. Movers of GAD 124
K. Strategies for Gender Mainstreaming of Gender-Responsive Project/activities 125
L. The GAD Mainstreaming Continuum 126
M. The Four Entry Points of GAD Mainstreaming 128
N. Proposed Strategies for GAD Mainstreaming 131

CHAPTER IX – Foreign Nationals and Cultural Minorities Special Concerns

A. SALAAM Police Center and Counter Radicalization 133
B. Functions 133
C. Important Terminologies 135
D. Implementing Guidelines and Operations of SPC 136
E. Regular Activities Conducted by SPC 136
F. Counter Radicalization and Deradicalization 137
G. Foreign Nationals’ Special Policing Concerns 138

CHAPTER X – Applying PCR In Police Operations

A. PCR in the QUAD Concept of Police Operations 141
B. The Integrated City/Municipal Police Stations PCR Operations 141
C. The Barangay Peacekeeping PCR Operations 145
D. The Formation and Operationalization of the BPAT Principles and Guidelines 146
E. Organization and Operationalization of the BPAT 148
F. BPKO Approach 149
G. Organizing the Barangay Peacekeeping Action Teams (BPATs) 151
H. Information Operation applied to cushion the Impact of Law Enforcement during Labor Disputes 152
I. PCR and Information Operations during Rallies, Demonstration and CDM 160
J. Demolitions, Injunctions and Other Similar Orders 162
K. PCRizing Checkpoint Operations 164
L. Hostage Situation and Crisis Management’s PCR Component 168
M. The Police-Community Relation’s Approach in Internal Security Operation 170
N. “Winning the Community” Paradigm 172

CHAPTER XI – INDEXES

A. Guidelines in Establishing Media Relations (DOs and DON’Ts) 181
B. Guidelines in Writing News Releases 184
C. Answering Interview Questions 186
D. Appearance in a Television Interview 188
E. Conducting Yourself in a TV Interview 191
F. PNP GAD Mainstreaming Effort Self-Assessment Form 193
G. Organizing and Mobilizing Families, Women and Children 196

ACRONYMS and MEANINGS 205

REFERENCES 206
I would like to congratulate the PNP Directorate for Police Community Relations under the stewardship of Police Director Rommel DF Heredia for this informative and valuable Police Community Relations (PCR) Manual.

As the Philippine National Police gears its thrust towards a more active implementation of community-oriented policing, it is imperative that our men be guided accordingly in this discipline. We know that a strong relationship between the police and the community is a key factor in attaining peace and security. However, for the PNP to establish this kind of partnership, it must be able to build trust, which is basically dependent on the community’s level of satisfaction on the performance of the police. Hand in hand therefore with mastering effective police community relations, the police must undergo total transformation to be more effective in carrying out its mandate.

Through effective police community relations, the citizens can learn about their roles in crime prevention and what to expect from the police. In the same way, the police can better understand the people they serve and execute strategies to better address peace and order issues. One of the prime objectives of police community relations is to establish a collaborative partnership that can analyze problems, design and implement solutions that are truly community-based.

This Manual is truly indispensable as it guides and directs PCR officers in making all their PCR undertakings successful.

JESSE M ROBREDO
Secretary, DILG and Chairman, NAPOLCOM
"Pulis Ako, Pulis Nyo Po"...

A synergistic partnership between the community and the Philippine National Police is essential if crime reduction and quality of life are to improve. Thus, both mutual and supportive relationships are vital in increasing the law enforcers’ effectiveness in enforcing the law, reducing crime and maintaining peace.

This partnership can be further strengthened by initiating programs to make the community feel safe with the police. When every citizen feels safe in the community, trust and confidence in the police is regained. Thus, it will be easier to solicit their support in all police programs to attain genuine peace and security. In so doing, the PNP shall be a more accessible and indispensable partner of the community in providing more efficient and effective services.

The initiative of the Directorate for Police Community Relations (DPCR) under the leadership of Police Director Rommel DF Heredia to revise the PNP Police Community Relations Manual is indeed very timely. This manual is critical and essential as this will guide PCR officers on how to plan, implement and realize police community relations endeavors.

To all the men and women of DPCR who made this manual possible, please accept my respect and admiration... truly a glaring example of SERBISYONG MAY PAGKUKUSA...

Congratulations!

NICANOR A BARTOLOMÉ, CSEE
Police Director General
Chief, PNP
The Philippine National Police has shifted its thrust from traditional policing to community-oriented policing as it believes that peace and order is a shared responsibility of the police and the community.

This philosophy requires that the relationship of the police and the community should be harmonious. As the community relies upon the police to serve and protect, the police relies on the community for its support and cooperation in order to effectively carry out its mandate. Communities must be actively involved in crime reduction, prevention and problem solving. To get them involved, proper coordination and communication is essential. When communication and trust deteriorate, tension is built which undermines their shared goals of a peaceful and secure environment.

This is the ideal of the existence of the Directorate for Police Community Relations (DPCR) – to bridge the police and the community.

The Manual which presents a revitalized PCR Master Plan, was designed to guide PCR Officer on how to manage police community relations projects best suited for their localities. This master plan which serves as the National PCR Programs Strategy of the PNP also gives emphasis on capacity building and skill development in support of the PNP Integrated Transformation Plan.

More importantly, it provides guidelines in the different aspects of PCR: Public Information, Community Affairs and Mobilization, Information Operation, Gender and Development and Foreign Nationals’ and Cultural Minorities’ Special Concerns. By and large, this manual will serve as a vital reference in the application of police community relations in regular police operations, both at the strategic and tactical level.
ACKNOWLEDGEMENT

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Your efforts are well appreciated.

The Editorial Staff
CHAPTER I
Direction Setting

Police-Community Relations is a slowly evolving policing system that is being adopted by police organizations worldwide. This policing system can be equated with diplomacy such that even the subjects of policing actions view the system as the most acceptable form of police-community interaction to ferret out crimes, ensure public safety, or maintain peace and order.

Edward Davis, the Chief of Police of California from 1969-1978, postulated that the ability of the police to perform their duties is dependent upon public approval of police existence, actions, behavior, and the ability of the police to secure and maintain public respect. The police feels public acceptance when its existence, actions and behavior are not routinely criticized, maligned, or branded with unacceptable languages or treated with synonymous situation that can already be considered as a hostile environment. The need for public acceptance is imperative as it will truly be difficult for police officers to work under a stressful scenario as it can also spark human emotions and cultivate friction points.

Michael P. Tremoglie a former Philadelphia police officer and a freelance writer quoted in his article “Police and Public Opinion” that Police work is intrinsically reactive. A police officer is never called when things are going well. They are only called when there is a problem-usually a critical one. It is only natural that police receives criticism for what they do. After all, any occupation charged with the responsibility of bringing order out of chaos or enforcing the rules like - baseball umpires, building inspectors, referees, etc. - are controversial positions.

Police officers have only a set of narrowly defined objectives- and a body of law that is continually subjected to revision and interpretation - to guide them. Given the urgency of the plight in which police usually find themselves, it is a wonder that the police are able to perform their duties with as little controversy as they do. There is no question that many times police are forced to act intuitively. Yet, this is not the characterization of police that is rendered to the public. Police work is rarely presented to the public in a positive light. The mainstream liberal media seem to think that police work is not entertaining unless it is in a dilemma.

The thousands of acts each day that police officers perform are rarely recognized. Groups that profit from police controversies begin campaigns demonizing police. Their propaganda campaign is used to discredit the police and simple errors bring them to the front pages of newspapers.

Public perception of the police becomes disfigured. Experts define public perception as the difference between an absolute truth based on facts and a virtual truth shaped by popular opinion, media coverage and/or reputation. Celebrities, politicians and even police organizations faced the same scrutiny by the public they serve, and it can be very difficult to overcome a negative public perception.

To reverse this negative public perception, the Philippine National Police continues to reinvent its policing system. It is implementing programs to regain public
support and trust thus, it has adopted the ideals of a strong police-community relation. However, while the programs are ideal, attitudinal problems of some police personnel hinder successful implementation.

At present, the operational management at police stations is deemed soaked with systems that fail due largely, to the inability of Chiefs of Police (COPs) to optimize utilization of human and material resources. This is aggravated by a bad work culture and work habits of police elements at the station. Among these are the 1-day-duty-one-day-off practice, 15-30 work appearances, details of personnel to politicians and wealthy businessman, details to secure vital installations that are not public corporation, etc. Programs on police-community relations and peace and order also fail because of the mindset of some police officers that is not consistent with the intent of the framers of the PNP law. There is also a perception of poor leadership ability of small unit leaders who, despite appropriate training, have not learned how to exercise small unit management.

**Important Policy Statement and Legal Basis**

The PNP’s thrust towards adopting community oriented policing is prescribed by the law that created it, to wit:

**Title I, Sec 2. RA 8551: Declaration of Policy and Principles.** – It is hereby declared the policy of the State to establish a highly efficient and competent police force that is national in scope and civilian in character, administered and controlled by a National Police Commission.

The PNP shall be a community and service oriented agency responsible for the maintenance of peace and order and public safety. The PNP shall be so organized to ensure accountability and uprightness in police exercise of discretion as well as to achieve efficiency and effectiveness of its members and units in the performance of these functions (RA 8551).

**Section 24. Powers and Functions.** – The PNP shall have the following powers and functions:

1. Enforce all laws and ordinances relative to the protection of lives and properties;
2. Maintain peace and order and take all necessary steps to ensure public safety;
3. Investigate and prevent crimes, effect the arrest of criminal offenders, bring offenders to justice and assist in their prosecution;
4. Exercise the general powers to make arrest, search and seizure in accordance with the Constitution and pertinent laws;
5. Detain an arrested person for a period not beyond what is prescribed by law, informing the person so detained of all his rights under the Constitution;
6. Issue licenses for the possession of firearms and explosives in accordance with law;

7. Supervise and control the training and operations of security agencies and issue licenses to operate security agencies, and to security guards and private detectives, for the practice of their professions; and

8. Perform such other duties and exercise all other functions as may be provided by law.

To Serve and Protect: The Principal Paradigm of Policing

The paradigm of public service is a guiding principle not only adopted by the PNP but even the greatest leader who ever lived. He said, “I came not to BE served, but TO serve.” And, “He who would be greatest among you must be the servant of all.” The PNP believes that to restore the public’s trust there is a need to change police culture and commit to a community policing paradigm built on honor, service, and responsibility.

1. An interactive partnership between the police and the community, in which citizens have input into the setting of local police department priorities;

2. The return of community police officers who patrol in a manner which no longer isolates them from citizens;

3. Human resources, both within and outside police departments, will be more emphasized than the hardware and high technology;

4. Police organizations will be adaptable to changing environments and will confront the emerging issues of the day, whether they be criminal, legal or political;

5. Police organizations will operate much like private organizations, with a greater emphasis on quality service, core values, accountability and cost effectiveness; and

6. Partnership with the community will be a central focus. Police managers will recognize the interconnectedness between their activities and those of other public services, such as housing, welfare and employment agencies. The police of the future will view themselves as one part of a community-wide effort to not only deal with crime but to improve community life in general.

With the above premises, the PNP deemed the reinvention urgent. It has started programs to reorient the mindset of police officers through the development of a transformation ideology that reflects the character of every police officer as a well rounded PCR man, as a good father to all the kids, as a friend to the working adults and a loving son to the elderly.
It is on this ideal that the Directorate for Police Community Relations (DPCR) endeavored to craft and implement programs to develop the police force into a Community and Service Oriented organization first and a law enforcer second.

A. Vision

The DPCR envisions the evolution of Police Units and Police Officers into a “community and service” oriented organization working in partnership with a cooperative community towards a peaceful, orderly, safer and harmonious community interactions.

B. Mission

The DPCR shall develop, guide and steer a “community and service oriented” police organization in forging relationship with, informing, persuading, shaping perception of, and mobilizing the communities towards the need for respect for laws, maintenance of peace and orderliness, and safety of environment.

C. Functions

1. Formulates Police Community Relations (PCR) plans, programs, and policies geared towards enhancing community and citizen’s participation in support of the operational plans of the Philippine National Police;

2. Exercises primary staff supervision in the planning, direction, coordination, supervision and monitoring of all programs and activities pertaining to Public Information that enhances Police Community Relations (PCR);

3. Develops plans and programs designed to generate and shape good public perception towards the government in general and the PNP in particular;

4. Conducts studies and researches to assist national policy-makers in developing laws, plans and programs that are community based, service oriented and gender sensitive, and are geared towards the maintenance of peace and order and the enhancement of public safety;

5. Forges relationship with communities and assists other government agencies and Non-Government Organizations (NGOs) in the conduct of community mobilization activities contributory to the maintenance of peace, order and safety; and

6. Conducts coordination and liaising, and appropriate policing work for foreign nationals and cultural minorities, living, in transient or doing business in the Philippines.
A. Community Policing

Community policing is a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. Community policing is comprised of three key components:

1. Community Partnerships

Collaborative partnerships between and among other law enforcement agencies and the individuals and organizations they serve to develop solutions to problems and increase trust in the police as follows:

a. Other Government Agencies;
b. Community Members/Groups;
c. Nonprofits/Service Providers;
d. Private Businesses; and,
e. Media.

2. Organizational Transformation

The alignment of organizational management, structure, personnel, and information systems to support community partnerships and proactive problem solving.

a. Agency Management

1) Climate and culture
2) Leadership
3) Labor relations
4) Decision-making
5) Strategic planning
6) Policies
7) Organizational evaluations
8) Transparency
9) Organizational Structure

b. Geographic assignment of officers

1) Despecialization
2) Resources and finances

c. Personnel
1) Recruitment, hiring, and selection
2) Personnel supervision/evaluations
3) Training

d. Information Systems (Technology)

1) Communication/access to data
2) Quality and accuracy of data

3. Problem Solving

The process of engaging in the proactive and systematic examination of identified problems to develop and rigorously evaluate effective responses.

b. Analysis: Researching what is known about the problem.
c. Response: Developing solutions to bring about lasting reductions in the number and extent of problems.
d. Assessment: Evaluating the success of the responses.
e. Using the crime triangle to focus on immediate conditions (victim/offender/location).

Community Policing also revolves around the basic principle that the “Police are the Public and the Public are the Police” (Principle #7, Sir Robert Peel, Founder of the British Police system). It is a policing concept that requires every member of the community to exercise self policing, restrain other members against doing things that may harm each other, and require other members to conduct themselves in an orderly interaction. Requiring community members to follow certain orderly interaction means specific obedience to a set of rules or common beliefs and aspirations with the community.

It is necessary, therefore, that the basic policing in the community should focus on the core concept of Police Community Relations. A policing concept that wins the trust, confidence and support of the people in the community such that policing becomes a norm and not just obedience to a set of rules. When community policing becomes a way of life in the community, then there will be no more need for organizations to police the community.

To influence more individuals to join programs for a common cause, these basic steps may be implemented:

1. **Forging relationships** – establishing relations, either personal or professional, is a key factor that establishes credibility and confidence so that the information intended to be conveyed to the other party can be trusted and relied upon.

2. **Use of information** – public information is a vital tool to raise awareness and knowledge that creates impression over certain facts. When various information become substantial to form a belief that a
thing is probably true or an event is certain to happen, then the credibility of the source and the reliability and accuracy of the information becomes a persuasive tool to influence shaping the perception. This also influences the decision-making of the receiver of the information.

3. **Shaping perceptions and influencing their thoughts** – when the use of information is properly done, (i.e. appropriate in the environment), then the educative and illuminative process of injecting information to the consciousness of the receiver becomes the dominant and the controlling factor that affects the decision making process of the receiver of the information.

4. **Community organization and mobilization** – The visible indicators that community perceptions have been shaped in favor of law enforcement action is the reduced resistance or non-resistance of the members of the community towards any forms of policing actions. This makes them willing to be organized and form groups for the welfare of the community and harmony of its interaction. This willingness to participate in policing action is necessarily construed to mean “Public Support”. In community policing however, mere “public cooperation” would be sufficient for the police as this would mean working in a non-hostile environment.

**B. Activities in Community Policing**

Community Policing is a system that links and bonds the police to the community and creates a stronger and cohesive community interaction. Exchanges of information are fast due to established Police Community Relations. Everyone knows one another, talks to and trusts each other, and confident that their police can be relied upon for keeping the peace and making the community safer. Policing the community can be done through three (3) types of activities: patrol activities, organizational work and community interactions.

1. **Patrol activities** – These activities are conducted so that police and its auxiliaries can be seen and felt by the community. This can be accomplished with patrolling combined with other patrol related activities such as;

   a. Traffic Direction and Control – to keep the movement of people and goods in an orderly manner and avoid potentials for conflict.

   b. Fixed and Mobile Checkpoints – to deny the proliferation and movement of instruments of crime, and prevent movement of people with criminal records and intents. Enforcement of traffic laws/ordinances, Firearms laws, Drug and Human Trafficking laws, Anti-fencing and Piracy laws, etc. that protect lives and properties can also be done alongside the patrol and checkpoint activities.
c. “Standing and watch” duties – a visibility form of duty that is intended for the protection of important public vital installations and establishments such as communication towers, bridges, banks, etc. Policemen on duty in the streets should not sit. It is an indication of laziness and inefficiency, and a proof that they are not doing any police work.

d. Beat Patrol Duties – a “walk and observe” duties to protect pedestrians, workers, houses, streets, offices, etc., from being molested and burglarized by criminals. It is also an avenue for communicating with people and forging friendly relations with the members of the community. The Police connects and communicates with the kids to know their problems in their homes and in schools, how they fare with other kids and their relationships with their mentors, their neighbors and their peers in the streets. The police acts like a second father and complements some form of discipline that has not been given by their (kids’) respective parents. This also gives the police the opportunity to communicate with adults about the crimes in the area and other issues within the neighborhood. It is important that the police record these conflicts.

During the beat, the police also checks houses whose owners are on out-of-town visits, checks on those elderly that are sick and those that are living alone and take action to serve them, bring them food and medicines and console them during their lonely isolation. The police keeps track of various problems in the community and records them starting from problems on sanitation, health, engineering, livelihood and reports these to appropriate offices for appropriate actions.

2. Organizational work – Community policing cannot be undertaken solely by the police. It will need the help of various sectors in the community. The following organizations are material in the upkeep of peace and order and public safety activities:

a. Barangay Peacekeeping Action Teams (BPATS)
b. Anti-Drug Councils and Movements
c. Council of Elders
d. Radio and Social Networking Clubs
e. Fire and Disaster Brigades
f. Livelihood Cooperatives
g. Sports Club
h. Skills Development Club

3. Community Interaction – It is an indispensable tool in bringing the police closer to the people. This requires the police to be visible in the community and make its presence physically felt. Community interaction is done in two ways - the Area Visit and the House Visit:
a. Area Visit – The Community or Area visit is conducted for several specific purposes and is designed to attain the following objectives using an 8-man team composition.

1) A police visibility or presence to neutralize or drive out a larger group of insurgents or criminal gangs in the community. If needed, the 8-man team, which may come from the Philippine Provincial/City Public Safety Companies (P/CPSCs) assisting the Community BPAT supervisor or from the MPS/CPS or a combination of both, shall patrol the area, check specific target, serve warrants or check tasks embodied in the six (6) campaign plans (from illegal logging, illegal fishing and illegal poaching to sketching road maps and updating important routes and reference points). After the Area check, it is important to reorganize the team into 2-man teams for the conduct of House Visits to interact with the occupants, gather information, record the area and household profiles.

2) Conduct peripheral visit and forge relationships with the people in the area by conducting interpersonal dialogue, establish rapport and offer friendship.

3) Educate the people in the community about recent news that may capture their interest and when reciprocated, volunteer other information about current events, livelihood and important laws that may affect their lives.

b. House Visit – it is an interpersonal interaction that brings the police closer to the communities, connects the police with the public, informs the community of various matters that affect their lives starting from issues involving peace and order, laws that affect their daily activities (FAs, Anti-fencing, Anti-illegal drug and human trafficking, etc), economics, social and cultural issues, health, social inventions, to as odd as lives of celebrities. Issues in promoting discipline within the household and other issues may also be discussed during the visit.

C. Important Basic Principles of Community Policing

The DPCR shall assist the appropriate directorates in the conceptualization of community oriented trainings and program development of police officers through an appropriate reorientation training strategy in order to develop a policing ideology anchored on the Professional Police Principles advocated by Sir Robert Peel, Founder of the British Police System, and Edward Davies, the Chief of Police of California.
Principle No. 1. - PREVENTION OF CRIME IS THE BASIC MISSION OF THE POLICE. The basic mission of the Police is to prevent crime and ensure a peaceful and orderly community interaction without the necessity of resulting into a military intervention to repress crime and severity of legal punishment. The need therefore to enforce laws and ordinances, protect lives and properties and maintain peace and order, are preconditions that limit the formation of conflict in the environment and therefore ensure public order and safety. When the Police are already in crime deterrence and control function, then it is approximating a failure to perform its basic mission.

Principle No. 2. - POLICE MUST BE RESPECTED BY THE COMMUNITY. The ability of the Police to perform their duties is dependent upon public approval of police existence, actions, behavior, and the ability of the Police to secure and maintain public respect. Mr. Davis wrote that no policemen can work in a hostile environment.

Principle No. 3. – A CITIZEN’S RESPECT FOR LAW DEVELOPS HIS RESPECT FOR THE POLICE. The police must secure the cooperation of the public in voluntary observance of the law to be able to secure and maintain the respect and approval of the public. The Police must have a conscious and deliberate effort to influence the community about the need to enjoin or at the very least, persuade every citizen not to violate the law or tolerate amongst those who do.

Principle No. 4. – COOPERATION OF THE PUBLIC DECREASES AS THE USE OF FORCE INCREASES. The degree of cooperation of the public that can be secured diminishes proportionately the necessity for the use of physical force and compulsion in achieving police objectives. An Officer with the ability to firmly but pleasantly solicit the cooperation of individual or groups can frequently accomplish, through their cooperation, what it might take scores of officers to accomplish through the use of a “hard” approach to the situation. In areas where there has been a pattern of using strong physical force to achieve police objectives, a concurrent pattern of resistance develops within the individual or group. The result is resistance and lack of cooperation on the part of the law violator and the subsequent necessity for resorting to force on the part of the police. The use of force is thus self-perpetuating.

Principle No. 5. – THE POLICE MUST RENDER IMPARTIAL ENFORCEMENT OF THE LAW. The police seek and preserve public favor, not by catering to public opinion, but by constantly demonstrating absolutely impartial service to the law, in complete independence of policy, and without regard to the justice or injustice of the substance of individual laws; by ready offering of individual service and friendship to all members of society without regard to their race or social standing, by ready exercise of courtesy and friendly good humor; and by ready offering of individual sacrifice in protecting and preserving life.

It is not the job of a policeman to determine what the legislators should say what constitute a crime. It is not the mission of the police to judge whether any law is good, bad, too harsh, or too lenient. Laws are subject to change. However, when the law is established, it is the job of the policeman to enforce that law impartially.
Principle No. 6 – PHYSICAL FORCE IS USED ONLY AS A LAST RESORT. The Police should use physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of persuasion, advice, and warning is found to be insufficient to achieve police objectives. The police should use only the minimum degree of physical force which is necessary on any particular occasion for achieving a police objective.

Principle No. 7. - THE POLICE ARE THE PUBLIC AND THE PUBLIC ARE THE POLICE. The Police at all times should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police. The Police are the only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the intent of the community welfare.

Principle No. 8. – POLICE REPRESENTS THE LAW. The police should always direct their actions strictly towards their functions and never appear to usurp the powers of the Judiciary by avenging individuals or the state, or authoritatively judging guilt or punishing the guilty.

Principle No. 9. – THE ABSENCE OF CRIME AND DISORDER IS THE TEST OF POLICE EFFICIENCY. The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with them.
CHAPTER III

Overview of the PNP Revised PCR Master Plan

A. Brief Introduction

Transforming the PNP into a more capable, effective and credible police force is one of the major thrusts of the organization for the next several years. Police community relations effort will play a vital role in the transformation of the PNP into a credible institution. His Excellency President Benigno Simeon Aquino III vowed to transform our government from one that is self-serving to one that works for the welfare of the nation through honest and effective governance. It is in this light that the PNP through the DPCR, initiated an effort to revise the PCR Master Plan to strengthen police community relations in consonance with the mission statement of the PNP.

This Master Plan shall serve as the National PCR Program Strategy of the PNP. It gives emphasis on the capacity building and skills development of the members of the PNP to become catalysts, community organizers and PCR practitioners in support of the PNP Transformation Plan.

