

GHANA POLICE SERVICE: PUBLIC AFFAIRS DIRECTORATE

Communication and Public
Education Strategy 2018-2020



TABLE OF CONTENTS

Foreword	5
1. Background	7
2. Overall Objectives, Mission and Vision	8
3. Communications Objectives	8
4. Target Audience	9
5. Key Message per Target Audience	11
6. Communications Mix	15
7. Public Education Coordination Mechanisms	17
8. Implementation and Capacity Building	17
9. Monitoring and Evaluation	18
Annex 1. Public Affairs Directorate Structure	20
Annex 2. Police Officers' Public and Media Engagement: Directives	21

FOREWORD



The vision of the Ghana Police Service, driven by the on-going Transformation Agenda, is **to become a world-class Service capable of delivering planned, democratic, protective and peaceful services up to the standards of international best practice.**

In an effort to make this vision a reality and become a world-class Police Service, the Public Affairs Directorate of the Service has developed this Public Education and Communication Strategy to support the on-going Transformation Agenda and of the operational strategies of the Service. This Communication Strategy therefore forms the spring-board for a robust communication platform that seeks to reach out to our citizens, including internal and external stakeholders as we build strong and lasting partnership for safer communities and businesses.

The Public Education and Communication Strategy development was supported by the European Union through its Anti-Corruption, Rule of Law and Accountability Programme (ARAP) with valuable inputs from some selected Police officers and members of the Public Education Working Group (PEWG) of related state-owned agencies and Civil Society Organizations.

This Strategy document therefore serves as a blueprint for all public education and multi-media engagements of the Police Service. Its implementation is coordinated by the Public Affairs Directorate at the national headquarters and in the regions.

The Police Administration commends the European Union and other stakeholders for supporting the development of this document that will surely enhance Police accountability and transparency in line with international best practices, bringing about effective law enforcement and respect for human rights.

It is expected that all branches in the Service will use this document to enhance effective public education and all public communication-related activities with both internal and external stakeholders towards building a more accountable Police Service that is committed to delivering policing services with the highest degree of professionalism.

It is also my expectation that this document will foster stronger and mutual understanding between the Police and our varied stakeholders as they willingly support and provide positive feedback on policing matters to enhance public safety, respect for the rights of each other, and the growth of the principles of democratic policing in Ghana.

DAVID ASANTE-APEATU | Inspector-General of Police
ACCRA
10th September 2018

1. BACKGROUND

The Public Affairs Directorate is responsible for all of the Police Service's internal and external communication and public education. In particular, the Department is responsible for:

- Managing and facilitating public communication activities in the Police Service.
- Planning and coordinating public education programmes for the Service.
- Coordinating and facilitating media relations.
- Liaising with both private and public organizations with regard to public communication for the Service.
- Managing internal and external publications such as newsletters, the official Police website and other social media platforms for the Service.
- Building capacity of all police officers to effectively communicate with the public, especially through the media.
- Coordinating all events organized in the Service.

The Directorate is represented on the Police Management Board where policy decisions concerning the Police service are made. It has 25 staff members, with plans underway to increase the number to 30, most of whom have at least first degrees and Diplomas in Communication or Public Relations. The Directorate has Officers in ten out of the eleven Police regions and in strategic units such as the Criminal Investigation Department, Police Medical, the Motor Traffic and Transport Department as well as the Community Policing Unit.

Currently the Public Affairs Directorate is engaging in a number of flagship communication activities, which have gained significant success. These include:

- A revised GPS Website – launched in February 2018 – that includes significant opportunities for providing information, sharing publications, and obtaining feedback from the public.
- A multi-media documentary series – 'Ghana Police Watch' – disseminated on major national and regional television stations covering a range of topics including the roles and functions of the Police, the Transformation Programme, and how citizens can improve their security and help to prevent crime among others.
- A 'once-off' newsletter on the Transformation Programme.
- A newsletter – the **Police Digest** – for both Police Officers and members of the public.
- Social media channels to provide public awareness, information and education, including Facebook, Twitter, and YouTube.
- Police durbars.
- Revival of Welfare meetings.
- Daily operational briefing and debriefing.
- Public durbars.



The proposed strategy builds and seeks to strengthen these positive efforts to support the Ghana Police Service in achieving its institutional vision of becoming a world class police service.

2. OVERALL OBJECTIVES, MISSION AND VISION

The GPS is currently implementing a **Transformation Programme**

The **vision** of the Transformation Programme is: “To be a world-class Police Service capable of delivering planned, democratic, protective and peaceful services up to standards of international best practice”.

The **goal** of the Programme is to make Ghana Police Service the best in Africa and one of the best in the world. The programme has 13 **strategic objectives** centred around five **themes**:

- Welfare of Officer on the ground
- Community policing.
- Criminal Investigation.
- Police Professional Standards
- Information and communication technology.

The current Communication and Public Education Strategy is intended to support the Transformation Programme. The Strategy was developed by the Public Affairs Directorate in close consultation with other units and departments in the Service and supported under the European Union’s Accountability, Rule of Law and Anti-Corruption Programme (ARAP). The overall objective of the ARAP programme is to promote good governance in Ghana by reducing corruption and improving accountability and compliance with the rule of law, particularly when it comes to accountability transparency anti-corruption and good environmental governance.

