

**PROJECT COMPLETION REPORT**  
**ON**  
**THE PROJECT ON NATIONWIDE DISSEMINATION**  
**OF COMMUNITY POLICING**  
**IN FEDERATIVE REPUBLIC OF BRAZIL**

**JANUARY, 2018**

**JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)**

IL
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## LIST OF ABBREVIATION AND ACRONYMS

ABC	Agência Brasileira de Cooperação (Brazilian Cooperation Agency)
ACT	Acordo de Cooperação Técnica (Agreement on Cooperation Technical)
BCS	Base Comunitária de Segurança (Community Security Bases)
BCSD	Base Comunitária de Segurança Distritais (District Community Security Bases)
BMRS	Brigada Militar do Rio Grande do Sul (Military Brigade of Rio Grande do Sul)
CIMPC-SK	Curso Internacional de Multiplicador de Polícia Comunitária-Sistema Koban (Course of Community Policing Multiplier-Koban System)
DF	Distrito Federal (Federal District)
DPCDH	Diretoria de Polícia Comunitária e de Direitos Humanos (Directorate of Community Police and Human Security)
GOB	Government of Brazil
GOJ	Government of Japan
IDS	Intensive Dissemination States
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
NPA	National Police Agency
OECD-DAC	Development Assistance Committee of Organization for Economic Co-operation and Development
OJT	On-the-Job Trainings
PDM	Project Design Matrix
PMESP	Polícia Militar do Estado São Paulo (State Military Police of São Paulo)
PMMG	Polícia Militar Minas Gerais (Military Police of Minas Gerais)
PO	Plan of Operation
PPM	Postos Policiais Militares (Military Policemen Post)
PRONASCI	Programa Nacional de Segurança Pública com Cidadania (Single Public National Program by Citizens)
R/D	Record of Discussions
SENASP	National Secretariat of Public Security
SMP	State Military Polices
SUSP	Sistema Único de Segurança Pública (Single Public Security System)

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1. Project Design Matrix
2. List of Brazilian Main Counterparts
3. List of Japanese Experts provided
4. List of country focused trainings in Japan
5. List of community policing seminars or sessions held by IDS
6. List of technical visits on IDS
7. List of CIMPC-SK held during the Project
8. List of community policing seminars held during the Project

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1. Project Design Matrix, Plan of Operation
2. Record of Discussions (R/D)
3. Minutes of Meetings (M/M) on the Terminal Evaluation
4. M/M of 1st JCC
5. M/M of 2nd JCC
6. M/M of 3rd JCC

## **1. OUTLINE OF THE PROJECT COMPLETION REPORT**

This Project Completion Report summarizes the result of the Joint Terminal Evaluation Report (hereinafter referred to as “the Report”) conducted between October 21 and November 5, 2017.

## **2. OUTLINE OF THE JOINT TERMINAL EVALUATION**

### **2-1. BACKGROUND**

The Project on Nationwide Dissemination of Community Policing (hereinafter referred to as “the Project”) is a bilateral technical cooperation project implemented by SENASP, PMESP, PMMG and BMRS, in cooperation with JICA. The Project was launched in January 2015. In accordance with R/D signed on the 5th of June 2014 between the Brazilian side (represented by SENASP and ABC) and the Japanese side (represented by JICA), respectively, the Joint Terminal Evaluation (hereinafter referred to as the Terminal Evaluation) was conducted from the 21st of October 2017 to the 5th of November 2017. The Team, SENASP, PMESP, PMMG and BMRS discussed and jointly compiled the Report.

### **2-2. OBJECTIVES**

The main objectives of the Terminal Evaluation on the Project are;

- (1) to verify the achievements of the Project referring to actual inputs, achievement of outputs and the project purpose;
- (2) to evaluate the Project based on the five evaluation criteria (Relevance, Effectiveness, Efficiency, Impact and Sustainability);
- (3) to make recommendations for the actions to be taken in the remaining cooperation period and in the future, and draw the lessons learned; and,
- (4) to propose the revision of PDM and PO based on the results of discussions, if necessary.

### **2-3. OUTLINE OF THE PROJECT**

The outline of the project described in the PDM (see Attachment 1), which was agreed in June 2014, is as follows:

#### (1) Overall Goal

Brazilian community policing is being disseminated by Brazilian related organizations.

#### (2) Project Purpose

A nationwide system for continuous and self-reliant dissemination of community policing by Brazilian related organizations is established.

#### (3) Outputs

- 1) The capacity of SENASP for collecting and managing information on community policing is enhanced in order to facilitate dissemination of community policing in Brazil.
- 2) The capacity of SENASP for inducting new activities of community policing is enhanced, by regional agreements.
- 3) Community policing activities by PMESP are improved.
- 4) Community policing activities by PMMG are improved.

- 5) Community policing activities by BMRS are improved.
- 6) The capacity of SENASP, PMESP, PMMG and BMRS for providing effective assistance to other states is enhanced in order to facilitate dissemination of community policing in Brazil.

(4) Project Term

From January 2015 to January 2018 (three years)

**2-4. EVALUATION METHODOLOGY**

The status of the project progress was reviewed based on the Project Design Matrix, which is a summary table describing the outline of the Project. The Terminal Evaluation examined the following points referring to the PDM signed in June 2014 (Attachment 1).

**(1) Verification of project performance**

The degree of project achievements, such as Inputs, Activities, Outputs, and Project Purpose, was assessed with reference to Objectively Verifiable Indicators stated in the PDM. To carry out this, various methods were applied including document review, questionnaire survey, interviews, and discussions with counterpart personnel, Japanese experts and relevant stakeholders.

**(2) Examination of Project Implementation Process**

The process of the project implementation was examined from the viewpoints of project management.

**(3) Evaluation by Five Evaluation Criteria**

The following five evaluation criteria are applied to the project evaluation.

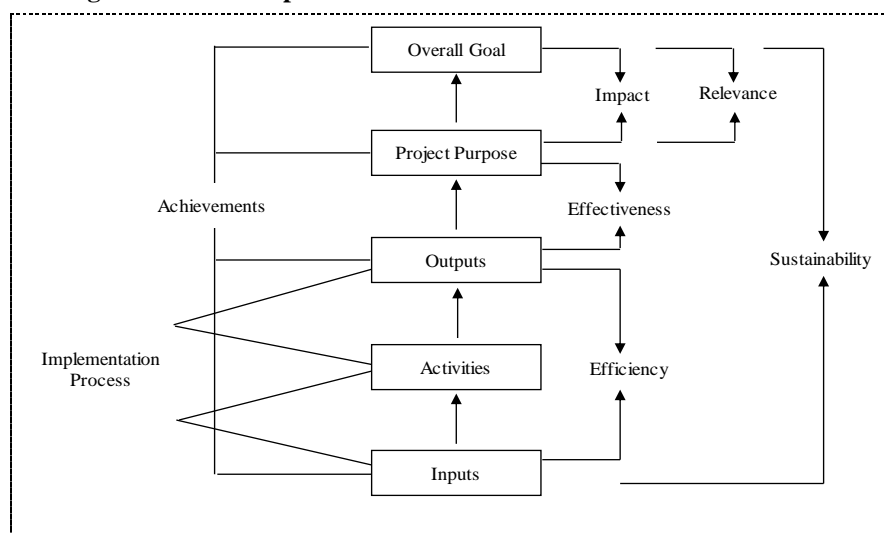
**Five Evaluation Criteria**

Relevance:	Degree of compatibility between the development assistance and priority of policy of the target group, the recipient, and the donor.
Effectiveness:	A measure of the extent to which an aid activity attains its objectives.
Efficiency:	Efficiency measures the outputs -- qualitative and quantitative – in relation to the inputs. It is an economic term which is used to assess the extent to which aid uses the least costly resources possible in order to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted.
Impact:	The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental and other development indicators.
Sustainability:	Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable.

Sources: New JICA Guidelines for Project Evaluation First Edition, June 2010.

The relationship between the five evaluation criteria and PDM is described in the following figure.

**Figure: Relationship between the Five Evaluation Criteria and PDM**



Sources: “Practical Methods for Project Evaluation”, March 2004

#### (4) Recommendations and Lessons Learnt

The Joint Terminal Evaluation Team made recommendations and drew lessons learnt based on the results of the evaluation.

