

Country Name	Police Democratization Training of the National Congolese Police The Project for Professionalization of the Police for the Population and Peace
The Democratic Republic of the Congo	

I. Project Outline

Background	<p>In the conflict-affected Democratic Republic of Congo (DRC), the security sector reform in the military, police, and judiciary was a national priority. For the police sector reform, JICA supported Police National Congolese (PNC) since 2004 in partnership with the United Nations Mission for the Stabilization of the Congolese People (MONUSCO)/United Nations Police (UNPOL) and UNDP, and in coordination with other donors, to implement various types of police training programs. In 2011, JICA launched an In-country Training Program, the Police Democratization Training of the National Congolese Police (hereafter “ICTP”), which focused on long-term basic training for newly recruited police officers (including those integrated from ex-armed forces), in order to make the intervention more strategic through selection and concentration based on the knowledge gained through the implementation of the above-mentioned programs.</p> <p>Still, due to inadequate PNC human resource data, the absence of a human resource strategy and training plan, and other factors, a large portion of police officers still served in the police force without adequate training or training that met their professional needs. In response to these problems, PNC established Direction Général de la formation et l'école de la PNC (DGEF) in 2013 to centrally manage training. Since then, it became necessary to establish an organized training system and to strengthen the capacity for planning, implementing, and managing training, so that PNC themselves could continue to develop human resources with self-sustaining developmental potential, rather than simply conducting training for police officers per se. A Technical Cooperation Project, the Project for Professionalization of the Police for the Population and Peace (hereafter “TCP”) was started in 2015 against such a background.</p>			
Objectives of the Project	<p>[ICTP]</p> <p>The project aims to develop police officers who can effectively perform their duties and instructors for the training of new police officers in DRC through training to equip them with necessary basic knowledge and respect for and understanding of human rights and the residents, thereby strengthening the institutional capacity of PNC and improving the security situation in the country.</p> <ol style="list-style-type: none"> Overall Goal: The institutional capacity of PNC is strengthened, and the security situation in the country is improved. Project Purpose: Police officers who can effectively perform their duties in accordance with international norms and in compliance with human rights and freedoms of a democratic nation are developed, together with instructors for the training of new police officers. <p>[TCP]</p> <p>This project aims to establish a sustainable mechanism to develop police officers in PNC through improving PNC Headquarters’ capacity for interdepartmental collaboration on training, improving DGEF’s organizational capacity, improving the training environment of the pilot school, and developing instructors for police training, thereby enabling PNC to produce police officers who are well-trained, professional, and respect human rights.</p> <ol style="list-style-type: none"> Overall Goal: PNC produces police officers who are well-trained, professional, and respect human rights. Project Purpose: A sustainable mechanism to develop police officers with professionalism is established in PNC. 			
Activities of the Project	<ol style="list-style-type: none"> Project Site: [ICTP] Training centers in Kongo Central Province, Orientale Province, Katanga Province, Kinshasa Province, and North Kivu Province [TCP] Kinshasa (PNC Headquarters and DGEF) and Kongo Central Province (Kasangulu training center as the pilot school) Main Activities: [ICTP] Implement long-term (6 months) basic training for police officers who are newly recruited and integrated from armed forces; conduct human rights sessions; conduct community exchange events; etc. [TCP] Develop an interdepartmental information-sharing mechanism; sort out training modules and develop the training master plan and the comprehensive training plan (additional activity: preparation of the training manual); conduct pilot training; renovate the pilot school; conduct activities for the local community; conduct trainers training; etc. Inputs (to carry out above activities) <table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>Japanese Side</p> <p>[ICTP]</p> <ol style="list-style-type: none"> Experts: 5 persons from UNDP Operation cost: logistics contract with UNDP <p>* Inputs from other development partners:</p> <ol style="list-style-type: none"> UNPOL: training coordinator and instructors UNDP: covering cost shortfalls <p>[TCP]</p> <ol style="list-style-type: none"> Experts: 6 persons Trainees received: 4 persons Training in the third country: 2 persons </td> <td style="width: 50%; vertical-align: top;"> <p>DRC Side</p> <p>[ICTP]</p> <ol style="list-style-type: none"> Staff allocated: 7 persons Land and facilities: training centers Operation cost <p>[TCP]</p> <ol style="list-style-type: none"> Staff allocated: 20 persons Land and facilities: training centers Operation cost </td> </tr> </table>		<p>Japanese Side</p> <p>[ICTP]</p> <ol style="list-style-type: none"> Experts: 5 persons from UNDP Operation cost: logistics contract with UNDP <p>* Inputs from other development partners:</p> <ol style="list-style-type: none"> UNPOL: training coordinator and instructors UNDP: covering cost shortfalls <p>[TCP]</p> <ol style="list-style-type: none"> Experts: 6 persons Trainees received: 4 persons Training in the third country: 2 persons 	<p>DRC Side</p> <p>[ICTP]</p> <ol style="list-style-type: none"> Staff allocated: 7 persons Land and facilities: training centers Operation cost <p>[TCP]</p> <ol style="list-style-type: none"> Staff allocated: 20 persons Land and facilities: training centers Operation cost
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	4) Equipment: renovation of the training facilities and provision of training equipment 5) Operation cost		
Project Period ¹	[ICTP] (ex-ante) October 2011–March 2014 (29 months) (actual) April 2011–March 2014 (35 months) [TCP] (ex-ante) February 2015–May 2018 (40 months) (actual) March 2015–December 2018 (45 months)	Project Cost (Japanese side only)	[ICTP] (ex-ante) 600 million yen (actual) 578 million yen [TCP] (ex-ante) 490 million yen (actual) 346 million yen
Implementing Agency	Police Nationale Congolaise (PNC)		
Cooperation Agency in Japan	-		