3. COMMUNICATIONS OBJECTIVES

The purpose of the current Strategy is to assist the Public Affairs Directorate to meet its communication and public education responsibilities and objectives.

The specific objectives of the Strategy are to:

1. **Enhance internal communication** within the Ghana Police Service, increasing police officers’ awareness, at all levels, of their role and responsibilities towards citizens



and to make officers feel proud to do everything to protect the image of the Service, thereby making it a prestigious institution.

2. **Enhance external communication** with relevant stakeholders, increasing accountability by **raising public awareness** and **understanding of the roles and functions of the Police**, citizen rights in relation to the Police, and how and where to complain when these rights are not respected.

These communication objectives are expected to bring about the following outcomes:

- 1.1. Police service more aware, informed and knowledgeable of their role and responsibilities towards citizens, more accountable, approachable, service oriented and with increased capacity to interact constructively with citizens.
- 1.2. Citizens more informed of their rights and responsibilities with regards to the Ghana Police Service, with adequate knowledge and tools to report and combat corruption and police misconduct, willing and ready to support the Police Service thus increasing accountability and promote community safety.

4. TARGET AUDIENCE

To achieve these objectives, the Strategy differentiates **internal and external stakeholders** for communication and public education, which can be broadly grouped this way:

- **Internal stakeholders** are essentially all members of the Ghana Police Service including those under Police Training. Officers have communication needs such as choice of language in relating to members of the public, fellow officers etc. and reputation management and media relations among others.
- **External stakeholders** include (amongst others) the Executive (President and Ministers), Parliament, and other state departments and institutions i.e. Judiciary, state institution/traditional authorities, community leaders, MMDAs, religious bodies, financial institutions, women groups, Opinion leaders, educational institutions, political parties, people with disability, civil society organisations, educational institutions and other organized groups.

This strategy also focuses on victims, witnesses, complainants, arrested and detained people, **civil society organisations** (CSOs) and the **media**, all of whom have their own needs and expectations.



VICTIMS AND WITNESSES

Victims and witnesses have particular information, awareness and education needs such as:

- Information on any services available to victims such as medical assistance, psycho-social counselling, or shelters for survivors of domestic violence.
- Updates on when a suspect has been identified by the police, who the person is and where they were last seen.
- Notice that a suspect has been arrested, applies for bail and/or is granted bail.
- Details on court dates, especially when they will need to testify.
- Awareness and understanding of court procedures and the role of officers of the Court.
- Notice when an accused person is convicted, the date for sentencing, and their right to participate in any sentencing procedure.

CIVIL SOCIETY AND THE MEDIA

CSOs represent the people they serve and are thus well placed to communicate with the Police on behalf of their communities – both in terms of sharing the concerns of those they serve with the Police, but also when it comes to receiving messages from the Police that they can then share with their communities. At the simplest level, CSOs are able to share publications prepared by the Police with their communities, organise meetings and workshops for Police Officers to address, and to raise awareness of the roles of the Police and the rights of victims, witnesses and arrested and detained people as part of their ordinary work. And they are able to raise concerns that the communities they serve may have when it comes to policing of the community, complaints about the services they receive, and crime prevention efforts that need to be undertaken.

But many CSOs also conduct research related to the Police. Unfortunately, this commonly involves public perceptions of corruption within the Police Service that repeats many other surveys already conducted. Although this is useful to some degree, there is little consultation with the Police to determine what research would add real value to their work and the Transformation Programme. For example, no current research looks at the reasons **why** some Officers engage in corruption or offer real solutions and recommendations for how the Police can address or tackle these reasons. Similarly, no current research looks at why members of the public try to bribe Officers or what can be done to address this.

Like CSOs, the media also represents the public. As a result, they provide a valuable channel for getting messages to the public and they also serve to channel the public's concerns to the Police. However, the relationship between the Police and the media can become conflictual at times, especially when the media report on allegations made in public without first consulting with the Police or when they try to receive comments from the Police but are unable to obtain any feedback.



Recognising the need for communication between the Police, CSOs and the media to be enhanced, a workshop was held in December 2017 to discuss how this might take place in practice. Based on some of the main suggestions and recommendations made at the workshop, the current Strategy acknowledges the need for communication between the Police, CSOs and the media to be improved.

Guidelines on safety of journalists during Police operations will be developed in line with international best practice.

5. KEY MESSAGE PER TARGET AUDIENCE

5.1. INTERNAL COMMUNICATION

The internal communication needs and requirements of the Ghana Police Service (GPS) can be structured around two main clusters:

1. Information about the Service (institution, laws, and regulatory framework)

- Progress being made with regard to the Transformation Programme.
- Changes in top and senior management of the Police.
- Any new laws or Court decisions that impact on criminal law, criminal procedure and the law of evidence.
- Legal mechanisms to report misconduct (including whistleblowing)

2. Professionalism accountability, and anti-corruption

- Choice of language in relating to the public, fellow officers etc.
- Reputational management and media relation skills
- Communication programmes (discussions, debates)
- Wearing of name tags, appropriate dressing, environmental cleanliness etc.
- Sharing best police practices among others

2.1. Discipline and Ethics

- The importance of service instructions and how to abide them, behaving in a correct, emphatic, professional manner.