#### 2-5. MEMBERS OF THE JOINT TERMINAL EVALUATION

##### <Brazilian Side>

Name	Position in the Team	Organization
Mr. Mauro Douglas Ribeiro	Project Leader	SENASP
Mr. Marco Aurelio Martins De Araujo	Project Manager	SENASP
Mr. Vinicius Frabetti	Project Coordinator	SENASP

##### <Japanese Side>

Name	Position in the Team	Title
Mr. Akimitsu Okubo	Team Leader	Director, Law and Justice Team, Governance Group, Industrial Development and Public Policy Department JICA
Mr. Tetsuya Masuda	Police Cooperation	Superintendent, International Affairs Division NPA
Mrs. Ayumi Takahashi	Project Planner	Deputy Assistant Director, Law and Justice Team, Governance Group, Industrial Development and Public Policy Department

Name	Position in the Team	Title
		JICA
Mr. Kenji Otsuka	Evaluation and Analysis	Principal Consultant Financial Artisan Co., Ltd.

## 2-6. SCHEDULE OF THE JOINT TERMINAL EVALUATION

A series of meetings and discussions were held from October 21 to November 5 2017 among Brazilian governmental authorities, state police organizations relevant to execution of the Project, JICA experts, and the Joint Terminal Evaluation Team.

## 3. ACHIEVEMENTS OF THE PROJECT

### 3-1. RECORDS OF INPUTS

#### (1) Brazilian Side

Brazilian C/Ps and personnel mainly involved in the Project specified by names of signers of JCC, are listed in attachment 2.

In-kind contribution by Brazilian side includes provision of office space with desks, chairs and electricity, as well as travel cost for Brazilian lecturers and participants in the training courses, seminars and sessions held in Brazil.

#### (2) Japanese Side

##### A) Experts

A total of three (3) long-term experts and twelve (12) short-term experts have been assigned since the commencement of the Project. List of Japanese experts engaged in the project are in attachment 3.

##### B) Other Project Expenses

##### Other Project Expenses

Expense Item	Total(JPY)
Experts + Overseas activity cost + Country focused training	184,971,000
Country Focused Training 1 (10 persons, April 2015)	
Country Focused Training 2 (12 persons, October 2015)	
Country Focused Training 3 (14 persons, June 2016)	
Country Focused Training 4 (15 persons, October 2016)	
Country Focused Training 5 (14 persons, July 2017)	



Country Focused Training 6 (17 persons, November 2017)* *Expected	
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C) Project Operation Cost (Grand Total, JPY)

Year*	2014	2015	2016	2017**	Total Amount
	13,143,000	69,317,000	74,703,000	62,492,000	219,655,000

Source: JICA

\* Japanese Fiscal Year (JFY) basis

\*\* As of September 2017 for JFY2017

### 3-2. ACHIEVEMENTS OF OUTPUTS

The achievement level of each Output from the commencement of the cooperation until now is as follows:

#### (1) Output 1

Narrative Summary	The capacity of SENASP for collecting and managing information on community policing is enhanced in order to facilitate dissemination of community policing in Brazil.
Objectively Verifiable Indicators	1-1. SENASP conducts survey for collecting information on the implementation status of community policing in each state one time per year. 1-2. SENASP develops collections of good practices of community policing including effects of it.
Activities	1-1. SENASP continuously collects and manages information on the implementation status of community policing in each state. 1-2. SENASP continuously collects and manages information on the good practices and results of community policing in each state.

Quoted from PDM

#### <Overall assessment of Output 1>

With regard to the above results, Output 1 is expected to be achieved by the end of the Project. According to SENASP, as for indicators 1-1 and 1-2, SENASP collected information on the implementation status and good practices of community policing nationwide. However, the Terminal Evaluation was not able to verify the collected information, which is expected to be submitted to JICA experts by the end of the Project. In 2016, personnel and financial restructuring in the government caused by political and economic crisis hugely influenced the project activities.

In 2017, however, the performance of SENASP is gradually improving since the current members joined the team.

The results as per activities in Output 1 are as follows:

***Activity 1-1. SENASP continuously collects and manages information on the implementation status of community policing in each state.***

This activity is partly completed.

SENASP collected information on the implementation status of community policing from all of model states and IDS in the end of 2015. In 2016, personnel and financial restructuring in the government caused by political and economic crisis hugely influenced the project activities. Recent stability in member assignment for the Project is expected to improve the capacity of SENASP to collect and manage information on the implementation status of community policing.

***Activity 1-2. SENASP continuously collects and manages information on the good practices and results of community policing in each state.***

This activity is partly completed.

SENASP gathered information on the good practices and results of community policing from all of model states and IDS in the end of 2015. In 2016, personnel and financial restructuring in the government caused by political and economic crisis hugely influenced the project activities. . Project members designated this year work diligently and are expected to strengthen the capacity of SENASP to collect and manage information on the good practices and results of community policing.

The achievement as per each indicator in Output 1 is described below.

***<1-1. SENASP conducts survey for collecting information on the implementation status of community policing in each state one time per year.>***

This indicator was mostly achieved.

SENASP collected information on the implementation status of community policing in all of model states in the end of 2015 and is making efforts in other states. In 2016, personnel and financial restructuring in the government caused by political and economic crisis hugely influenced the project activities. Project members designated this year work diligently and are expected to strengthen the capacity of SENASP to manage nationwide dissemination of community policing.

***<1-2. SENASP develops collections of good practices of community policing including effects of it.>***

This indicator was mostly achieved.

SENASP gathered information on the good practices of community policing from all of model states and IDS in the end of 2015. In 2016, personnel and financial restructuring in the government caused by political and economic crisis hugely influenced the project activities. Project members designated this year work diligently and are expected to strengthen the capacity of SENASP to collect good practices of community policing including effects of it.

**(2) Output 2**

Narrative Summary	The capacity of SENASP for inducting new activities of community policing is enhanced, by regional agreements.
Objectively	2-1. SENASP promotes ACT for the states to improve projects on community

Verifiable Indicators	policing. 2-2. SENASP encourages and finances specific working groups to propose general patterns on community policing processes.
Activities	2-1. SENASP promotes voluntary agreement proposals for the states to improve projects on community policing. 2-2. SENASP encourages and finances activities of working groups to contribute to disseminating and enhancing community policing.

Quoted from PDM

**<Overall assessment of Output 2>**

Based on the above results, Output 2 is mostly achieved.

With regard to Indicator 2-1, to conclude ACT between SENASP and each of twenty-four (24) states out of twenty-seven (27) states in Brazil, except three (3) model states: São Paulo, Minas Gerais and Rio Grande do Sul, was considered as an effective measure to surmount the disadvantage in the relationship between SENASP and SMP fundamentally entailed in the federal regime mentioned above. According to the Monitoring Sheet Summary dated the 1<sup>st</sup> of November 2016 (hereinafter referred to as the Monitoring Sheet) presented by the Long-term expert, the states or DF completing conclusion of ACT at that time were: Acre, Alagoas, Amapá, Amazonas, Bahia, Brasília, Espírito Santo, Goiás, Maranhão, Mato Grosso do Sul, Pará, Paraíba, Paraná, Piauí, Roraima, Rondônia and Santa Catarina. Afterwards, the states of Ceará, Mato Grosso, Pernambuco, Rio Grande do Norte and Tocantins concluded ACT with SENASP. The remaining two states, Sergipe and Rio de Janeiro, have not yet concluded ACT.

With respect to Indicator 2-2, the Monitoring Sheet states that two (2) working groups, Patrulha Maria da Penha (Patrol on Domestic Violence) and Visitas Comunitária (Visiting Communication), were ready to be launched soon but not yet. Since then, some progress has been observed regarding working groups but only a few was timely and adequately produced mainly due to the above-mentioned political and economic crisis.

The results as per activities in Output 2 are as follows:

***Activity 2-1. SENASP promotes voluntary agreement proposals for the states to improve projects on community policing.***

This activity is completed.

As stated above, ACT with twenty-two (22) states and DF is concluded. ACTs with Sergipe and Rio de Janeiro remains unconcluded, although SENASP made efforts to promote ACT. Whether both states conclude ACT depends on the situation of each state because of the necessities of the states.

***Activity 2-2. SENASP encourages and finances activities of working groups to contribute to disseminating and enhancing community policing.***

This activity is partly completed.

Some progress has been observed regarding working groups but only a few was timely and adequately produced mainly due to the above-mentioned political and economic crisis.

The achievement as per each indicator in Output 2 is described below.