II. Result of the Evaluation

<Constraints on Evaluation>

- The project sites are scattered throughout the country, but due to the limited resources available for this evaluation, and security reasons (it was very difficult to access the actual sites in DRC especially for northern and eastern site because of the security level of MOFA, which is level 3 or above), it was difficult to conduct site visits to them. Therefore, the evaluator could not capture the detailed status of the project after its completion.

<Special Perspectives Considered in the Ex-Post Evaluation>

- This evaluation evaluated the two projects (called “ICTP” and “TCP” in this report) in an integrated manner. For relevance/coherence, effectiveness/impacts, and efficiency, the plan and performance of each phase was examined, based on which the overall evaluation was made. For sustainability, the two phases were evaluated together.
- For the ICTP Project Purpose Indicator 1 “Integration of armed forces into the police force progresses,” this evaluation examined only the effect of training on integration, based on the nature of the Project Purpose (i.e., training of police officers) and the way the project monitoring handled this indicator.
- The ICTP project plan does not specify the target year for the Overall Goal. Since the ex-post evaluation was planned in three years after project completion, the target year was considered to be 2017.

1 Relevance/Coherence

[Relevance]

<Consistency with the Development Policy of DRC at the Time of Ex-Ante Evaluation >

The projects were consistent with the development policy of DRC at the time of ex-ante evaluation for both phases. At the time of the ICTP ex-ante evaluation, Security Sector Reform (SSR) was a key pillar of Document de Stratégie de la Croissance et de la Réduction de la Pauvreté (Poverty Reduction Strategy Paper) II (2011–2015). Various efforts were underway to promote reforms in the military, police, and judiciary. The Comité de Suivi de la Réforme de la Police (CSRFP), a joint government-donor organization, played a central role in the police sector and developed a long-term strategy, the 15-Year Strategic Framework for Police Reform and its action plan. The policy situation was more or less the same at the time of the TCP ex-ante evaluation.

<Consistency with the Development Needs of DRC at the Time of Ex-Ante Evaluation >

The projects were consistent with the development needs of DRC at the time of ex-ante evaluation for both phases. At the time of the ICTP ex-ante evaluation, training for police officers were needed. At the time of the TCP ex-ante evaluation, a need for the systematization of training manifested in addition to the continuation of training. (See “Background” above for details.)