2.2. Anti-corruption

- The effect of corruption on the police and the consequences for police officers, their families, and the public when police officers engage in corrupt behaviour or other criminal offences.



- The importance of reporting misconduct and corrupt behaviour within the police and to support Professional Standards Bureau in enhancing high professional standards
- Progress being made in dealing with corruption or other criminal acts by police officers.
- Research conducted by civil society and what it means.

2.3. *Accountability*

- The need to be accountable to the public and to keep the public, including victims and witnesses, informed.
- Dissemination of best practices.

2.4. *Other relevant information*

To address these needs, the strategy includes specific publications and other means of communication designed to keep police officers informed and up-to-date with developments – including:

- A regular newsletter for all Police Officers (and the public).
- Updating the Police's website to include information on the Transformation Programme and other matters of interest and importance to both the police and the public.
- Internal communication materials: booklets, training materials, posters, etc.
- Development of personal/unit work plan and monitoring and evaluation indicators.

5.2. EXTERNAL COMMUNICATION

Although it is not possible in a strategy of this nature to cover every type of communication police officers engage in, it is important to acknowledge the broad range of thematic areas covered by the GPS in their communication activities, these include the following:

- Anti-corruption, accountability and professionalism
- Domestic Violence
- Anti-narcotics
- Security in the streets: home, workplace, etc.
- Crime prevention
- road safety
- child safety/security- child friendly policing
- human trafficking
- Victim protection etc



1. Public information, awareness and education

The public is perhaps the most important stakeholder for the Police – without communication from the public, there would be very few cases for the Police to deal with. Members of the public are the most likely to be victims or witnesses in any crime and being able to communicate effectively with them is critical if the Police are to be accountable, prevent and combat crime, and reduce Police corruption. Communication from the public thus needs to be actively encouraged.

But members of the public have a range of needs when it comes to communication from the Police. These can be divided into the need for information, awareness and education.

Information. The simplest level of communication is the provision of information to target audiences, this usually implies factual information and updates regarding the Ghana Police Service, such as:

- ✓ the opening and closing times of a police station;
- ✓ the latest crime statistics;
- ✓ the contact details for the Police Professional Standards Bureau New instructions/laws/policies etc.;
- ✓ Changes in management;
- ✓ Official fees to charge for services.

Public awareness goes further than just providing information, by engaging with citizens to improve their mutual understanding on a whole range of issues, such as:

- ✓ The role and structure of the Police Service;
- ✓ Professionalism and ethics;
- ✓ The Transformation Programme;
- ✓ National and international best practices in policing;
- ✓ What to expect from the Ghana Police Service;
- ✓ Official Statutory fees for police services.

Information and awareness are key components of **crime prevention** – the more the public know about where crime is more likely to take place, where and how to report suspicious behaviour, and how to make themselves less vulnerable to criminals, the less likely they are to fall victim to crime.

The following methods can be used for both information and awareness:

- Notice boards.
- Bill boards.
- Newsletters.



- Posters.
- Radio, television and newspaper programmes and public service announcements.
- Pamphlets.
- Websites.
- Social media.
- Suggestion box at police stations.

Public education. Members of the public need education on a range of issues such as laws and procedures, the rights of victims, witnesses, suspects, complainants and detained people, corruption among the police ranks and how and where to report it. The ultimate objective of public education is to provide enough information and tools for the target audience to change their attitudes and behaviour. Public education can include formal or non-formal campaigns or a combination of both.

A formal education campaign is one that uses the formal education system to educate learners on the law and roles and functions of the Police and could include civic education in the formal education curriculum. For the purposes of this Strategy though, the focus is on non-formal education.

The public education efforts of the GPS focus on the following issues:

- ✓ Professionalism;
- ✓ Ethics;
- ✓ How, where and why report cases of corruption;
- ✓ How and where to report abuse of power, misconduct and corruption and what happens to any complaints received;
- ✓ How to avoid and prevent crime;
- ✓ Official statutory fees for services provided;
- ✓ Awareness about general police procedures such as public order management, granting of bail, arrest and detention among others.

The most common non-formal methods for public education include:

- Radio and television talk shows that allow for in-depth discussion on a particular issue such as crime prevention, corruption and how to report it, or new laws and what they mean. Radio in particular has the greatest outreach in Ghana and both radio and television are particularly effective since they do not require people to be able to read. Both radio and television should thus be prioritised whenever possible.
- Plain language educational publications such as booklets that explain the rights of victims, witnesses and arrested and detained people, how to claim these rights, and what to do if your rights are violated.
- Public workshops, outreach activities and consultations.
- Manuals and guides for educators such as school teachers, for them to educate their pupils.



- Newsletters (that can include regular columns to educate the public on any new laws that they need to know about in addition to only covering the news).
- Printed material such as billboards, posters, leaflets, etc.