**<2-1. SENASP promotes ACT for the states to improve projects on community policing.>**

This indicator was achieved.

SENASP encouraged the targeted 24 states to conclude ACT during the Project But the states of Sergipe and Rio de Janeiro have not concluded ACT with SENASP because of the situation of each states.

**<2-2. SENASP encourages and finances specific working groups to propose general patterns on community policing processes.>**

This indicator is partly achieved.

Some progress has been observed regarding working groups on the remote off-site training courses but only a few was timely and adequately produced mainly due to the above-mentioned political and economic crisis.

**(3) Output 3**

Narrative Summary	Community policing activities by PMESP are improved.
Objectively Verifiable Indicators	3-1. Challenges of community policing in São Paulo State are analyzed and understood. 3-2. Action plan for disseminating and improving quality of community policing in São Paulo State are developed. 3-3. Achievements of concrete actions for disseminating and improving quality of community policing in São Paulo State.
Activities	3-1. PMESP conducts study and understands challenges of community policing in São Paulo State. 3-2. PMESP improves quality of community policing at the existing KOBANs in São Paulo State. 3-3. PMESP disseminates community policing at the newly-established KOBANs in São Paulo State.

Quoted from PDM

**<Overall assessment of Output 3>**

With respect to the above points of view, Output 3 was achieved.

São Paulo is the most advanced state in Brazil for dissemination of community policing. Historically, PMESP, which has a role of maintenance of security in São Paulo State, recognized that crime prevention is essential for security improvement and decided introducing community policing in 1997. Community policing framework in São Paulo is mainly represented by the intrastate units containing hundreds of BCS, BCSD and PPM. Additionally, DPCDH, a department in PMESP specifically dealing with community policing, protecting human rights, and promoting social responsibility, takes the leadership by coordinating and monitoring the entire community policing activities over São Paulo including providing direct advisories or trainings/drills to the community policing units, dispatching lecturers and performing

observations to them on an on-site basis. JICA has supported PMESP to introduce and disseminate community policing in São Paulo State since 2000. In addition, during the period of the Project of Implementation of the Community Policing Using the KOBAN System (2011-2014), the experience of PMESP in the KOBAN system was shared with the twelve (12) PRONASCI regions that have the intention of introducing and/or implementing the principle of community policing. As a result of their continuous dedication to community policing, PMESP is regarded as a reference institution in multifaceted manners such as many good practices, low murder rate, outstanding knowledge leadership, close interactions with other regions and favorable effects from Japan. As for the murder rate, the number of the cases per 100-thousand populations in São Paulo was plummeted from 33.3 in 2001 to 7.7 in the latest.

Accordingly, PMESP, like two other model states, is capable of conducting community policing activities in a relatively matured, disciplined manner compared to other states. During the Project, the overall degree to which PMESP achieves outputs is satisfactory. The practice in PMESP was so well-established that JICA experts considerably recognize their leadership to promote dissemination of community policing throughout the nation. The total number of visits, meetings, observations, seminars and lectures in São Paulo State is sixty-four (64), the largest of any states in Brazil. In the course of activities with PMESP, sharing the doctrine and good practices of community policing with each other, JICA experts considered that building up the capacity of PMESP would contribute to effective dissemination of community policing to other regions.

The results as per activities in Output 3 are as follows:

***Activity 3-1. PMESP conducts study and understands challenges of community policing in São Paulo State.***

This activity was completed.

PMESP conducts study and understands challenges of community policing in São Paulo as follows:

- Design a certificate system on community policing for KOBAN and police stations,
- Revise the policy regarding community policing,
- Enhance capacities of managers in terms of the leadership for conducting community policing activities, emotional intelligence and effective communications,
- Opening a virtual library containing academic study papers and monographs regarding community policing,
- Aid more community polices out of São Paulo,
- Propose to JICA and SENASP a nationwide community award scheme to applause each state's interesting project,
- Encourage PMESP to publish a literature work on community policing,
- Reinforce the neighborhood bond program and the community coordination center,
- Improve the liaison officers in battalions on community policing,
- Renew the online registration system for community policing activities available on the website of DPCDH website,
- Present to JICA and SENASP a plan for developing a nationwide platform on good practices of community policing,
- Propose to JICA and SENASP the nationwide standardization of curriculum of the course of dissemination of community policing,

- Present to JICA and SENASP a plan for conducting a survey on the degree of public awareness of community policing over the regions which the community policing activities affect slightly/modestly/significantly,
- Conduct a scientific study to review the decrease in the crime rate of communities influenced by KOBAN system, and
- Update the PR manuals and magazines.

Among them, to design a certificate system is the most prioritized.

***Activity 3-2. PMESP improves quality of community policing at the existing KOBANs in São Paulo State.***

***Activity 3-3. PMESP disseminates community policing at the newly-established KOBANs in São Paulo State.***

These activities were completed.

PMESP conducted the community policing activities such as designing, holding, or assigning lecturers to, training courses, seminars or sessions and observing policing units including BCS. Through these activities, four-hundred-nine (409) police officers across twenty-four (24) states and thirty-one (31) instructors across eight (8) states were reinforced. After the training courses, seminars or sessions, the comprehension of trainees, the performance of lecturers and the contents of courses, seminars and sessions were evaluated and reported by the coordinators to DPCDH and DEC (Diretoria de Ensino e Cultura) as well as SENASP. If any low evaluations were found, the feedback to instructors or the review of the contents would be conducted. In addition to the lecture style dissemination, PMESP requires police officers working for KOBAN to take two-day KOBAN trainings and/or two-week on-site trainings.

The achievement as per each indicator in Output 3 is described below.

***<3-1. Challenges of community policing in São Paulo State are analyzed and understood.>***

This indicator was achieved.

As mentioned above, fifteen (15) challenges of community policing in São Paulo State are analyzed and understood.

***<3-2. Action plan for disseminating and improving quality of community policing in São Paulo State are developed.>***

This indicator was achieved.

PMESP prioritizes the fifteen challenges listed above and reports the results to JICA and SENASP.

***<3-3. Achievements of concrete actions for disseminating and improving quality of community policing in São Paulo State.>***

This indicator was achieved.

In addition to the accomplishments mentioned above, PMESP contributed to the decrease in the number of crimes by concrete actions including:

- Implementation of policing programs in 2006, including the school patrolling and the community policing program,

- Joint work with the local authorities in the renewal of the license system for the selling of liquor by retail stores;
- Implementation of RAIA (Report on Failure Detected in Public Services);
- Implementation of TMD (Mobile Data Terminal): data terminals installed in every patrol car;
- Use of intelligent police, such as "fotocrim" and "infocrim", for information management and concentrated remote control over patrol cars.

Also, PMESP joined three (3) times in country focused trainings in Japan to learn good practices of community policing. As a result, PMESP accumulated the substantial achievements of concrete actions for disseminating and improving quality of community policing in São Paulo State.

#### **(4) Output 4**

Narrative Summary	Community policing activities by PMMG are improved.
Objectively Verifiable Indicators	4-1. Challenges of community policing in Minas Gerais State are analyzed and understood. 4-2. Action plan for disseminating and improving quality of community policing in Minas Gerais State are developed. 4-3. Achievements of concrete actions for disseminating and improving quality of community policing in Minas Gerais State.
Activities	4-1. PMMG conducts study and understands challenges of community policing in Minas Gerais State. 4-2. PMMG disseminates and improves quality of community policing in Minas Gerais State.

Quoted from PDM

#### **<Overall assessment of Output 4>**

With respect to the above standpoints, Output 4 was achieved.

PMMG has the jurisdiction covering the vastest area in the model states so as to divide the entire state into nineteen (19) regions and cherish their regional characteristics in promoting community policing activities. Each region gathers regional assembly to make sure its community policing policy with participation of a number of citizens or local key persons. The four (4) pillars of their community policing consists of prevention of crimes, detection as countermeasures, development of techniques (ex. crime statistics or scientific approach) and exchanging information including hearing activities from local citizens, which PMMG believes symbolically represents community policing.

PMMG held, and is going to hold next February, the community policing seminars as well as others including community policing standardization courses or community policing dissemination courses by themselves or by cooperation with other bodies such as SENASP or other model states based on their own annual plan. Also, many police officers from PMMG have participated in community policing seminars in other states.