B. Two-Prong Strategy of the Revised PCR Master Plan

1. Internal Targets

a. Integrated Transformation Program

The PNP Integrated Transformation Program is our roadmap to a more responsive, transformed PNP. The program presents a comprehensive approach to reform the PNP with its honest-to-goodness assessment of its present institutional framework, policies, systems, structures, and procedures. Its vision, goals, and targets as well as its specific programs, projects and activities were actually formulated to support the achievement of the overall reform objective for the entire criminal justice system to be able to provide speedy, impartial, and accessible justice. The design of the program also aims to achieve the PNP reform goal of enhancing delivery of public safety services within the context of an improved public trust and confidence in our criminal justice system.

b. Capability Building and Advocacy Program

The Capability Building and Advocacy Program is designed to effectively develop the lower commanders and Chiefs of Police as organizing catalysts through internalization of the Community Oriented Policing System (COPS) philosophy. It includes Information Operation (IO) efforts and advocacy to influence other members of the organization in the QUAD concept of police operations. Activities include developing PCR/COPS skills such as conduct of PIO Courses,
Effective Writing seminars, PCR courses, Basic Information Operation Courses, Radio Reporting, Social Ethics, Photography, BPAT, Disaster Management trainings and other PCR related trainings.

c. Economic Welfare Development Program

These are activities that cater to the needs of the PNP personnel through cooperative development and livelihood skills seminar, police entrepreneurship and police productivity projects. Day Care centers are programmed to be established initially in all PROs/NSUs while PNP Cooperatives are being organized in as many police units as possible.

d. Socio-Cultural, Education, Health, Sports, Environment and other Programs

These are activities that cover the set-actualizing need of our personnel to develop a positive behavior towards work. This portrays the human side of law enforcement. Activities will include school grants, special trainings, sports activities, religious and health programs. Activities will also include environmental protection, culture and arts, GAD programs and other related socio-cultural activities.

2. External Targets

a. Service Oriented Program

The PNP is mandated under RA 8551 as a Community and Service-Oriented Agency. Activities include all the services provided by the PNP such as security, maritime, road safety, air safety, health care and public safety. Projects such as the PNP Text 2920, response to emergency 117, Medical and Dental Outreach, Tourist Oriented Police, CRAC, WCCD, Police Assistance Center, Disaster Relief Operations, Environmental protection, Clean and green, etc will be continuously implemented.

b. Public Community Safety Program

These are Crime prevention activities that ensure security, community protection and provide public safety. Activities include church-based protection and family crime prevention programs, house visitation, production/dissemination/ distribution of Information, Education and Communication (IEC) materials on Crime Prevention Tips, BPAT activities, forging of peace agreements, settlement of disputes, and activities to increase awareness on accident prevention, fire prevention, environmental protection, coastal resources management.

c. Institutional Development Support Program
These activities implement the foundation role of networking, establishing linkages and interacting. Coordinating with different government agencies or private institutions in support of national, economic and political objectives, and also to generate support and community participation to PNP programs.

d. Community Information/Education Program

These are activities designed to disseminate timely and relevant information to the community, improve image and credibility and provide a psychological environment to support PNP activities on internal and external targets. It utilizes various forms of media to destroy the will of the criminals to continue with their anti-social behavior or criminal activities. Activities include appearances in radio and television programs, dissemination of press releases, and production/distribution of journals, digest, flyers, pamphlets and other informative materials.

e. Economic Welfare Development Program

These are activities designed to help provide alternative source of income through livelihood skills development, cooperative development projects, and other livelihood trainings in coordination with government agencies/ institutions. It aims to improve the quality of life of the community and help poverty alleviation programs of the government through the National Anti-Poverty Commission (NAPC).

These programs for External Targets will make the community satisfied which will result in their changed perception of the PNP. This will propel them to work and become partners of the PNP in its various anti-crime and development programs.

C. Evolution of PCR Policy Plans

1. Organizational Plan “SAMBAYAN”

This Organization Plan aims to generate community partnerships and forge a united front for the promotion of peace and order.

It is designed to unify and harmonize the efforts of all PCR units and to encourage broad networking, coordination and integration of all related undertakings within the PNP, LGUs, various sectoral groups and people’s organization.

The PNP shall organize several sectors of the community as united action against criminality, and shall address the organizational efforts of the communist terrorist and any perceived threats in the community. Since the enemy effort uses the sectoral organizational approach to
mobilize the communities, the PNP shall necessarily organize sectors of society to correspond to their effort.

2. Information Plan “SANTINIG”

This Plan sets forth the concept of operation, operational guidelines and tasks of all PNP units/offices for a deliberate, synchronized, and concerted effort to inform the public of the activities, programs and accomplishments of the PNP. It is aimed at regaining the trust, support and cooperation of the citizenry in contributing to the attainment of the national government’s goal of a STRONG REPUBLIC. This Plan is also aimed at the development of a favorable public attitude towards the government and the deepening of public appreciation to the growing political, social and economic dimension of national security.

3. LOI 22/09 “BAYANIHAN” (Barangay Peacekeeping Operations)

The Philippine National Police (PNP) recognizes the role of the Barangay Tanods, Bantay Bayan, Civilian Volunteer Organizations, Barangay Auxiliaries, Non-Government Organizations and other People’s Organization that can be utilized as Force Multipliers in the fight against criminality, insurgency and terrorism. These organizations are also able partners in the development of the community.

Executive Order No. 546 authorizes the PNP to deputize the Barangay Tanods as force multiplier in the implementation of the peace and order plan subject to the concurrence of the appropriate Local Chief Executive through the Local Peace and Order Council (LPOC).

It is along this line that a peacekeeping concept responsive to the unique criminality and peace and order condition of the Philippines has been crafted and adopted. The concept shall basically entail PNP members to lead in the fight against all forms of criminality issues/concerns distinct to their area of responsibility, to include insurgency problem, through active citizen’s involvement and community empowerment.

The basic concept of Barangay Peacekeeping Operations (BPKO) is through the employment of Barangay Peacekeeping Action Teams (BPATs). The BPKO shall be the PNP’s “catch-all” strategy in the maintenance of peace and order. The BPATs shall be composed of different sectors in the community as force multipliers. They shall be under the supervision and control of the lowest PNP unit in the locality known as the Police Community Precincts.

The BPATs, as the main actors, shall conduct community-based activities and information campaign in support of the PNP’s anti-criminality effort, internal security operation, and disaster management and control program. A Barangay Peacekeeping Desk (BPDs) shall also be established at the City and Municipal Police Stations (CPS/MPS) and at the PCPs or Kababayan Centers, where local residents and police officers in the area shall meet regularly to discuss peace and order problems, formulate solutions, and discuss other matters of common interest.
The general concept of Barangay Peacekeeping is to involve the Barangay Officials, Tanods, CVOs and other Force multipliers in the task of crime prevention, control and suppression in partnership with the PNP from the provincial down to the community precincts level and the Local Government Executives and Heads of concerned Agencies. The BPATs shall function according to the following components: a.) law enforcement; b.) community organization (united front against criminality); c.) disaster management and response activities; d.) environmental protection; and e.) on-the-spot barangay conflict resolution (support to Barangay Justice System).

Any case that will require hearing or falls within the auspices of the Barangay Justice System shall be referred to it and subsequently reflected in its logbook. Cases which need police intervention must be acted upon by the police immediately. The organizational structure of the police-community precincts shall facilitate the rendering of direct assistance and service to the people by line elements. Command of line elements shall be as close as practicable to the people. In rural areas where there are no PCPs or Kababayan Centers, BPDs shall be at the Barangay Halls and shall be visited on a regular basis by designated Police Supervisors and lead the force multipliers on carrying out their daily duties and functions as mentioned.

**D. PCR in Community Oriented Policing System (COPS)**

A key ingredient in COPS is Police Community Relations (PCR). With COPS, the PNP makes the overt efforts to capture the public’s sentiment, trust and confidence. The PNP community oriented policing efforts have worked if it resulted into a dynamic and sustained “Community Involvement”. This will have concrete manifestations especially in the organization of neighborhood watch teams who aid the police on their efforts.

COPS composes the essentials of sustaining community involvement. These are commitment, internalization of philosophy and values, training, high visibility, continuous dialogue and interaction with all partners, openness/transparency, innovation, evaluation/assessment and action, identification and documentation of success variables.

**E. Doctrine of Reciprocal Responsibility**

The police on their own cannot effectively prevent and control crimes. The participation and support of the citizenry in their anti-crime campaign is indispensable. If we have to ensure the success of COPS, the community must be viewed as the “stakeholder”. Ideally, “crime is everybody’s business”. However, some citizens are not aware of this responsibility. The community must help in eradicating the causes of criminality as follows:

1. Poverty
2. Ignorance
3. Injustices/abuses
4. Soft state/indiscipline
5. Fear
6. Lost family values
7. Violence
8. Urban migration
9. Over population
10. Unemployment
11. Others

The doctrine of reciprocal responsibility requires that the PNP and the public work together towards the attainment of a healthy and peaceful environment. This focuses on two elements which play a major role in the peace and order effort: The Police and the Public.

The police Anti-Crime activities are the following:

1. Prevent (opportunity)
2. Dissuade (intent)
3. Restrain (capability)

Prevention to eliminate opportunity to commit crime:

1. Crime detection
2. Crime prevention
3. Emergency service
4. Order maintenance

In dissuading or discouraging intent, investigation effort must be effective to gain information thru:

1. Interviews
2. Interrogation

Restrain activities aim to neutralize the perpetrators of crime or reduce their propensity to commit zero crime:

1. Manhunts
2. Arrests
3. Searches
4. Raids
5. Case build-ups
6. Prosecution
7. Accounting of Firearms
On the bottom side of the model, the call of Reciprocal Responsibility is made based on the belief that crime is not only a police problem but a social problem, which concerns everyone as stakeholder.

The public shares in the functions of:

1. Prevention policing (I refuse to be a victim)
2. Persuasive policing (I refuse to be a criminal)
3. Self Policing (I refuse to be violent)

In refusing to be a victim, the public joins:

1. neighborhood watch
2. emergency services or disaster coordinating efforts
3. civic actions
4. environmental protections

In refusing to be a criminal, the public:

1. maintains good citizenship
2. builds strong family ties
3. strives for good quality of life
4. exemplifies moral uprightness

In refusing to be violent, the public:

1. volunteers as witness and partners in filing cases
2. refuses commission of abuse and other public disturbance
3. follows rules
CHAPTER IV

The PCR Team at Work

A. The PCR Team Composition

The PCR Team, which also serves as Beat Patrol Officers, is composed of a two-man field operator, normally a veteran and a rookie policeman. Their main function is to assist the MPS/CPS in conducting community policing. The PCR team conducts the following police activities:

1. **Patrol the beat** – During patrolling, the team checks alleys, abandoned houses, abnormalities in the surrounding, communicates with people and asks information about anything that may affect peace and order, stop and frisk anybody suspected of concealing weapons or suspiciously loitering around to victimize people, or just plainly “standing and watching” people when guarding important facilities.

2. **Conduct of house visit** – the main purpose of house visit is forging relationship and getting information about the status of the household (profiling) and its occupants, their problems in the community and find out how the police can assist them. The veteran member usually undertakes the questioning while the rookie serves as the security for the PCR operator and at the same time learns how the interpersonal conversation is conducted.

3. **Organize and Mobilize people** – every area and house visits conducted by PCR teams should have distinctive purpose connected to organizational works intended for community mobilization and intervention. The organizational works conducted by PCR teams are all part of community policing.

B. The Attributes of a PCR Man

The PCR man is the role model in the community. The community looks upon him with respect, learns from him how to respect the laws, and cooperates with him because what he is doing is for the good of the community. He renders impartial enforcement of the law because the community knows that he represents the law. By his mere presence, the community is assured of the absence of crime and disorder. To command this kind of perception and earn the respect of the community, he must therefore display the following attributes:

1. **He is the father to all the kids** – Discipline in the community starts from homes where the father of the family sets house rules which every member has to follow. Fathering however can no longer be felt by the kids the moment they leave their respective homes for school or elsewhere. The community police therefore supplements this fathering vacuum in the street. The PCR operator should show concern for the kids he meets in the street like every father does. He asks the kids how well they are, how they fared in
school, give them guidance not to cut classes, study their lessons, be courteous to elderly and their teachers, offers assistance to intervene when abused by their parents or siblings. In short, when the kids can’t find somebody to ally with him, it is not the peers or the destructive gangs in the street that the kids should seek for support. The police should intervene in this dysfunction before a child seeks somebody else for support.

2. **He is a friend to the working adults** – The police in the neighborhood is a dependable ally of the working sector of the community who leaves their homes unattended and at the mercy of burglars and brigands. The police makes a round and checks homes if they are properly secured, if kids or elderly were left alone and sees if they may need some help from the appropriate agencies.

3. **He is the loving son to the elderly** – He is a policeman in the neighborhood who visits elderly who normally need some attention. He visits the sick elderly and those living alone, and sees that the appropriate agencies in the government like the DSWD are attending to their needs. He takes conscious efforts to bring food when needed during the visit, or takes time to bring the visited elderly for medical check-up to a government hospital, run errand to call the attention of the nearest kin, or takes the elderly for a joy ride or walk in a public park.

C. **The Area Visit**

The area visit is a form of patrol to be conducted jointly by a two-man team from concerned police stations with a team from RPSB or PPSC or by maneuver units. Its purpose is not only to ensure the protection of the barangay or community and its households being visited but also to check on the following:

1. Presence of Anti-Government Movement (AGM) armed component (as embodied in Campaign Plan Sandugo).
2. Presence of Organized Gangs and other criminal elements (Campaign Plan Sandigan).
3. Indicators of clandestine prohibited drug laboratory and trafficking (Oplan Sambanat).
4. Indicators of flood and erosion potentials (Saklolo).
5. Illegal logging quarrying and poaching of wild animals (Sangyaman).
6. Presence of threat groups and private armed groups (PAGs) (Sang-ingat).

After ensuring that the six (6) areas of concern have been attended, the area visiting elements proceed to the community proper and break down into smaller teams (two-man team) for the following:

7. Conduct of house peripheral visits.
8. Provide services and steer the various organizations organized and mobilized by the police for community intervention.
9. Check if the said organizations are active, continue to grow and function well, solve their problems if any, and improve their community intervention.

30
D. The House Visit or Neighborhood Partnership

Familiarity with the names, faces, children, vehicles and living habits of people in the neighborhood increases security. The police discourages the people to unwarrantedly pry on the private affairs of their neighbors. Instead, they are encouraged to have a general idea of the daily routine of their immediate neighbors and occurrences in their neighborhood. In so doing, one is more likely to notice a stranger loitering in the neighborhood area or somebody with suspicious/criminal intent.

Police Officers will knock on doors and introduce themselves to residents to ask if they have problems with crime or anti-social behavior. The officers and members from the police community support team will also tell people what they are doing to make their local area safer and provide crime prevention advice.

Neighbours or every resident will be given the chance to speak directly to the police on issues that concern them. Any information gathered from the community would be used to determine the crime-solving priorities for the local police teams.

E. The strategic positions for neighbourhood partnerships are:

1. Improve trust and confidence in the police, council and other partners;
2. Improve perceptions of legitimacy in the police;
3. Encourage people to tell about the issues that affect them, report crimes, and provide sensitive information with the knowledge that it will be used appropriately;
4. Improve the level of volunteering, the likelihood of witnesses coming forward, and people being willing to attend court hearings and getting involved in making their communities safer; and
5. Inculcate greater social responsibility, intervene appropriately with problem individuals and families, and acquire useful and timely data for planning and implementation of anti-criminality programs and activities.

House visits for the conduct of interpersonal interaction is an effective tool of forging relationships with the communities, connect with them and inform them of various matters that affect their lives. Issues involving peace and order, laws that affect their lives (FAs, illegal logging, fencing, drug abuse, human trafficking, etc.) economic, social and cultural issues, health, social inventions, to as odd as lives of celebrities can be discussed. It is also important to find out from the household occupants about the things that directly affect their lives such as:

a. Personal and social standing. Are they earning sufficiently for the daily expenses of the family?
b. Persons or group of persons pesterling their lives, molesting them with unnecessary forced taxation or asking for food?

c. Are their neighbors friendly and cooperative?

d. Who are the neighbors that are potentials for conflict and how can the police mediate or help together with some NGO, for arbitration proceedings?

e. Who are the new settlers in the neighborhood? How do their local officials (Barangay Captain and Councilors) fare in making their community secured?

f. Is the Barangay System working?

F. The Power of Good Grooming and Dressing

1. Proper wearing of uniform and grooming

Most people can identify a police officer by the official police uniform. Mired and stucked on a busy street and in need of help, the mere sight of police officer in a distinctive uniform is a sigh of relief for most citizens. Most, if not all, drivers willingly submit and obey to the hand directions of a police officer in proper uniform. Criminals usually curb their unlawful behavior when they spot a uniformed police officer in the area. A police officer wearing a snappy uniform while performing his/her duty commands awesome respect and obedience from the citizens.

Good grooming means being neat and being properly dressed. As a public servant, being well-groomed helps build self-confidence, and earns awesome respect and high regard from the people. It makes one feel proud of himself knowing that others appreciate his ways and appearance.

2. Attire of Police Officers while using public transport

For practicable and safety reasons, Police Officers are encouraged to wear civilian attire while riding public transport. This will also dispel bad impression or notion that the Police Officer is riding for free (Badge or Tsapa system).

3. Off-Duty Attire: There is no defined dress code for a Police Officer while off-duty, but it is most encouraged for him/her to wear clothes or attire appropriately as dictated by the occasion. Every police officer shall bear in mind that “The clothes make the man…”

4. Office Dress Code: All PNP personnel shall wear the prescribed uniform while on duty as required by the situation. Every Police Officer must be guided by the PNP LOI “Tamang Bihis”.

32
CHAPTER V

Public Information

A. Introduction

One of the main components of Police Community Relations is Public Information (PI). Public information covers information that pertains to documents, memoranda and informative materials for public consumption. It can also be in the form of multi-media: print, TV, radio, web (internet). Further, it is related to any activity in all fields of work of the organization.

PNP’s Public Information efforts provide the internal and external audience with accurate information about agency’s programs and projects and in some instances, clarify issues relevant to the PNP. It also addresses the need of information to the community and the police.

Words are powerful tools that are crucial in getting result, as Public Information is also a mighty device used to create a desired environment. It compels our audience to do what we want them to perform and it is vital in generating support from the community.

With the fast-paced development of information and communication technology, the PNP is keeping abreast by continuously crafting and formulating policies, systems and regulations that will enhance and boost its public image.

Every policeman must therefore be equipped with knowledge and information in order to effectively respond to the challenges of the fast and growing information and communication technology. Effective communication is therefore a skill necessary for every PNP personnel to attain the organization’s overall vision.

B. Public Information and Perception Management

Public Information may simply mean articles printed in a newspaper but the concept of public information is much more complex. It involves an individual’s legal right to information, as well as an organization’s obligation to provide it. According to McGraw-Hill Higher Education, public information “by law, must be available to the general public” The Government or a private organization may provide it.

The term Public Information refers to information collected and held by various-levels of the government that are available to public inspection by virtue of its nature, or at the request of individuals. The amount of information available to the public has increased greatly over the last generation. In the context of police operation and community relations, public information is used largely to educate the public and clarify issues that may provide vague meanings, and partly to help enlighten the public about police work. In most instances, it is this information that generates perceptions that may or may not result in good public cooperation and support. It is in this regard that various organizations conceptualized a management tool to sway public perception towards the organization.
There are several types of public information. Public records include birth/death records, property records, facsimile reports, financial information of public held corporations, legislative records pertaining to laws, warrants, list of fugitives and other offenders, and those that are available from open sources such as libraries, public offices. Information obtained from interpersonal interaction such as meetings and conferences, symposia, dialogue and the like, may be subject to the rights of an individual as maybe provided by law.

Perception management is simply defined as the use of a strategy that is aimed at guiding or influencing the motives, emotions, and conclusions of the public by means of using different approaches favorable to the originators objectives.

It is a basic concept that behavior is based on their perception of what reality is, not on reality itself. There are factors that influence perception: Perceiver, Situation, Target.

If these factors will be handled with the use of an effective strategy, the organization can effectively prepare a map of innovative solutions to address future problems and challenges that will benefit its very own team.

With perception management, behaviors are directed to support the programs employed by the agency, and this will create an environment conducive to the success of the objectives.

C. Sources of Public Information

1. Face-to-face interaction – This involves the conduct of the following:
   a. Lectures
   b. Seminars
   c. Symposium
   d. Pulong-pulong
   e. Attendance to relevant meetings e.g. Rotary, Jaycees, Church,
   f. Drama, skits and other presentations

2. Multi-media – The various media available to the police must be utilized to disseminate information both to the public and the police themselves
   a. Print, e.g. press releases, leaflets, flyers, pamphlets
   b. Broadcast (Radio), e.g. radio programs, public announcements
   c. Television, e.g. attendance to TV Shows, other TV appearances
   d. Information Technology-Based Media

3. Internet/IT, e.g. Website, Emails, text messages, telefax, telephones
   (Liaise with IT companies or local IT federations to overcome constraints in equipment and knowledge.)

D. Functions of Public Information Office
1. Provide information and honest announcement with minimum delay.

2. Contribute to build confidence, trust, respect and esteem in the police force.

3. Promote a greater understanding of the agency and its contribution to the public.

E. Multi – Media Relations

The PNP Media Relations activity is consistent with the policy of rational transparency in all police activities, and of upholding the rights of the people to be informed on matters of public interest.

It seeks to establish the specific guidelines on how every member of the Philippine National Police (PNP) should deal with members of the media, especially in releasing public information.

This also aims to re-orient and further motivate every PNP personnel to be cognizant of the importance of a good working relationship with the media as a vital component of the organization’s over-all Police-Community Relations Program, but with utmost awareness of the limits of disclosure of information.

1. Definition of Terms

   a. **Public Information** - Information that may be of interest to the general public about policy, procedures and events involving the PNP or such other newsworthy information that is not legally protected, does not unduly interfere with the mission of the PNP, ongoing investigations, infringe upon the rights of an individual or compromise the legitimate safety and/or privacy interests of officers, victims, witnesses or others.

   b. **News Media Representative** - An individual employed by agencies of the electronics or print media such as radio, television station, newspaper, news magazine, or wires to gather information and report on a newsworthy event. Freelance workers are considered as other members of the general public unless otherwise designated by the Chief, PNP or head of the concerned PNP unit/office.

   c. **Accredited** - A media representative duly recognized by the PNP, through its PIO, and allowed access to gather news information about the PNP.

   d. **News** - It is the reporting of (current) events by the mass media. To be considered news, an event usually must have broad interest due to such news values as impact, timeliness; revelation (is there significant new information, previously unknown?).
e. Press Release - It is the official statement issued by the PNP to the media. Press releases may be purely factual and address a specific issue or concern, or may be promotional in nature. The press often relies on press releases to form the factual basis for their subsequent articles.

f. Public Information Officer (PIO). - The official authority that serves as a central source of information for release by the PNP and responds to requests for information by the news media and the community.

g. Spokesperson - The officially-designated authority that acts as the mouthpiece of the PNP and usually speaks in behalf of the Chief, PNP. The public information officer also usually becomes the spokesperson.

h. Community Policing - An approach to law enforcement designed to prevent and reduce crime by increasing interaction and cooperation between the PNP and the people.

i. Limit of Disclosure - The term “limit of disclosure” applies only to limits set by legal requirements (i.e. the rights of the accused). In the absence of any legal impediment, the PIO or spokesperson must be truthful and honest at all times. However, the PIO may set the rules with media on what type of information to reveal to the public (i.e. status of police operations) so that existing efforts will not be jeopardized.

j. Crisis - A crucial or decisive point or situation in the course of anything. It could also mean as an unstable condition, as in political, social, or economic affairs, involving an abrupt or decisive change.

k. Emergency - A serious situation or occurrence that happens unexpectedly and demands immediate action.

l. Criminal Intelligence - Refers to any information with respect to an identifiable person or group of persons collected and processed by a police unit/department as part of the PNP effort to anticipate, prevent, or monitor the occurrence of a possible major criminal activity, most specifically terrorist acts.

F. Designation of PIO/SPOKESPERSON

There shall be a designated Public Information Officer/official spokesperson at every Regional Office and National Support Unit (NSU).

G. Responsibility of the Unit Commander

Generally, it is the responsibility of any unit head/chief to respond to queries raised by the press, as well as decide on what stories or press releases would be given out to the media. He may delegate this responsibility to the unit PIO/spokesperson.
Note: At the scene of major incidents, the ground commander may designate an area for the media. The PIO will respond to the scene and provide information and updates to the media as available.

H. Duties of the PIO

The PNP/unit PIO at all levels is available to:

1. Assist the news media particularly in covering routine news stories;
2. Be present at the scene of major incidents;
3. Prepare and distribute news releases;
4. Arrange for, and assist at, news/press conferences;
5. Coordinate and authorize the announcement of information about victims, witnesses and suspects;
6. Assist in crisis situations handled by his unit;
7. Coordinate the release of information that concerns confidential police operations and/or investigations;
8. Serve as the official liaison between media representatives and the different PNP units and assist other officers/personnel in dealing with the media;
9. Coordinate all public information activities of the PNP and its different Units;
10. Identify news agencies and keep a roster of media reporters (including addresses and contact numbers), and,
11. Establish and maintain guidelines and procedures on the accreditation of reporters and the issuance of media passes for uniform application by all PNP units/offices (when necessary);

The role of the PIO, however, does not end in answering questions from the media, preparing press releases and establishing contacts with members of the fourth estate. The PIO has a much broader task of developing better and more effective pro-active media relations programs that would translate into sound public relations programs. This means that the PIO has the responsibility of developing and implementing strategic communication plans tied to the PNP’s goals and priorities in the areas of public awareness and advocacy.

I. Roles of Public Information Officer

1. Know the media
2. Engage the media
3. Tell the story—good or bad, accurate and timely
4. Ensure that all information provided to internal or external audience is accurate.
5. Take appropriate action to correct erroneous information that appears in any medium.
6. Avoid information classified in the interest of national security

J. In the Absence of the PIO
When the PIO is not available, the deputy PIO will provide press releases and assist the media as deemed necessary. At crime scenes, the Ground Commander or the supervisor of the unit in-charge of the incident may answer questions from the media.