5.3. CRISIS COMMUNICATION PLAN

When an emergency occurs, the need to communicate is immediate. Officials (the Interior ministry/Police Council) may need to be notified immediately. Citizens and stakeholders will want to know what is going on in their communities. Police officers and their families will be concerned and want information especially if they are threatened by the incident. International agencies may also be interested in the consequences of the crisis. Many different audiences must be reached with information specific to their interests and needs, while protecting the sanctity of investigation and reputation of the Service. Thus, a crisis Communication Plan would be developed as Annexure to this Communication and Public Education Strategy.

6. COMMUNICATIONS MIX

Target Audience	Key message/information to be delivered	Channel/Platform	Outcome
Internal: Police Officers	Progress being made with regard to the Transformation Programme.	<ul style="list-style-type: none"> • Regular Newsletter. • Regular updates on GPS website and Social media. • Internal briefings on transformation agenda. • Internal communication products and tools (booklets, manuals, training materials, posters). • Suggestion box at police station/establishments. • Text messaging to encourage/motivate officers, wish them happy birthday, congratulatory messages, information on welfare package (e.g. compensation), etc. 	1.1.1 Police Officers are up to date with institutional changes.
	Changes in top and senior management of the Police.		1.1.2 Police Officers are aware of relevant legislative developments.
	Any new laws or Court decisions that impact on criminal law, criminal procedure and the law of evidence.		1.1.3 Police Officers understand what their role and responsibility is, encouraging peer support for improved ethics and professionalism.
	Examples of best practice shown by other officers and success stories in combating crime.		
	The need to be accountable to the public and to keep the public, including victims and witnesses, informed.		
	The effect of corruption on the police and the consequences for police officers, their families, and the public when police officers engage in corrupt behaviour or other criminal offences.		
	Progress being made in dealing with corruption or other criminal acts by police officers.		<ul style="list-style-type: none"> • Circulars, memos, staff meetings.
Insights from research conducted by civil society organisations .			



Target Audience	Key message/information to be delivered	Channel/Platform	Outcome
Internal: Police Officers	Printing of motivational messages to encourage police officers. Official fees for police services and the consequences of charging unapproved fees for police duties.		
	Development of a comprehensive capacity building plan for police officers.		
External: General Public	Opening and closing times of police stations.	<ul style="list-style-type: none"> • Radio and television adverts, shows and broadcasts. • Newspaper adverts. • Notice boards. Posters. • Websites. • Social media. • Booklets. • Pamphlets. • Notice boards / posters at the entrance to every police station with the message 'No Police Officer is allowed to accept or ask for payment for their services' and the telephone number and address of PIPS offices. • Workshops, school presentations and other outreach activities. • Manuals and guides for educators and other public education provider for them to educate their counterparts. • Suggestion box at police stations. • Using MTTD officers and other officers who go on the road as an opportunity to educate citizens of the roles of the Police. 	2.1.1 Citizens understand and are familiar with what, how, where and to whom report cases of police misconduct and corruption.
	Addresses, phone numbers and other contact details of police stations or specialised units and departments.		
	Hotlines / toll free numbers.		
	How to report a crime to the Police, what to expect, your rights and how to protect them.		2.1.2 Citizens understand what constitutes corruption/bribery within the Police service and know what to do in those instances.
	No Police Officer is allowed to accept or ask for payment for their services.		
	What to do if you are asked to pay a bribe of for services by a Police Officer.		
	The role of PIPS and how to report a complaint to them.		
	The roles and functions of the Police.		
	New laws or procedures.		
How to prevent crime and report suspicious behaviour.	2.1.3 Citizens are aware and understand the structure of the police and the laws they enforce.		
External: Victims, witnesses and suspects	Rights and obligations of victims, witnesses and suspects.	<ul style="list-style-type: none"> • Booklets. • Pamphlets. • Notice boards. 	2.1.4 Citizens are aware and are familiar with their respective rights and obligations.
External: Civil society and the media	Developments within the Ghana Police Service.	<ul style="list-style-type: none"> • Websites. • Social media. • Proactive media engagement (press releases, editorials etc.) 	2.1.5 Civil society actors are informed about recent developments and can collaborate with GPS to improve their services.
	Best practices within the Ghana Police service to fight crime and internal corruption.		



7. PUBLIC EDUCATION COORDINATION MECHANISMS

Formalize stakeholder collaborations through the Public Education Working Group (PEWG) to deliver more impactful public education in the area of law enforcement, anti-corruption and accountability. Members of the Public Education Working Group include the Judicial Service, Legal Aid, National Commission for Civic Education (NCCE), Environmental Protection Agency (EPA), Commission for Human Rights and Administrative Justice (CHRAJ), National Media Commission (NMC), Economic and Organized Crime Organization (EOCO), and civil society organizations. Some of the measures foreseen by the working group include:

- Establishment of centralized toll-free number that citizens can call to lodge complaints.
- Joint media monitoring on corruption and anti-corruption news items.
- Knowledge management: compile, document and disseminate corruption cases which have been prosecuted and adjudicated from all the districts.
- Creation of civic clubs.
- Research and analysis of concerned issues.
- Environmental Governance campaign.
- Joint training on relevant topics such as media management and social media.