PMMG introduces a unique mobile KOBAN system, a vehicle driven by a policeman equipped with necessities for community policing. Beginning with Belo Horizonte, the capitol of Minas Gerais, PMMG plans to spread the scheme to the suburban areas in 2018 commensurate with the

crime expansion. The one of the main reason why the mobile KOBAN system becomes successful lies in to divide the city where the scheme is applied into small districts, for example ninety-nine (99) in the case of Belo Horizonte with the diameters less than two kilometers, to guild up close relationship with local citizens. According to the satisfaction survey over the citizens by an independent research institution, the majority is supportive of mobile KOBAN. The difficulty in promoting mobile KOBAN system includes to ensure sufficient number of police officers, around ten (10) for each including substitutions.

The challenges in community policing activities in PMMG include:

- Consider more effective open hours of mobile KOBAN,
- Ensure more firmly the number of police officers assigned to mobile KOBAN in proportion to the growing number of districts of the applied city,
- Analyze the trends or attributes of districts using software, and
- Encourage more police officers to take trainings, seminars or sessions.

PMMG expresses a special thanks to JICA experts due to introducing and disseminating the concept of friendly policing as well as providing practical knowledge and beneficial experience through the country focused trainings in Japan. Most of trainees thereof were selected as the best and brightest out of approximately forty-two-thousands (42,000) police officers in PMMG and assigned after the trainings as candidates of elites or instructors in police academies.

The results as per activities in Output 4 are as follows:

***Activity 4-1. PMMG conducts study and understands challenges of community policing in Minas Gerais State.***

This activity was completed.

PMMG conducts study and understand challenges of community policing in Minas Gerais State raised from the activities such as mobile KOBAN or training courses, seminars or sessions, as mentioned above.

***Activity 4-2. PMMG disseminates and improves quality of community policing in Minas Gerais State.***

This activity was completed.

PMMG accumulates seven (7) of training courses and seminars held by themselves for disseminating and improving quality of community policing, develops mobile KOBAN system from the central area to its neighborhood with appropriate consideration and takes constructive, forward-looking human resource plan with effective use of country focusing trainings in Japan.

The achievement as per each indicator in Output 4 is described below.

***<4-1. Challenges of community policing in Minas Gerais State are analyzed and understood.>***

This indicator was achieved.

Challenges of community policing in Minas Gerais State are analyzed and understood as stated in activity 4-1.

***<4-2. Action plan for disseminating and improving quality of community policing in Minas Gerais State are developed.>***



This indicator was achieved.

The community policing seminars are held in accordance with the plan PMMG designed. Furthermore, several initiatives such as more comprehensive analysis on crime trends by region, more efficient, effective assignment of police officers in each mobile KOBAN or continuous encouragement to have police officers trained by relevant courses, seminars or sessions are planned to improve quality of community policing.

**<4-3. Achievements of concrete actions for disseminating and improving quality of community policing in Minas Gerais State.>**

This indicator was achieved.

Judged from the evidences gathered in the Terminal Evaluation by the questionnaires, interviews or documents, the performance PMMG accomplished during the Project deserves the satisfactory level as the other two model states do. PMMG conducts in a proactive, self-disciplined manner the PDCA (Plan, Do, Check and Act) cycle for disseminating and improving quality of community policing proved by the history of accumulation of training courses, seminars and sessions they held and participation in country focused trainings in Japan as well as activities regarding mobile KOBAN.

**(5) Output 5**

Narrative Summary	Community policing activities by BMRS are improved.
Objectively Verifiable Indicators	5-1. Challenges of community policing in Rio Grande do Sul State are analyzed and understood. 5-2. Action plan for disseminating and improving quality of community policing in Rio Grande do Sul State are developed. 5-3. Achievements of concrete actions for disseminating and improving quality of community policing in Rio Grande do Sul State.
Activities	5-1. BMRS conducts study and understands challenges of community policing in Rio Grande do Sul State. 5-2. BMRS disseminates and improves quality of community policing in Rio Grande do Sul State.

Quoted from PDM

**<Overall assessment of Output 5>**

With regard to the above standpoints, Output 5 was achieved.

On the whole, BMRS enhanced the human resources and accumulated necessary actions during the Project in accordance with their own annual action plan to address challenges of community policing.

BMRS increased the number of staff in headquarter for community policing and has the ability to draw the annual plan consisting of seminars or sessions including a two-day seminar focused on community policing. Additionally, their budget for next year was enlarged, which can double the number of KOBAN in the state. BMRS also adopts a unique mobile KOBAN, a vehicle driven by a policeman equipped with necessities for community policing. They are eager to train staff to permeate community policing to rural areas. Two thousands of police officers are expected to be

deployed by next June, some of which are hopefully assigned for community policing. Other activities include concluding and documenting partnership agreements between local communities and BMRS to avoid negative political impacts which might hamper community policing activities.

BMRS analyses and understands challenges of community policing in Rio Grande do Sul State such as increasing the number of staff to disseminate community policing by explaining community policing activities to local citizens all over the state in community meetings. A couple of senior officers are specifically in charge of the activity.

What the Project contributed to regarding community policing is to spread the community policing doctrine throughout regional governments and police officers society and to build up partnership with stakeholders such as regional governments, other SMP and JICA, which stabilized KOBAN system to accelerate stakeholders' supports. BMRS would like to keep in touch with JICA firmly as a partner even after the Project.

The results of the Terminal Evaluation demonstrate that BMRS has the capacity of organizing their experiences of community policing in an appropriate manner. The total number of visits, meetings, observations, seminars and lectures in Rio Grande do Sul is sixty-four (64), the second largest, next to São Paulo, of any states in Brazil. BMRS keeps close relationships to other states through seminars held by themselves or others and partial budget arrangement. Especially with SMP of Minas Gerais and São Paulo, BMRS works for sharing practical knowhow and proceeding status on community policing on an on-site basis and over the TV conference. Their challenges in disseminating community policing include ensuring budget basis to maintain competent staff and travel cost to other states as well as keeping strong motivation to improve community policing.

The results as per activities in Output 5 are as follows:

***Activity 5-1. BMRS conducts study and understands challenges of community policing in Rio Grande do Sul State.***

This activity was completed.

BMRS studied and understood challenges of community policing in Rio Grande do Sul State such as increasing the number of staff to disseminate community policing. Furthermore, they would like to augment the number of mobile KOBAN from nine (9) to eighteen (18).

***Activity 5-2. BMRS disseminates and improves quality of community policing in Rio Grande do Sul State.***

This activity was completed.

BMRS offered six (6) of training courses and seminars for organizing and disseminating community policing experiences. Also, the importance of community policing activities is highlighted in police academies. Further, selected 1,000 students of police academies took community policing knowledge sessions.

The achievement as per each indicator in Output 5 is described below.

***<5-1. Challenges of community policing in Rio Grande do Sul State are analyzed and understood.>***

This indicator was achieved.

BMRS analyzed and understood challenges of community policing in Rio Grande do Sul State such as necessity to add the number of staff to disseminate community policing by grass-root sessions on community policing activities all over the state, as well as lack of documents on good practices.

**<5-2. Action plan for disseminating and improving quality of community policing in Rio Grande do Sul State are developed.>**

This indicator was achieved.

BMRS set the action plan for disseminating and enhancing the preventive patrol activities all over the state, despite the insufficiency in the state budget.

**<5-3. Achievements of concrete actions for disseminating and improving quality of community policing in Rio Grande do Sul State.>**

This indicator was achieved.

BMRS achieved concrete actions for disseminating and improving quality of community policing including enhancement in human resources of BMRS and number/specification of mobile KOBAN, nurture of staff across rural areas and documentation of partnership with local society.