With regard to questions about an on-going investigation, the commander of the unit concerned may answer press inquiries provided the information to be disseminated will not jeopardize any police operation or prejudice the outcome of the investigation. In the case of the investigator, while he may have full knowledge on the investigation at hand, the unit commander must give the consent or authority for him to answer press inquiries.

K. Media Accreditation Process

A media representative wishing to cover/gather news information about the PNP shall have to:

1. Submit to the PIO a Certificate of Endorsement from his/her editor/station manager;

2. In the case of foreign media, an accreditation from the International Press Center (IPC) must be presented to the PIO, while freelancers must submit their letter of intent; and,

3. Fill out the Media Personnel Information (MPI) form to be provided by the PIO.

L. How To Deal With the Media

1. Authorized/accredited media representatives will be allowed reasonable access to the PIO and the unit head/chief as governed by existing policies. In cases when information must be denied/withheld to the press, the basis for such shall be fully and courteously explained.

2. The PNP recognizes authorized identification from all legitimate local, national and international news organizations. In cases when any media representative fails to present an authorized identification, it may be used as ground for restricting access to requested information or to incident scenes.

3. Public information shall be released to the media as promptly as circumstances allow, objectively and without partiality.

4. A media representative may be given information through telephone if his/her identity is known or can be authenticated.

5. Ranking officers at crime or incident scenes may provide factual information to the media as governed by this policy. But, when the officer is unsure of the facts or the propriety of releasing information, he shall refer the inquiry to the PIO.
6. When it is an inter-agency operation, the department/agency with primary jurisdiction will determine the dissemination of appropriate press statements/releases. The PNP will issue statements consistent with this policy when it is the agency with primary jurisdiction. The information shall recognize all other assisting agencies.

7. Written press statements shall be first approved by the unit head/chief or his designee before it can be disseminated to the media.

8. The PNP communications center shall immediately inform the Chief, Operations Center upon receipt of information about events or activities that may call media attention.

9. The Chief, Operations Center shall see to it that the C, PNP and the C, PIO is properly informed of events that may have media interest.

10. The PNP will be consistent in issuing information to the media for public dissemination.

M. Releasing Information to the Media

1. Intelligence Information - While it is the policy of the PNP to cooperate fully with the media, it may keep from the press those regarded as active or classified such as “criminal information of intelligence value”.

2. Non-Investigative Information - The PNP allows the release of information of a general nature which is not specific to an on-going investigation.

3. Investigative Information

From the initial stage of a criminal investigation until the completion of trial or disposition without trial, police personnel shall refer all requests for information to the Head of Office or his designee.

a. Information that may be released in connection with an investigation of an event or crime includes:

1) the type or nature of an event or crime;

2) the location, date and time, injuries sustained, damages and the general description of how the incident occurred;

3) type and quantity of property taken;

4) the identity and approximate address of a victim with the exception of sex crime victims, and in other cases where reprisals or intimidation may be employed;
5) requests for aid in locating evidence, a complainant or a suspect;

6) numbers of officers or people involved in an event or investigation, and the length of the investigation; and,

7) name of the Investigator-on-Case, his supervisor and division or unit assignment (exception: the name of any undercover officer will released).

b. Information that may not be released in connection with an investigation of an event or crime, unless authorized by the Department Chief, Executive or his designee, include:

1) the identity of a suspect prior to arrest unless such information would aid in apprehending the suspect or serve to warn the public of potential danger;

2) the identity of the victim of a sex crime or any related information which, if divulged, could lead to the victim's identity;

3) the identity of victims or witnesses if such disclosure would prejudice an investigation to any significant degree, or if it would place the victim in personal danger;

4) the identity of any juvenile who is a suspect or defendant in a case subject to the jurisdiction of the juvenile court;

5) the identity of any critically injured or deceased person prior to notification of next of kin;

6) the results of any investigative procedure such as lineups, polygraph tests, fingerprint comparison, ballistic test or other procedures (the fact that these tests have been performed may be revealed without further comment);

7) information which, if prematurely released, may interfere with the investigation or apprehension such as the nature of leads, specifics of an “Modus Operandi,” details of the crime known only to the perpetrator and the police, or information that may cause the suspect to flee or more effectively avoid apprehension;

8) Information that may be of evidentiary value in criminal proceedings;

9) Specific cause of death unless officially determined by the medical examiner; and,

10) Any information leading to home address and telephone number.
4. **Arrest Information**

a. Following arrest, issuance of an arrest warrant or filing of an information or indictment, it is permissible to release:

1) the name, age, residence, occupation and family status of the accused;

2) the time and place of arrest, whether pursuit or resistance was encountered, whether weapons were used, charges filed against the suspect and description of contraband seized;

3) the identity of the arresting officers and the duration of the investigation unless the officers are engaged in undercover operations; and,

4) the amount of bond, scheduled court dates and place of the suspect’s detention.

b. Following arrest and formal charging of a suspect, but prior to adjudication, the following types of information should not be released without express permission of the unit head/chief:

1) Prior criminal conviction record, character or reputation of a defendant;

2) Existence or contents of any confession, admission or statement of a defendant, or his failure or unwillingness to make a statement;

3) Performance or results of any tests, or a defendant’s refusal or failure to submit to tests such as polygraph;

4) Identity, statement or expected testimony of any witness or victim;

5) Any opinion about the guilt or innocence of a defendant or the merits of the case; and,

6) Any opinion or knowledge of the potential for a plea bargain or other pretrial action.

5. **Special Considerations – In Criminal Matters**

a. PNP personnel shall extend every reasonable courtesy to news media representatives at the crime scenes. This may include closer access of personnel and equipment than available to the general public as long that it does not interfere with the police mission or the movement of traffic.
b. At the scene of such crimes as hostage and barricaded situations, the Officer-in-Charge shall designate a preliminary press area as early as possible and as close to the scene as safety and operational requirements allow.

c. In cases where a suicide or suspected suicide has occurred, only factual information describing how the incident happened may be released to the media. The name, age, address, sex and occupation of the victim may also be released but only after the suicide's next of kin had been duly informed of the incident. The fact that a suicide note exists may also be acknowledged without further comment. The content of such notes is personal and confidential, and shall not be released except as provided by law.

d. Suspects placed under police custody shall neither be paraded before the media nor shall police personnel pose with arrested suspects during press releases or media interviews. This is in observance of the constitutional and human rights of a person on presumption of innocence.

e. When an individual is charged with a criminal offense and is sought by law enforcement authorities, photographs may be released to the media to help locate the individual. No departmental photographs, videotape film or composites of subjects in custody shall otherwise be released to the media unless authorized by the departmental chief executive or authorized designee.

f. The rights of children in conflict with the law (CICL) shall always be observed and upheld, like the non-disclosure of their true identity to the press.

6. Special Considerations – In SOCO Matters

a. The news media shall not be allowed access to any area of scene of an incident or crime where there is a possibility that evidence may be damaged, altered, destroyed or otherwise prejudiced by its existence being published or portrayed.

b. When the Investigator-on-Case or Scene of the Crime Operatives (SOCO) have finished processing the crime scene and have secured all evidence, members of the news media may be allowed to enter the area and take footages/photographs of the scene upon permission of the on-scene commander or SOCO team leader.

c. Recovered/collection items/evidence may be presented to the news media only after the same had been processed, accounted and turned over to the evidence custodian.
d. On private property, photography, film or videotape recording must require the permission of the owner or the owner's representative.

e. Information such as type and quantity or property taken during robbery incidents may be released by the SOCO/first responders/investigators at crime scenes but beyond that, the first responders/Investigator-on-Case must avoid giving premature information that may affect the result of the investigation to the news media.

7. Special Considerations – In Non-criminal Matters

a. At the scene of significant accidents, man-made or natural catastrophes, the principles of media cooperation shall be maintained to the degree that they do not interfere with the mission of the police, fire, and medical or other emergency relief workers.

b. Media access to and movement within fire lines shall be controlled by the Fire Officer-in-Charge. In consultation with the fire officer in charge, the ranking police officer at the scene shall establish an observation point from which the media may observe and photograph the incident.

c. News media representatives should be prevented from gaining access to any area because of the possibility of their injury or death. The PIO should explain the circumstances of the situation and in case the media representatives insist entry in the area, they must execute in writing that they were informed of the risk and gained access in the said area on their own volition.

d. Daily administrative reports of criminal activity will be made available to media representatives. Statistical reports of criminal activity will also be made available to the media.

e. Media representatives shall be denied access to the contents of investigative or incident reports and records where release of the information would:

1) interfere with law enforcement proceedings, including pending investigations;

2) deprive a person of the right to a fair trial or an impartial adjudication, or give one party to a controversy an undue advantage by exclusive access to such information;

3) constitute an unwarranted invasion of the personal privacy rights of another person;

4) reveal the identity of an individual who has furnished information to the department under confidential circumstances;
5) disclose investigative techniques and procedures, thereby impairing future effectiveness of the department;

6) endanger the life or physical safety of any person;

7) internal investigation of PNP officers - sensitive information concerning the internal investigation of any officer or member of the PNP shall not be released to the media without prior approval/permission of the C, PNP or the Chief of Police or his designee; and

8) Daily Activity Reports and other concerns - The PNP will make available to authorized/accredited members of the media on a routine basis, its daily activity reports. If and when a conflict between a member of the PNP and a representative of the media arises, the parties involved are encouraged to inform the PIO or his deputy for resolution. If a member of the media wishes to speak with an individual officer, the request should be coursed through the PIO or his designee, who shall then determine the availability of the officer. However, if possible, such request should be made in advance. Officers are expected to cooperate with the media representative to the extent of this policy.

N. Dealing With The Media During Crisis/Emergency Situations

1. Crisis Situations

   a. In times of crisis/emergency situations, the police assume different levels. When crisis arises out of man-made emergencies, the Peace and Order Council, at the appropriate level, where the Chief of Police or District/Provincial/Regional Commanders are members of, shall be the organizational body that shall primarily act on the crisis situation.

   b. When a crisis results from aircraft hijacking, terrorism and other disturbances in the civil aviation that have national significance, the responsibility lies with the National Action Committee on Anti-Hijacking and Anti-Terrorism Council. In such cases, the local police may be called upon in assisting capacity.

   c. For crisis arising out of natural disasters or calamities, it is the National Disaster and Risk Reduction Management Council and its subordinate entities that assume primary responsibility. Again, in such cases, the local police unit may be called upon to assist.

   d. It is in crisis or emergencies resulting from peace and order problems such as terrorism and criminality where the police organization assumes a primary role. In such instances, it is also the primary responsibility of the PNP to inform the public through
the media, of the situation, without jeopardizing ongoing efforts at managing the crisis or emergency situation.

e. To adequately prepare for crisis, a proactive strategy based on containment and counteraction rather than a reactive strategy based on hesitation, denial, or confrontation must be developed.

2. Types of crisis/emergency

a) Man-made crisis/emergencies

1) Civil Disturbance: labor strikes/demonstrations, riots, anarchy, Welga ng Bayan (transport, fuel, etc)
2) Revolt: mutiny, insurrection, coup d’etat
3) Revolution
4) Border Incident
5) War: conventional, non-conventional, chemical/biological/radiological warfare
6) Kidnapping
7) Hijacking
8) Hostage-Taking
9) Terrorist activities (bombing, assassination/liquidation, extortion, etc.)

b) Natural crisis/emergencies

1) Fire
2) Marine/Air, Land and Sea Disasters
3) Structural Collapse
4) Hazardous Spills
5) Utilities Failure (power, water, telephone)
6) Nuclear Incidents
7) Food Scarcity/Famine
8) Fuel Shortage
9) Pestilence/Epidemic
10) Floods, Landslides and Mud Flow
11) Volcanic Eruption
12) Earthquake
13) Tidal Wave
14) Typhoons
15) Drought

3. What the spokesperson can do during crisis

There are several things that a PIO/spokesperson can do in times of crisis. One is to “stonewall it”: Deny that a crisis exists, refuse to answer media questions or simply ignore the issue. However, although silence may work in some cases, this kind of behavior suggests a “public-be-damned” attitude that could harm the PNP’s goodwill with the public.
Another option is to “manage” the news about the crisis by releasing partial, often inaccurate, and delayed information while concealing especially unfavorable acts. Make sure, however, that any attempt to cover up the issue does not leak to the media as this could shatter the spokesperson’s credibility.

The best course a PIO/Spokesperson can take is through an open communication policy. In crisis management, the open system is the much easier one in which to operate.

Rumors are less likely to start where information is openly available and a residue of trust exists inside and outside of the organization.

In open communication, the PNP keeps the media fully and promptly informed of the facts while providing background information to put the facts into perspective. A story candidly told, while perhaps embarrassing in its immediate impact, is less damaging than a cover-up version that generates rumors and suspicions.

Because a crisis may develop without warning, every department/unit needs a well-prepared policy of emergency action.

4. Communicating with the Media During Crisis

In times of crisis, the PIO/Spokesperson plays a very important role in dealing with the media, particularly:

a. in the delicate negotiations that have to go on between source and media about what to use and what not to use;

b. in providing enough opportunities, such as news conferences, for information to be given to the media; and

c. in educating as well as informing, so that reporters don’t fall back on stereotyping to explain the incident itself or the people involved in it.

It must be remembered that public is represented by the press, and this medium has a recognized right to information that may vitally concern the community, employees, their friends and families, and the victims.

It is also common knowledge that the best way to prevent the spread of false rumors and information is through issuance of factual information.

At the same time, the organization (the PNP and/or its units/departments) must guard its own interest and insist on relaying factual information only in an orderly and controlled manner.

The PIO/Spokesperson must also remember the following in dealing with the media in times of crisis/emergencies:

a. Maintain control. (Release only what you want and when you want.)
b. Emphasize your concern for the welfare of all involved. (Be sincere.)

The following are some steps that can be taken to handle the situation:

a. As soon as the crisis/emergency develops, call the media, preferably those in your police beat. They may even know about it before you do.

b. Set up an area for the media.

c. Initially, issue a prepared statement. Then allocate a very short time, not too long as to distract your ongoing operations (or the PIO or chief of unit/department could designate his deputy or representative to do this), to meet with the media and answer questions. And also to agree to basic rules of coverage for the particular crisis/emergency situation.

   Note: At the discretion of the Officer-in-Charge, an inner perimeter may be established for the media from which to record the event.

d. In agreeing on the “rules” of the coverage, it is important that you stress to the members of the media the importance of staying out of the line of fire, not only for their safety, but also for the security and success of the operation.

e. Such rules may include also requesting the media not to describe positions of snipers, and other activities of police operatives within the area.

f. Advise the media that you (PIO or Unit Chief/Commander) or your representative will give them updates on the situation, after a specific period (e.g. how many minutes after).

g. Continue to give updates at regular intervals, when it will not jeopardize the operation or endanger lives. This is to ensure you satisfy the media’s curiosity, and avoid them getting restless and trying to get the information themselves at the risk of jeopardizing the operation.

h. Advise media prior to firing gas (in cases where the situation calls for the act).

i. Advise media personnel to watch their lights, as this may interfere in the operation, particularly when the incident occurs at night.

j. If damage has to be estimated for press immediately, confine statement to general description of what was destroyed.
k. Eliminate obstacles wherever possible. Most reporters will agree that the more obstacles they find in their way, the harder they will work to ferret out the real story – from any source possible. They will almost always use something they have uncovered, and you have no control over what they may uncover.

l. Have needed records available for your reference if possible.

m. Any information that goes to one source in the crisis is fair game to all. Don’t play favorites.

n. Keep your cool. Chances are, reporters get snappy because of considerable pressure their profession demands during these times.

o. Always accentuate the positive.

p. At the conclusion of the operation, particularly if it is successful, never fail to acknowledge the cooperation of the media.

q. As much as possible, never officially judge especially in front of the media, the mental condition of the suspect. Instead, it can be answered in a safer and diplomatic way by saying: “It is not yet known what prompted the suspect(s) to do this” or “He is said to have imbibed generous amounts of alcohol”.

r. Remember, any tactical moves you are planning to take should be confidential, and the media should be made to appreciate this. Make sure that during the initial press briefing, the media is made to understand that there might be some information that you cannot give them in advance, or if they gain access to it by other means, ensure you have their cooperation and commitment not to release the information until it is safe for the operation to do so.

s. Remember, until after the operation is concluded, the identity of the suspects or the hostages (in a hostage situation) should be confidential information, more so their addresses. This is to preclude media conjecture on the motives and possibilities, and also creating undue panic particularly in instances of mistaken names and identities.

5. Additional proposals for media coverage of terrorist acts (which may also include hostage-taking or similar acts of terrorism):

a. Agreement by the police to establish a “broadcast area” and a separate “news center at the scene of the incident but “apart from a regular police line”.

b. Briefings to the media by the “actual police negotiator” on the situation “if the circumstances allow”. 
c. Agreement by the media not to telephone a hostage-taker, immediate notification of the police by reporters of any calls from hostage-takers; no publication of such conversations “without first conferring with the police negotiator for advice”.

d. Limited use of live telecasting and close-ups of the actual windows where police officers may be stationed.

e. No identification by media of groups claiming responsibility for bombings, no speculation on what might be happening with reports confined only to facts released by the police.

f. Limitation of details of terrorist acts so there is no provision of a “how to” guide for terrorists, or a portrayal of the hostage-takers as heroes.

O. Dealing With Bad News

Principles in dealing with bad news for senior officials

1. Accept without rancor (or false hope of changing) the “adversarial relationship” which exists between the press and law enforcement agencies.

2. Institutionalize that acceptance by not permitting overreaction to “bad news”.

3. Protect the credibility of the PIO or unit’s/department’s spokesperson (and through them the organization) by alerting them to “bad news” before it appears in the press.

4. Allow the PIO/spokesperson the latitude to limit the “badness” of the news. Specifically: Authorize the PIO to reveal the “bad” along with the “good”.

5. Adopt a defensive attitude by responding to queries only, or, worse yet, simply ignoring a problem and hoping it will go away is a leadership failure. It usually doesn’t go away.

6. Bad news doesn’t smell better the older it gets.

P. Writing the News Release

1. In doing the headline, be creative and keep it one sentence. Capitalize the first letter of all words but do not use all caps. Exclamation marks (“!”) are only for advertising, not for news.

2. The first paragraph should begin with strong introductory sentences that capture the reader’s attention and contain the information most relevant to the message such as the five W’s – who, what, when,
where, and why. This paragraph should summarize the press release and include a hook to get your audience interested in reading more.

3. The succeeding paragraphs should contain more detailed important information, and make up the body of the release. Pick up with the information provided in your first paragraph, including quotes from key staff, customers or subject matter experts. Make sure you use correct grammar so as not to affect your credibility negatively.

4. As for content, make sure to keep in mind that you are writing a press release to grab the attention of the media. It is very important to maintain factual accuracy, make sure you are cleared to use quotes or any necessary information, and most importantly have an angle that will appeal to journalists (often by connecting your release to current events or issues). Effective releases usually utilize a strategy known as the inverted pyramid, which is written with the most important information and quotes first.

5. Try to keep the press release to fewer than 400 words total. Remember, succinct and to the point work best.

6. The body of the press release should be more than one paragraph. The final paragraph should restate and summarize the key points of the press releases.

7. ### - end press releases with these characters.

8. Make sure to check for absolute accuracy in typing and make sure all names, dates, time, and places are correct.

9. Make sure it would be possible to cut off the bottom half of the release and still provide journalists with sufficient information.

10. The news release must be written using the inverted pyramid format by starting with a summary of the event, followed by details, background information, and lesser details. The summary lead must be able to answer the five (5) Ws – Who (identifies the person or persons involved in the event); What (tells what happened); When (what day and time the event happened); Where (the place where the event occurred); Why (the reasons for its happening); and the H – How (the process and means that made the event possible).

Q. Public Information: Techniques, Approaches and Strategies

1. TECHNIQUES:

   a. Build Media Relationships - Establish a relationship with local, and perhaps national, media to increase media mileage. Make interviews and information accessible for the media and they'll be more likely to cover a story.
b. **Release News and Only News** - One of the most critical tips toward public relations' success is sending information to journalists that are really and truly news. Flooding a journalist's voicemail or inbox with inconsequential information will annoy the journalist and might cause her to assume that most news from your organization is junk. Releases that get noticed have an attention grabbing headline and clearly explain the who, what, why, where, when and how of a topic.

c. **Practice Interviewing** - Many individuals who deliver smooth and polished media interviews practiced their responses and fine tuned their non verbal communication. Practicing with a friend and a video camera can also help. In either scenario, individuals should anticipate responding to tough or hostile questions, develop a positive but firm speaking voice and monitor non-verbals to eliminate negative signs like crossed arms or eyes that shift back and forth from the camera.

d. **Adjust with the Times** - Public relations campaigns in the 21st century take advantage of resources on the Internet. Social networking sites are an effective tool to reach a large audience in just a matter of seconds. Create Facebook or Twitter accounts for your organization to keep the community updated about what's happening. Interact with other social network users to build relationships over the web. Share relevant industry news with your social network followers as well as information specific to your client.

e. **Use Different Strategies** - A successful public relations campaign uses a number of strategies to promote a cause. Traditional media might prefer a formally issued press release, but the community might respond better to television advertisements or social network posts. Events are an effective way to promote your cause as well. Such events can attract immediate news coverage.

f. **Prepare for a Crisis** - Crisis management is an important part of public relations. Be prepared to address a crisis with the media to ease the negative impact this crisis may have. Establish procedures on how to handle the crisis long before it occurs. Understand how the crisis will impact the community, and address how the community plans to minimize any negative impact that the crisis may have.

2. **APPROACHES:**

   a. Speaker’s Bureau

   b. Reaching the public through technology and websites
1) Television
2) Radio
3) Audio Visual Presentations
4) Mobile services
5) Informative websites that invites the public's involvement

c. Reaching the public through informative materials

1) Newsletters
2) Newspaper columns
3) Flyers
4) Brochures
5) Tarpaulin/Streamer Displays
6) Media Campaign

d. Civic Education for the Youth

3. STRATEGIES

a. Take responsibility as a communicator for being the face and voice of your organization.

b. Create visionary messages that people will find captivating.

c. Communicate your messages through a clever story.

d. Get to the point quickly and clearly, using words we all understand.

e. Interweave your messages throughout all levels of your organization, like a beacon shining on a path to enhance understanding.

f. Be consistent, timely, truthful and relevant in your messages.

g. Avoid talking about your organization; instead, talk about the value of what your organization does.

R. Procedures in Preparing Effective Public Information for Programs and Projects

Preparing a public information plan takes time, knowledge, and understanding of your target audience needs and wants. Here are some steps to ensure you capture those wants and needs in the planning process and that you create a plan that is relevant and useful to the organization and your target audience.

1. Know your organization’s or target audience’s current situation.
2. Know your resources.
3. Know your objectives and goals.
4. Know and define your target audience.
5. List messages and strategies you will use to reach the target audiences you defined.
6. Define the tactics you will use to make the strategies you've listed a reality.
7. Create a time-line for implementation.
8. Delegate obligations and responsibilities to your team to ensure all parts of the plan are completed.
9. Create measurements of results/ success.
10. Review the plan after implementation and conclusion of the plan.

S. Best Practices In Public Information

1. Police Information and Continuing Education (PICE) - The PICE program is intended to enhance police skills and to promote work ethics that shall be in keeping with the mission of the PNP, enrichment of the time-honored customs and traditions, and consciousness of the PNP personnel on the norms of conduct including spiritual/moral enhancement as members of the organization.

2. PNP Summit for High School Writers/Editors - The activity is aimed at establishing rapport with the student/academic sector and empowering students in their writing skills. It is also a way of extending support to the community in developing pro-active and responsible young citizens.

3. Seminar Workshop on Basic Video Editing - The activity is aimed to enhance and develop the talents and skills of PNP personnel on Video Editing and help them provide and produce their own audio visual presentations as they go back to their respective units.


Sources:


CHAPTER VI

Community Affairs Division

A. Introduction

Another major component of Police Community Relations is the Community Affairs Division. It covers the organization of the community for future project mobilization, particularly on concerns of crime prevention, lawlessness and the overall security of the locality.

The Community Affairs Division (CAD) has three (3) functional sections, namely: the Community Organization, Mobilization and Intervention Section; the Community Safety and Security Assistance Section and the Foreign Nationals, Indigenous Communities Special Concerns Section.

B. Function

To organize the different community sectors in forging a united front against crime, terrorism, insurgency and other forms of lawlessness, mobilize communities in ensuring public safety and create an environment conducive to safer and harmonious interactions.

C. Objectives:

a. To strengthen police-community goodwill and create an environment of friendship between the police on the street and the people.

b. To organize the community and forge the team work which will forward effort for the establishment of a tourism friendly environment.

c. To cultivate and create the tone of a citizen-police partnership to maintain peace and order and ensuring public safety in the community.

d. To seek the cooperation and active support of the community for crime prevention and control that nurture the peace and arrest the growth of criminal elements and enemies of the state.

e. To mobilize the community to change the conditions that generate crime

f. To facilitate the transition towards proactive policing activities from the reactive incident-driven model.

g. To form force-multipliers thru the empowerment of the people towards community involvement.

D. General Guidelines in Community Organizing
**Community Organizing** is a process by which people are brought together to act in common self-interest with the end goal of building a changed community by empowering its community members with the knowledge and skills.