8. IMPLEMENTATION AND CAPACITY BUILDING

The implementation of this strategy hinges upon the Public Affairs Directorate and its staff having the adequate communication skills and capacities to deliver the activities proposed. At the minimum, there is a need for at least basic communication skills for all police officers to improve their communication with the public in particular, but also when it comes to civil society and the media.

Basic communication skills are usually defined as speaking, reading, writing and listening skills. All of these are important for every police officer, but two are particularly important:

1. Listening for understanding and with empathy.

This is a critical skill for all police officers, especially when it comes to interviewing victims, witnesses and suspects.

- Listening for understanding involves paying attention, not getting distracted by telephones and interruptions, not interrupting the speaker unnecessarily, and checking from time to time that you've understood what the person has said. Listening for



understanding also involves understanding non-verbal communication as well. For example, a suspect who is sweating and fidgeting sends signals that they are probably not telling the truth and all officers could improve their skills in this regard.

- Listening with empathy means simply trying to 'put yourself in the shoes' of the speaker, not judging the person, and trying to understand the emotions and feelings that they are experiencing. It also includes being polite and not getting angry or annoyed and is thus an important skill for any Officer dealing with members of the public, CSOs or the media. But it is of utmost importance when it comes to victims and witnesses, some of whom may have been traumatized by their experience, be in a state of shock, or be concerned that they are being judged or not taken seriously.

2. Speaking with empathy and for understanding.

Speaking for understanding includes speaking in a way that ensures people understand. This includes speaking in the particular language that the person you are talking to understands (where possible), but also avoiding using legal terms unless the person you are speaking to is familiar with them, body language and tone of voice. There are of course occasions when a police officer needs to raise their voice or issue orders – for example, when trying to move members of the public away from a potentially dangerous situation. But for many members of the public, police officers are intimidating and speaking to them in a loud voice, ordering them around, or being rude to them can discourage them from reporting a crime or asking for help.

To increase the listening and speaking skills of **all** police officers, the current Strategy includes the development of a communication skills component for inclusion in all future basic recruit training. And to address the needs of particular Officers based on the positions they occupy, the Strategy also includes specialised communications skills training for those such as at the Police Academy, Detective Training Academy, in-service training programmes and the Senior Command Level of the Police Command and Staff College.

9. MONITORING AND EVALUATION

The Directorate is responsible for monitoring, evaluating and reporting on the implementation of the Strategy. Monitoring and evaluation takes two broad forms:

MONITORING EFFECTIVENESS

This level of monitoring focuses on what the target audience thinks of the communication, publication or activity and whether it achieved what it set out to do. For example,



questions in this regard include whether the activity, public education material or web-site is interesting, and useful, whether the messages and language used are easy to understand, and what suggestions people may have for improvements.

To this end, monitoring tools should be specific, measurable, attainable, reliable and timely (SMART) and cost effective:

- Websites (including social media sites) will request feedback from the public.
- Evaluation sheets will be included in publications, or at minimum, readers will be invited to send comments to the Department by mail, email or on the web-sites.
- Evaluation sheets will be developed and used at any workshop or outreach activity to allow participants to evaluate the activity.
- Periodic surveys will be conducted in collaboration with other organizations to gauge the public's perspective on whether or not the Police are meeting their objectives and improving in their work. This will also include partnering with service providers to conduct simple SMS, Twitter or other inexpensive social media surveys.
- Administering questionnaires.
- Focus Group Discussions.
- Feedback from public e.g. radio phone-ins.
- Levels of complaints and complaints analysis etc.