<Appropriateness of Project Design/Approach>

The project design/approach was appropriate. No problem attributed to the project design/approach was confirmed. It is commendable that both the ICTP and the TCP incorporated human rights and the rights and protection of children and women in the training curricula and encouraged participation of as many female police officers as possible given enormous damages caused by sexual violence.

<Evaluation Result>

In light of the above, the relevance of the projects is ③².

[Coherence]

<Consistency with Japan’s ODA Policy at the Time of Ex-Ante Evaluation>

The projects were consistent with the Japan’s ODA policy to DRC at the time of ex-ante evaluation for both phases. At the time of the ICTP ex-ante evaluation, one of the three priority areas of Japan’s assistance for DRC (based on the economic cooperation policy dialogue in 2007) was “consolidation of peace and governance improvement,” which focused on the DRC government’s SSR and included training for police officers.³ At the time of the TCP ex-ante evaluation, “peace consolidation” was one of the four priority areas of Japan’s assistance policy for DRC as of 2014. The policy stated that “In order to establish peace and stability, reform of the police structure and improvement of the quality and competence of police officers, which are directly related to the safety of people’s lives, are urgently needed.”⁴

<Collaboration/Coordination with JICA’s other interventions>

The ICTP was designed to build on the result of preceding In-country Training Programs that had been continued since 2004, and this contributed to the production of the outputs as planned. Besides that, collaboration/coordination between the project and JICA’s other intervention was not clearly planned at the time of ex-ante evaluation or during the project period.

¹ The actual project period is based on counting the number of days.

² ④ : very high, ③ : high, ② : moderately low, ① : low

³ ODA country data collection (2011)

⁴ ODA country data collection (2014)

<Cooperation with other institutions/ Coordination with international framework>

The cooperation/coordination with other development partners was planned at the time of ex-ante evaluation and implemented as planned, and the positive effect was confirmed at the time of ex-post evaluation. When selecting police officers for training, the project worked closely with MONUSCO and paid sufficient attention to maintaining the neutrality of the project so that it would not benefit a certain armed group or be complicit in strengthening a particular group after being assigned to the project, as assumed at the ex-ante evaluation of both phases. Also, the project had some opportunities for information sharing as well as cooperation/collaboration with other international partners throughout the period of the ICTP. During the TCP, there was further collaboration with UNPOL in the development of the training master plan (the Master Training Plan 2019–2021). The pilot training also included a human rights seminar with the cooperation of the International Red Cross.

<Evaluation Result>

In light of the above, the coherence of the projects is ③.

[Evaluation Result of Relevance/Coherence]

In the light above, the relevance/coherence of the projects is ③.

2 Effectiveness/Impact

[ICTP]

<Status of Achievement of the Project Purpose at the Time of Project Completion>

At the time of the ICTP completion, the Project Purpose was mostly achieved as planned. The integration of armed forces into the police force progressed (Indicator 1) by providing six-month basic training to 436 new police officers and 1,989 existing police officers⁵ (Indicator 3), most of whom were said to have been integrated from former armed forces. 75% of the participants passed the end-of-course test (Indicator 4). JICA was the first donor to provide such training to the Congolese people. Eighty-six PNC instructors were trained and utilized in training (under this project and other donors' support) at its training centers (Indicator 2).

<Continuation Status of Project Effects at the Time of Ex-Post Evaluation>

By the time of the ex-ante evaluation, the project effects have been continued. The training for police officers was continued with the Project of Professionalization of Police for People and Peace Phase 2 (2021–2025) (hereafter “the current phase”), and at least 488 new police officers received the basic training up to the time of the ex-post evaluation. According to PNC, there is a clear difference in knowledge between those who have taken the training and not in the comparison test. No updated data on the number of instructors trained is available (52 trained instructors were remaining in 2018).