In organizing a community, the following guidelines/steps should be considered:

1. Form core groups in each target sector and course efforts through them.
2. Conduct regular activities to sustain enthusiasm.
3. Map out a long term plan with these groups.
4. Show them what the PNP can offer in terms of service.
5. Establish Memorandum Of Agreements (MOAs).

**Phases in Organizing**

- Area/ Sector Selection
- Entry into community
- Projecting a lifestyle in community organizing
- Social investigation/Community Study
- Integration
- Contact building/spotting potential leaders
- Core group formation
- Formation of a community organization

**Area/Sector Selection Phase** - is a process of selecting/choosing or determining a project area and subsequently assessing as to what actions or projects are feasible in the said community. The following items are also to be considered:

- Gather socio – economic, demographic and geographic data of selected municipalities.
- Seek assistance of municipal agencies in the selection of the project site.
- Inquire from friends or contacts regarding the characteristics of possible areas.

**Entry Into the Community** - in this phase, the Community organizers pay a visit or go to see the local community leaders to inform them of the nature/objectives of their visit.

- A visit to the local community officials to inform them of the objectives and nature of the stay in the community.
- Any other important person who accompanies or visits the community organizer must also be introduced.
3. **Projecting a Lifestyle in Community Organizing** - this is a phase where the Community Organizers are considering a certain area for a project or any venture. The following are to be considered:

- When talking of the program, avoid raising the people’s expectations;
- Keep a low profile personality;
- Avoid attracting unnecessary attention to yourself;
- Be honest and sincere; and
- Share your strength as well as weaknesses to the people.

4. **Social Investigation/Community Study** - is the process of getting to know the community by conducting a preliminary study on its physical environment, economic status or lifestyle, its cultural/socio-political standing, etc., is vital in conceptualizing a program to effect the maximum participation of the community members. It takes several forms including:

- Gathering and reviewing secondary data sources such as records and documents;
- Holding Personal interviews;
- Conducting a survey; and
- Observing people and their environment.

**Guide for Community Study** – there are five (5) major areas of Investigation such as Physical environment; Economic; Socio-Political; Cultural; and Organizational aspect of the community.

5. **Integration** - This is a phase where community immersion or living with the people in the community is done in order to acclimatize and familiarize with the community.

- Participation in their economic activities information
- Sharing in their household work, and
- Participation in their social activities

6. **Contact Building/Spotting Potential Leaders** - In this stage, you are now ready to choose/identify potential contacts/leaders that you can obtain information from about the community and its people. There are some important Criteria for identifying/potential leaders.

- Must belong to the low or middle-income sectors of the community
- Must be credible and have a wide sphere of influence
- Must be critical of their environment
- Must be responsive to change
- Must have a good communication skills
- Must be attentive to their fellow members
- Must be non-partisan
7. **Core Group Formation** - is the process of forming a group of community members who will be responsible for the implementation and review of any future plans/projects. This core group who will meet regularly is also responsible in identifying the needs, problems and concerns of the people in the community. With the core group, the Community Organizer (CO) can then:

- Initiate series of meetings, discussions;
- Lay out plans and tasks for establishing a community organization composed of various sectors of the community; and
- Undertake training in leadership and organizing.

**E. Training and Mobilization**

Training and mobilization of the chosen core group should immediately be done to enhance their capabilities and skills in handling not only the problems of the people but of resisting the odds as well.

**Training Activities should include:**

- Assessments
- Reflection Sessions

**Mobilizing Component**

- Text-a-Crime
- Text-An-Accident
- Candles-for-Peace
- Rallies
- Adopt-a-Barangay
- Others

**Managing Organization**

- Recruitment
- Identify the tasks
- Match Task and People
- Identify People and Organizations

**Community Organization**

The formal setting of the organization will involve:

1. Planning for a general assembly
2. Drawing up of organizational plans
3. Creation of committees
4. Election of officers and tasking
F. Community Intervention - is generally a combination of efforts of the Community Organizers and some local individuals resulting from continuous communication and evaluation process to prevent dysfunction and promote well-being among the residents.

This is where various intervention programs are conducted for healing processes. If a problem is perceived as a community crisis, then it would require community solution focusing on community development, capacity building, empowerment and the provision of increased livelihood programs.

In this phase, the Community Organizers conduct various activities such as but not limited to:

- Conduct of weekly clean-up drives to include de-clogging of canals, esteros and other filthy water ways in the area;
- Ensure the provision of adequate lampposts in dimly lit areas;
- Provision of street signages and location maps;
- Conduct of trainings such as capacity building and livelihood for the residents;
- Distribute flyers regarding livelihood programs and public awareness campaigns; and
- Increased inter-organizational linkages.

G. Community Safety & Security Assistance - refers to the measures/actions to be undertaken to ensure safety and security of the residents in a certain locality.

It is a collaboration of efforts among individuals aiming to make all individuals live their daily lives and social choices without feeling unsafe or fear of becoming a victim of crime.

It also involves community leaders and various agencies working together to address persistent crime problems and disorder affecting the people in the area.

The series of meetings will be followed by the crafting of appropriate measures to be implemented to address the existing community problems such as long standing disputes, illegal drug problems, rampant robberies/snatchings and holdup cases, etc.

Community Safety programs also include equipping individuals in the community with the ability to address their own safety concerns through several approaches, such as;

- Mobilize a group of people to conduct round the clock patrol at night;
- Establish a security and emergency outpost/desk wherein the residents could easily ask for proper assistance;
- Conduct regular public awareness campaigns on car napping, robberies, ill effects of illegal drugs, etc., depending on the prevailing problems in the area;
• Provide capacity building trainings particularly on fire and disaster preparedness; and

• Ensure the establishment of a community clinic with willing and cooperative hospital staff (doctors, nurses and dentists, etc).

H. Foreign Nationals and Indigenous Communities

Foreign national refers to the person who lives in other country or is not a permanent resident but is staying for a short period for business or study while Indigenous people refer to the persons of ethnic origins or the so called minorities.

While it is true that the Philippine National Police is responsible for ensuring that all foreigners staying in the country are safe and secure, it is also of paramount importance that these alien visitors follow the Philippine Immigration Laws governing foreign visits and permanent stays. More so, the PNP is responsible in protecting the rights of the indigenous people and their communities, them being Filipinos but are isolated and predominantly with nomadic behavior.

The National Commission on Indigenous People defines indigenous people as those who continuously lived as organized community on communally bounded and defined territory, and who have, under claims of ownership since time immemorial, occupied, possessed and utilized such territories, sharing common bonds of language, customs, traditions and other distinctive cultural traits.

To ensure safety and security of foreign nationals and indigenous communities, there should be a strong collaboration and cooperation between and among these people and the local leaders. The following items are to be considered if only to effect the maximum protection:

• Enlist cooperation and support of foreign nationals/indigenous people to all community wellness & safety programs

• Ensure linkages to other organizations of foreign nationals/indigenous communities

• Establish strong collaboration with the foreign leaders staying in the community

• Maintain a databank/list of foreign nationals living/staying in the community for profiling

• Conduct a continuous public awareness campaigns on various problems besetting the community

• Discuss/learn the culture and traditions of both sides to avoid social conflict

• Conduct regular home visit to know their status/condition

• Invite them to join and participate in a community group/homeowners’ association

• Police officers and other local officials should be sensitive or should learn how to adjust to the culture of either foreign national or indigenous person.

I. Special Concerns
One of the concerns of the PNP nowadays is the influx of foreign nationals entering the country either as tourists, students or as residents. Since the PNP is mandated to protect and ensure the safety of these people, it is of paramount importance for our police personnel to somehow have an idea on the cultures or way of life of the foreign nationals/indigenous people living/visiting in their respective communities. The following are short descriptions on the cultures and protocols of the following foreign nationals or groups:

**Foreign nationals**

**Koreans** – Koreans are one ethnic family speaking one language. These people are known for eating a lot of rice, pickled fish, pickled vegetables, noodles, varieties of soups and other spicy food cooked in sesame oil and garlic. Koreans are the largest consumers of garlic.

These people developed a distinct sense of belongingness, known for being friendly and very welcoming nature. They are also known for their enterprising behavior and opted to live in urban areas particularly in subdivisions.

**Germans** – these people love shaking hands with the people they meet, so when meeting a German be sure to extend your hands to them and try to keep an eye contact with them. These people do greatly value their privacy, so once inside a German home, one will notice that all doors are closed inside their homes including doors in comfort rooms.

They also observed definite eating hours. To them, 12 noon is lunchtime for every family and being late during lunchtime is considered rude. They are also keen in observing their table manners.

During meal time, one should always have both hands on the table or are at least visible. Plates should always be virtually clean after eating. Leaving something on your plate is also rude as this would imply that you did not like the food. When you are finished with your meal, as a signal to everyone, the fork and knife are placed together, tips toward the middle of the plate and handles toward your right hand.

When eating at a restaurant, sharing a table with them is no difficulty; however, don’t expect them to start a conversation with you.

**Chinese** – are mostly involved in manufacturing and trading. They are usually very enterprising people and provide employment to locals.

The way of life of Chinese people is not at all different from anywhere else in the world due to Western influence. However, traditional values and reputation are of family importance and still elders expect a good deal of respect.

Due to Western influence, relationships have become more democratic. Today, most Chinese parents are much more lenient and reasonable but still are strict. As for marriage, young people today generally choose their own marriage
partners on the basis of shared interests and mutual attraction. However, parents still play a role in arranging some marriages, especially in rural areas. Any couple today would at least consult their parents about such a major decision.

Chinese nod or bow slightly when greeting another person. Handshakes are also common. While embrace is a taboo since it is only done among and between family members; kissing is unacceptable, whether on cheeks or on hands.

Contrary to the Germans’ table etiquette where food should be totally consumed, dining with Chinese is far more different. If invited to a formal Chinese dinner, one is not supposed to eat up his food completely otherwise you will give the host the impression that he has not provided a good meal and the food was insufficient. It is also important to note that after dining, guests should leave once the host has left the table.

Indians – are known for trading dry goods and usually engaged in 5-6 business. They are known for having diverse sub-cultures which differ from one place to another within the country.

These people are known for love for spicy food. Indian cuisine varies from region to region, reflecting the varied demographics of the country. Indian cuisine can be split into five categories - northern, southern, eastern, western, and north-eastern. When invited to dine in an Indian household, the eldest person in the host family sits first and starts the meal. People do not really chat while having a meal. When taking refills, left hand is to be used instead of the right hand and leftovers are not acceptable.

In India, “Namaste” is the popular greeting performed by pressing the hands together and holding them near the heart. The whole act communicates to the world “You and I are one. I salute and worship the God within you.”

However, the usual way to greet an Indian is by bowing slightly to show respect. When meeting an Indian woman, a man should wait for her to initiate a handshake. She may offer her hands as a form of courtesy.

Japanese – are very aware of Western habits, and will often greet you with a handshake. Their handshakes tend to be weak; this gives no indication of their assertiveness of character. The bow is their traditional greeting. If someone bows to greet you, observe carefully. Bow to the same depth as you have been bowed to, because the depth of the bow indicates the status or relationship between you. As you bow, lower your eyes and keep your palms flat against your thighs.

Generally, the longer and deeper the bow, the stronger the emotion and the respect expressed. Bowing is probably the feature of Japanese etiquette that is best-known all over the world and is considered extremely important.

When dining with Japanese people, it is important to be familiar with their table etiquettes, protocols and rules.
Chopsticks are widely used in Japanese homes and restaurants. It is not only important to know how to use chopsticks when eating with them. One should know the rules in using them. One of the most important rules is not to pass food with your chopsticks directly to somebody else's chopsticks and vice versa. One shouldn't point chopsticks at somebody or something. Playing with your chopsticks at a meal is also not advisable.

When someone wants to get food from a shared plate to your own plate, use the other ends of your chopsticks. This is considered polite and considerate in Japan.

It is also important to wait until everyone is served before you start eating. Empty your dishes completely because the Japanese are very economical. If one is given some extra food, for example a bowl of rice, it should be accepted with both hands.

**Thais** – usually shake hands with Westerners, but they will be pleased if you greet them with their traditional greeting by pressing your hands together as though in prayer, keeping arms and elbows close to your body, then bow your head so that it touches the tips of your fingers and say "Wai" (pronounced like *why* in English). This traditional greeting is used for both meeting and departing.

Unlike in the West, where it is considered polite to wait to eat until the host takes the first bite, in Thailand households, you eat when you are served.

However, to them it matters what hand you use when eating. Spoons and forks are both used, and spoons should be held in the right hand, while forks are held in the left.

To them, eating all the food on one’s plate would be assumed that a visitor is still hungry, and with this, he/she will be given more food. A visitor is only considered full when one is unable to finish the remaining food. On the other hand, one should not leave rice on a plate as this is considered rude for them. Rice is mystically viewed by Thais. Sticky rice, a type of rice that is thick and clumpy, should be eaten with the fingers of the right hand.

**French** – French people usually go for a handshake particularly when meeting someone new. The kiss on a cheek is reserved for people whom they know well.

French social etiquette also dictates that first names are reserved for close friends and family, so stick to the person's surname until the person asks you to call her by her first name. If you do not know the person's name, it is proper to say "Monsieur," "Madame" or "Mademoiselle."

It is also considered uncouth to assume the person speaks English. Even if you do not know French well, you should first ask someone "parlez-vous Anglais?" to determine if they speak English. Interjecting the French words you do know is considered polite.
When dining with a French person, it is considered extremely rude to discuss business while dining. When sitting down to dine, the fork is held in the left hand and the knife should be in your right. No one should start eating until the hostess says "bon apetit." Waiting for a toast is customary before drinking your wine.

These people are also very particular about appointment and time, so when invited, arrive on time or a little early if possible. If you are going to be late, let the host know ahead of time by calling them.

**Saudi Arabians** - Westernised Saudi men shake hands with other men. Some Saudi men shake hands with Western women. When a veiled Saudi woman is with her husband, it is not traditional for him to introduce her. A more traditional Saudi greeting between men involves each grasping the other's right hand, placing the left hand on the other's right shoulder, and exchanging kisses on the cheeks.

Saudis socialize primarily in restaurants and international hotels when entertaining people they do not know well.

Once invited to a Saudi house, a visitor is expected to remove his/her shoes, dress conservatively and to arrive at the specified time. Greeting the elders first as a sign of respect is also expected.

When invited for a meal, there will be a great deal of socializing and small talk before the meal is served.

During meal time, if the meal is on the floor, sit cross-legged or kneel on one knee. Eat only with the right hand as the left hand is considered unclean. Honored guests are often served with the most prized pieces of sheep's head.

**Brazilians** – for them greetings tend to be effusive or demonstrative, with extended handshakes common during the first encounter. However, once a friendship has been established, embraces are generally common.

Brazilian women often kiss each other on both cheeks: twice to married women, three times to a single woman. The third kiss is supposed to indicate "good luck" in finding a spouse. It is polite to shake hands both on arrival and on departure.

They also communicate in very close proximity. During the entire conversation, they may keep in physical contact by touching arms, hands, or shoulders.

While being late is considered rude in the U.S, arriving 30 minutes late when dining in a Brazilian home is expected. At a table, wait for the host to say "bon apetit" to commence eating. Continental style is the most common way to eat in a Brazilian table which is using your left hand for the fork and the right hand for the knife. Use knife and fork to eat everything. Brazilian etiquette rarely permits touching food with hands. Even fruits and pizza are eaten with a fork and knife. Also keep elbows off the table especially in formal settings.
Canadians – these people are generally tolerant, polite and extremely community-oriented people. Although they are individualistic in terms of their basic cultural traits, they nevertheless place a great deal of emphasis on the individual's responsibility to the community.

For them, the most common greeting is the handshake which is usually firm and accompanied by direct eye contact and sincere smile. They usually are on a first name basis; however, one should wait until invited to call someone on his/her first name.

Dining in a Canadian home is generally relaxed and informal. Table manners are generally continental (fork in the left hand while knife in the right hand). However, one should wait to be seated and will only start eating when the host/hostess does. Resting elbows on a table while eating is considered rude or impolite. Contrary to other countries, leftovers of small amount after eating are acceptable.

Australians – are generally down to earth, polite, sincere, humorous people and value relationships highly. They often downplay their own success, which may make them appear not to be achievement-oriented.

Greetings are usually casual and relaxed so handshakes and smile will suffice. They also prefer to use first names even at the initial meeting.

If invited to dine in an Australian home, it is polite to bring a box of chocolates or flowers to the hostess. Arriving on time and contacting the hostess ahead of time to offer to bring a dish or help with the preparations is also polite.

Table manners are also continental (fork in the left hand while knife in the right hand). A visitor may indicate that she/he has finished eating by laying a knife and fork parallel on a plate with the handles facing to the right. Elbows should be off the table with hands above the table when eating.

Minority groups

Our tribes’ people are usually the most discriminated and misunderstood persons not because they are the so called “ethnic groups” but because of their very diverse cultures and various rituals passed on through generations. However, this does not mean that people outside their tribes are looking down at them.

Hence, there is no better way to understand our minority groups than to learn their various traditional rites and folklores which would lead other people to be more respectful and appreciative of them.

Igorots – called as “mountain people” living in Sagada, a town in Cordillera region and are known for having unique talents in weaving as a means of livelihood. They usually sell native products and woven bags made of traditional cloth and wild bamboo.
Igorot comes from the root word “golot” which means “mountain”. They are warm, talented people and are grouped into six ethno-linguistic tribes known as the Apayao/Isneg, Ifugao, Ibaloy, Kankana-ey, Kalinga and Bontoc.

Offering in times of death has been part of their distinctive ritual. Food, wines and animals are being offered as it is believed that this will ward off bad omens and the family of the departed will have peace of mind.

Muslims – are generally enterprising and warm people. These people are usually engaged in trading products from DVDs, CDs, canned goods and variety of dry goods. When meeting people, they go for handshakes and greet “Salam Malaikum” which means “Peace is with you”.

One should be extra cautious when inviting a Muslim friend to a meal. The food to be offered should be “halal” or food that is blessed in the name of their Allah. These people cannot eat pork meats, even sausages, spams and bacons for sandwiches for that matter. If, on the other hand, one is invited to a Muslim household, taking off one’s shoes upon entering is a must so as not to offend the host/hostess.

Aetas- are indigenous people living in scattered, isolated mountainous parts of Luzon with predominantly nomadic behavior. They only build temporary shelters made of palm banana leaves and sticks driven to the ground.

They are skillful in weaving, plaiting and experts in herbal medicines. They can be found in Zambales, Tarlac, Pampanga, Angeles, Olongapo, Panay, Bataan and Nueva Ecija.

Ilngot - also known as Bugkalots, are well known for their intense aggressiveness and cultural conservatism. Their communities straddle the boundaries of Quirino, Aurora, and Nueva Vizcaya, mostly in Dupax, Kasibu, and the Sierra Madre and Caraballo mountains in the headwaters of the Cagayan, Tabayon, and Conwap River.

The Ilngot, who are of Indonesian descent, have five subgroups: Italon (who have Mongolian features), Engongot, Kadayakan, Abaca, and Dagkan and each group has its own dialect and customs.

These people depend primarily on agriculture, hunting, fishing and gathering of fruits, ferns, palm hearts, and rattan from the forest.
CHAPTER VII

The Information Operations Research Center

A. Introduction

Information Operations (IO) as part of the Police Community Relations of the PNP is relatively new. While some aspects of it had been practiced and continued to be practiced by some units and police managers, it has not been truly formalized as a comprehensive tool in an effort to further Police Operations. However, recent experiences in the Philippine setting (to include BALIKATAN) had shown the importance of IO to the success of field operations including law-enforcement. There is a need therefore to awaken more awareness to use IO as a tool in police operations. This is to say that each police must imbibe the attitude, skills and knowledge to pursue an IO effort.

The PCR Master Plan by itself is part of total IO work. However, there are facets of IO which at this point may be too sophisticated or perhaps unneeded within the Philippine context. Hence, what follows is a short discussion of what IO is as culled from limited experience and exposure to the IO effort.

B. Fundamentals in Information Operation

A favorable measure of gain has been observed with the current efforts of the Public Information Division of DPCR in feeding out some propaganda materials thru the Internet and print broadsheets including the fight against insurgency. Recently, issues have been exploited that undermine the CPP’s organizational, political, and ideological activities, plans, united front efforts as well as its protracted armed struggle to seize political power. On another front, the Information Operation and Research Center of the Directorate (IORC) assists in short listing the seemingly endless line of syndicated crimes with the current organizational efforts to institutionalize these approaches.

Simultaneously, undertaking one of the Directorate’s primary functions of enhancing the image credibility of the institution, the IORC is also tasked to address issues directly affecting the morale disposition of the internal audience. This can be achieved by formulating reading and lecture materials that will be used for Police Information and Continuing Education (PICE). Likewise, the Center will disseminate information creating a situation that would help ordinary police officer in understanding current issues.

Information Operation encompasses attacking command and control systems of any anti-government organizations or groups, while protecting friendly command and control systems from any adverse disruptions whether criminal or subversive. Effective responses will combine the effects of offensive and defensive IO to produce information superiority at decisive points of either police or political confrontation under the current situation of global terrorism and neo-subversive strategy and tactics in which the enemies of the State have become adept at exploiting institutional structures and modern governance methods.
C. Information Defined

This is defined as a body of data acquired from sources and processed into a useful form. For this purpose, information is considered as a material which can be deployed and employed to ensure the success of operations, or the accomplishment of a mission. What differentiates “information” from “knowledge” is that the latter is information “which has been tested and accepted as “factual” at a certain point in time.

D. Information Operation Defined

Information Operation employs the core capabilities of electronic warfare, computer network operations, psychological operations, military deception, security operations, and in concert with specified supporting and related capabilities, to affect or defend information systems that strategically influence the decision making process of the higher offices.

This includes higher level of knowledge based on consciousness of PNP personnel on the different aspects of mass media and mass communication in the light of rapid advances in information and communication technology. In understanding the general and specific functions of the print and broadcast media, IO shall conduct an integrated attempt to synchronize the effects of its accomplished specific objectives. This can be either Offensive or Pro-active dissemination of appropriate information, polemics and educative materials for internal organizational build up by the Philippine National Police. It may be in the following form;

a. **Offensive IO** – destroy, degrade, disrupt, deny, deceive, exploit, and influence adversary decision-makers who can affect the success of friendly operation. It is the integrated use of assigned and supporting capabilities and activities, mutually supported by intelligence, to affect enemy decision-makers or to influence others to promote specific objectives.

b. **Defensive IO** – protect and defend friendly information command and control. Effective IO requires integrating information related activities such as public affairs and CMO.

It is the intention of the PNP to make the PNP Website Portal as the agency’s window to the public in providing citizen-centric services. It will serve online references and access to major PNP issued or manufactured documents and services. Through the portal, the PNP’s declassified information; accomplishments and services can be electronically viewed and accessed by its clientele and the general public. It can also provide links to related government offices and instrumentalities, including local and foreign law enforcement agencies.

The IORC will develop strategies on Information Operations to address various concerns not only in image enhancement and credibility issues but most importantly in the areas where the hearts and minds of the community can be won over.
E. Application and Concept of Information Operations

Information Operations is best applied when the event (where an IO is likely to be applied) is certain to happen and there is definitive period in between where police organization can work on. These includes the State of the Nation Address (SONA), demolition jobs where writ of demolition is given two to three months in advance, relocation of a squatter colony, advance notice of picket and rallies, transport strikes, industrial strikes and lockouts, among others.

The event also is one where, when issues are not resolved, the probability that it may result into chaos or violent confrontation between contending parties is higher and may necessarily need the deployment of troops or the engagement of crowd control elements. IO, in these various scenarios is used not to ensure the success of any police action but primarily to quash the cause that may lead to probable confrontation between contending parties and therefore may no longer necessitate the use of police action. Secondly, when police action is inevitable, the impact is cushioned and resistance to police action becomes very minimal.

The concept of IO in Philippine setting is outlined in the following simplified template:

1. Definition of objectives;
2. Themes or series of themes that may best describe the objectives;
3. Messages that are anchored on the themes;
4. The target audiences;
5. Channels of communication to be used;
6. Unifying and Impact generating Activities; and
7. Progress and success Indicators.

F. Functional Sections of Information Operations Research Center

1. The Information Development Section (IDS) consolidates operational data, generates comparative analysis/reports, develops matrices of situational projections and prepares media lines.

2. The Production Section (PS) oversees production of infomercials, print propaganda materials and alternative media (CDs, DVDs, etc.) and is also responsible for the maintenance and upkeep of IT and video production equipment.

3. The Special Projects (SP) Section handles all other instructions and initiates in the development and management of Information Operations in general (liaison for media groups and practitioners, information dissemination, mobilizing and organizing advocacy affiliations, etc.)

4. The WSDS (Web-Site Development Section) is an existing Section under PNP CS whose capabilities are further enhanced to directly feed real-time data from on-line electronic sources (Internet, Inter-agency On-Line Links, etc.), and will regularly update and maintain the integrity of the PNP Website as the Official electronic home page of the agency.
G. Intelligence Cycle – is a continuous process that determines what we need to know, the acquisition of information, assimilation of data into existing information, and a reassessment of the situation. It revolves around the processes evaluated for credibility of source and reliability of the information and repeated in a cycle until the information becomes reliable, accurate and real time.