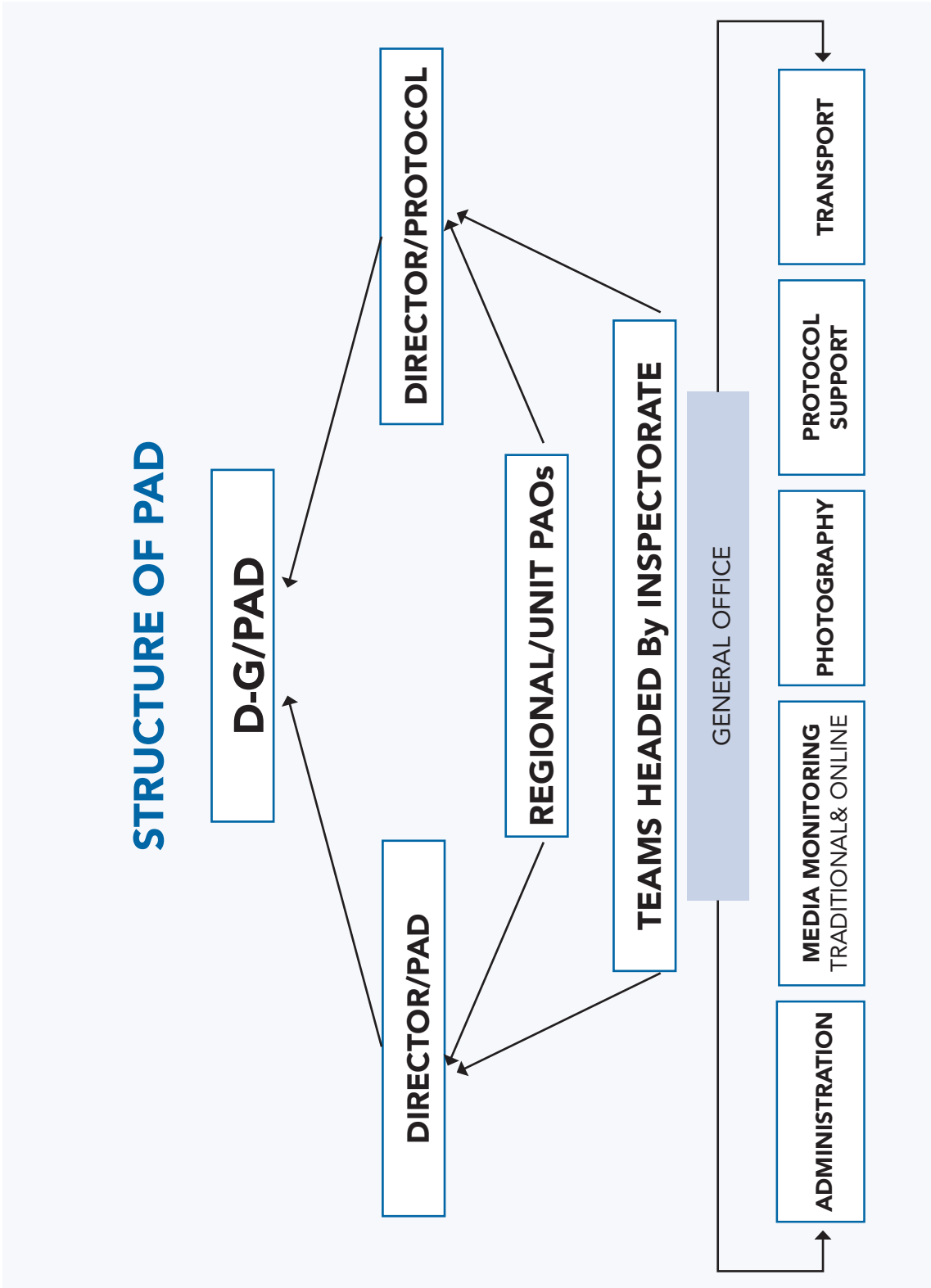
MONITORING AND EVALUATING IMPACT

Determining whether or not people learned anything or whether the communication had any impact is harder than measuring effectiveness – especially in the absence of baseline data. Nonetheless, several indicators from Afrobarometer can be used as proxy indicators to assess the impact of these communication and public education efforts.

Note

The Strategy is aligned with the Police Service Instructions and Police Service Regulations 2012 (C.I. 76) in this regard, which require Police Officers to be civil to the public and provides for sanctions against Police Officers 'lack of civility to a member of the public'.

ANNEX 1. PUBLIC AFFAIRS DIRECTORATE STRUCTURE



ANNEX 2. POLICE OFFICERS' PUBLIC AND MEDIA ENGAGEMENT: DIRECTIVES

S.1 NO. 5 (24)

THE DIRECTOR-GENERAL, PUBLIC AFFAIRS DIRECTORATE (PAD)

24. The Director-General, PAD is responsible to the IGP for the following:
- a. Provide strategic policy advice on internal and external communications, media and community relations to project a positive image of the Service;
 - b. Provide communication guidance and support to all Regional and Unit Commanders in Police Operations;
 - c. Provide guidance and build the capacity of Communications and Public Affairs Officers to ensure the highest standard of performance and discipline;
 - d. Provide leadership and control over all Regional and Unit Public Affairs Officers in coordination with the relevant Commanders;
 - e. Identify the training needs of Communications and Public Affairs Officers and make recommendations to the IGP;
 - f. Perform any other duties as assigned by the IGP.

SERVICE INSTRUCTION NO. 7

POLICE OFFICERS' PUBLIC AND MEDIA ENGAGEMENT: DIRECTIVES

1. The purpose of this Service Instruction is to ensure coordinated communications of the Service.
2. The media includes traditional and contemporary media, print, radio, television and online publications which provide information.

Authorised Spokespersons

3. The IGP, the Director-General, Public Affairs assisted by Director, Public Affairs at the national level, and at the regional or unit levels, Regional/Unit Public Affairs Officers are designated as authorised spokespersons and shall engage the media on behalf of the Service. Regions/Units without designated Officers shall consult the Director or Director-General, Public Affairs.
4. The following officers shall also coordinate with their designated Public Affairs Officers to engage the media on issues in their jurisdiction or area of operations:
 - a. Members of the Police Management Board;
 - b. Regional, Divisional and District or Unit Commanders;
 - c. Any other officer who may be authorised by the IGP, the Director-General, Public Affairs or a Regional/Unit Commander.



5. All inquiries from the media at the national, regional and unit levels should be referred to the authorised spokespersons by supplying the details of the media representative(s) and the authorised spokesperson shall advise accordingly and record any further contact with the media house in question on the issues.
6. Authorised spokespersons shall receive training and regular updates on media strategies to equip them with the tools required to engage the media and the public.
7. Communication strategies are to be included in the curriculum at all levels of Police training.
8. Regional, Divisional, District and Unit Commanders shall have designated Public Affairs Officers and shall brief them on news worthy events occurring within their jurisdiction.
9. Under NO circumstance shall an unauthorized Police Officer engage the media.