<Status of Achievement of the Overall Goal at the Time of Ex-Post Evaluation>

In the ICTP target year (2017) to the time of the ex-post evaluation, the Overall Goal has been mostly achieved as planned. Although no statistics are available, PNC commented that in the areas where the trained police officers are assigned, the crime rate has significantly decreased (Indicators 1 and 2). Similarly, no data are available to show residents' requests for assistance from the police, but some discussions/interviews with NGOs and citizens show the increasing reliance of the police. Thus, it can be reasonably assumed that as residents' satisfaction with and trust in the police improved, PNC might have gotten more requests or consultations from them (Indicator 3).

[TCP]

<Status of Achievement of the Project Purpose at the Time of Project Completion>

At the time of the TCP completion, the Project Purpose was mostly achieved as planned. The DGEF's Capacity Building Action Plan was developed in 2016 and 100% executed (Indicator 1). PNC trained considerable number of police officers every year (ranging from 2,300 to 12,613) during the project period, while the quality of training was unknown except for the pilot training executed by this project (Indicator 2).

<Continuation Status of Project Effects at the Time of Ex-Post Evaluation>

By the time of the ex-ante evaluation, the project effects have been continued. According to PNC, they have tried to maintain the implementation rate of the Capacity Building Action Plan high. Although no information on the number and quality of training provided by PNC after the project completion was available, they have continued police training with the support of the current phase of the JICA project.

<Status of Achievement of the Overall Goal at the Time of Ex-Post Evaluation>

At the time of ex-post evaluation, the Overall Goal has been mostly achieved as planned. Although no data is available, PNC pointed out several indications that residents are satisfied (Indicator 1). For example, during the ICTP, we planned some activities which are engaged by both police officers and local citizens including some recreational activities. Those were quite epochal events for them since there were no relationship with them (each other) and no idea to conduct something with cooperating with police and citizens. PNC considers that the emphasis on respect for human rights, ethics and police conduct in the training has helped restore trust and closeness between the police and the population and that the training has helped professionalize police officers on duty securing elections. The increase in the number of trained police officers already exceeded the target during the TCP period (Indicator 2), and a total of 60,642 police officers received training. This project contributed to such training in terms of use of training modules and materials which JICA and PNC prepared in the project. In addition to the indicator performance, it is also noteworthy that the ICTP and TCP have received positive feedback from the counterparts, donors, and the UN, including high level officials of MONUSCO, for achieving good results in an extremely difficult environment of the country.

[ICTP] [TCP]

<Other Impacts at the Time of Ex-Post Evaluation>

In order for diverse personnel to work together as a team with a sense of unity, police officers needed to spend a lot of time together,

⁵ Due to the government's budget constraints, hiring of new police officers itself was postponed. Therefore, the project trained not only new police officers but existing officers.

and the long-term training has improved the sense of unity of the police.⁶

As for a positive impact on gender, the health center developed as part of the construction of training center facilities is open to the population around the school. Thanks to this health center, women give birth in acceptable conditions, benefit from a good consultation and access information on the prevention of mother-to-child transmission of HIV. No negative impact on the natural environment was observed.

<Evaluation Result>

In light of the above, the effectiveness/impact of the projects is ③.

Achievement of Project Purpose and Overall Goal [ICTP]