The cycle includes:

1. Direction - in this phase the direction for current and future intelligence operations is established;
2. Collection - Intelligence sources identified in the collection plan collect information about the adversary;
3. Collation - raw information is converted to forms readily used by intelligence analysts;
4. Production - all available processed information is integrated, analyzed, evaluated, and interpreted;
5. Dissemination and Integration - Intelligence is delivered to and used by the end user/consumer; and
6. Evaluation - Intelligence personnel assess how well each phase of the cycle is performed.

In IO, various public information are processed to create an environment that will facilitate smoother law enforcement or police operations or produce an environment that may facilitate a decision to set aside police operation as the same is no longer needed. In IC, various information are processed to produce intelligence necessary in arriving a successful police operation, or to arrive at a decision to abort police operation.

H. Public Affairs and Information Operation

The need to form linkages with members and instrumentalities of civilian government is an advantage to the PNP. Police Managers must actively seek to forge, establish, maintain, influence and exploit relations with local government units and officials. Since they are critical actors in government service, they form force multipliers and resource generators for the PNP.

The advent of Information Technology (IT) has made communication faster and information more available to everyone. Public opinion is thus shaped more and more by the growing influence of communication and available information. The police manager seeks not only to obtain an accurate picture of what the people are saying but, should be totally sensitive and responsive to their sentiments. Thus, IO seeks dominance in PA information environment, and establishes plans with in consideration.
The police manager’s operational requirements dictate the essential elements of information needed to be obtained. The key is an efficient and effective management of the information.

I. Information Systems

An information system (IS) is typically considered to be a set of interrelated elements or components that collect (input), manipulate (processes), and disseminate (output) data and information and provide a feedback mechanism to meet an objective.

The police manager has to account for and make an audit of the information systems utilized by the unit. Through a time and motion analysis, these systems must be improved or, if compromised, replaced by better systems. If the advantage of computer systems is present then this must be utilized to store and analyze data for useful purposes.

J. Templating the Information Operation Plan

Another tool for IO Planning is termed “templating.” The tool condenses the entire plan into as easily readable one-page paper using figures and shapes. This facilitates easy dissemination and economy. Below is a sample of an Information Operation template.

PCR Annex “I” to LOI 24/2012 (SOTG “BIG FOUR”)

INFORMATION OPERATION PLAN 2012-04 “SOFTHEART-DINAGAT”
(Special Information Operations for the Manhunt Operations against “Ex-Congressman Ruben Ecleo”)

Task Organization – Annex (1-A)

1. REFERENCES:

   a) Warrant of Arrest against Ruben B Ecleo Jr. in Criminal Case Nr CBU-62308 issued by Hon Soliver C Peras, Presiding Judge of RTC, Branch 10, Cebu City dated April 8, 2012 for the crime of Parricide;

   b) Revised Penal Code of the Philippines; and

   c) LOI 24/2012 (SOTG “BIG FOUR”).

2. SITUATION:

Ruben Ecleo Jr. is the Supreme Master of the Philippine Benevolent Missionaries Association (PBMA), which was founded in 1964 by his father Ruben Ecleo Sr. The PBMA has its seat in San Jose, Dinagat Island, Surigao Del Norte with an estimated 3.5 million members and 400 chapters nationwide. Among its early chapters were the National Capital Region Chapter at Armel Subdivision, San Mateo Rizal; Nueva Vizcaya Chapter in Brgy. Darapidap, Raito, Nueva Vizcaya; and
Pangasinan Chapters in Brgy. Bayaoas, Aguilar, and in Brgy. Bawer, Malasiqui. Memberships also have reached other countries, such as Jordan, Canada, Australia, Palau, Hon Kong, Guam, Singapore, Malaysia, London, Italy, Monaco, Germany, Hawaii, New York and Scotland, among others. Chapters were then organized in some of these countries.

In May 2000, a warrant was issued for the arrest ECLEO JR. for another crime but when a police party went to Dinagat Island to serve the arrest warrant, they were met and blocked by an estimated 15,000 PBMA members. The police withdrew and when they returned accompanied by heavily armed soldiers, they were met by armed PBMA supporters. In the ensuing shootout, 16 PBMA members were killed. These incidents point to the unparalleled fanaticism of the PBMA members as his followers, who are presumed to be coddling or giving sanctuary, and ready to defend and die for their Master.

Acting on the marching order of President Benigno S. Aquino III to immediately arrest ECLEO JR., the PNP issued PNP LOI 24/2012 “SOTG BIG FOUR" purposely to integrate, coordinate and direct the efforts and resources of the PNP into a cohesive, logical and centrally directed, and fast tracked manhunt operations against ECLEO JR.

Accordingly, a Php 450,000.00 cash reward is offered to anyone who could provide information leading to the whereabouts of elusive, convicted cult leader ECLEO JR. (Annex A-2: News Clipping from Sun Star dated May 31, 2012.)

3. PURPOSE:

This IO Plan sets forth the operational guidelines in the conduct of public information dissemination activities of the PNP and all its Offices/Units in the conduct of manhunt operations against fugitive RUBEN ECLEO JR.

4. OBJECTIVE:

The objective of this plan is to integrate, coordinate and direct IO efforts and resources of the PNP into the cohesive, logical and centrally directed information operations to shape a favorable information environment that will facilitate the speedy arrest of ECLEO JR.

It will shape the perception of target audiences and open their awareness for the need to follow and respect the law and the necessity of setting examples at how every citizen, including government officials like ECLEO JR, should respect the rule of law by yielding to the authorities.

5. EXECUTION:

a. Concept of Operation
This Information Operations (IO) will be conducted through a five (5) dimensional concept, namely:

1) Themes and messages where the information is anchored;
2) Specific target audiences; channels of communication;
3) Unifying and impact generating activities; and
4) Monitoring of progress and identification of success indicators.

It shall be implemented by a Special IO Team (SIOT) headed by TDPCR with the active participation of special PNP units such as the CIDG, IG, MG and SAF (Task Organization - Annex “1-A”); and it shall be centrally directed from a command or operations center exclusively activated for the mission at hand.

The following is the concept broken into phases, thus:

1) PHASE I - PREPARATORY PHASE (Duration: 3 Days) - These are preliminary activities or measures that will lay down the groundwork for a sustained logical and successful information operation, thus:

   a) Crafting the Information Package. This is a brain storming workshop/session purposely to come up with appropriate themes and messages intended to create a favorable mindset of the general public to support whatever actions/decision the PNP/government takes, and to further enlist their active participation in the manhunt operations against ECLEO JR. Through the themes and messages, the public will recognize the government’s serious effort in effectively administering justice in our country.

   b) Scheming the specific audiences, appropriate channels and operators. A massive communication blitz through multi-media and other channels or forums aimed at influencing the minds and hearts of the public utilizing the generated appropriate themes and messages.

   The External Audience - The intended targets may consist of different sectors such as the community, relatives and friends, and fanatical followers (PBMA members) who are the very important targets of this information operations. The Information will be dispatched/deployed for two weeks at 2 (frequencies) messages per day.

   b.1 Theme #1 - “The law maybe harsh but it is the law.”

      (i) Message #1a - ECLEO JR has committed offenses that are punishable by the law.
<table>
<thead>
<tr>
<th>CHANNELS</th>
<th>CONTENTS</th>
<th>OPERATOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaflets,</td>
<td>- Outline of specific offenses committed by ECLEO JR.</td>
<td>PD, Dinagat Island</td>
</tr>
<tr>
<td>Newsletters</td>
<td>- Explanation of these specific offenses both English and vernacular.</td>
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<td></td>
<td>- Name of local personalities that have committed the same offense but are now languishing in jail.</td>
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<tr>
<td>Newsletter,</td>
<td>- Outline of the court processes, and explanation and emphasis on the evidences and circumstances that led to his conviction.</td>
<td>Investigation Officer</td>
</tr>
<tr>
<td>Social Network</td>
<td>- Outline the responsibility of the citizens in respecting and abiding the law; and the obligation of each citizen to assist the government for the immediate capture of any fugitive of the law.</td>
<td>IT Officer &amp; PCR Officers</td>
</tr>
</tbody>
</table>

(ii) Message #1b - ECLEO JR as a convicted felon needs to be arrested soon so he can serve sentence, and justice may be served.

b.2 Theme #2 - “The long arm of the law will finally catch up with ECLEO JR.”

(i) Message #2a – “ECLEO JR. may run but he has nowhere to hide. The law provides criminal liability to those who coddle or give sanctuary to a fugitive of the law.”

<table>
<thead>
<tr>
<th>CHANNELS</th>
<th>CONTENTS</th>
<th>OPERATOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newsletter</td>
<td>Outline of the various cultures of Filipinos and their thirst for rumors. The information will circulate in the grapevine and soon it will reach the authorities, which will not leave any doors and windows unopened, and stones unturned.</td>
<td>Intelligence &amp; PCR Officers</td>
</tr>
<tr>
<td></td>
<td>- Outline of the probabilities that persons who coddle or give</td>
<td>Investigation</td>
</tr>
</tbody>
</table>
sanctuary to ECLEO JR may be charged as accomplices and accessories of the crime.

(ii) Message #2b - The news about ECLEO being a fugitive is now widespread and well known to each member of the community. Civic minded citizens will help by tipping the authorities on his movements and whereabouts.

<table>
<thead>
<tr>
<th>CHANNELS</th>
<th>CONTENTS</th>
<th>OPERATOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newsletter</td>
<td>- Make the community aware that every wall have ears and the PNP operatives are given information by the civic minded members of the community on ECLEO JR's movements and whereabouts. Sooner, authorities will knock on their doors.</td>
<td>Intelligence &amp; PCR Officers</td>
</tr>
</tbody>
</table>

b.3 Theme #3 - “The law is the soul of the country. It must be known by heart by every citizen and breathed by the nation's leaders.”

(i) Message #3a - Submitting oneself to the fold of the law will not make him/her a lesser person.

<table>
<thead>
<tr>
<th>CHANNELS</th>
<th>CONTENTS</th>
<th>OPERATOR</th>
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</thead>
<tbody>
<tr>
<td>Newsletter</td>
<td>- Outline the various good cultures of the Filipinos and their love for peace. Circulate information that the authorities are firm in their resolve in enforcing the law without fear or favor, but compassionate and are willing to help the law abiding citizens.</td>
<td>PCR Officer</td>
</tr>
<tr>
<td>Newsletter &amp; dialogue with relatives</td>
<td>- Surrender is a better option since the police will conduct massive and aggressive police operations (checkpoints, raids and searches) that will not stop until Ecleo Jr surrenders or is arrested. Make the people and ECLEO JR. realize that surrender neither makes him a lesser man nor demean his stature as a Supreme Master and a Congressman, but rather he would be regarded as a man with honor and values in facing the consequences of his actions.</td>
<td>Investigation &amp; PCR Officers</td>
</tr>
</tbody>
</table>

(ii) Message #3b - The blasphemies and wickedness of ECLEO JR will be revealed not only in Dinagat Province,
but throughout the country and the world. Ecleo Jr is not a God and his spiritual prowesses are just but a farce.

<table>
<thead>
<tr>
<th>CHANNELS</th>
<th>CONTENTS</th>
<th>OPERATOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newsletter</td>
<td>- Ecleo Jr is just an ordinary person; he was born and raised as ordinary person by ordinary parents. He has no spiritual prowess and merely coerces and intimidates people thru the use of force and armed goons.</td>
<td>PCR Officers</td>
</tr>
<tr>
<td>Newsletter/ Dialogue with PBMAI members</td>
<td>- The talismans worn by the fanatical followers of ECLEO JR. which are supposed to possess occult powers when worn as an amulet or charm are just but a sham and senseless belief. They don’t make anyone impervious or immune from injury or harm, like when 16 PBMAI members were killed while defending their Supreme Master from the authorities who were serving the WA.</td>
<td>PCR Officers/PIOs</td>
</tr>
<tr>
<td>Newsletter &amp; dialogue with relatives</td>
<td>- Ecleo Jr is the representative of the people in Congress and his authority emanates from them. As a lawmaker, he should be the epitome of a law abiding citizen.</td>
<td>Investigation &amp; PCR Officers</td>
</tr>
</tbody>
</table>

**The Internal Audience** - The intended targets may consists of government agencies including the local government units, the members of PNP and other uniformed service that has some members who are fanatical followers (PBMAI members) and are the very important targets of this information operations. The Information will be disseminated for two weeks at 2 (frequencies) messages per day.

b.4 Theme #4 - “The enforcement of laws and ordinances is the primary function of every police officer.”

(i) Message #4a – ECLEO JR has committed offenses that are punishable by law.
<table>
<thead>
<tr>
<th>CHANNELS</th>
<th>CONTENTS</th>
<th>OPERATOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaflets, Newsletter, PICE, Commander’s Time, Conferences, Briefings and Lectures</td>
<td>Outline of specific offenses committed by ECLEO JR with an explanation of these specific offenses in English and vernacular.</td>
<td>PD, Dinagat PPO</td>
</tr>
<tr>
<td>Newsletter</td>
<td>Name local personalities that have committed the same offense but are now languishing in jails.</td>
<td></td>
</tr>
</tbody>
</table>

(ii) Message #4b – ECLEO JR is a convicted felon and needs to be arrested soon so he can serve sentence and justice may be served.

<table>
<thead>
<tr>
<th>CHANNELS</th>
<th>CONTENTS</th>
<th>OPERATOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newsletter &amp; lecture/conference</td>
<td>The inability to locate and arrest ECLEO JR. is creating a negative public perception that the police is weak, inutile and lazy; cannot be depended on; and cannot enforce the law against powerful people.</td>
<td>PD, Dinagat PPO, COPs and Investigation Officers</td>
</tr>
<tr>
<td>PICE &amp; Inter-personal dialogue</td>
<td>Outline the responsibility of every police officer in respecting the law and the obligation of each member to assist the PNP organization in the immediate capture of any fugitive from justice.</td>
<td>PCR Officer</td>
</tr>
</tbody>
</table>

(iii) Message #4c - ECLEO JR finds sanctuary in Dinagat Province because his religious followers, political constituents, LGEs and even the local police authorities are actively supporting and coddling him.
<table>
<thead>
<tr>
<th>CHANNELS</th>
<th>CONTENTS</th>
<th>OPERATOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newsletter &amp; lecture/ conference</td>
<td>The inability of the Police to locate and arrest Ecleo Jr seemingly makes him untouchable as the local police are in cahoots with his followers and supporters. There is a need to the least temporarily reorganize or to the most replace the local PNP in Dinagat Province.</td>
<td>PCR and Investigation Officers</td>
</tr>
<tr>
<td>PICE &amp; Inter-personal dialogue</td>
<td>Outline the responsibilities of every police officer in respecting the law and the obligations of each member to assist the PNP organization in discharging the duties and functions of the PNP without fear or favor.</td>
<td>PCR Officer</td>
</tr>
</tbody>
</table>

2) PHASE II - EXECUTORY PHASE (Duration: 2 weeks) - These are activities or measures that will soften the ground and weaken the resolve of Ecleo's followers to offer resistance against sustained legal and police intervention operation, thus;

a) Production and deployment of information materials and allocation of tasks. (*Production and deployment timeline*)
<table>
<thead>
<tr>
<th>Nature of Channels</th>
<th>Timeline</th>
<th>Frequency</th>
<th>Office of Primary Responsibility (OPR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Print (leaflets, newsletters, press releases, etc)</td>
<td></td>
<td></td>
<td>2 per day</td>
</tr>
<tr>
<td>Radio</td>
<td></td>
<td></td>
<td>1 per day</td>
</tr>
<tr>
<td>Television</td>
<td></td>
<td></td>
<td>1 per day</td>
</tr>
<tr>
<td>Internet (social networking)</td>
<td></td>
<td></td>
<td>2 per day</td>
</tr>
</tbody>
</table>
b) **Conduct of Area Visits for distribution of info materials and house visits with dialogues to selected target personalities.** During the visits, reading (information) materials shall be distributed to other soft targets. The IO/PCR teams shall determine the areas and the specific houses to be visited based on the need basis. The area visits should also have a dialogue component. The IO/PCR team may bring resource speakers when needed.

<table>
<thead>
<tr>
<th>Activity</th>
<th>OPR</th>
<th>No of IO/PCR Teams Deployed</th>
<th>No. of Visitations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area visit</td>
<td>RPSB/PPSB/NSUs</td>
<td>1 team/area</td>
<td>1-2/week</td>
</tr>
<tr>
<td>House visit</td>
<td>Local CPS/MPS &amp; PRO</td>
<td>3 pers/area</td>
<td>1/day</td>
</tr>
<tr>
<td>Dialogue/Conference/Lecture/ PICE</td>
<td>Local CPS/MPS &amp; PRO</td>
<td>1 IO/PCR Team</td>
<td>1/week</td>
</tr>
</tbody>
</table>

c) **Unifying and Impact Generating Activities**

c.1 **Pro-Government Rally/parade or motorcade** - An Information Rally by PNP accredited NGOs bearing posters, placards, billboards, banners and the like displaying or mouthing through a public address system about the need to enforce the law consistently, shall be employed as a unifying or impact generating activity of the IO.

c.2 **TV/Radio Guesting or Face to face interaction** - Issues that may revolve around legal and personal maybe tackled locally in order to ventilate many questions that may be raised by concerned parties, either from the government panel or from the affected audiences (external audience).

d) **Progress monitoring and Identification of Success Indicators** - The IO/PCR teams should coordinate closely with Intel Operators for the identification of common indicators. Success indicators as a result of good IO can be in the form of the following:

d.1 Increased movements of ECLEO JR’s supporters;

d.2 Increased interaction of numbers of the communities with the police;
d.3 Increased frequency of reports of movements of ECLEO JR. and his bodyguards/convoys; and

d.4 Days-old reports becoming or nearing real time.

b. Tasks:

1) TDPCR/D, PCR/PIO

a) Supervise and monitor the implementation of this IO Plan;

b) TDPCR to head the created NHQ SIOT;

c) Designate IORC as the Secretariat of NHQ SIOT;

d) Produce and disseminate Information, Education and Communication (IEC) materials to concerned offices/units that contains relevant information about the Ruben Ecleo Jr case;

e) Direct D, PCRG to create PCR Team to undertake activities such as but not limited to dialogues, face to face interactions, unifying and impact generation activities in areas or locations where the different PBMA Chapters outside Dinagat Province are located;

f) Direct PIO to be the mouthpiece of the generated themes and messages thru press releases, radio/TV interviews and such other channels or forums at the national level;

g) Direct PCR units in concerned PNP units to undertake PCR activities outlined in this IO Plan as situation demands; and

h) Perform other tasks as may be directed.

2) TDI/D, IG

a) Provide relevant, accurate and timely information to NHQ SIOT on the probable/suspected location where Ruben Ecleo Jr is hiding;

b) Designate C, IOD as member of the SIOT;

c) D, IG to designate senior PCO as member of the SIOT;

d) Provide intelligence assistance to DPCR in determining the right person or access to be used as a conduit in delivering information materials or messages to the targeted audiences; and

e) Perform other tasks as may be directed.

3) TDO/D, MG and SAF
a) Provide assistance to the IO/PCR Teams during the conduct of PCR activities outlined in this IO Plan;

b) Designate C, SOD as member of the SIOT;

c) D, MG and SAF to designate one senior PCO each as members of the SIOT; and
d) Perform other tasks as may be directed.

4) TDIDM/D, CIDG

a) Provide information/synopses case of Ecleo Jr’s to SIOT, which can be used in crafting themes and messages and during the conduct of PCR activities outlined in this IO Plan;

b) Designate C, CMD as member of the SIOT; and

c) D, CIDG to designate senior PCO as member of the SIOT.

5) RD, PRO 13

a) Provide assistance by way of submitting timely and relevant information and/or situation updates on the implementation of LOI 24/2012 (SOTG BIG FOUR) and this IO Plan to NHQ SIOT;

b) Create Regional SIOT headed by the DRDO as counterpart of the NHQ SIOT which will implement this IO plan in PRO 13 AOR prioritizing Dinagat Island;

c) Create regional, provincial and municipal IO/PCR teams in Dinagat Province that will conduct PCR activities outlined in this IO Plan;

d) Act as the mouthpiece of the generated themes and messages at the NHQ and regional level or direct his PIO/PCR Officer to do the same in his behalf; and

e) Perform other tasks as may be directed.

6) Other PNP Offices (NSUs and PROs)

a) Provide appropriate support and assistance to DPCR in the implementation of this IO Plan;

b) Implement this IO Plan in their respective offices especially regarding dissemination of themes and messages to internal audience; and

c) Perform other tasks as directed.
6. COORDINATING INSTRUCTIONS:

a. All tasked offices/units shall exercise initiative and resourcefulness for an effective execution of the plan;

b. All PNP Unit Commanders shall become the mouthpieces of the themes and messages generated by the NHQ Siot at their respective levels or direct their PIOs/PCR Officers to do the same in their behalf;

c. Events, activities and other actions shall be initiated on a periodic basis when requested by the media or when appropriate recommended measures and messages shall be employed; and

d. Lateral coordination is authorized and highly encouraged.

7. EFFECTIVITY:

This IO Plan shall take effect immediately.

ROMMEL DF HEREDIA
Police Deputy Director General
The Chief Directorial Staff
Annex “1-A”: NHQ SPECIAL INFORMATION OPERATION TEAM

- **TDPCR**
  - Team Leader
  - IORC as Secretariat

- **DD, DPCR**
  - Asst. Team Leader

- **QUAD STAFF REPs**
- **CIDG, MG, IG & SAF REPs.**
- **PIO.**
- **D, PCRG**

- **PRO13 SIOT/PCR TEAMS**
- **OTHER PROs SIOT/PCR**
- **PCRG SIOT/PCR TEAM**
CHAPTER VIII

Gender and Development (GAD)

With the growing concerns on the welfare of women and the issues that are confronting them, the role of protecting women’s rights has been placed on the PNP and has become part of its PCR thrusts.

Gender in the PNP organization is human rights based and it is the responsibility of a police officer to protect and promote such rights.

A. Gender Mainstreaming as a Strategy for Implementing the Magna Carta of Women

The Magna Carta of Women - RA 9710, enacted into law on March 30, 2010, has required all government agencies to include the PNP to adopt gender mainstreaming as a strategy to promote and fulfill women’s human rights and eliminate gender discrimination in the systems, structures, policies, programs, processes, and procedures in the bureaucracy most especially in the law enforcement organization which is predominantly biased to the female gender.

To formulate a more sustainable, gender responsive and performance-based planning and budgeting, the PNP GAD Officers must integrate in their program planning important gender issues and concerns including: 1) Concrete and specific goal targets contained in Millennium Development Goals (MDGs), a well defined program of RA 9710; 2) Consolidated annual plans of all PNP units/offices; and 3) Continuous strengthening of GAD focal points and mechanism.

The Women and Children Protection Center (WCPC) and Women and Children Protection Desk (WCPD), in this regard, shall effectively maintain gender statistics and sex-aggregated data that are systematically gathered, regularly updated and subjected to gender analysis for planning, programming and policy formulation.

B. Police Officers as Advocates of Development in Gender

The PNP promotes women empowerment and pursues equal opportunities for men and women and ensures equal access to resources and to development results and outcome in the organization.

Furthermore, the PNP affirms the right of every woman to participate in policy formulation, planning, management, monitoring and evaluation of all programs, projects and services.

C. The difference between sex and gender

Sex is a natural distinguished variable based on biological attributes such as: a) physical characteristics pertaining to a person’s body contour, features, genitals and reproductive organs; b) genetic characteristics or chromosomes; c) label of being female or male, woman or man, girl or boy.
Gender on the other hand, refers to the socially differentiated roles, characteristics and expectations attributed by culture to women and men. It is a social construction which is created, produced and reproduced, and maintained by social institutions. It is also a set of characteristics that identifies the social behavior of women and men and the relationship between them.

Gender roles and attributes are not natural nor biologically given. Some examples of these are concepts such as:

a. Masculinity vs femininity
b. Dominant males vs submissive females
c. Strong men vs Weak women
d. Blue as a color attributed to boys and pink to girls

D. Gender and Development or GAD

GAD recognizes that gender biases impede development because they prevent people from attaining their full potentials that enable them to become effective contributors to and beneficiaries of development. Gender biases exacerbate social inequity and inequality which are the end goals of development. These distort the understanding of social realities and limit the impact of development.

GAD is about removing the explicit, implicit, actual and potential gender biases within organization and programs, projects and activities of those who are concerned with development. It is about being faithful to the principle that development is for all.

Fairness and equity demand that everyone in society, whether male or female, has the right to the same opportunities to achieve a full and satisfying life.

E. GAD’s focus on women’s place in development

GAD’s focus is more on women’s place in development because it recognizes that women are half of the country’s population and as such, half of the producers of economic goods and services but they are in the invisible and marginalized sector or the so-called non-money economy. They are already in the money economy but in being, they experience such hardships as multiple roles and insights to share, such as sustaining the environment, managing population growth and imparting values to have profound impact on human progress and economic development. Resources and opportunities for attaining a full and satisfying life are not always the same for women and men but are determined by sex and gender.

F. Gender Mainstreaming

Gender mainstreaming is a set of processes and strategies that aims to ensure the recognition of gender issues by government agencies on a sustained basis. It seeks to achieve equality and equity between women and men in all aspects of life. It is an assessment of the implications for women and men of such planned
government actions as policies, legislation and programs and projects. It is also a strategy to build women and men’s concerns and experiences in the design, implementation, monitoring and evaluation of policies, programs and projects in all political, economic and societal agenda.