Press Conference

10. A Press Conference shall be organised on issues of national importance concerning the Service, based on advice and inputs of the Director-General, Public Affairs in consultation with the IGP.

Press Briefing

11. A Press briefing shall be held to address issues pertaining to the jurisdiction or area of operation.
12. A Press briefing shall be held at the headquarters or at the level of the regional or unit command.
13. A Press briefing shall be limited to Police operations within the Officer's jurisdiction.

Press Release

14. A Press Release shall be issued by Public Affairs Officers only, following the appropriate chain of command. Content requirements:
 - a. NEWSWORTHINESS: All press releases must pertain to a newsworthy police operations, events, products, or services;
 - b. MAINTAIN OBJECTIVITY: The press release should be unbiased and objective;
 - c. FACT-CHECKED: All press releases submitted must be fact-checked and completely accurate;
 - d. RELIABLE SOURCE: All content must be supported by factual information that is widely available and/ or provided by a reliable source.



Crime Statistics and Data

15. The IGP and the following POMAB members shall be the custodians of statistics and data as indicated:
 - a. Director-General, CID – Crime statistics;
 - b. Director-General, Administration – Administrative data;
 - c. Director-General, HRD – Recruitment, Training and Trainee data;
 - d. Director-General, MTTD – Road Traffic data.
16. The release of any crime statistics or other data to the media at any level shall be authorised by the IGP or the custodian of such data in coordination with the Director-General, Public Affairs.

Interview

17. Under exceptional circumstances as listed below, the following officers may grant interview:
 - a. At a crime scene, a Station Officer may give the media brief and factual information, which may not jeopardize investigation, prosecution and/or Police operations and stand down;
 - b. Such information as in (a) supra shall be given only once, after which the officer shall refer the media to the immediate authorized spokesperson;
 - c. An officer who grants such interview shall immediately inform either the next in command who shall also inform the designated Public Affairs Officer or the officer shall directly inform the designated Public Affairs Officer by the quickest possible means.
 - d. Such interview shall be promptly recorded by the officer who shall make entries in the Station Diary without delay.
18. When not at the scene of crime, any request for interview shall be addressed to or referred to the authorised/designated Public Affairs Officer, the Director Public Affairs or the Director-General, Public Affairs.
19. It is advised that such interviews are pre-recorded unless otherwise advised.
20. An officer on guard duty, fixed beat, patrol and other operational duty shall not grant interview to journalists or the media.
21. Under exceptional circumstances, where it has been difficult to establish the identity of a suspect or victim, the suspect/victim or photograph of the suspect or victim may be paraded to the media to solicit public assistance; such publication shall be done on the basis of advice of legal officers or a Public Affairs officer.



Don'ts

22. News media representative/journalist shall not be permitted to interview a person in Police custody. Following incarceration, any such arrangements are the responsibility of the Police.
23. Under no circumstance shall the media be present during an identification parade.
24. Persons who are arrested during a swoop or special operation shall not be paraded before the media unless on the basis of advice of legal officers or a Public Affairs officer.
25. Bodies of suspects or victims who die in the course of Police operation shall not be paraded in or to the media.
26. Bodies recovered at the scene of crime or accident shall not be paraded in/to the media.
27. Officers shall not reveal or publish any information that may lead to the identification of child (persons below 18 years), except in instances which are deemed to be in the best interest of the child, such as publicity to locate guardians of a missing child.
28. Under no circumstance shall official Police information be communicated on private social media platforms by any officer, unless authorised.

Social Media

29. Traditional forms of communication in the Service such as Wireless Messages, Memos, IGP's directives, Code Cables, Situation Reports, Cypher Messages and other internally circulated messages remain internal communication meant for and addressed to Police Officers only and shall not be made available to the media, the general public and non-Police officers.
30. Police officers should not use social media sites for any internal or work-related activities or to discuss confidential information pertaining to the Police service.
31. A reader must not view individual or groups of police officers as a representative of the police administration and post on personal social media profiles; police officers will be held personally responsible for messaging and communicating posted on social media that violate any police policy.
32. No Police Officer shall post, publish or cause to be published any work-related grievance on social media.



Speeches and Other Publications

33. POMAB members, Regional, Divisional, District and Unit Commanders should brief the authorised Public Affairs Officer on major speeches or statements to be delivered. This will enable the Public Affairs Officer to clarify any issues that may arise thereafter.

Police Operations

34. POMAB members, Regional, Divisional, District and Unit Commanders should involve the authorised Public Affairs Officer or the Director-General, Public Affairs in all Police operations/events/activities from the planning, through to the debriefing stage.