Aim	Indicators	Results	Source
(Project Purpose) Police officers who can effectively perform their duties in accordance with international norms and in compliance with human rights and freedoms of a democratic nation are developed, together with instructors for the training of new police officers.	Indicator 1 Integration of armed forces into the police force progresses.	Status of the Achievement (Status of the Continuation): mostly achieved as planned (continued) (Project Completion) The integration progressed by training police officers, most of whom were said to have been integrated from former armed forces (although it was impossible to determine figures only for those who have been integrated due to the lack of a personnel database that includes their origins, etc. and political reasons). (Ex-Post Evaluation) The training for police officers, most of whom were said to have been integrated from former armed forces, has continued.	source : JICA documents
	Indicator 2 The number of PNC instructors increases, and they are utilized.	Status of the Achievement (Status of the Continuation): mostly achieved as planned (continued) (Project Completion) 86 PNC instructors were trained and engaged in training. (Ex-Post Evaluation) The TCP trained 72 instructors. As of 2018, 52 trained instructors were engaged in training. They are active under the current phase of the project although no numerical information is available.	source : JICA documents
	Indicator 3 New police officers with basic training increases.	Status of the Achievement (Status of the Continuation): mostly achieved as planned (continued) (Project Completion) 436 new police officers (of which 56 are female) received the basic training. In addition, 1,989 existing police officers (of which 87 are female) received the basic training. (Ex-Post Evaluation) New police officers training is continued in current phase. At least 488 new police officers received the basic training after the project completion.	source : JICA documents; interview with PNC
	Indicator 4 More than 80% of the participants pass the end-of-course test.	Status of the Achievement (Status of the Continuation): mostly achieved as planned (partially continued) (Project Completion) Averaged over the three-year period up to 2014, approximately 75% of the participants passed (scoring 10 or more points out of 20). (Ex-Post Evaluation) A total of 12,000 participants (including 845 female participants) passed the basic training during the period between 2015 and 2018. The pass rate for the total number of participants during this period (22,908) is 52%. The rate would be higher if excluding dropouts. No information is available after that year.	source : JICA documents
(Overall Goal) The institutional capacity of PNC is strengthened and the security situation in the country is improved.	Indicator 1 The number of crimes decreases.	(Ex-Post Evaluation) partially achieved No data is available, but PNC commented that in the areas where the trained police officers are assigned, the crime rate has significantly decreased, especially during the election period. For example, a unit of the National Intervention Legion is actually based in Katanga Province, where its interventions are carried out to the satisfaction of the population as well as local authorities.	source : interviews with PNC
	Indicator 2 The number of domestic crimes decreases.	(Ex-Post Evaluation) mostly achieved as planned The final evaluation of the TCP found that the professionalism of trained police officers “is demonstrated in the field by the behavior of the police officers, especially during public demonstrations, but it is also demonstrated by the testimonies of the population and by the various reports of human rights NGOs as soon as we intervene in the field.” Based on discussions between NGOs and some interviews from citizens, the reliance (including kindness, friendship and warm atmosphere of police officers) have been increasing after the project.	source : Discussions between NGOs and interviews from citizens
	Indicator 3 Residents’ requests for assistance from the police increase.	(Ex-Post Evaluation) mostly achieved as planned The final evaluation of the TCP found that the professionalism of trained police officers “is demonstrated in the field by the behavior of the police officers, especially during public demonstrations, but it is also demonstrated by the testimonies of the population and by the various reports of human rights NGOs as soon as we intervene in the field.” Based on discussions between NGOs and some interviews from citizens, the reliance (including kindness, friendship and warm atmosphere of police officers) have been increasing after the project.	source : Discussions between NGOs and interviews from citizens

⁶ Comments by UNDP.

Achievement of Project Purpose and Overall Goal [TCP]