G. Policy imperatives for gender mainstreaming

International mandates the country is committed to adhere to:

a. United Nations Convention on the Elimination of All Forms of Discrimination against Women (UN-CEDAW) which promotes equality in all fields, affirmative action for women and protection of women from violence

b. Beijing Platform for Action (BPA) of The Fourth World Conference on Women (FCWC) which calls for actions on 12 areas of concern affecting women:

1) education and training
2) women and health
3) violence against women
4) women and armed conflict
5) women and the economy and globalization
6) women in power and decision making
7) women and poverty
8) institutional mechanisms for the advancement of women
9) human rights of women
10) women and media and information technology
11) women and the environment
12) the girl child

H. GAD Plan

The formulation of a GAD Plan is one of the tools to facilitate gender mainstreaming. The GAD Plan is a set of interventions that are designed to make agency and Local Government Units (LGUs) regular program/projects/activities gender-responsive. Interventions can either be input/start-up or mainstream programs, projects and activities.

I. End goal of GAD mainstreaming

Its end goal is to enable both women and men to equally contribute to and benefit from the fruits of development.

J. Movers of GAD
For gender issues to become alive in the line agencies, efforts must be taken to provide gender sensitivity and awareness sessions to all officials. These should include:

a. Top Management officials in the central and regional offices, who will act as change sponsors for gender-responsive development;

b. Planning staff who will coordinate efforts to develop a gender-responsive information base, as well as to monitor gender responsive programs/projects;

c. Administrative staff whose appreciation of gender-responsive programs is implementers for the allocation of needed resources; and
d. Program implementers and service delivery personnel who directly work with the client groups.

K. Strategies for gender mainstreaming of gender-responsive project/activities

Among the suggested strategies for gender mainstreaming that the agency can carry out the following:

a. Incorporate gender sensitivity and awareness in regular education, training and service delivery programs;

b. Promote equal access to resources, opportunities and benefits, particularly those extended by agencies;

c. Develop gender-fair educational materials in service delivery and eliminate sexism and gender stereotyping;

d. Recognize multiple roles of women in formulating laws, social policies, programs and services;

e. Include the design, adaptation and testing of technologies which increase women’s production and income while reducing their work burden;

f. Create technical and financial support packages responsive to the peculiar needs of male and female clientele; and

g. Advance innovative and nontraditional roles for women and men; Network with allies within and outside the government, including NGOs and donor agencies, for advocacy, information sharing and resource generation.

L. The GAD Mainstreaming Continuum

1. Stage 1: Foundation Formation
a. Issuing broad statements expressing support for GAD and its concepts;
b. Reviewing existing policies to determine their gender responsiveness;
c. Allocating budget to fund GAD-related activities;
d. Evaluating and analyzing the agency’s potentials for mainstreaming GAD in its programs and projects, among others.

2. **Stage 2: Installation of Strategic Mechanisms**

   a. Establish focal points or groups of adherents (TWG)
   b. Strategic planning
   c. Operations planning
   d. Identification of resources (budgeting) and tasks

3. **Stage 3: GAD Application**

   a. Mapping out strategic plan and installation of institutional mechanism.
   b. Consolidation of all GAD related activities.
   c. Integrate interventions in the Key Result Areas (KRAs)
   d. Ensure that flagship programs address gender issues
   e. Quality interventions
   f. More focused and particular to the needs of the sponsors, agents, advocates and target of change
   g. Interventions are undertaken also by the Regional Office
   h. Conceptualize, analyze and evaluate projects using “gender lens.”
   i. Examination and comparison with the agency’s status before the change was introduced

4. **Stage 4: Enhancements of Commitment**
a. Challenges the police agency

b. Improve agency’s ability to respond to gender issues and concerns

c. Policies and procedures are constantly modified and improved

d. GAD programs and projects are continuously introduced, evaluated and enhanced to sustain the mainstreaming effort.

e. The commitment of everyone in the agency

**M. The Four entry points of GAD Mainstreaming**

1. **Policy** - This refers to official statements and pronouncements of support for GAD mainstreaming issued by agencies, particularly the PNP. These may be in the form of memoranda, letter of instructions or specific guidelines.

   “The agency, through these issuances, has at least recognized and accepted GAD mainstreaming as a critical and legitimate concern, even if in a broad or general terms”.

2. **People** - Stakeholders are the people on whose shoulders fall the task of GAD mainstreaming. There are four distinct roles that stakeholders assume (Conner, 1992):

   a. The Sponsor

      1) The individual or group has the power to sanction or legitimize change.

      2) Considers the potential changes facing an organization and assess dangers and opportunities these transitions reflect.

      3) They decide which changes will happen, communicate the new priorities to the organization, and provide the proper reinforcement to assure success.

      4) Are responsible for creating an environment that enables these changes to be made on time and within budget.

      “In GAD mainstreaming, they are the heads of agencies. They express support for it by issuing policies or installing the necessary enabling mechanisms, such as the release of funds”.

   b. The Change Agent
1) The individual or group who is responsible for actually making the change

“Agent success depends on the ability to diagnose potential problems, develop a plan to deal with these issues, and execute the change effectively.”

c. The Target

1) The individual or group who must actually change.

2) These people are the focus of the change effort and play a crucial role on the short and long term success of a project.

3) To increase the likelihood of success, they must be educated to understand the changes they are expected to accommodate and;

4) They must be involved in the implementation process.’

“People in the bureaucracy, the field personnel and the clients of the different agencies serve as targets of GAD mainstreaming. Officials and members of the bureaucracy are given gender sensitivity training programs to engage them in the effort”.

d. The Advocate - “The individual or group who wants to achieve a change but lacks the power to sanction it”.

“The Department of Budget and Management, the National Economic and Development Authority and the Philippine Commission on Women (PCW) may be considered as change advocates in this case. They monitor how GAD mainstreaming is carried out by the agencies but they don’t have the power to sanction it”.

3. Enabling Mechanism

This refers to the systems and mechanism installed in the agencies and the funds allocated for GAD activities. The Philippine Commission on Women (PCW) made sure that some amount of funding are set aside for GAD mainstreaming through a provision in the General Appropriations Act. More popularly known as GAD Budget, this measure mandated all government agencies to allocate a minimum of five percent of their total budget for the year for gender-responsive programs, projects and activities.

4. Programs and Projects

Policy and top management support for GAD mainstreaming is best reflected in the agency’s programs and projects. The flagship programs of most agencies are usually strategic measures for implementing a GAD initiative.
N. Proposed Strategies for GAD Mainstreaming

1. Develop a core of GAD advocates and open doors not only for women but also for men.

2. Recognize that one cannot do away with politics in finding the best sponsors in heads of offices; one has to learn to manage it.

3. Determine the areas of resistance and find ways to overcome them.

4. Gender sensitivity is a long continuous process, without a blueprint, and one needs to be patient with the process.

5. Utilize the five percent (5%) mandatory allocation optimally. But keep in mind that the five percent itself is not an issue. What is important is to define what we can achieve in GAD mainstreaming.

6. Empower the Gender Focal Point system and its individual members so that they can find their own answers to the question of why there is a need for GAD mainstreaming.

7. Recognize their accomplishments.

   a. The foundational belief of the agency itself that change for the better is indeed possible and can be done.

   b. Belief in the organization’s capability to change is a must if change is to take place.

   c. There has to be the basic belief within the agency that it can and does have the capacity for renewal and change.

The underlying question and ultimate challenge, therefore is...

“Are we ready for change?”
CHAPTER IX

Foreign Nationals’ and Cultural Minorities’ Special Concerns

A. SALAAM Police Center and Counter Radicalization

Another important aspect in the PNP’s PCR plan is to oversee foreign nationals’ and cultural minorities’ concerns, especially in the aspect of safety and security. This is the main reason for the creation of the Salaam Police Center and Counter Radicalization.

1. Functions

   a. Undertake close monitoring, networking and liaising activities with Muslim communities in addressing terrorism and lawless violence in their respective areas to ensure respect of cultural diversity and cooperation;

   b. Conduct training, seminars and continuing education to the Muslim and Non-Muslim PNP personnel in terms of counter radicalization and deradicalization efforts of the PNP to include Muslim elders, Ulama and Muslim scholars;

   c. Conduct information dissemination about Muslim beliefs, culture and traditions to Non-Muslim PNP personnel, students from different levels and the tri-media thru dialogues, radio guesting, school visitations and flyers distribution to promote harmony and awareness;

   d. Serves as coordinating body among the regular PNP operating units, different Salaam Police Offices in the ground, and AFP units in the conduct of police operations against Muslim personalities or in Muslim communities including arrest, investigation, and filing of cases to safeguard the proper implementation of law and observance of human rights;

   e. Enhance linkages with the National Commission on Muslim Filipinos and the Muslim-Christian communities to ensure effective community partnership in addressing terrorist threats and violence;

   f. Strengthening of the Salaam Police Center to operate with autonomy as a separate unit, similar to the setup of HRAO and WCPC, with appropriate personnel, logistical, and financial capability;
g. Allow the Muslim police officers to wear veil or “Hijab”, long skirts and pants as well as male police officers to wear jogging pants during athletics, to hide their “aurat (private parts)”;  

h. Increase the number of police personnel assigned at the Salaam Police Center in order to be more effective in their basic police service, and encouraging the assignment of new recruits to the Salaam Police Center after basic training with the permanency of assignment depending on their performance;  

i. Formulate specific PNP policy raising the consciousness of its personnel in the religious, social, cultural aspects of the Muslims which are sensitive to Islam faith and which could build significant development in peace process; and  

j. Close coordination with the Office of the National Commission on Muslim Filipinos for the Muslim PNP personnel to participate on the Hajj mission subject to availability of funds.

2. Important Terminologies  

a. **Saalam** is Arabic word which means peace.  

b. **Salaam Police** refers to a Muslim police officer assigned at the Salaam Police Center or Salaam Division of DPCR.  

c. Salaam Police Center is the operating unit of the Salaam Police.  

d. Salaam Division is an operating division of DPCR under a Muslim Officer which also undertakes staff function for DPCR.  

e. **Mosque/Masjeed** is a building of worship of the Muslims.  

f. **Madrasa** is the Islamic School of the Muslims.  

g. **Imam** is the Muslim religious leader or priest.  

h. **NCMF** refers to the National Commission on Muslim Filipinos.

3. Implementing Guidelines and Operations of SPC  

a. Salaam Police Center is a Special Office of DPCR which performs staff functions, coordinates activities of Salaam Police, and reports directly to The Director, DPCR.  

b. Salaam Police Center is the operating unit of the Salaam Police which implements its missions and functions

4. Following are the regular activities conducted by the Salaam Police Center:  

a. Counter Radicalization and Deradicalization Trainings;
b. Weekly Radio Program on Salaam Police Awareness and Islamic culture;

c. Seminar regarding awareness of Muslim culture and practices for Non-Muslim PNP personnel;

d. Regular Friday sermons and visitation of mosques and madrasas in Metro Manila;

e. Weekly visitation to madrasas and mosques;

f. Monthly dialogue with Tableigh, Imam Council of the Philippines, and Ulama Council of the Philippines;

g. Quarterly meeting with Muslim elders and Muslim/Christian stakeholders for peace-building and cooperation;

h. Quarterly meeting with Muslim women in connection with the protection of women and children against violence;

i. Weekly visitation to different madrasas to support school based projects for the Muslim youths; and

j. Monthly monitoring of activities from the different Salaam Police Offices.

5. Counter Radicalization and Deradicalization Aspects

a. Concept

Counter Radicalization is a reverse process of radicalization to discourage the extremists to use political violence and terrorism, and to prevent recruitment from Muslim community.

The scope of the strategy in counter radicalization and deradicalization programs is to eradicate the intent of the radicals to commit crime and terrorism.

b. Initiatives

1) Empowering the Muslim leaders, Muslim scholars, Imams, youth and other stakeholders in the community;

2) Visitation to Muslim inmates and their families;

3) Counseling to Muslim inmates and their families;

4) Legal Assistance to Muslim inmates;
5) Social and economic assistance to Muslim inmates and their families; and

6) Providing jobs and livelihood assistance to detainees after their released from prisons.

6. Foreign Nationals’ Special Policing Concerns

1. Permanent Resident- Aliens’ Accounting - There is a need for an appropriate monitoring of aliens, residing in the country so that an appropriate policing action that fits the foreign nationals’ requirements can be facilitated. This will keep them from being exploited by bad elements in the government or victimized by lawless elements.

2. Linkages with concerned foreign embassies for better coordination and administration of law enforcement services.

3. Language and Culture - For many people, language is not just the medium of culture but is a part of culture itself. It is quite common for immigrants to a new country to retain their old customs and to speak their first language amid fellow immigrants, even if they are comfortable in their new language. This is so because the immigrants are eager to preserve their own heritage, which includes not only customs and traditions but also language. This is also seen in many Philippine communities, especially in some parts of Mindanao. Diverse languages are commonly spoken because it is seen as a part of Mindanaoan culture.

4. Linguistic differences are also often seen as the mark of another culture, and they very commonly create divisiveness among neighboring peoples or even among different groups of the same Region. A good example of this is in ARMM, where Tausug-speaking natives of Muslim communities clash with the Visayan-speaking Christian majority. This sort of conflict is also common in areas with a great deal of tribal warfare. It is even becoming an issue in Mindanao as speakers of standard Muslim dialect- mainly Tausugs and educated Maranao minorities - observe the growing number of speakers of Visayan-Tagalog vernacular. The issue on the standard language to be used as medium of instruction in schools in Mindanao remains unresolved to date.

5. In some parts of the Philippines, a great deal of difficulty is being experienced by some foreign nationals living or doing business in the country. In the case of Koreans, they find it hard to keep their nationals living in the Philippines away from trouble because of language barriers and differences in cultural inclination. The Germans also find it difficult to live with the locals particularly in the countryside, while the Chinese and the Vietnamese face difficulty in dealing with locals due to language differences. The Indonesians are however at ease in living with the southern communities while the Indian nationals also easily adopt with the locals particularly in the cities and they can engage in
business quite well. The growing number of complainants involving foreign nationals however, is slowly catching the attention of the PNP. This raised the need for the PNP to be equipped with the facilities to understand the peculiarities of these foreign nationals living in the Philippines. Understanding the peculiarities reduces the incidents of crime victimizing foreign nationals which will eventually prevent diplomatic problems.
CHAPTER X

Applying PCR In Police Operations

A. The PCR in the Quad Concept of Police Operations

The PCR effort is encompassing and over-arching all the other elements of the QUAD. In the area of intelligence for example, the police can only have a “working” intelligence net if the people work with them. The intelligence net is a group of adherents willing to give correct, accurate and timely information in support of police operations. In the field of investigation, the efforts of PCR result to the “coming forward” of witnesses willing to testify for the police because of the trust and confidence earned. Who could obtain “operational accomplishments” if the people will not give their support to the police? A lot of times, the police are recipients not only of information but even of logistical, human, educational and financial support from corporate citizens and the community simply because it has awakened corporations to the ideals of “GOOD CORPORATE CITIZENSHIP” and the individual to the virtues of nationalism and patriotism.

Thus, it is clear that PCR plays a vital role and unifying factor in the QUAD activity. Its successful pursuit, therefore, is essential to the success of police operations under this strategy.

1. The Integrated City/Municipal Police Stations PCR Operations

The integrated City/Municipal Police Stations (C/MPS) PCR operations is a routine duty that ought to be performed by elements of police stations in the field. It consists of various activities that translate the mission and functions of the police defined under Sec. 24, RA 8551 giving emphasis to enforcement of laws and ordinances that protect lives and properties, maintenance of peace and order and taking of necessary steps to ensure public safety and crime prevention. The following are simplified routine PCR activities for PCR field operations:

a. Field Deployment Briefing

The deployment briefing outlines the various tasks and specific assignments of personnel who will patrol the streets and perform patrol related activities. This includes the proper wearing of uniform and good grooming as an appropriately well-groomed public servant helps build self-confidence and creates friendly relationships. It also includes briefing on what to do during the operation reminding them to always observe the basics.

b. Duty Scheduling

All tasked personnel are made aware of their duties and responsibilities and each one is given a specific task or assignment for the 12-hour period during the day or night duty. The duty detail defines specific tasks, time and place, off-period matrix and is posted in a place where it can be easily seen. The
MPS routine duty should be simplified to contain only the required activities that may answer the peculiar problems in the Municipality or City. All concerned personnel are furnished a copy of the said detail.

c. The Patrol Plan and Patrol-Associated Activities

The patrol plan is a set of protocols to provide ease to the patrol elements and at the same time yield optimum utilization of time, resources and personnel over the accomplishment of tasks within a reasonable area of coverage. It means that the 12-hour period already comprises reasonable amount of activities that sufficiently answers the needs of the community and are consistent with the objectives set forth under Sec 24., of RA 8551. The following patrol and patrol-related activities are contained in the patrol plan:

1) Traffic Direction and Control (three times within the 12-hour period);
2) Check Point Operations for law enforcement (two times within 12-hour period);
3) Walking the Beat: Connecting with Communities and Organizational works;
4) Stand and Watch Duty (for Vital Installations and important establishments and fixtures for as many times as appropriate provided that it should not exceed 10-min standing and watch duty); and
5) Area Visit (organizational work and Barangay profiling) and Home Visit (Household Profiling).

d. Report Writing

1) Crime and Incident Reporting
2) Records Management

e. The Administrative Works

The administrative works are those activities inside the Police station that support the field works. These duties can be effectively handled by three to four PNCOs. Personnel can be rotated to perform the administrative or patrol duties to avoid boredom.

1) Functional Desk Duty – The functional desk duties are duties at the station that include report writing intended for personnel, finance, logistics, intelligence, operations, investigation and PCR. At the station level, these duties can be handled by one or two (one male, one female) responsible PNCOs (one for
Administrative and another on gender sensitive duties [female PNCO], and one for operations [male PNCO] depending on the size of MPS. (If MPS strength is between 20 to 30, the functional desk can be effectively handled by one PNCO).

2) **Complaint Desk Officer Duty** – This duty handles all the walk-in complainants or clients that transact business with the MPS and records events, incidents, activities, dispatches and arrival of personnel who were deployed for field duty in the logbook. The desk officer also answers phone calls and radio transmissions.

3) **Stand and Guard Duty** – This duty is performed at the MPS gate or near the door. The duty personnel symbolizes the presence of police officers in the station, serves as a guard so that the other members can effectively work without worrying that the station might be intruded by enemies, serves as the information officer who can immediately respond to the queries of clients who may enter the premises to look for assistance in finding directions, or guide the clients on where to find the complaint desk, or the COP’s office and other information.

**B. The Barangay Peacekeeping PCR Operations**

1. **The Concept of BPO and BPATs Structure**

BPAT desks shall be established in the City and Municipal Police Stations or the Police Community Precincts in the urban centers. The present Police Community Relations Office (PCR) shall allocate a BPAT Office where the organization regularly holds meetings. Consequently, the PCR Officer becomes the BPAT Officer. Traditional PCR functions and the Beat Patrol System will be implemented by the BPAT Officers. Inherent to their functions as BPAT members is their involvement in an on-the-spot community/barangay conflict resolution. When confronted by such situation, a BPAT member(s) is obliged to bring the parties before the Barangay Peacekeeping Desk (BPD) within their locality and address the issues in such a manner that will bring harmony to all party concerned. If necessary, the presence of any elected Barangay official and/or police supervisor is required.

Members of the BPAT or organized sectors shall be selected from among the community members who are of good moral standing in the society. They shall be selected by the elected Barangay Officials (Chairman or Kagawad) and shall be endorsed to the Chief of Police concerned for concurrence. Thereafter, it shall be forwarded to the Office of the Mayor for approval. Membership in the BPAT shall be terminated on the following grounds:

a. Voluntary resignation;
b. Conviction of an offense involving moral turpitude;
c. Inactive status for six (6) months; and
d. If a member is a nuisance to the organization or society.

Any member of BPAT may be suspended indefinitely if he/she commits any crime or offense and properly charged before any forum. Termination or
suspension may be initiated/recommended (after compliance to the requisite due process before an appropriate committee) by the Elected Barangay Official or Chief of Police and submitted to the Office of the Mayor for approval. A termination or suspension order is immediately executory.

The BPAT Concept is advantageous for the following reasons:

a. Broader range of police services to the public thereby endearing the organization to the local populace;
b. One Stop service;
c. Decentralized decision making in line with the commanders Quick Look Program;
d. Localized problem solving; and
e. Enhanced Job Scope and Performance for BPAT Officers.

2. The formation and operationalization of the BPAT shall be guided by the following principles and guidelines:

a) Awareness Phase

Social investigation shall be conducted prior to the recruitment of prospective members of the BPAT. The results of the investigation will be the basis for the configuration of the team since no two barangays are the same in terms of peace and order and safety situation. Citizens will then be informed of the formation of the new organization which will cater to the needs of their own community. Included in the information will be the basic knowledge on crime prevention and deterrence and safety precautions during calamities. A very important facet will dwell on the shared responsibilities of each and every member insofar as community peacekeeping is concerned.

b) Organization and Training Phase

The BPAT Officers, in close coordination with the LGUs and other sectors, shall organize Barangay officials, barangay tanods, and other potential force multipliers to compose the initial core group of BPAT. They shall be organized into teams performing their specific functions. The members will be screened and carefully selected from among the Barangay officials, Barangay tanods and other anti-crime groups within the community. The Chief of Police and Station Commanders of City/Municipal Stations shall direct their policemen to include in their patrol and visitation the Barangays under them and establishments which are high risk to criminal elements.

The PNP shall also conduct the training of the BPATs based on a standard Program of Instructions (POI) which focuses on law enforcement, community organization and public information, disaster mitigation, relief and management, and case monitoring. Also, gender and juvenile concerns and religious consideration and human rights shall form part of the training module. There shall be a committee composed of the Chief of Police and representatives from NGO, Religious Sector and LGU (City/Municipal/Barangay) as the case may be to
assess/evaluate the performance of the BPATs and its impact to the peace and order situation in the locality.

c) Mobilization Phase

The organized BPAT shall converge in their assigned BPAT Desk in the Police Stations or PCP or community room. This is to account the members and disseminate to them pertinent information before deployment to their respective duties. Their functions shall include “Ronda” and other law enforcement activities, on the spot conflict resolution, community organization and public information and disaster relief to hasten delivery of basic public safety services to support police operations within the barangay.

Law enforcement functions shall be limited to city, municipal, and barangay ordinances to referrals and mediation in accordance with RA 7160 (Local Government Code). But if the instant case merits a hearing, it shall be coursed through the Barangay Justice System. Cases that need immediate police intervention must be referred to the nearest police unit for appropriate action.

The BPAT desk shall maintain a logbook of all events and matters that happened or were acted upon during each tour of duty. The records therein shall be considered confidential unless required by appropriate authority.

d) Assessment/Evaluation Phase

The concerned Police Station shall form a committee to conduct a periodic assessment after the operationalization of BPATs.

3. Organization and Operationalization of the Barangay Peacekeeping Action Team (BPAT)

a) MISSION

To conduct peacekeeping activities in association with the various sectors of the community and ensure their continuous support towards the maintenance of peace and order and safety.

b) VISION

A peaceful and orderly community organized and responsive to the safety and security needs of its citizens in cooperation with the local police.

c) FUNCTIONS

1) Organize and mobilize various sectors of the community in support of the maintenance of peace and order and safety.
2) Conduct crisis management, disaster mitigation, search, rescue, and relief operations within the community.

3) Strengthen and support the Barangay Justice System (Lupong Tagapamayapa).

4) Conduct crime prevention and deterrence measures to protect the vulnerable sectors of the community.

4. Approach

Barangay Peacekeeping Operation (BPO) as an added feature of the PNP Medium Term Development Plan (MTDP) launched on October 2002, and the PNP PCR Masterplan and its two components “Sambayan” and “Santining”, have gone a long way in so far as furthering the Community Oriented Policing System doctrine is concerned. Much has been accomplished in bringing the police closer to the people, forging partnerships which have successfully addressed peace and order concerns.

With the BPO and the BPAT, security and safety services traditionally dispensed by the PNP will be enhanced by the grassroots approach. The BPAT, the prime movers of the BPO, will render services tailor-made for the community to which they belong and serve. They will be focused on the three general endeavors which are; security services focused on proactive community based policing system, conflict resolution through Barangay Justice System and crisis management which includes disaster mitigation. This is the new dynamic and proactive approach to community peacekeeping which the PNP leadership is pushing for.

Law enforcement activities such as the conduct of “Ronda” from one place to another should involve community members. Community peacekeeping activities through this are believed to be more effective considering the direct support and participation from the community members, specifically in monitoring and reporting purposes. This activity starts from the police community precinct where the police personnel directly involved in patrolling are supposed to get instruction/briefing from their direct superior.

The patrol personnel then proceeds from one place to another place in the community with the end view of conferring with civilians in-charge of local peace and security (e.g. Tanods, Security Guards of different establishments/ subdivisions, Principals/ teachers, etc.). Conversation among the patrol police personnel and civilians shall focus on peace and order situation issues. Result of the meetings on peace and order and safety situation shall become one of the basis of the PNP unit involved in developing its Community Public Safety Plan.

In line with the PNP’s newly acquired role of providing active support to the Internal Security Operation effort, the BPAT is created into an ORGANIZATIONAL EQUIVALENT of the CTM Barangay Module which has been, for so long, a tough nut to crack until recently. It shall be composed of a PNP supervisor, whose skill includes community organizing and good public relations, the
barangay chairman, the tanod executive officer and sectoral (farmers or laborers, women, youth, business, senior citizens and others) representatives.