**(6) Output 6**

Narrative Summary	The capacity of SENASP, PMESP, PMMG and BMRS for providing effective assistance to other states is enhanced in order to facilitate dissemination of community policing in Brazil.
Objectively Verifiable Indicators	<p>6-1. Achievements of training course on community policing for all the states (numbers of conducted training course, numbers of participating state, evaluation of training course by participants).</p> <p>6-2. Achievements of seminars on community policing for all the states (numbers of conducted seminars, numbers of participating state, and evaluation of seminars by participants).</p> <p>6-3. Experiences of community policing are organized by PMESP.</p> <p>6-4. Experiences of community policing are organized by PMMG.</p> <p>6-5. Experiences of community policing are organized by BMRS.</p> <p>6-6. Achievements of concrete assistance for disseminating community policing in the Dissemination States.</p>
Activities	<p>6-1: SENASP provides training course on community policing for all the states with the cooperation of PMESP, PMMG and BMRS.</p> <p>6-2: SENASP conducts seminars on community policing for all the states with the cooperation of State Military Polices (mainly PMESP, PMMG and BMRS) in order to share good practices and effects of community policing.</p> <p>6-3: PMESP assembles experiences of community policing so that other states can utilize in introducing and disseminating community policing.</p> <p>6-4: PMMG assembles experiences of community policing so that other states can utilize in introducing and disseminating community policing.</p>

	<p>6-5: BMRS assembles experiences of community policing so that other states can utilize in introducing and disseminating community policing.</p> <p>6-6: Both Brazilian side and Japanese side decide target states for the intensive dissemination of community policing (Intensive Dissemination States).</p> <p>6-7: SENASP provides assistance to the Dissemination States with the cooperation of PMESP, PMMG and BMRS so that community policing shall be disseminated in the suitable way for each Intensive Dissemination State.</p>
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Quoted from PDM

### <Overall assessment of Output 6>

Based on the above points of view, Output 6 was mostly achieved.

The capacity of SENASP, PMESP, PMMG and BMRS for jointly providing effective assistance to other states was enhanced in order to facilitate dissemination of community policing in Brazil. This is anchored to the steady accumulation of training courses or seminars held during the Project, which is illustrated later. Notwithstanding influence caused by the huge political and economic crisis, the authorities from three model states, as well as recent SENASP, maintained well-ordered, proactive manners in offering training courses or seminars.

Additionally, the dissemination activities towards IDS consisting of six (6) states and one DF: Amazonas, Bahia, Brasília, Espírito Santo, Goiás, Paraná and Santa Catarina, which were selected and decided as states positively developing community policing, were often conducted by the Long-term or Short-term experts across the nation. SENASP provided JICA experts dispatched as lecturers or observers and participants in seminars in IDS with financial assistance for their travel cost.

Among the training courses and seminars held during the Project, the most prestigious one is CIMPC-SK, which the police officers in states concluding ACT with eligibility including having participated the particular lower community policing seminars as well as having the given policing career can only take and contains curriculum to obtain knowledge necessary to work for community policing dissemination. While several CIMPC-SK courses were conducted as planned in 2015, the courses in 2016 were delayed approximately ten months behind the plan due to the above-mentioned political and economic reasons. In addition, community policing seminars often held by the model states gathered hundreds of people from all over the country. In 2017, CIMPC-SK was offered once and is expected to be at least once in 2018 based on the schedule. In the community policing seminars, JICA experts and senior police officers from the model states or IDS gave lectures to share the good examples. Furthermore, many other sessions or seminars for community policing were offered by IDS. JICA experts frequently visited IDS to support such activities as lecturers, to observe the local realities and to provide practical advises from their experience. To surmount a geographic difficulty in Brazil to gather participants nationwide, SENASP and the model states promoted the remote off-site training courses using web-based materials specially presented. The remote off-site training courses were developed by revising the existing contents.

In the Project, five (5) country focused trainings in Japan were, and one (1) are expected to be, offered by NPA, in cooperation with a couple of prefectural polices, as seen in attachment 4 to provide Brazilian police officers selected from all over the country with advanced organization and good practices of Japanese community policing. The country focused trainings are truly beneficial for the Brazilian trainees in advantaging the network among Brazilian police officers, who seldom have opportunities to directly exchange views on their daily practices on community policing.

The results as per activities in Output 6 are as follows:

***Activity 6-1. SENASP provides training course on community policing for all the states with the cooperation of PMESP, PMMG and BMRS.***

This activity was partly completed.

The series of CIMPC-SK were provided in 2015 by the model states with financial assistance by SENASP as listed below in the attachment 7. The training course basically covered most regions in Brazil except the states not concluding ACT. CIMPC-SK planned in 2016 was delayed because of the above-mentioned political and economic reasons. As a result, the courses were negatively impacted. According to SENASP, CIMPC-PK planned in 2017 is expected to be started with the cooperation of the model states by the end of the Project.

***Activity 6-2. SENASP conducts seminars on community policing for all the states with the cooperation of State Military Polices (mainly PMESP, PMMG and BMRS) in order to share good practices and effects of community policing.***

This activity was partly completed.

SENASP, with the cooperation of SMP (mainly PMESP, PMMG and BMRS), financially aided a variety of seminars or sessions held in states under ACT, but in 2016 it was not able to provide expected supports because of the instability of the administration caused due to the above-mentioned political and economic crisis. As a result, the seminars or sessions held in the model states (in the case of PMESP, the seminars and sessions in 2015 included) were negatively impacted.

In the sessions, good practices and efforts of community policing in Japan were shared such as issuing and distributing community papers regularly which give local citizens information including daily community policing activities or regional crime records. The comments and views of Brazilian side based on the Terminal Evaluation strongly underpin the effects and benefits obtained from the seminars and sessions during the Project.

***Activity 6-3. PMESP assembles experiences of community policing so that other states can utilize in introducing and disseminating community policing.***

This activity was completed.

The evidences collected in the Terminal Evaluation, including document review, questionnaire survey, interviews, and discussions with counterpart personnel, Japanese experts and relevant stakeholders, endorse the PMESP's ability and performance to assemble their experiences of community policing so that other states can utilize in introducing and disseminating community policing. PMESP offered four (4) of training courses and seminars, and dispatched lecturers to seminars seven (7) times, for organizing and infiltrating community policing experiences.

***Activity 6-4. PMMG assembles experiences of community policing so that other states can utilize in introducing and disseminating community policing.***

This activity was completed.

The evidences gathered in the Terminal Evaluation, including document review, questionnaire survey, interviews, and discussions with counterpart personnel, Japanese experts and relevant stakeholders, demonstrate the PMMG's capacity and performance to assemble their experiences of community policing so that other states can utilize in introducing and disseminating community policing. PMMG offered seven (7) of training courses and seminars, and dispatched lecturers to seminars seven (7) times, for organizing and infiltrating community policing experiences.

***Activity 6-5. BMRS assembles experiences of community policing so that other states can utilize in introducing and disseminating community policing.***

This activity was completed.

The various methods applied to collect information on BMRS's performance in the Project, including document review, questionnaire survey, interviews, and discussions with counterpart personnel, Japanese experts and relevant stakeholders, verify the ability of BMRS to assemble their experiences of community policing so that other states can utilize in introducing and disseminating community policing. BMRS keeps close contacts to other states especially Minas Gerais and São Paulo through seminars or mutual visits. BMRS offered six (6) of training courses and seminars, and dispatched lecturers to seminars eight (8) times, to for organizing and infiltrating community policing experiences.

***Activity 6-6. Both Brazilian side and Japanese side decide target states for the intensive dissemination of community policing (Intensive Dissemination States).***

This activity was completed.

Brazilian and Japanese sides decided IDS consisting of six (6) states and one DF: Amazonas, Bahia, Brasília, Espírito Santo, Goiás, Paraná and Santa Catarina.

***Activity 6-7 SENASP provides assistance to the Dissemination States with the cooperation of PMESP, PMMG and BMRS so that community policing shall be disseminated in the suitable way for each Intensive Dissemination State.***

This activity was completed.

SENASP assisted JICA experts in conducting activities by providing financial support for travel expense and operational arrangement with the cooperation of PMESP, PMMG and BMRS. Accordingly, twenty-seven (27) of seminars or sessions in attachment 5 as well as twenty (20) of observations in attachment 6 were carried out during the Project.

The achievement as per each indicator in Output 6 is described below.

***<6-1. Achievements of training course on community policing for all the states (numbers of conducted training course, numbers of participating state, evaluation of training course by participants).>***

This indicator was partly achieved.

The series of CIMPC-SK were provided in 2015 by the model states with financial assistance by SENASP as shown in attachment 7. The training course covered most regions in Brazil except Rio de Janeiro. According to the comments by JICA Long-term experts and officials of SENASP and three model states, the trainings course were fruitful in that the participants could get familiar with professional, operational knowledge on community policing and had discussion on hands-on experience with each other.

CIMPC-SK planned in 2016 was delayed because of the above-mentioned political and economic reasons. As for 2017, the Terminal Evaluation finds that a CIMPC-SK has just finished in October.

***<6-2. Achievements of seminars on community policing for all the states (numbers of conducted seminars, numbers of participating state, and evaluation of seminars by participants).>***

This indicator was achieved.

