

Summary of Evaluation

I. Outline of the Project	
Country: Indonesia	
Project title: The Project on Enhancement of Civilian Police Activities (Phase 2)	
Issue/Sector: Governance	
Cooperation scheme: Technical Cooperation Project	
Division in charge: Industrial Development and Public Policy Dept.	
Cooperation amount: Approximately 580 million yen	
Period of Cooperation	(R/D): 31 July 2007
	1 August 2007-31 July 2012 (five years)
Partner Country's Implementing Organisation: Indonesian National Police	
Supporting Organisation in Japan: National Police Agency	
<p>Related Cooperation:</p> <ul style="list-style-type: none"> • The Project on Enhancement of Civilian Police Activities Phase I (Technical Cooperation Project) • The Project for Enhancement of the Civilian Police (Grant Aid) • The Project for Strengthening Capacity of Investigation of Indonesian National Police (Grant Aid) 	
<p>1. Background</p> <p>Although the Indonesian armed forces had been responsible for maintaining public security for approximately 30 years, the Indonesian National Police (INP) became responsible for internal security since the People's Consultative Assembly had decided to separate the INP from the Indonesian armed forces in August 2000. Roles of the INP are expanding in responding properly to ordinary crimes occurring in many cases so as to secure the public safety. It is very crucial issues for the INP to improve the internal security and provide police services for earning people's basic trusts. In response to the Indonesian government's request, the Japanese government has implemented "the Support Program for Reform of the Indonesian National Police" (the Program), including the dispatch of the Advisor to the Chief of the INP since 2001.</p> <p>The ultimate goal of the civilian police is to earn people's basic trusts with prompt responses and sincere actions to the demand of the people. JICA implemented the Project on Enhancement of Civilian Police Activities (Phase 1) in which the civilian police activities in field, such as organizational management, criminal identification and communication control, have been promoted at Bekasi Police Resorts(BPRs).</p> <p>The Indonesian government requested the continuation of the project to the Japanese government in order to strengthen the civilian police activities at the BPRs as a model police resort.</p>	
<p>2. Project Overview</p> <p>(1) Overall Goal</p> <p>The effective mechanism for spreading appropriate civilian police activities through police resorts and police officers in every area of Indonesia according to each regional peculiarity is established.</p> <p>(2) Project Purpose</p> <p>Civilian police activities for earning people's basic trusts at BPRs are strengthened as a "model police resort."</p> <p>(3) Outputs</p> <p>1. Administrative and management capacity of each commissioned officer at BPRs is enhanced.</p>	

2. The functions of on-the-scene police activities (at the Police-Citizen Partnership Center (BKPM), Police Post (POLPOS), etc.) towards civilian police are improved at BPRs.
3. Good partnership with local residents in Bekasi and local government agencies is established.
4. The training system in relation to police activities towards civilian police is improved in collaboration with the JICA Program.

(4) Inputs

Japanese side:

Long-term Expert: 14 persons Short-term Expert: 21 persons Trainee received: 82 persons	Equipment: 58 million yen Local cost: 59 million yen
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Indonesian Side:

Counterpart personnel (C/P): 21 persons Land and facilities	Others (utility costs)
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II. Evaluation Team

Members of Evaluation Team	Mr. Hiroaki Nakagawa	Leader	Visiting Senior Advisor, JICA
	Mr. Yoshihiro Hoshino	Policing Cooperation	Deputy Director, International Cooperation Division, National Police Agency
	Ms. Mayumi Amaike	Evaluation planning	Deputy Director, Law and Justice Division, Industrial Development and Public Policy Department, JICA
Period of Evaluation	23 January – 17 February, 2012		Type of Evaluation: Terminal Evaluation

III. Results of Evaluation

3-1. Project Performance

(1) Outputs

<Output 1>

Workshops and training programs have been conducted for commissioned officers in order to raise their awareness of strengthening civilian police activities. With the introduction of the “reporting system for work management,” commissioned officers have improved their management capacity.

<Output 2>

Police officers at BPRs have enhanced their knowledge and skills, especially in the fields of criminal investigation and BKPM activities. As for criminal investigation, the numbers of investigation cases and effective fingerprints have been increased, and improvement of the skill level is demonstrated as the result of trainings conducted for 1,064 officers and by the fact of an increased number of the police officers who passed the technical skill test of the criminal identification in fingerprint and/or photograph.

In terms of BKPM activities, on-the-job trainings have been implemented with the teaching materials that were developed by the project. With the introduction of the “reporting system for work management,” activity status and issues at the field level have come to be shared among those in police sectors and police resorts. The reporting system has also contributed to encouraging the police officers’ proactive actions in the community, and it has increased in the number of reporting on good practices.

<Output 3>

Total of 1,521 Police-Community Partnership Forum (FKPM) meetings have been held, and various activities, such as distributing public information and patrolling, have been conducted in order to develop partnership with people in the community. The number of consultations between residents and police has remarkably increased from 111 in 2008 to 425 in 2011, and it can be said that mutual understandings between them has been developed.

<Output 4>

Teaching materials that were developed by the project has been utilized for trainings in Community Policing by the Indonesian Police (POLMAS) and criminal investigation, and in-country training courses have been held for 13 times with the participants of 667 for POLMAS and 86 for criminal investigation courses.