5. ORGANIZING THE BARANGAY PEACEKEEPING ACTION TEAMS

a. Organizing the BPATs

The Barangay Peacekeeping Action Teams are organized to serve as the main operators of Barangay Peacekeeping in their respective localities. They shall serve as the primary force multipliers of the police in controlling, suppressing and preventing crime and criminality at the Barangay level.

1) The BPAT Supervisor - These are police officers that are specially trained to handle peculiarities in the Barangay where BPATs operations will be undertaken.

2) Planning the BPAT Activities – Since every Barangay may have peculiar problems, the planning activities shall be conducted in consultation with Barangay officials and important persons in the community. (Ex. Barangay Forbes Park in Makati, has no, or has just very insignificant problem on juveniles displaying anti social behavior, while Bgy. West Crame in San Juan has complex problems on juveniles).

b. The Admin Work

1) Functional Desk Duty – It is a duty performed by a volunteer who manages organizational details, assignments of time and places of patrol, dispatches, control of movements, coordination with appropriate government agencies and other tasks related to BPAT operations.

2) Complaint Desk Officer Duty – The functional Desk is manned by a volunteer trained to handle the recording of events and assigning to appropriate people the responsibility to act on the complaint or discharge appropriate quality service.

3) Standing and Watch, and Patrol Duty – It is a duty performed by volunteers solely or jointly with the Tanods and other Public safety inspectors for anti-crime operations or maintenance of peace and order.

C. Information Operation applied to cushion the Impact of Law Enforcement during Labor Disputes

Police officers must always bear in mind that labor disputes are between legally equal entities. There is a delicate balance between the rights of workers and the rights of employers that is not for the police to maintain. Officers at the scene of labor disputes must remain neutral regarding the entities involved.
1. Types of Labor Disputes

There are several types of labor disputes. The most visible and likely to require police presence is picketing. However, during collective bargaining disputes, both unions and employers may undertake other actions such as hand billing, posting of signs, and even the use of large inflatable rafts or persons in costumes. Generally, such activity occurs during disputes arising from contract negotiations, attempts to get employers to recognize unions as an exclusive bargaining representative of the employees, and/or efforts to inform the public of the existence of a labor dispute. These actions can be related to ongoing strikes, boycotts, sympathy strikes, and/or lockouts.

a. “Strike” is an organized termination or slowdown of work by employees in an effort to compel the employer to meet the employees' demands. Strikes can take several forms, from employees walking off the job entirely, to a slowing of work to impair and decrease production. The vast majority of strikes are legal actions. While some strikes are illegal (for example, when a strike violates a no-strike clause or endangers the public health), police cannot act to stop or otherwise interfere with a strike without a court order. The legality of a strike is a question for the parties to resolve through the Department of Labor and Employment and court system; it is not one for the police to decide. Police can only interfere when necessary to preserve peace or to enforce a specific order by an authorized court. Strikes typically involve picketing activity.

b. “Picketing” is a demonstration by one or more persons outside a business or organization to protest that entity's activities or policies and is designed typically to pressure the entity to meet the protesters' demands. Although picketers may not block the entrance or exit of a building, picketing is a legal, and often an effective, way for strikers or other persons to convey their message to the broadest audience possible. Picketing can take the form of protesters walking with signs or passing out leaflets and other information to people walking by. Picketing cannot take place on private property without the consent of the owner, except in very limited circumstances. While police may monitor picketers to prevent violence, property destruction, or trespassing, they may not impede the picketers' ability to gather at a location and present their message to the public. In all cases, however, it is up to the Department of Labor and Employment (DOLE) and/or the courts to determine when picketing is unlawful and when it may be necessary to obtain police assistance in ending the picketing in accordance with an appropriate court order.

c. A “boycott” is an action designed to isolate an adversary either socially or economically. It is intended to create public awareness of an issue and to encourage the public to withhold their support of
an organization as a means of protest. Like picketing, boycotts are generally legally protected forms of speech. Again, police officers should not interfere unless directly ordered by a court and in accordance with the provisions of a court order.

d. “**Sympathy strikes**” occur when unions that are not involved in a particular labor dispute strike to show support for the original striking union. Like the original strike, sympathy strikes must be handled by employers and unions through the National Labor Relations Board and/or the court system. Police should treat a sympathy strike like any other strike and refrain from acting unless specifically instructed by a court.

e. “**Lockouts**” occur when an employer prevents workers who are striking, or threatening to strike, from entering a place of business. The legality of a lockout is determined by the Department of Labor and Employment and/or the courts. Again, police should not interfere in a lockout unless necessary to prevent violence or the destruction of property or if ordered to do so in accordance with an appropriate court order. Lockouts often involve picketing or the distribution of handbills or leaflets to inform the public of the status of the dispute.

2. **Appropriate Behavior, Options, & Precautions**

   a. **Police Behavior**

   Because tensions can escalate during labor disputes, violence or property damage can sometimes occur. The presence of police officers at a labor dispute is primarily intended to deter possible violence and property destruction.

   Police officers should not side with either party in a labor dispute. Instead, police must remain neutral when responding to a problem involving a labor dispute. When police actions are perceived as favoring one party, negotiations can break down. As a consequence, a single officer’s actions can unintentionally do more harm than good. Therefore, officers should use restraint and act cautiously when responding to a labor dispute. Of course, police should never hesitate to act where violence or property destruction appears imminent or occurs.

   b. **Police Options and IO**

   The options available to the police are limited. As noted above, the police are not responsible for enforcing labor laws. The police are responsible for monitoring the potential for violence, assisting in stopping outbreaks of violence, preventing destruction of property, and ensuring public safety, including the right of reasonable passage and the right to demonstrate peacefully.
Since Police Options are limited, then it is best for COP to plan out a good Information Operations for the purpose. A good IO can either cause the dispute to die a natural death due to non-participation of the members of the contending parties to an interest, or limit the degree of aggressiveness of the participants. The IO serves as the “softener” of a heated stand of contending party that often times results into a peaceful settlement.

c. Police Precautions

1) As always, do not allow yourself to be provoked or to act emotionally.
2) Obtain sufficient, reliable information before acting.
3) Consider the source of information when dealing with parties to labor disputes. Because these disputes are actually conflicts between private parties, the possibility of bias and a desire to use the police to obtain an unfair advantage must always be considered.
4) As a general rule, do not take directions from employers or employees regarding whether or whom to arrest, whether to disperse employees, or how to enforce a court order. Officers at the scene should only take direction from police supervisors.
5) Be aware that arrest and incident reports are often subpoenaed under the Labor Code to use in resolving unfair labor practice disputes. Reports must be accurate and impartial; the officer must avoid adopting the biases of the parties involved in the disputes.
6) Court orders often issued in labor disputes include temporary restraining orders (TROs), preliminary injunctions (PIs), and Cease and Desist Orders. Police should not enforce a court order for the employer, the union, or the National Labor Relations Commission (NLRC) unless the order is directed specifically to the police. In most instances, if the employees fail to comply with an order, the employer must go back to court and seek a contempt of court order.

D. PCR and Information Operations during rallies, Demonstrations and CDM

1. Importance of IO to pre-empt Rallies and Demonstrations

Rallies and demonstrations often result into a violent confrontation between the police or security elements of the concerned establishment and the
rallying members of the aggrieved party. During the skirmishes, violent actions showing the police inflicting excessive force to the rally participants, caught by the video camera of reporters highlighting the inefficiency and brutality of the police, are materials that shape the perception of the public about indifference of the police organization to the public. Violence erupts because the police are inherently intolerant to the provocations made by the demonstrators, and are insensitive to the feelings of demonstrators of being aggrieved by the government. Violence can be avoided if the Chief of Police knows how to use the various police techniques at his disposal and the IO. The following may help in preventing the deterioration of negotiation proceedings that may result into a demonstration:

a. The COP should institute an initial mediation effort upon learning of any failure in the collective bargaining agreement or collapse of negotiation between contending parties. During the mediation process, an IO should be launched primarily to quash the reasons for the development of disagreement that may result to exchanges of heated argument between parties, and secondarily, when the issues were not settled, to recalculate the IO effort that would cushion the impact of impending law enforcement activities or use of necessary force during police action.

b. The mediation proceedings do not only operate to solve the deteriorating situation, but are also intended to afford more time to cool off disagreement between contending parties and provide more time for IO to intervene in the decision making processes of the contending parties. Specifically, the IO serves to explain and condition the minds of the participants about the issues involved, the effect of the issues to the parties, the social and economic implications of the issues to the relationship between the contending parties, the rights of individual real persons and juridical persons violated, the wastage involved in terms of money and man-hours, practical reasons and some information about formulating a win-win solution.

c. The IO process should be appropriate to the type and nature of incident or event that needs to be managed. The types of information that need to be deployed should define a direct relationship with the objective of the IO, and should be phased to give a clearer but gradual understanding of the obtaining event. The crafting of the desired information is phased into several appropriate parts each defined by appropriate topical themes where messages are formulated. These messages will be developed into an essay type reading materials that should tickle the attention of the reader or target audience. If the said materials can be further illustrated with visual aids, symbols, cartoons or animation, then the delivery of messages can become very effective in swaying the perception of the target audience towards the desired outcome, which is, perhaps avoiding participation for any calls for rally or demonstration.

2. Role of the PNP during rallies and demonstrations
a. Police Assistance in maintaining the peace and orderliness in the premises during rallies and demonstration shall be discharged even without a written request from the concerned company or premises. Moreover, said police assistance shall be coordinated and cleared with the concerned mayor before its enforcement.

b. The duties of PNP personnel in any rallies or demonstrations shall be limited to the maintenance of peace and order, protection of life and property, enforcement of laws and legal orders of duly constituted authorities, and to perform specific functions prescribed by law. Police should not display any form of insensitivity and arrogance that may cause any displeasure from the rally participants and thus cause some stressful environment, hate and spark violence.

c. PNP personnel tasked to provide police assistance shall be in proper uniform and should be led by an officer during the actual discharge of duties. They shall be limited only to occupying the line of law enforcement and civil disturbance control which shall be no more than 30 meters from the area of engagement; shall not participate in the demonstration or picket; and shall refrain from the use of unnecessary and unreasonable force.

3. Procedures in the Enforcement of Crowd Dispersal Management (CDM)

a. PNP personnel should be informed of the prevailing situation, their tasks, strict observance of Human Rights, and the appropriate provisions of the Police Operational Procedure (POP).

b. Police actions that will be initiated that form part of a crowd control operations shall be officer-led, if possible by the Chief of Police who has jurisdiction over the area and who should be present during the activity.

c. Police assistance shall be rendered only to the affected (contending) parties when appropriate under the premises. The police action should be impartial to both and should not show any form of arrogance that may create displeasure to the rally participants.

d. All personnel involved shall be in complete uniform and shall desist from the use of any violence or any actuations that may harm, harass, or terrorize any of the participants to the rally.

e. The mode of participation shall be strictly to maintain peace and order during the entire activity, ensuring the protection of all participants from harm and injury.

f. The development of the situation should be closely monitored by the COP and should endeavour efforts to strike a dialogue with the rally
organizer when the order to disperse the crowd has been made by the authorities. The deployment of tear gas and water cannon shall be applied only as a last resort, when all other peaceful and non-violent means have been exhausted, and shall be made under proper advice and command of a responsible superior police officer.

g. All arrests made during the operation shall be investigated by the Station which has jurisdiction over the area.

h. The Unit or Station concerned shall render situation reports every two (2) hours during the CDM operation followed by a written report after the activity, for information and reference of higher Headquarters.

E. Demolitions, Injunctions and other Similar Orders; How PCR soften resistance using Information Operation

1. Role of the PNP in the Enforcement of a Demolition Order

   a. Police Assistance in the enforcement or implementation of a demolition or injunction order shall be granted only upon a written request of the Sheriff or authorized representative and accompanied by a valid order issued by a competent court and/or with written permission from the Presidential Commission for Urban Poor. Moreover, said police assistance shall be coordinated and cleared with the concerned mayor before its enforcement.

   b. The duties of PNP personnel in any demolition activity shall be limited to the maintenance of peace and order, protection of life and property, enforcement of laws and legal orders of duly constituted authorities, and to perform specific functions prescribed by law.

   c. PNP personnel tasked to provide police assistance shall be in proper uniform and will be led by an officer during the actual and legal relocation phase. They shall be limited only to occupying the first line of law enforcement and civil disturbance control; shall not participate in the physical dismantling of any structure subject of eviction or demolition; and shall refrain from the use of unnecessary and unreasonable force.

2. Procedures in the Enforcement of a Demolition Order

   a. PNP personnel should be informed of the prevailing situation, their tasks, strict observance of Human Rights, and the appropriate provisions of the PNP Operational Procedures (POP).

   b. All police assistance rendered shall be officer-led, if possible by the Chief of Police who has jurisdiction over the area and who should be present during the demolition activity.

   c. Police assistance shall be rendered only to the affected parties.
d. All personnel involved shall be in complete uniform and shall desist from the use of any violence or any actuation that may harm, harass, or terrorize the affected parties.

e. The mode of participation shall be strictly to maintain peace and order during the entire demolition/ejection activity, ensuring the protection of all parties from harm and injury.

f. The use of tear gas and water cannon shall be applied only as a last resort, when all other peaceful and non-violent means have been exhausted, and shall be made under proper advice and command of a responsible or superior police officer.

g. All arrests made during the operation shall be investigated by the Station which has jurisdiction over the area.

h. The Unit or Station concerned shall render situation reports every two (2) hours during the demolition operation followed by a written report after a demolition activity, for reference of higher Headquarters.

F. PCRizing Checkpoint Operations

Check point is a legitimate tool of law enforcement that has been permissively accepted even by the Supreme Court. Because of its nature however, the Supreme Court and the DOJ issued some guidance that limits the power of Military and Law Enforcement organizations in its enforcement especially when it already borders certain rights.

Check points are employed to accomplish various police and military objectives. It is used to restrain movements of fugitives from justice, curtail the proliferation of instruments of crimes, enforce specific laws, search wanted and needed persons (wanted persons are those fugitives from justice, persons with warrants, escapees etc. Needed persons are those persons required by authorities to be searched, located and be brought to an area where an obtaining critical event requires their expertise), or control movements of people and vehicles to manage critical or chaotic events or crisis situations. In any of the various reasons employing checkpoint, due diligence and care in conducting checkpoint activities should be taken by the members manning the checkpoint and should endeavor to make the experience less stressful to the public.

The following pointers should be observed:

1. A check point operation should be assigned with a supervisor or should be led by an officer. The supervisor should conduct field briefing, outline the purpose and objective of the checkpoint operation and should allocate the tasks to the members in a very clear manner.

2. See to it that a check point be conducted in a well-lighted, properly defined with appropriate markings/posters, identified with marked police vehicle, and manned by uniformed personnel.
3. When flagging down vehicles, give visible hand signal command to slow down and pull over to the side. When a vehicle is properly parked, give signal to roll down window and request the occupants to turn on cabin light, require to make their hands visible by putting them on the steering wheel, dashboard and backrest of the driver’s and front passenger’s seat. Then without delay, briefly greet and explain the purpose of the check point and announce that a plain view check will proceed. Announce also that a flash light will be used for those areas where the cabin light is unable to illuminate, and apologize for the inconvenience. The visual check and the preliminary procedural action should, as much as possible, not exceed three (3) minutes as the normal waiting time that persons can accommodate without being bored or stressed is equal to that period where a traffic signal changes its color from red to green (which is approx 180 seconds).

4. Unless there is compelling reason or a violation of law that has been observed during the visual check, the check point supervisor should immediately end the search by apologizing for the inconvenience, never forget to thank the occupants for their cooperation, and offer some information about directions, safety precaution, speed limit, advisory against drunk driving, and wearing of safety belts. You may offer also inform about the location of gas stations, repair shops, location of towing trucks in a very brief manner or otherwise, just give an informative card showing those information. Do not ask questions about where they intend to go and the purpose of their travel.

5. Do not require the occupants to open doors and to step out of the vehicle when no violation of the law has been observed.

6. Never require occupants of the vehicle to submit to physical and body search except when contraband, firearm or any evidence of violation of law have been visually observed, an appropriate announcement of the said violation has been made and their rights provided under the Miranda Doctrine have been read before them.

7. Do not require the occupants to open glove compartment, trunk or bags.

8. Be courteous but firm in asking information relating to vehicle violation. The occupants are presumed owners or possessors in interest of the vehicle. Do not therefore ask for a driver’s license when no prior moving violations has been cited and do not ask for the registration certificate and its receipt of payment when there is no reason to doubt about the ownership and possession of the occupants except, when the purpose of check point has been previously announced that the check point is in search of a missing vehicle, or when an information is offered that the vehicle is owned by any of the occupants, or that there were strong indications that the vehicle may have been the object of illegal transactions or proceeding from the crime of theft.
The following visible indicators are deemed persuasive and may need some explanation from the vehicle occupants:

a. The key hole of the doors has visible signs of tampering, or is missing;

b. The alarm light is active and continues flashing although with no audible sound. It is an indication of forcible entry;

c. The ignition key hole and its steering shaft cover bore signs of tampering, broken or missing which is also an indication of forcible entry;

d. The stereo is missing and there were visible broken ribs and lining in the dashboard;

e. Visible presence of bullet holes and blood stains in the body, siding interiors, seat covers and carpet;

f. A new model car sporting old model seats and old dilapidated rims and tires; and

g. No plates and no conduction and registration stickers.

h. New car occupied by persons whose bearing, dress and personality profile do not show capability to acquire expensive property.

G. Hostage situation and Crisis Management’s PCR component; Role of Information Operation (IO) Specialist, Analysts and Operators

The availability of modern technology has brought a different perspective to the development of critical event especially when the event can already be viewed, as it unfolds and progresses from normal to critical, by the public through the different medium. Sometimes, out of carelessness of participating event managers or the lack of experience in managing critical or crisis situation, the fast and unrestricted flow of information within the event area and towards the whole community, is directly affecting the turn of events. People get involved as a result of direct personal knowledge, and emotions alter the otherwise smooth transition of events from one period to another.

The traditional method to critical situation management, it being an unstable event, does not include the PCR approach, and since the event is stressful in nature, the management of critical link between the incident operators and the public (bystanders, onlookers and adventurers) including the media, are often neglected.
The deployment of the hereunder enumerated experts during crisis/hostage situation is an important component of a critical incident management team to ensure a successful rescue operation.

1. **The Information Operations (IO) Specialist** - The role of the information Operations specialist is to gather and choose appropriate public information and secure access to services and resources, choose what information to provide the tactical units and assist the crisis management staff as they seek to select and utilize the resources and services; to assess tactical environment with respect to the uses of information and resources; and to provide an accurate and efficient retrieval system for gaining access to information.

   This requires taking an all-threat, all-hazards approach and an understanding of the assessed mission’s operational environment. It also requires an ability to identify IO vulnerabilities, evaluate their potential for exploitation, assess their impact on the organization’s ability to execute its assigned missions, and develop realistic recommendations to eliminate or mitigate the vulnerabilities.

2. **The Information Operations Analyst** - Serves as an IO Integrator. He must be able to effectively coordinate with tactical staff and the crisis management staff to assess IO capabilities against the subject. He works as a member of a Joint team to support the development of operational/tactical plans and concepts. He has to be adept at providing IO expertise to coordinate and integrate capabilities to effectively attack and defeat the network of the subject.

   The IO Analysts must have a firm understanding of the Joint Planning Process and be able to support planning and integration efforts. He must be capable to rapidly support the Operation and Integration Center during peak requirement periods. He integrates pieces of information in useful form and coordinates the action to the IO specialist who will make an assessment together with the crisis management staff and recommend action whether to release the information for use of appropriate outfit, the media, the negotiator, or the tactical units on the ground.

3. **The Information Operations (IO) Operator** – interviews persons associated with the suspect, compile social, economic, personality profile, criminal and mental illness history as well as gather other relevant information pertaining to the suspect. He maintains direct linkages with informants and the IO analyst or users of information, for analysis and use. These operators assist the IO specialist in gathering information and deploy the same through the direction of the IO specialist. He usually takes charge of unauthorized persons from venturing into the critical event premises, and assists the Public Information Officer (from PID or PIO) in maintaining good media relations and managing media activities. He also feeds the media, appropriate information supplied by the IO specialist.

H. **The Police-Community Relation’s Approach in Internal Security Operation**

The reorganization of DILG paved for the consolidation of the merged or integrated PC/INP and outlined a policy of a community-based and service-oriented
police organization. Part of its mandate includes the role of preserving internal security in the country. The effect however of some amendments in RA 6975 as provided under RA 8551 downgraded the role of the PNP in internal security into a support role through information gathering and performance of normal police duties. This was further clarified through various issuances of Executive Orders outlining the respective roles of AFP and PNP on matters pertaining to ISO.

The problem on internal security has continued to persist which has resulted in serious socio-economic consequences. In its efforts to curb insurgency, the government outlined an “All of Government approach” to solve the problem where the AFP, PNP and other government instrumentalities have currently cued with the “all of government approach” and designed its strategy towards “Winning the peace”. The PNP now rides with the thrust through its PNP ISO Plan - “Samahan 2011” and put a new vigor in addressing the three decade long insurgency problem.

The PCR approach aims to “soften the ground” as the PNP march forward to advance the level of security and safety of every Filipino people into another dimension, and “smoothen rough edges” when the stronger arm of the law created some imperfections in shaping the environment towards safer communities. This approach will be facilitated through:

1. Forging relationships with partner agencies (AFP, POC and) LGUs for harmonious working conditions and with the community to foster better understanding of shared responsibility in peacekeeping;

2. Waging of “war of information” to provide leverage against anti-government information campaign and shape the perception of the community and influence their actions to favor the government’s peace initiatives;

3. Organize various groups to counter the recruitment and organizational work of Anti-Government Movement (AGM) and other threat groups;

4. Mobilize people and communities for the advancement of their well being; and

5. Secure the communities through community intervention and policing.

The PCR approach is viewed on the direction that the PNP leadership shall develop, guide and steer a “community and service oriented” police organization in forging relationships, shaping perceptions, exerting influence, organizing and mobilizing the community so it can develop and by itself secure a safer place to live, work and do business.

The Chief, PNP intends to carry out the direction that is aligned with the President’s pronouncement by actively involving the local government units, the community, and the people’s organizations in improving and maintaining peace and order through the Peace and Order Councils (POCs). This approach is also aligned
with the AFP’s Internal Peace and Security Plan which adopts the “Whole of Nations Approach” and “Human Security Approach” as main strategies in addressing insurgency in the country.

“The Winning the Community” Paradigm (War of Information)

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<tr>
<th>PNP STRATEGY</th>
<th>I. STRENGTHENING FOUNDATION</th>
<th>II. SUSTAINING GAINS</th>
<th>III. EXPAND AND DEVELOP</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Intelligence</td>
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<td>Investigation</td>
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<th>PCR STRATEGY</th>
<th>I. INFLUENCE</th>
<th>II. ORGANIZE</th>
<th>III. MOBILIZE</th>
<th>IV. SECURE</th>
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<tr>
<td>POCs</td>
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The strategy of the PNP for ISO is anchored on the indispensable role of the local Peace and Order Councils (POCs) and the involvement of Local Government Units (LGUs) through their Local Chief Executives (LCEs) in its “whole of Nation’s approach”. A very clear interplay of the different “whole of nation” organizations should therefore be drawn to see how the Quad Staff of the PNP function with the POC organization in relation to LGU functions.

As maybe illustrated in the above paradigm, the PCR phased the operations through the INFLUENCE-ORGANIZE-MOBILIZE-SECURE (IOMS) concept as an antidote to the CPP/NPA/NDF’s (CNN) method of winning the countryside with their INFORM-AGITATE-MOBILIZE (IAM) technique. The IOMS concept is simply a war of information with a battle cry “winning the communities” that will be launched in synchrony with the PNP ISO CAMPAIGN PLAN “SAMAHAN 2011 within the appropriate period as follows;

1. INFLUENCE – Influencing involves persuading people to actively participate in the shared responsibility of ensuring peace and order
without pushing or forcing to do it. There are three important steps as preconditions to the process of influencing;

   a. **Forging Relationships** - PCR operators of PNP units shall “reach out” and forge working relationships with agency partners (national and local), POCs, Non-Government Organizations (NGOs), People’s Organization (POs) and other sectoral groups and together, also forge relationship with the intended target communities. When the cooperation of the communities is established, it is easier to attain police objectives.

   b. **Inform and Educate** - The need to inform and educate the community is of vital importance as it affects the community’s perception on the intent and objective of any government program. Such perception will be the determining factor on the choices and subsequent decision of the community to resist or support/cooperate with any government initiatives. Thus, proper information and education approaches should be initiated so as to shape the community’s perception and secure subsequent decision favorable to the government.

   c. **Shaping Perceptions** - An individual’s perception is also affected by the person’s past experiences and pre-conceived notions on things he/she previously encountered. Similarly, prejudices over police image and biases against police actuations are often associated with the community’s past experiences on police abuses and corrupt practices. Thus, to remove such pre-conceived view, PCR operators therefore should endeavor to check the following:

   1) See to it that when in public and on duty, the police should be seen busy with their jobs, walking the beat, or just doing some “standing and watch” duty in respectable uniform and bearing;

   2) See to it that police teams have more physical actions (and not just readable actions in print media) even if said actions were mere POP drills since perception is more on visual sensory information.