During the Project, thirteen (13) community policing seminars were held by the model states in cooperation with SENASP as shown below in attachment 8. The document review, questionnaire survey, interviews, and discussions with counterpart personnel and Japanese experts in the Terminal Evaluation indicate that the seminars were informative to learn the basic and advanced knowhow on community policing activities.

***<6-3. Experiences of community policing are organized by PMESP.>***

This indicator was achieved.

The outcomes of the Terminal Evaluation underpin that PMESP conducted organizing their experiences of community policing in an appropriate manner. PMESP keeps close relationships to other states through seminars held by themselves or others and partial budget arrangement. PMESP works for sharing practical knowhow and proceeding status on community policing mainly on an on-site basis. The manual for CIMPC-SK were developed with cooperation of the model states and is going to be filed by SENASP to the National Library for copyright and registration.

PMESP offered four (4) of training courses and seminars, and dispatched seven (7) lecturers to seminars, for organizing and infiltrating community policing experiences.

***<6-4. Experiences of community policing are organized by PMMG.>***

This indicator was achieved.

The outcomes of the Terminal Evaluation show that PMMG carried out the activities to organize their experiences of community policing in a proper manner. PMMG keeps close relationships to other states through seminars held by themselves or others and partial budget arrangement. PMMG works for sharing practical knowhow and proceeding status on community policing mainly on an on-site basis. The manual for CIMPC-SK were developed with cooperation of the model states.

PMMG offered seven (7) of training courses and seminars, and dispatched seven (7) lecturers to seminars, for organizing and infiltrating community policing experiences.

***<6-5. Experiences of community policing are organized by BMRS.>***

This indicator was achieved.

The results of the Terminal Evaluation demonstrate that BMRS carried out organizing their experiences of community policing in an appropriate manner. BMRS keeps close relationships to other states through seminars held by themselves or others and partial budget arrangement. Especially with SMP of Minas Gerais and São Paulo, BMRS works for sharing practical knowhow and proceeding status on community policing on an on-site basis and over the TV conference. Their challenges in disseminating community policing include ensuring budget basis to maintain competent staff and travel cost to other states as well as keeping strong motivation to improve community policing. The manual for CIMPC-SK were developed with cooperation of the model states.

BMRS offered six (6) of training courses and seminars, and dispatched eight (8) lecturers to seminars, for organizing and infiltrating community policing experiences.

### 3-3. ACHIEVEMENT OF THE PROJECT PURPOSE

Narrative Summary	A nationwide system for continuous and self-reliant dissemination of community policing by Brazilian related organizations is established.
Objectively Verifiable Indicators	Concrete actions for promoting community policing in the appropriate manner of each state are initiated in the Intensive Dissemination States.

Quoted from PDM

#### <Overall Assessment of the Project Purpose>

The Project Purpose was partly achieved, if assessed based on the indicators. By and large, notwithstanding the political and economic crisis in 2016, in Brazil the dissemination of community policing was steadily developed through training courses, seminars or sessions during the Project by the continuous efforts of SENASP and the model states.

A table below shows the result of assessment, where those four (4) entities do not necessarily rate to all of outputs. It indicates that Output 1, 2 and 6 are inferiorly evaluated compared to others, which implies, as above-mentioned, the deficiency of SENASP in the past affects the degree of accomplishment adversely. The Terminal Evaluation, however, considerably admits the improvement of SENASP's performance in recent months based on the evidence found through on/off site research.

Evaluation results on Project Purpose:

Ranking	Output 1	Output 2	Output 3	Output 4	Output 5	Output 6
4 surely achieved	1	1	3	2	3	2
3 probably achieved						1
2 likely achieved						1
1 unlikely achieved	1	1				

Sources: The Joint Terminal Evaluation Team

The achievement as per each indicator in Project Purpose is described below.



*<Concrete actions for promoting community policing in the appropriate manner of each state are initiated in the Intensive Dissemination States.>*

This indicator was partly achieved.

The political turmoil and tremendous change in Brazilian society since the end of 2015 harmed the activities of the Project. Recently, organizational and personnel reinforcement in SENASP has been gradually apparent so that its assistance for dissemination of community policing activities is accelerated.

On the other hand, most of the states in Brazil prioritize community policing activities utilizing what they learned in trainings, seminars and sessions some states including the model states and IDS held as the Project activities. They developed community policing activities fitting to local needs based on KOBAN system. JICA experts deeply contributed to conveying the philosophy and successful cases regarding community policing activities in Japan.

#### **3-4. PROSPECTS OF ACHIEVING OVERALL GOAL**

Narrative Summary	Brazilian community policing is being disseminated by Brazilian related organizations.
Objectively Verifiable Indicators	Concrete actions for promoting community policing in the appropriate manner of each state are initiated in all the states in Brazil.

Quoted from PDM

#### *<Overall Assessment of the Overall Goal>*

The Overall Goal is expected to be partly achieved in three to five years after the Project completion, if assessed based on the indicators. According to the questionnaire conducted in the Terminal Evaluation, some concerns to achieve Overall Goal in the continuous federal financial support and the incremental, long-lasting efforts by SENASP in the future to spread good examples in the model states to IDS and other states are observed among JICA experts and counterparts. “All the states in Brazil” are regarded as those concluding ACT with SENASP at the time of Ex-post Evaluation.

It is importantly assumed to achieve the Overall Goal that:

- The basic Policy of SENASP on disseminating community policing in Brazil does not change.
- SENASP, the model states and SMP secure necessary staff and budget to facilitate dissemination of community policing.
- The model states cooperate with SENASP for providing assistance to other states for disseminating community policing.

To evaluate the degree of achievement of the Overall Goal, the political and economic instability in Brazil should be considered as a risk to which the achievement is posed. That being said, the capacities of SMP were, and are expected to be, surely strengthened by having in operation what they saw and heard in the training courses, seminars and sessions in the Project.

The situation as per each indicator in the Overall Goal is described below.

*<Concrete actions for promoting community policing in the appropriate manner of each state are initiated in all the states in Brazil.>*

This indicator is expected to be partly achieved.

According to the questionnaire conducted in the Terminal Evaluation, some concerns to achieve Overall Goal in the continuous federal financial support and the incremental, long-lasting efforts by SENASP in the future to spread good examples in the model states to IDS and other states are observed among JICA experts and counterparts. “All the states in Brazil” are regarded as those concluding ACT at the time of Ex-post Evaluation.

## **4. EVALUATION BY FIVE CRITERIA<sup>1</sup>**

### **4-1. RELEVANCE**

The relevance of the Project is assessed as “**High**” for the following points.

(1) Relevance to the Brazil’s policies

Due to the high incidence of murder, robber and injury cases in the country, it has been one of the major social issues to improve security situations in Brazil.

PMESP, which has a role of maintenance of security in São Paulo State, recognized that crime prevention is essential for security improvement and decided introducing community policing in 1990s. JICA has supported PMESP to introduce and disseminate community policing in São Paulo State since 2000.

SENASP, which plays a role of maintenance and improvement of public security, established SUSP in 2000, and decided to introduce community policing so as to control crime and build peaceful culture. Moreover, SENASP has started PRONASCI since 2007 in order to decrease homicide rate. It includes ninety-four (94) actions focusing on social activities for crime prevention, and mentions actions related to facilitating introduction of community policing such as establishing KOBAN with necessary equipment, and human resource development of community policing activities. Based on the policy, SENASP has been promoting introduction, dissemination and establishment of community policing in Brazil.

However, there are differences in quality of community policing activities among KOBANs in São Paulo State, and degree of dissemination of community policing varies greatly from state to state. Thus, it is the outstanding issue how community policing can be disseminated and established in the vast country.

Based on such background, assistance for the improvement of quality of community policing activities in São Paulo State and for the dissemination and establishment of community

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<sup>1</sup> Judged on a scale from “High”, “Relatively High”, “Moderate”, “Relatively Low” to “Low”.

policing in other states were officially requested from the GOB to GOJ.