Aim	Indicators	Results	Source											
(Project Purpose) A sustainable mechanism to develop police officers with professionalism is established in PNC.	Indicator 1 Achievement of the action plan developed in the project reaches 80%.	Status of the Achievement (Status of the Continuation): achieved beyond the plan (continued) (Project Completion) The DGEF's Capacity Building Action Plan was developed in 2016 and 100% executed until September 2018. (Ex-Post Evaluation) Although no data is available, PNC has been trying to use the Action Plan and improve their capacity since the end of the project.	source : JICA documents; interviews with PNC											
	Indicator 2 The number of training conducted by PNC per year (number of training and participants) and their quality (satisfaction rate) improve by 26% compared to the training conducted in 2014.	Status of the Achievement (Status of the Continuation): mostly achieved as planned (not verifiable) (Project Completion) Regarding the quantity, no data is available on the number of training sessions. <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Year</th> <th style="text-align: center;">2014</th> <th style="text-align: center;">2015</th> <th style="text-align: center;">2016</th> <th style="text-align: center;">2017</th> <th style="text-align: center;">2018</th> </tr> </thead> <tbody> <tr> <td style="text-align: left;">Number of participants</td> <td style="text-align: center;">1,954</td> <td style="text-align: center;">2,300</td> <td style="text-align: center;">4,218</td> <td style="text-align: center;">3,777</td> <td style="text-align: center;">12,613</td> </tr> </tbody> </table> Regarding the quality, although comprehensive data is not available, the qualitative evaluation of the pilot training executed by this project was estimated at 90% in terms of the satisfaction rate of learners. (Ex-Post Evaluation) No information is available.	Year	2014	2015	2016	2017	2018	Number of participants	1,954	2,300	4,218	3,777	12,613
Year	2014	2015	2016	2017	2018									
Number of participants	1,954	2,300	4,218	3,777	12,613									
(Overall Goal) PNC produces police officers who are well-trained, professional, and respect human rights.	Indicator 1 Citizen satisfaction with the services of police officers in their assigned areas increases by 60% by 2023.	(Ex-Post Evaluation) partially achieved No survey results on citizens' satisfaction level are available, but there are several indications that residents are satisfied (see the ICTP Overall Goal in the above table).	source : JICA documents; interviews with PNC											
	Indicator 2 The number of trained police officers increases by 30% by 2023.	(Ex-Post Evaluation) achieved beyond the plan <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Year</th> <th style="text-align: center;">Before TCP 1997–2014</th> <th style="text-align: center;">During TCP 2015–2018</th> <th style="text-align: center;">After 2018</th> </tr> </thead> <tbody> <tr> <td style="text-align: left;">Number of police officers trained</td> <td style="text-align: center;">37,734</td> <td style="text-align: center;">22,908</td> <td style="text-align: center;">NA</td> </tr> <tr> <td style="text-align: left;">Cumulative total of trained police officers</td> <td style="text-align: center;">37,734</td> <td style="text-align: center;">60,642 (61% increase)</td> <td style="text-align: center;">NA</td> </tr> </tbody> </table>	Year	Before TCP 1997–2014	During TCP 2015–2018	After 2018	Number of police officers trained	37,734	22,908	NA	Cumulative total of trained police officers	37,734	60,642 (61% increase)	NA
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Number of police officers trained	37,734	22,908	NA											
Cumulative total of trained police officers	37,734	60,642 (61% increase)	NA											

3 Efficiency

For the ICTP, the project cost was within the plan (the ratio against the plan: 96%) and the project period slightly exceeded the plan (the ratio against the plan: 121%). The project period was extended for several reasons including the delayed conclusion of the contract with UNDP (on outsourcing of training logistics and management for the regions where experts could not station) and the delayed infrastructure development of training centers (due to training for special security for the French-speaking Summit in October 2012). The outputs were produced as planned. Therefore, the efficiency of the ICTP is ③.

For the TCP, as well, the project cost was within the plan (the ratio against the plan: 71%) and the project period slightly exceeded the plan (the ratio against the plan: 113%). The reasons for the decrease in project costs are due to the fact that the pilot school was changed from the originally planned Kasapa training center in Katanga Province, which is more than 2,000 km from the capital, to the Kasangulu training center, which is approximately 50 km from the capital. The project period was extended due to the delay in the assignment of long-term experts. The outputs were produced as planned. Therefore, the efficiency of the TCP is ③.

With the ICTP and TCP combined, the efficiency of the projects is ③.

	ICTP		TCP	
	Project Cost (Japanese side only, yen)	Project Period (months)	Project Cost (Japanese side only, yen)	Project Period (months)
Plan (ex-ante)	600 million yen	29 months	490 million yen	40 months
Actual	578 million yen	35 months	346 million yen	45 months
Ratio (%)	96%	121%	71%	113%

4 Sustainability

<Policy Aspect>

At the time of the ex-post evaluation, policies such as Schéma Directeur de la Formation des personnels de la Police Nationale Congolaise 2019-2021 and Plan d'Action Quinquennal de la Reform de la Police National Congolaise 2020-2024 support training of police officers. In legal terms, the following laws justify police training: the organic law No. 11/013 (11 August 2011) on the organisation and operation of PNC and the law No. 13/013 of 1 June 2013 on the status of career National Police personnel.