Some counterparts have become able to instruct in training courses. Trainings have been conducted in cooperation with the Indonesia Sakura Association (ISI), which is formed by the ex-participants of JICA's trainings in Japan, and other JICA experts in the Program. Almost all participants expressed their satisfaction to the trainings.

(2) Achievement of Project Purpose

The Project Purpose is expected to be achieved with the following reasons: police officers at the BPRs have improved their knowledge and skills in civilian police activities; and BPRs have been strengthened as a model police resort through the Project activities.

In terms of achievement levels based on the indicators, awareness of police officers towards civilian police activities are enhanced with a change of their mindset; the majority of police officers at BPRs now consider that citizens are the partners to cooperate with.

Recognition of the POLMAS and BKPM by local residents is increased, based on the latest public opinion survey in Bekasi.

3-2. Summary of Evaluation Results

(1) Relevance

The project is consistent with the INP policy, namely "the Basic Strategy for the National Police 2005-2025" and "Policy and Strategy on the Operation of the POLMAS model." As for the Japanese policy, "Assistance to Create Democratic and Equitable Society" is one of the priority areas of the Japanese cooperation for Indonesia.

(2) Effectiveness

Four outputs of the Project have contributed to achieving the Project Purpose effectively. With the implementation of the project, the functions of on-the-scene police activities have been improved, and awareness of police officers towards civilian police activities are enhanced at the BPRs. People in Bekasi recognize the improvement of the police activities as the results of interactions between police officers and residents.

(3) Efficiency

Timing, quantity and quality of the inputs are adequate in order to produce outputs of the Project. Also, the experiences and know-how earned through the phase 1 of the project as well as the police officers trained in the same phase have been efficiently utilized for the implementation of the Project. The inputs and outputs of the Program also have been utilized for the Project and vice versa.

(4) Impact

The following positive impacts can be contributed to achieving the Overall Goal:

- Regional Police Department (POLDA) Metro Jaya, the superagency of the BPRs, adopted the BKPM manual that had been produced by the Project and formulated “the guideline for the police services at POLPOS and BKPM” to be distributed to the Police Resorts under its jurisdiction.
- ISI has established BKPM in Padang and Surabaya and has held seminars, in order to expand the outputs of the Project and the Program.
- JICA experts are designated by the Chief of INP as the consultants for POLMAS. The experts are now authorized to give guidance to all the institutes under the INP Institution for Education.
- The INP headquarters started to pursue institutionalizing the technical skill test of criminal identification.
- The Chief of the INP issued a notice of assigning a police officer in every village by 2014.

(5) Sustainability

Knowledge, technique and experiences of civilian police activities have been accumulated at the BPRs, and police officers of the BPRs are motivated to sustain the activities. Therefore, sustainability is expected to be assured to a certain extent at the BPRs. However, it will be ensured, if the INP could institutionalize such practices as reporting system for work management, technical skill test of the criminal identification and other successful practices, which have been implemented as civilian police activities at the BPRs.

3-3. Factors that promoted realization of effects

(1) Factors concerning planning

In order to transfer techniques that are practical at the scenes, it has been planned to put emphasis on on-the-job trainings throughout the project period.

(2) Factors concerning the implementation process

The experiences and know-how together with the police officers trained in the Phase 1 of the Project have been efficiently utilized for the implementation of the Project.

3-4. Factors that impeded realization of effects

As for spreading appropriate civilian police activities in every area of Indonesia, which is stated as the Overall Goal of the Project, it is difficult for the BPRs to spread them because the BPRs are just one of the police resorts among many. It is necessary to take actions by the INP headquarters for dissemination. The Project made possible to disseminate the knowledge and experiences through the channel of the INP Institution for Education by closely working with other components of the Program.

3-5. Conclusion

The two-phased project has strengthened civilian police activities and has developed the relationship between the police and the residents. In addition, the BPRs now function as a venue for training, and the form of “Model Police Resort” of civilian police activities has been mostly completed at the BPRs.

3-6. Recommendation

It is crucial to sustain the outputs produced through the Project and to institutionalize the system or mechanism for disseminating civilian police activities by the INP headquarters. It is recommended to take actions including but not limited to the following:

- (1) To institutionalize work management system to grasp and record performance of POLMAS activities on the ground
- (2) To accredit technical skill test of criminal identification as the national certificate test
- (3) To authorize teaching materials and methods developed by the Project
- (4) To disseminate the Bekasi model as POLMAS practice
- (5) To utilize ISI for facilitation and dissemination of POLMAS

3-7. Lessons Learned

- (1) To develop mechanism that make a connection between police resorts (at the field level) and the INP headquarters (at the national level)

The counterpart of the Project is not the INP headquarters but the BPRs, and feedbacks of the Project's experiences to the INP headquarters have been made by the Program. It is likely to cause time lags and/or gaps between the fields and the headquarters, and it might be better and more effective to set a mechanism to share the issues and/outputs generated at the BPRs with the headquarters within the Project.

- (2) To make clear the standpoint of supporting for the policy of the partner country (or counterpart)

Since the Project has presented a Japanese model of civilian police activities for references, some of the Indonesian side had an impression of developing the Japanese model at the BPRs. Since the POLMAS policy has already been existed at the launching of the Phase 2 project, it is considered to be effective, in order to promote ownership of the Indonesian side, if the Project made clear the purpose of implementing the Project as supporting for the Indonesian policy.