News Media Access

35. All Police Officers shall be courteous towards media representatives who are covering Police events. In the event of any dispute or disagreement, the Police should be courteous.
36. Identification. Officers should at all times ask Journalists to display their identity cards and the media house represented.
37. Respect for the Police work. Officers are to ensure that Journalists in an attempt to report on a crime do not interfere with the work being carried out by officers. Failure to comply could pose risks to the crime scene, evidence and suspects.
38. Respect for the suffering of victims and their family. Officers should ensure that in approaching victims or witnesses of tragic events, reporters are advised to carefully weigh both the public interest of full reporting and the need to show compassion and restraint. Journalist should not exert undue pressure on a distressed person for an interview.
39. Identification of accident and crime victims. Officers should ensure that the identity of a person, who has died as a result of an accident or a crime, is not published unless such information has been confirmed.
40. Depiction of violence. Officers at crime scenes should ensure that reports given to Journalists/public reflect the reality of the situation they report and in the same manner also respect the sensibilities of viewers, listeners and readers.
41. Accompanying a police patrol. Journalists sometimes accompany police officers on patrol or in a police operation. The goal is to inform the public about the way those responsible for law enforcement ensure public safety and administer justice. Proper security protocols and journalist limitations should be identified to safeguard both the journalist and the public.



42. Media and Photography. Images or videos and audio clips, should not divulge Police strategies and tactics. Photography should be chosen carefully and limited to what is necessary for an understanding of the subject. Graphic images should be limited to reduce the Police brutality perception, and when it is necessary to use graphic images, the reporter will add a warning ahead of their use.

Complaints

43. Any Police Officer having a complaint regarding the conduct of any media representative should forward such complaint to the Regional/Unit Commander, the Regional/Unit Public Affairs Officer or the Director, Public Affairs and the receiver shall collaborate with the Director-General, Public Affairs to cause investigations to be conducted and further necessary action taken.

Duties of the Director, Public Affairs

44. The Director, Public Affairs shall be responsible to the Director-General, Public Affairs for the following duties:
- a. Media management and monitoring: shall supervise core media professionals to monitor media outputs of print, broadcast and online news and information;
 - b. Administrative and operational functions of the Public Affairs Directorate, as it relates to media management and monitoring;
 - c. Collect and store the following, which make reference to the Ghana Police Service, its operations/events/activities and other security matters:
 - Radio and television broadcasts;
 - Press clippings from print media and other publications;
 - Online information sources.
 - d. Compose news stories, articles, radio and television scripts etc. for publication and broadcast;
 - e. Develop and organise informational and public education programmes for internal and external publics;
 - f. Implement on-the-job training modules developed by the Director-General;
 - g. Undertake research on media outputs, public opinion/perception about the Service and its operations/events/activities;
 - h. Submit reports and summaries of assigned tasks to the Director-General;
 - i. Work with the Director, Protocol and Regional/Unit officers to achieve seamless coordination of public operations/events/activities involving the Service;
 - j. Perform any other duties assigned by the IGP or Director-General, Public Affairs.

Director, Protocol

45. The Director, Protocol shall be responsible to the Director-General, Public Affairs for the following duties:



- a. Plan, organise and execute events of the Service, including, graduation, parades, open days, visits of Government Officials, launches, publicity campaigns, displays and exhibitions etc.;
- b. Administrative and operational functions of the Public Affairs Directorate, as it relates to public and private events/operations and official travels of the Service and its Officers;
- c. Handle and coordinate official travels of serving and retired Police Officers;
- d. Facilitate the acquisition of passports, visas and relevant documents for official travels of serving and retired officers;
- e. Liaise with foreign missions to facilitate sponsored courses for police officers;
- f. Facilitate ticketing and passenger handling during departures and arrivals for official travels;
- g. Handle and coordinate events/functions organised by the state and other public or private institutions where the Police are involved and ensure established Protocol Procedures are adhered to;
- h. Provide protocol courtesies to retired officers and officials invited to Police and State functions;
- i. Submit reports of assigned tasks to the Director-General, Public Affairs;
- j. Work with the Director, Public Affairs and Regional/Unit officers to achieve seamless coordination of public operations/events/activities involving the Service;
- k. Perform any other duties assigned by the IGP or Director-General, Public Affairs.

The Regional/Unit Public Affairs Officer

46. The Regional or Unit Public Affairs Officer is administratively and operationally responsible to the Regional or Unit Commander in collaboration with the Director-General, Public Affairs for the following duties relating to the jurisdiction of the Region or Unit:
 - a. Develop informational and public education programmes for dissemination to the news media and the general public;
 - b. Implement Communication and Public Affairs programmes;
 - c. Coordinate all public operations/events/activities;
 - d. Coordinate special Police events such as outreach, crime prevention, public education, displays and parades, etc.;
 - e. Liaise with relevant organizations and local institutions to share information and obtain feedback on issues regarding policing;
 - f. Submit weekly, monthly and regular Public Affairs reports to the Regional Police or Unit Commander and the Director-General;
 - g. Create a database of all public operations/events/activities;
 - h. Work with the Directors, Public Affairs and Protocol to achieve seamless coordination of public operations/events/activities involving the Service;
 - i. Perform any other duties assigned by the Regional Commander and/or Director-General, Public Affairs.



S.I. NO. 2 (5)
CODE OF CONDUCT/ETHICS
GRANTING INTERVIEW

5. Subject to S.I. 7, the following shall be followed when interacting with the media:
 - a. Give information from approved source (i.e. the Command);
 - b. Give information only after confirmation;
 - c. Do not give information that negatively impacts on human rights; and
 - d. Do not give information that can influence or affect judicial process.