<Institutional/Organizational Aspect>

The PNC is still responsible for police training, and there have not been significant organizational changes that may undermine the sustainability. The total number of new police recruitment is totally inadequate. Nevertheless, the counterpart personnel of this project remain at PNC and understand the philosophy and way of thinking of JICA's cooperation and are involved in the ongoing subsequent

phase of the technical cooperation project, Project of Professionalization of Police for People and Peace Phase 2 (2021–2025). From this point, it can be said that the sustainability of this project is guaranteed to some extent. PNC intends to continue to construct and renovate police buildings. Rehabilitating and equipping PNC schools will further enhance the sustainability of training.

<Technical Aspect>

According to PNC, police officers who took the training by this project can utilize the knowledge and skills that they have gained. The manuals prepared under the project were referred to when designing the subsequent technical cooperation project.

<Financial Aspect>

Since the organization is the police, the government has secured the budget to some extent. Although it is not enough to cover all activities by themselves, especially for recruiting new police officers, donors' support, including the JICA technical cooperation, is likely to continue.

<Environmental and Social Aspect>

No issues with the environmental and social aspects caused by this project have been observed, and it has not been necessary to take any countermeasures.

<Evaluation Result>

In light of the above, slight problems have been observed in terms of the institutional/organizational and financial aspects of the implementing agency. Therefore, the sustainability of the project effects is ③.

5 Summary of the Evaluation

The ICTP mostly achieved its Project Purpose of developing police officers and instructors for new police officer training and the Overall Goal of strengthening the institutional capacity of PNC and improving the security situation in the country. After the ICTP completion, the training was continued with the support of subsequent JICA cooperation. The TCP mostly achieved its Project Purpose of establishing a sustainable mechanism to develop police officers and the Overall Goal of enabling PNC to produce police officers who are well-trained, professional and respectful for human rights. After the TCP completion, the training was continued and there are some indications of citizen satisfaction with the services of police officers, while sufficient data was not available. The sustainability of the project effects is high as the policy and technical aspects are secured, and there are only slight issues in the institutional/organizational and financial aspects.

Considering all of the above points, these projects are evaluated to be highly satisfactory.

III. Non-score Items

Additionality and Creative Values:

In order for diverse personnel to work together as a team with a sense of unity, police officers needed to spend a lot of time together, and the long-term training was an effective option to improve the sense of unity of the police. JICA was the first donor to provide such training to the Congolese people.

IV. Recommendations & Lessons Learned

Recommendations for Implementing Agency:

PNC is recommended to carry out the following.

1. Draw up and budget the operational plan for annual training-related activities.
2. Intensify the awareness-raising of police officers on training for better appropriation.
3. Commit to building, rehabilitating and equipping PNC schools so that they can function properly and provide regular training for police officers.
4. Continue the construction and renovation of police buildings and services.
5. Maintain collaboration between the PNC Directorates involved in a given training course.
6. Continue training trainers in other provinces not targeted by the implementation of the project.

Lessons Learned for JICA:

1. Establish a framework for consultation with the Inspectorate General, which has a role of monitoring the Police, during project development stage, would have helped to improve further the performance of police officers in the field with responsibility and mentality as professional police officers by getting feedbacks from the Inspectorate General. Although it did not take place in this project.
2. Strengthen synergy between all local partners involved in training, and more dynamic communication between them will help to better adapt training needs to available resources, in order to increase the effectiveness and relevance of training.
3. Implement basic data collection (fact finding) survey at the start point of the Project, so that it becomes easier to compare the result and achievement at the end point of the Project.
4. Factors that contributed to the project's good results despite its implementation in a conflict-affected country include the high match between the project content and national priorities, and the fact that it was implemented with the cooperation of UNPOL and UNDP. On the other hand, it is important to take note that cooperating through UN organizations isn't really appreciated by the counter part because of their large percentage of administrative expenses.



Training at the Kasangulu training center (Right side is also same)