   3) See to it that police should have more “contact” with the members of the community thru interpersonal interaction rendering service or forging relationship/rapport.

2. **ORGANIZE** - Organizing people in the community is an indispensable tool as it will create a sense of participation, involvement and belongingness in carrying out police anti-crime activities. Thus, the following organizational work is desired:
a. School-based organizations - designed to develop the youth to be God-fearing, patriotic, respectful to elders and parents, to respect laws and ordinances, and to care for the environment. This will also counter fraternities in schools.

b. Out-of-School-Youth Organizations - designed to provide protective factors to prevent anti-social behavior and for development of livelihood and recreational skills of out of school youths.

c. Community-based Organizations - There are various organizations already organized to conduct community interventions. Examples of these are BADAC, MAD, CCW, etc. The police should connect with and utilize existing organizations, use them to attain police objectives, and manage these organizations as secondary layers of policing.

3. MOBILIZE - Community interventions that target risk factors and introduce protective factors to prevent anti-social behavior.

a. Community Intervention against risk-factors such as:

1) Membership in destructive gangs
2) Association with Anti-Government Movements (AGM)
3) Other risk-factors that have easy access to firearms and drugs, community disorganization and community norms or attitudes favoring anti-social behavior.

b. NGO and GO Mobilization (to prevent crime and violence) such as:

1) Patrol 117
2) Bantay Bata
3) Citizens Crime Watch
4) Public Eye
5) BPATs

c. School-based organizations for protective-factors against Anti-Government Movement (AGM) recruitment/teach-ins.

4. SECURING COMMUNITIES

a. Area Visit - is a form of Patrol to be conducted by RPSB/PPSCs alone or jointly with a two-man team from concerned police station. Its purpose is not only to ensure the protection of the barangay and the household being visited but also to check on the following as provided in the following campaign plans.

1) Presence of AGM’s armed component (as embodied in Campaign Plan Sandugo)
2) Presence of Organized Gangs (Campaign Plan Sandigan)

3) Indicators of clandestine laboratory (Sangbanat)

4) Indicators of flood and erosion potentials (Saklolo)

5) Illegal logging and poaching of wild animals (Sangyaman)

6) Presence of threat groups and PAGs (Sang-Ingat)

After ensuring that the six areas of concern have been attended to the Area visit elements enter the barangay proper and are broken down into smaller teams (two-man team) to conduct house visits and also service the various organizations previously organized and mobilized, to check if said organizations were functioning well, solve their problems if any, and improve their community interventions.

b. House Visits - House visits for the conduct of interpersonal interaction is an effective tool of forging relationship with the communities, connect with them and inform them of various matters that affect their lives starting from issues involving peace and order, laws that affect their lives (FAs, illegal logging, fencing, drug abuse, human trafficking, etc.) economics, social and cultural issues, health, social inventions to as odd as talking about lives of celebrities. It is also important to find out from the household occupants about the things that directly affect their lives such as;

1) Personal and social standing. Are they earning sufficiently for the daily expenses of the family?

2) Persons or group of persons pestering their lives, molesting them with unnecessary forced taxation or asking for food.

3) Are their neighbors friendly and cooperative?

4) Who are the neighbors that are potential for conflict and how can the police mediate or help together with some NGOs, in arbitration proceedings?

5) Who are the new settlers in the neighborhood?

6) How do their local officials (Barangay Captain and Councilors) fare in making their community secured?

7) Is the Barangay Justice System working?

c. Community profiling - Knowing every bit of information about the community makes the job of the police in community policing
easier. Since community policing would or may require involvement of both the civic and the police organizations, then it may be helpful if the area can be navigated easily and its citizens can be located easily.

1) Community mapping - road network and access to a community and between communities, should be profiled in standard format with names of street, roads, drives, avenues and highways indicated, and with important access between household such as alleys, walkways, catwalks, bridges and trails, so that navigation by police elements and other government agencies responding to emergencies or just plainly conducting patrols can be expeditiously facilitated. Within the network inside the community map are numbered boxes that represent households. Buildings as it appeared and reflected in the map will only be numbered once even if such building is multi-storey but each floors shall be designated with letters (alpha-numeric) or as maybe denoted appropriately (ex: A caller who introduced himself as Juan Dela Cruz asking for police assistance and is living on the fifth floor of a condominium type building, the police should be able to navigate the area and the building as fast as possible by just looking at the community profile map, and easily find the caller in the community map where he lives. The police can choose the shortest distance and save time lost from inquiring from people just to locate the caller). This profiling shall be accomplished by PPSC/MPS during area visits.

2) Household Profiling – House profiling shall be undertaken by PCR operators during house visits which involve getting the identities, age profiles, job profile, religious profile, educational profile and economic profile of the occupants. The profiling may include the number of occupants in the house, including the identities of the transients, employees, household helpers and drivers. Extra care should be observed so as to avoid accusations of infringement of the right to privacy of the citizen by the police.

CHAPTER XI
INDEXES
A. GUIDELINES IN ESTABLISHING MEDIA RELATIONS
1. DOs
a. Exert more effort to understand media and how they operate—how reporters, journalists and broadcasters work, their weaknesses, and their hung-ups.

b. Do more than what is asked of you and learn while doing it.

c. Be able to make decisions and act on those decisions at once.

d. Consider always the news potential of your research findings or activities to report. This means being prepared to face the press and the public at all times.

e. You must know at all times what is going on in your organization.

f. You should read all newspapers, business journals, magazines and other publications that are available to keep you abreast with the latest trends.

g. Inform and advise accordingly, your organization, of all news, inquiries and interviews you may give the media.

h. In a media conference, make sure you know exactly what message you want to deliver and you organize your material to relate to your major point. This way, you will be in control of the interview rather than allow it to control you.

i. Know the journalists you are talking to—their names and their publications. Take pains to know your audience.

j. Cooperate with the media by having much as you can accumulate. If your story is newsworthy, it will be published or broadcast with or without your help.

k. Be thoughtful. Send thank you cards/notes for special favors or special occasions; and

j. Make the clarification or correction directly to the reporter in case there is something wrong in a story. Some Information officers make the mistake of complaining to the reporter’s superior and that will just incur ill will.

2. DON'Ts

a. Don’t bypass management or your colleagues in the organizations in the matter of disclosing premature news. Consultation with them on very vital issues is always very appropriate.

b. Don’t give information to a reporter that is “off record”. It will only lend credence to a reporter’s belief that you are trying to hide something.
c. Don’t say “no comment”. That the statement would mean “guilty as charged” to a reporter and there is no way you can change that impression once you have said those words.

d. Don’t ever lie to a reporter. Giving wrong information is not just a blatant stupidity but is a sign of “dementia” especially if given to the media.

e. Don’t be reluctant to call reporters you have never met or media people with impressive titles. Persistence is the name of the game in media relations. However, you must walk the line between being persuasively forceful but not annoyingly aggressive.

f. In a press conference, don’t hedge nor be evasive. If you find a question unfair, say so, and if you do not know an answer, say so too but promise to give them an answer and keep that promise.

g. Don’t argue with media people. Even if you win the argument, you will lose in the long run. Just explain your position in a way that will avoid needless discussion.

h. Don’t insist on reviewing a reporter’s story. He is under no obligation to obtain your approval. You may however offer to check his draft for technical accuracy.

i. Don’t try to say more than the questions asked. However, do not withhold information that may be vital to your story.

j. Do not dissuade a reporter from pursuing a story of his choice. That would be unduly interfering with his rights.

k. Don’t let reporters put words in your mouth. Reporters are frequently given to ask “would you say/” and that leaves you to being embarrassingly quoted.

l. Don’t bribe the media.

B. GUIDELINES IN WRITING NEWS RELEASES

1. DOs

   a. Personally get to know the editor, city editor, or the reporter on the police beat. Establish rapport.

   b. As soon as possible, release facts in which the reporter will have an interest.

   c. Make releases complete, accurate, and in writing, if possible.
d. Be honest. This, of course, does not imply that prejudicial or dangerous information should be necessarily released.

e. If the printing of particular information will cause harm, tell the reporter.

f. If you see a story coming up in your area which you believe will interest the press, let them know in advance.

g. If your department is pre-planning for a big event, remember the press. Consider inviting them, providing facilities,

h. Handouts, and advance speech manuscripts, when possible.

i. Regardless of the line of inquiry, be courteous and considerate.

j. Volunteer news releases on important personnel changes, retirements and new programs.

k. Proofread your release before giving it to the press.

l. Fully identify pictures and attach names. Rather than writing on the reverse side of a print, securely attach a separate sheet. If you want the photos returned, say so.

m. Know media deadlines.

2. DON'Ts

a. Apply pressure to have a copy slanted or withheld. The reverse also holds: Don't apply pressure to see a particular item in print.

b. Discuss your news release with inappropriate personnel. Observe the media's chain of command.

c. Try to write your own headline for a news release. Even reporters don't write their own headlines.

d. Call to find out whether your release will be disseminated.

e. Double-talk a reporter. Be specific. Know what you are talking about, and say what you mean. If you do not have all the facts, check and call the reporter back.

f. “Show off” in writing news releases. Wear you learning lightly. Write simply and remember to use good grammar and correct spelling.

g. Call the newspaper to determine whether the post office delivered a release you sent by mail.
h. Expect every release to be published. Space, timelines, newsworthiness, and other considerations go into the decision as to what will be printed and when.

i. Call to explain aspects of a typed release already sent. Make it clear before you send it.

j. “Play the odds” by flooding the paper with material of obvious miniscule.

k. Demand a reporter to cover a particular story.

l. Send a mimeographed form release into which you have inserted a few local aspects.

C. ANSWERING INTERVIEW QUESTIONS

1. DOs

a. Be relaxed, confident, and honest.

b. Maintain a neutral attitude.

c. Use pitch and rate changes for variety.

d. Build in “cut-off” with your answer if you wish to drop the subject.

e. Discuss only those activities and policies within the purview of your area of responsibility.

f. Admit you do not know an answer if that is the case.

g. If the situation permits, tape the interview yourself.

h. Use visual aids if you absolutely have to, but make sure they’re simple, readable, uncluttered and relevant to your subject. Last, practice with them beforehand.

i. Above all, GIVE POSITIVE ANSWERS!!

2. DON’Ts

a. Use jargon, acronyms and technical terms.

b. Use speech mannerisms such as “Er Uh”, and “Ah Uh”.

c. Be curt, even with the dumbest question.

d. Restate the question.

e. Begin with gratuitous phrases such as, “I’m glad you asked that.”
f. Give a no “comment” response, if you’re unsure of the answer or can’t discuss it, say so.

g. Get into a verbal fencing match if the information is classified—admit it’s classified and move on.

h. Volunteer information unless it supports a positive point you want to make.
i. Answer more than one question at a time.

j. Be defensive.

k. Ever assume anything is “off the record”, there is no such thing unless you’re certain the reporter will honor the agreement.

l. Let anyone put words in your mouth; only agree if the facts and figures are the truth.

m. Lie answer as honestly and completely as you can—your agency’s reputation rests on the spokesperson’s veracity.

D. APPEARANCE IN A TELEVISION INTERVIEW

1. DOs

a. Arrive early to check your appearance.

b. Ask for makeup to help control perspiration and to avoid glare off your skin under the lights. If none is available at the studio, swallow your misgivings (if you're a man) and purchase your own. It should match your skin tone; apply a light cover and, if you perspire easily, blot your skin shortly before airtime.

c. If you're a woman, wear the same makeup you wear every day. Don't apply it heavier than usual. You want to look natural on camera so avoid extra blush, lipstick or eye makeup.

d. If you have a heavy beard, shave before you go to the studio.

e. If you need a haircut get it several days before the interview, not the day before. A haircut too close to airtime may leave white marks around your neck, and ears and may make your hair look unfinished and "flyaway" on camera.

f. Unbutton a suit jacket if it’s a sit down interview and when you are in civilian clothes. To remove wrinkles in the front, pull the jacket down the rear.

g. Button your jacket if it is a stand-up interview.
h. If you have a choice, wear light-colored shirts and blouses.

i. Wear over the calf socks (that way, if you cross your leg, your shins won’t outshine your shoes!).

j. Keep jewelry simple; those diamonds may look terrific at a party, but on television they will detract.

k. Slight dull your brass if in uniform; the same applies for very shiny wire-rimmed glasses.

l. Wear your glasses if you can’t see without them; it makes you more comfortable and, anyway, many people have deep marks in their faces if they wear glasses most of the time (you don’t want those to show).

m. If you wear glasses, tilt them down slightly (but make sure not to hide your eyes). It eliminates any glare from the lights.

n. In civilian clothes and female, wear solid, medium-colored dresses; conservative knee-length dresses or pantsuits are preferred. Make sure your knees are covered when you sit down.

2. DON’Ts

a. Wear sunglasses indoors or outdoors if at all possible or tinted or photo gray lenses on camera; the lights turn them very dark and you never want to hide your eyes.

b. Wear a vest.

c. Wear broad stripes or checks; solid colors or pinstripes are best.

d. Wear white; it is difficult for the technical crew to adjust contrasts.

e. Wear bow ties—they tend to bob when you are talking.

f. Wear very light or very dark dresses.

g. Wear short skirts.

E. CONDUCTING YOURSELF IN A TV INTERVIEW

1. DOs
a. Gesture frequently, gestures make you look natural and constructively channel your nervous energy.

b. Take your elbows off chair arms and make sure your shirt sleeves peek out under your jacket sleeve.

c. Smile, unless the interview concerns a serious accident or incident.

d. Open your eyes a little wider than normal to show interest and animation.

e. Keep your hands off the microphone.

f. Concentrate on the interviewer - listen to what he is saying and keep eye contact with the person, not the camera. If you can’t stand to look at the person straight in the eyes, choose a spot - the nose, eyebrows or ear, for example - so it will look to the audience as if you have constant eye contact.

g. Take deep breaths from your diaphragm. If you don’t, you’ll run out of air at the end of sentences and the last few words will be inaudible.

h. Keep your head up so you won’t look guilty. This is especially important if you wear glasses. If the audience can’t see you, they may not trust you!

i. Have your hands relaxed in your lap, ready to gesture, during a sit-down interview, and at your side during a stand-up interview.

j. Sit on the edge of your chair during a sit-down interview with your back straight, leaning into the interviewer. It may feel uncomfortable, but it makes you look interested on camera.

k. Stand up straight in stand-up interview.

l. Tell the program staff if you have a real physical reason for preferring one profile or side (e.g., a hearing problem)

2. DON’Ts

a. Smile or grin when discussing a serious or fatal accident.

b. Distract your audience by making nervous gestures (pulling your socks, fiddling with jewelry or looking at your watch). The key to avoiding these actions is to use natural, expressive gestures.

c. Swivel in a swivel chair unless it’s necessary (Necessary only when appearing in a panel discussion).
d. Lean back and relax in a chair- get away from the back.

e. Shift your eyes from the interviewer while you’re answering, as if you’re “searching” for response. Rolling your eyes, looking into the air or down at the floor and darting your eyes back and forth give a sinister, dishonest look on camera.

f. Lean into the microphone or rock back and forth during a stand-up interview.

**F. PNP GAD MAINSTREAMING EFFORT SELF-ASSESSMENT FORM**

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<th><strong>PNP GAD MAINSTREAMING EFFORT SELF – ASSESSMENT FORM</strong></th>
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This is a PNP self-assessment form to determine the extent of your GAD mainstreaming efforts and to identify the key areas in which you think your office/unit still needs assistance to make your mainstreaming more effective. Below is a list of statements that refer to possible GAD mainstreaming activities. We want you to check if these have been done in your unit. Kindly check the APPROPRIATE BOX. We also want you to provide additional data that will support your response to some of the statements.

1. Our Unit/Office issued clear policies in support of GAD Activities (e.g. Administrative Policies on hiring, inclusion of GAD dimension in project or program planning, etc.)

   Please enumerate the policies you have issued so far:

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<tr>
<th>TYPE (MCN SO, etc.)</th>
<th>POLICY</th>
<th>DATE ISSUED</th>
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2. We have included GAD mainstreaming targets in our Key Result Areas:

   Please enumerate the policies you have issued so far:

   |                     |        |             |
   |                     |        |             |

   YES   NO
3. We have formalized the assignment of key Office/person to be our Focal Point to spearhead our GAD undertakings.

If yes, please identify the focal person/office spearheading GAD undertakings in your area.

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<tr>
<th>YES</th>
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4. We developed specific guidelines on how to mainstream gender issues in our work, e.g. integration of GAD in project development process.

If yes, please enumerate these specific guidelines:

<table>
<thead>
<tr>
<th>DATE ISSUED</th>
<th>Title or Description of the Guidelines</th>
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If none, what hinders you from developing such guidelines?

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<th>YES</th>
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5. These guidelines are adopted and followed by concerned lower units in our agency.

If yes, how have these been useful?

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<th>YES</th>
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6. We have identified a section/division in our unit who will be responsible for ensuring that women’s concern’s are integrated in the planning and project development process of the unit both at the local and national level.

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<th>YES</th>
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If yes, please specify the assigned unit:

______________________________________________________________________

______________________________________________________________________

If yes, please specify the assigned unit:

______________________________________________________________________

______________________________________________________________________

7. We have issued specific policies pertaining to
women in our unit, e.g. policies on sexual
harassment, etc.

YES No

8. Our top management (Director and above) is
supportive of our GAD mainstreaming efforts.

If yes, please describe the kind of support extended by your top
management.

G. ORGANIZING AND MOBILIZING FAMILIES, WOMEN AND CHILDREN: A Guide on
Family, Juvenile and Development Officers of the Philippine National
Police

1. Rationale and Philosophy

a. The community-based program addresses problems in the family
and community that lead to the problems in the household
stretching to the neighborhood, communities, and the society in
general.

b. The empowerment of communities that results in their capability to
identify needs, seek and solve their own problems.

1) It involves raising community awareness and consciousness.
2) It involves training community leaders.
3) It involves helping the communities to establish linkages and
networks to support for their development

c. It utilizes community organizing as its main strategy to empower
parents and children to organize themselves; and to develop
alternative opportunities.

d. Develops alternative opportunities for access to basic social
services.

2. Objectives of the community organizing strategy

129
a. To raise awareness of individuals, parents and children in the community to the major issues in the community.

b. To stimulate indigenous leadership.

c. To help individuals articulate their needs and organize people’s organizations to meet these needs.

d. To develop parents and children to understand and act on social issues that affect their lives.

3. Processes in community organizing

Community organizing is not a natural process but a social one. The social process is a planned series of activities to facilitate and develop the capacity of individuals, groups and communities.

a. Entry in the community

Community immersion activities/programs have to be prepared for the entry of the police community relations officers/community organizers and other staff who will work in the community. This preparation is done usually by the PCR officer and FJGAD specialist:

b. Core group formation

1) The parents and children are identified as potential participants and beneficiaries of the project.
2) They are formed into groups, elect their own leaders.
3) Parent members need to feel that they belong and are accepted in the group.

c. Social preparation/training Group skills that need to be developed.

During this stage of group development, parent members have to address two (2) major group needs:

1) To be aware of inter-relationships of individual, group and community needs, discovering and analyzing causes and common goals;
2) Need for systems and procedures in organizational management; needs to agree on decision-making processes and organizational structures.

4. Group skills that need to be developed are:

a. Data-gathering and analysis of community socio-economic conditions.

b. Analysis of economic and social structures.

c. Survey identification of needs and resources.

d. Community Organization Volunteer (COV) Training and Development.

1) COV usually participates in a 30-day community organization and management seminar.
2) Continuing training and development through PCR/FJGAD supervision
5. Some functions of the COVs
   a. To act as negotiators and advocates of the program on behalf of the families, women and children, and the whole community.
   b. To act as resource persons to the community and liaise with the agency and the community.
   c. To assist the groups in identifying needs, problems and resources, both the internal and external.
   d. To work with small groups and committees and to organize and facilitate meetings.
   e. Together with the officers of the group, to monitor and evaluate implementation of group projects.
   f. To assist the community in the formation and strengthening of inter-agency efforts to address families, women and children.

6. Qualifications of a COV:
   a. He or she should be credible to the community.
   b. He or she is willing and has time to serve the community even without any remuneration.
   c. Able to easily communicate with people.
   d. Demonstrates leadership ability.
   e. Leadership Formation and Development
      1) Seeks to develop effective leaders.
      2) Leadership seminars should equip group members with skills in facilitating development oriented groups.
      3) Training includes analysis, discussion and practice on self-awareness, team building, problem solving, organizational development, leadership planning, controlling and interpersonal relationship skills.

7. Functions that a leader may assume in a community group:
   a. Initiator- first to attend and let the group take over. From the initiator, others will pick up the theme and proceed with the work.
   b. Regular- to guide members to focus the work or the theme of the discussion. Help to tone down who manipulates, and encourages other members to participate.
   c. Information Giver - A leader may become a source of information to the group especially if he/she happens to know more about the topic. Information Seeker asks for information from the members and clarifies to help the group to make decisions.
   d. Supporter- one who encourages and acknowledges participation of members and gives recognition where credit is due.
   e. Evaluator- assesses the pace of the group in terms of accomplishing its group objectives and planned activities, feeds back to the group members accomplishments and performance.
f. Project Planning and Resource Mobilization

1) The PCR/FJGAD officers, in collaboration with other agencies and organizations, can provide the logistics and technical support.

2) A plan of action is then developed to include specific objectives, time frame and resources.

3) Projects planned are simple and feasible - To facilitate the desired output during this stage, different skills of members and officers need to be developed:
   a) Skills in planning-solving and decision-making
   b) Skills in planning, implementing and evaluating projects
   c) Skills in sustaining member’s participation and committee work
   d) Skills in evaluating operations and performance on an on-going basis

8. The GAD Community Organizer

a. Qualities of a Community Organizer

1) Irreverence
2) Sense of Humor
3) Visionary
4) Tenacity
5) Flexibility
6) A genuine love for people
7) Critical thinking
8) Acculturated
9) An organizer

b. Roles and functions of a Community Organizer

1) As Facilitator
   a) Helps enhance individual and group strengths and helps minimize weaknesses and conflicts.
   b) Heightens group unity.
   c) Assists individuals and groups to respond to common interest.

2) As Trainer
   a) Assesses training needs of local leaders.
   b) Helps plan and conduct educational programs, strengthens individual and group capabilities.
   c) Assists key leaders in training others.
   d) Engages in practices through continuous dialogue with the people.
   e) Helps in developing the leaders and members in terms of skills and attitudes towards self-determination.

3) As Advocate
   a) Helps analyze and articulate critical issues.
   b) Assists others to understand and reflect upon these
As Researcher

a) Conducts social analysis.
b) Engages in participatory research wherein people learn data-gathering skills.
c) Simplifies/enriches appropriate research concepts and skills in order to make these functional for the people’s interests.
d) Engages in social integration to understand social phenomena from the people’s viewpoint and standpoint.

As Planner

a) Conducts initial analysis of area resources and potentials.
b) Assist local groups in planning for their common good, including appropriate strategies and alternative actions.
c) Helps systematize group actions to attain desired goals.

As Catalyst

a) Initiates debates and actions regarding critical problems.
b) Monitors and nurtures growth of individuals and groups to facilitate long-term structural transformation for the people’s welfare.

ACRONYMS AND MEANINGS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Meaning</th>
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<tbody>
<tr>
<td>AGM</td>
<td>Anti-Government Movements</td>
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<tr>
<td>BADAC</td>
<td>Barangay Anti-Drug Abuse Council</td>
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<tr>
<td>BJS</td>
<td>Barangay Justice System</td>
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<tr>
<td>BPAT</td>
<td>Barangay Peacekeeping Action Team</td>
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<td>BPDs</td>
<td>Barangay Peacekeeping Desks</td>
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<td>BPKO</td>
<td>Barangay Peacekeeping Operations</td>
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<tr>
<td>CAD, DPCR</td>
<td>Community Affairs Division, DPCR</td>
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<tr>
<td>COPS</td>
<td>Community-Oriented Policing System</td>
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<tr>
<td>Acronym</td>
<td>Description</td>
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<tr>
<td>COV</td>
<td>Community Organization Volunteer</td>
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<td>C/MPS</td>
<td>City/Municipal Police Stations</td>
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<td>CTM</td>
<td>Communist Terrorist Movement</td>
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<tr>
<td>CVO</td>
<td>Civilian Volunteer Organization</td>
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<td>DPCR</td>
<td>Directorate for Police Community Relations</td>
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<td>FJGADD, DPCR</td>
<td>Family, Juvenile, Gender and Development Division</td>
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<tr>
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<td>Police Community Precincts</td>
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<td>PID, DPCR</td>
<td>Public Information Division, DPCR</td>
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<td>POP</td>
<td>Police Operational Procedures</td>
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<td>PPD, DPCR</td>
<td>Plans and Programs Division, DPCR</td>
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<td>RPSB</td>
<td>Regional Public Safety Battalion</td>
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<tr>
<td>SPC, DPCR</td>
<td>Salaam Police Center, DPCR</td>
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<tr>
<td>TRO</td>
<td>Temporary Restraining Order</td>
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</tbody>
</table>

**REFERENCES**

- RA 8551
- Organizational Plan “SAMBAYAN”
- LOI 22/09 “BAYANIHAN” (Barangay Peacekeeping Operations)
- LOI 20/04 (Salaam Police Center)
- Revised PCR Master Plan
- PNP Communication Plan “Santinig”
- LOI Tamang Bihis
- Sir Robert Peel’s Principles of Law Enforcement (1829)