(2) Relevance to Japan's ODA policy toward Brazil

The Country Assistance Policy for Brazil prepared in December 2012 sets two priority areas of 1) Urban issues and management of environment and disaster risks and 2) Triangular Cooperation. Public security sector is covered by the first priority area and the Project is expected to contribute to overcoming security deterioration in Brazil accelerated by urbanization. The project has attributes as a succeeding one of two technical cooperative projects: *The Community Policing Project* (January 2005 to March 2008) and *The Project on Implementation of Community Policing Using the KOBAN System* (November 2008 to November 2011). The three projects constitute a series of dissemination and establishment of community policing activities, where the practice in IDS is improved by learning cases in São Paulo State, the most advanced state in community policing, and thereby the nationwide dissemination will be accomplished. In this way, the project components are along with the policy of the GOJ.

(3) Appropriateness of the target group

SENASP, a responsible agency for enhancing community policing, deeply recognized the importance of introduction and dissemination of community policing throughout Brazil. Also, a preceded project *the Project of Implementation of the Community Policing Using the KOBAN System* left lessons learned: The work with counterpart institution responsible for the national coordination of community police has facilitated part of the effects generated by the Project. This is why it was deemed to be beneficial to specify SENASP as the main counterpart. Further, it was practical to assign several states as model states under the federation system where the independence of the states from the federal government is broadly secured. From this point of view, PMESP, PMMG and BMRS were designated as advanced, proactive SMP. These model states took strong initiatives to disseminate community policing not only in an intra-state way but also in an inter-state way, which had positive effects on community policing in IDS. The model states took actions to disseminate what they implemented through seminars inviting State Military Police officers from other states. Taking this into consideration, the selection of the project target was appropriate.

(4) Advantage of Japan's technical experience

Japan has technical competence and experienced experts in the area of community policing. Police officers not only from NPA but also from metropolitan/prefectural polices all over Japan were assigned as Long-term or Short-term JICA experts who have substantial knowledge, experience and know-how of community policing activities in Japan. Therefore, Japan had comparative advantages to support Brazil.

#### 4-2. EFFECTIVENESS

The effectiveness of the Project is assessed as “**Moderate**” for the following points.

(1) Achievement of the Project Purpose (Prospect)

The component of activities containing training courses like CIMPC-SK, community policing

seminars, other related sessions, country focused trainings in Japan and observation by JICA experts in IDS is effective to achieve the Project Purpose in that relevant experiences and lessons can be organized and shared among counterparts.

Output 1 and 2, as well as activities linked to the both, which are deemed to be performed by SENASP are partly achieved at the time of the Terminal Evaluation because of the above-mentioned political and economic influence.

(2) Contribution of Output to the achievement of the Project Purpose

Overall, Outputs appropriately contribute to the achievement of the Project Purpose, but it is difficult to measure the degree to which the Project Purpose is achieved by using Outputs, because no significant numerical indicators are set in PDM.

Nevertheless, the political and economic crisis SENASP currently comes to prove its continuous ability to collect, organize and analyze information in a consistent and appropriate manner. The strengthened capacity of SENASP to collect information contributes to improvement of its role in disseminating community policing nationwide. To share good practices with SMP also play a vital role to strengthen the capacity of SENASP.

As for Output 2, to facilitate ACT nationwide contributed to building up close relationship between SMP and SENASP to disseminate community policing. Whether both states conclude ACT depends on the situation of each state because of the necessities of the states. Also, to encourage and finance working groups on developing the remote off-site trainings promotes to disseminate community policing.

Community policing activities by the model states are improved by the achievement of Output 3 to 5. PMESP, PMMG and BMRS strengthened their own capacities of community policing by securing budget, reinforcing KOBAN network, offering training courses, seminars and sessions, observing around their own jurisdictions and organizing information and good practice. These successful activities come to strengthening capacity of the model states, which leverages a nationwide dissemination system for community policing.

With respect to Output 6, the linkage among SENASP and the model states affects organized and effective dissemination of community policing. SENASP provided financial assistance to lecturers dispatched by models states for training courses, seminars and sessions in which thousands of people in Brazil participate. It entails nationwide disseminating community policing.

These developments of community policing activities contributed directly to the Project Purpose. Therefore, it was appropriate that these Outputs were set for achieving the Project Purpose.

(3) Analysis of factors

➤ Promoting Factor

- Positive attitudes and comparatively high level fundamental careers of the counterpart

police officers originally have contributed to the project implementation.

- The dedication and integrity of the counterparts have promoted the project activities despite political and economic difficulties.
  - Not only lecture-style but also on-site trainings provided by JICA experts provided allowed the Brazilian counterparts to learn and obtain practical know-how on community policing through country focused trainings in Japan, in-country training courses and observations.
  - Nationwide dissemination of community policing remains the priority of Brazilian governments.
- Inhibiting factor
- Indicators of the Project Purpose are inappropriately defined in PDM such that the degree of achievement of Project Purpose cannot be clearly judged by Indicators. That makes gauging Effectiveness of the Project rather complicate.
  - Personnel and financial restructuring in the government caused by political and economic crisis hugely influenced the project activities.

#### 4-3. EFFICIENCY

The efficiency of the Project is assessed as “**Moderate**” for the following points. The total project operation cost of 219,655,000 yen as seen in 2-1. Records of Inputs have slightly overpassed the planned budget of 208,256,000 yen.

##### (1) Achievement of Outputs

Regarding Output 1: The capacity of SENASP for collecting and managing information on community policing is enhanced in order to facilitate dissemination of community policing in Brazil., Output 2: The capacity of SENASP for inducting new activities of community policing is enhanced, by regional agreements., Output 3: Community policing activities by PMESP are improved., Output 4: Community policing activities by PMMG are improved., Output 5: Community policing activities by BMRS are improved., and Output 6: The capacity of SENASP, PMESP, PMMG and BMRS for providing effective assistance to other states is enhanced in order to facilitate dissemination of community policing in Brazil., through the activities by the experts, the capacity of officials and organization itself is strengthened. As a result, Output 1 is expected to be achieved by the end of the Project. Output 2 is mostly achieved. Output 3, 4 and 5 were achieved. Output 6 was mostly achieved.

In response to the adverse changes in SENASP as the preceding statement, to keep efficiency of the Project, Brazilian and Japanese sides should have discussed at that moment updating PDM with each other. In response to the unprecedented situation, PDM should be reviewed and approved in JCC. Additionally, according to R/D dated the 5<sup>th</sup> of June, 2014, although The Monitoring Sheets shall be reviewed every six (6) month, the sheets are not updated since October 24, 2016. That comes to the weakness in management or monitoring of the Project. These arrangements contributed to improvement of the efficiency of the Project in that the resources and time would be used more appropriately.

## (2) Appropriateness of Inputs and Activities

Inputs and Activities in the Project have been sufficiently planned and implemented to achieve the Outputs as below.

- Three (3) Long-term experts and twelve (12) Short-term experts were dispatched. Short-term experts conducted training or provided on-site advice based on their expertise and experiences depending on the situation of the Project.
- Series of training courses, seminars, sessions and country focused trainings in Japan were held. Each was programmed to be fitted with the needs to enhance the capacity of the participants. Especially five (5) country focused trainings in Japan were effectively conducted, because the trainings provided face-to-face discussion on updates or issues of the Project for Brazilian police officers and officers scattered across the country.

On the other hand, there were some issues as follows:

- As mentioned above, personnel and financial restructuring in the government caused by political and economic crisis hugely influenced the project activities. The number of officials of SENASP decreased from nine (9) to three (3).
- The smooth communication with each counterpart across a vast country like Brazil was difficult so that there were few opportunities in which key persons from SENASP, PMESP, PMMG and BMRS met together.

## 4-4. IMPACT

The impact of the Project is assessed as “**Moderate**” The following points are taken into consideration when making judgment.

### (1) Achievement of the Overall Goal (Prospect)

To achieve the Overall Goal, some key assumptions have to be unchanged for a couple of years or more. It is importantly assumed to achieve the Overall Goal that:

- The basic Policy of SENASP on disseminating community policing in Brazil does not change.
- SENASP, the model states and SMP secure necessary staff and budget to facilitate dissemination of community policing.
- The model states cooperate with SENASP for providing assistance to other states for disseminating community policing.

According to the questionnaire conducted in the Terminal Evaluation, some concerns to achieve Overall Goal in the continuous federal financial support and the incremental and long-lasting efforts by SENASP in the future to spread good examples in the model states to IDS and other states are observed among JICA experts and counterparts. “All the states in Brazil” are regarded as those concluding ACT at the time of Ex-post Evaluation.

### (2) Contribution to achieve the Overall Goal

The continuous activities to disseminating community policing by SENASP and the model states contribute directly to achieve the Overall Goal.

SENASP strengthened administrative capacity of disseminating community policing. Accordingly, financial supports by SENASP enabled many participants in training courses,

seminars and sessions to join in relatively convenient ways during the Project.

A lot of police officers in the model states participated in such opportunities to strengthen their capacity, to serve as host states or to convey their experience. Their dedication firmly contributes to achievement of the Overall Goal.

(3) Ripple effect

The dissemination of community policing does not bring about the direct and immediate effects such as a drastic fall in the number of crimes, but surely and steadily causes the decrease in crime rate. For instance, a district in São Paulo adopting KOBAN is regarded as one of the successful case of community policing due to the evidence proving the decrease in the number of murder per year from forty (40) to less than ten (10) in ten years. In terms of the Project, however, it is difficult to specify any apparent ripple effects through the Terminal Evaluation

#### 4-5. SUSTAINABILITY

The sustainability of the Project is assessed as “**Moderate**” for the following points.

■ **Policy and Institutional Aspects**

The policy environment is firmly to be favorable for nationwide dissemination of community policy. As stated in “3-1 Relevance” PRONASCI mentions actions related to facilitating introduction of community policing such as establishing KOBAN with necessary equipment and human resource development of community policing activities. Based on the policy, SENASP, with cooperation of model states, has been promoting introduction, dissemination and establishment of community policing in Brazil.

■ **Organizational/Financial Aspects**

As stated above, personnel and financial restructuring in the government caused by political and economic crisis hugely influenced the project activities. Nevertheless, the current personnel and financial situation of SENASP was improved. In general, however, the political and economic instability in Brazil should be considered as a risk to which the achievement is posed.

■ **Technical Aspects**

In general, the capacity of counterparts of the Project was enhanced through a series of training courses, seminars, sessions and country focused training in Japan conducted during the Project. As far as the Terminal Evaluation team considers, most SMP have the adequate capacity to disseminate community policing by exchanging knowhow to each other. It takes, however, several years to make sure that the operation of the other states is fully stabilized.

## 5. CONCLUSION

As mentioned above, Output 1 is expected to be achieved. Output 2 is mostly achieved. Output 3, 4 and 5 were achieved. Output 6 was mostly achieved. Then, the Joint Terminal Evaluation Team

confirmed that the Project Purpose was partly achieved. As for evaluation by five evaluation criteria, the relevance of the Project is assessed as “High”, the effectiveness of the Project is assessed as “Moderate”, the efficiency of the Project is assessed as “Moderate”, the impact of the Project is assessed as “Moderate”, and the sustainability of the Project is assessed as “Moderate”. Therefore, the team concluded that the Project would be terminated by January 2018 as scheduled, with the partly accomplishment of dissemination and implementation of community policing in most states.

## **6. RECOMMENDATIONS**

Before the end of the Project, the counterparts and JICA experts are recommended to take actions as below.

- The counterparts and JICA experts cooperatively conduct the training courses, seminars and sessions, as well as technical visits nationwide, in accordance with Output 6.

After the end of the Project, Brazilian counterparts are recommended to take actions as below.

- develop a community policing guidelines
- implement a nationwide certificate on community policing reflecting the findings of technical visits all over the nation to be conducted next year

## **7. LESSONS LEARNT**

- To conduct a technical cooperation project with a federation, it is essential to take much care of the relationship between the central federal government and state/regional governments from the viewpoints of empowerment and authority. In other words, the degree to which each state has discretion have significant influence on how the federal government gets involved in the project.
- As stated in “3-3 Efficiency,” according to R/D, although The Monitoring Sheets shall be reviewed every six (6) month based on the discussion in JCC, the sheets are not updated since October 24, 2016. That comes to the weakness in management and monitoring of the Project. It is important to regularly conduct JCC as stated in R/D to keep the sound monitoring of the Project. In addition, in response to the unprecedented situation, PDM should be reviewed and approved in JCC.
- It is a good practice that Brazilian counterparts’ staff who took country focused trainings are assigned as community policing officers to disseminate and implement what they learned from the trainings.

END



**Attachment 2 List of Brazilian Main Counterparts**

	Name of C/Ps	Highest title in the Project	Affiliation
1	Mr. Anael Aymoré Jacob	Programas e Projetos	SENASP
2	Mr. Franklin Michael Popov	Capitão PM	SENASP
3	Mr. Kenji Konishi	Colonel PM	PMESP
4	Mr. Andreis Silvio Dal Lago	Colonel PM	BMRS
5	Mr. André Marcelo Rebeiro Machado	Major PM	BMRS
6	Mr. Eduardo Felisberto Alves	Major PM	PMMG
7	Mr. Hudson Matos Ferraz Junior	Major PM	PMMG
8	Mr. Marco Antònio Badaró Bianchini	Coronel PM	PMMG
9	Mr. Paulo Amora	Ministro	ABC
10	Mr. Winston Coelho Costa	Colonel PM	PMMG
11	Mr. Eron Carlos da Costa	Analista de Projetos	ABC
12	Mr. Maurício Pavão Flôres	Capitão PM	SENASP
13	Mr. João Batista Machado	Capitão PM	SENASP
14	Mr. Anderson Maurício Coelho	Capitão PM	PMMG
15	Mr. Josué Nunes Neto	Analista de Projetos	ABC
16	Mr. Mauro Douglas Ribeiro	Project Leader	SENASP
17	Mr. Marco Aurelio Martins De Araujo	Project Manager	SENASP
18	Mr. Vinicius Frabetti	Project Coordinator	SENASP
19	Mr. Marcelo Nogueira da Silva	Collaborator	BMRS

### Attachment 3 List of Japanese Experts provided

(Long-term Experts)

	Name	Title	Term	M/M
1	Koichi Maruyama	Expert of Community Policing/Chief Adviser	April 2015 to October 2016	18.3
2	Hisami Ohashi	Expert of Community Policing/Chief Adviser	October 2016 to January 2018	15.7
3	Daisuke Kobayashi	Coordinator	April 2016 to May 2017	24.3

(Short-term Experts)

	Name	Term	M/M
1	Katsuya Endo	January 2015 to March 2015	1.9
2	Akemi Shibuya	January 2015 to March 2015	1.9
3	Hisami Ohashi	August 2015 to October 2015	2.0
4	Toshiki Yogo	September 2015 to November 2015	2.1
5	Katsushige Higashi	March 2016 to May 2016	1.4
6	Toshihiro Arakawa	June 2016 to July 2016	1.3
7	Yuji Nakagawa	September 2016 to October 2016	1.3
8	Yoshiyuki Nakatani	October 2016 to December 2016	1.3
9	Masahiro Kamei	January 2017 to February 2017	1.3
10	Taro Matsunaga	April 2017 to May 2017	1.4
11	Shinya Watanabe	August 2017 to September 2017	1.4
12	Tsuyoshi Onozato	November 2017 to December 2017 *Expected	1.4

**Attachment 4 List of country focused trainings in Japan**

#	Term	Venue	Number of participants by region
1	Apr 17, 2015 – May 1, 2015	Tokyo Aichi	1 from SENASP, 3 each from PMESP, PMMG and BMRS 10 in total
2	Oct 16, 2015 – Oct 30, 2015	Tokyo Chiba Kanagawa Niigata	1 each from SENASP, Alagoas, Amazonas, Bahia, Ceará, Espírito Santo, Goiás, Mato Grosso do Sul, Pará, Piauí, Rio Grande do Norte and Tocantins 12 in total
3	Jun 3, 2016 – Jun 17, 2016	Tokyo Shiga	2 each from PMESP, PMMG and BMRS 1 each from SENASP, Amazonas, Bahia, Brasília, Espírito Santo, Goiás, Paraná and Santa Catarina 14 in total
4	Out 21, 2016 – Nov 6, 2016	Tokyo Chiba Osaka	1 each from SENASP, PMMG, Alagoas, Amazonas, Bahia, Brasília, Espírito Santo, Goiás, Mato Grosso do Sul, Pará, Paraíba, Paraná, Roraima, Santa Catarina and Tocantins 15 in total
5	Jun 30, 2017 – Jul 14, 2017	Tokyo Kyoto Saitama	2 each from PMESP, PMMG and BMRS 1 each from SENASP, Amazonas, Bahia, Brasília, Espírito Santo, Goiás, Paraná and Santa Catarina 14 in total
6	Nov 2, 2017 – Dec 8, 2017	Tokyo Aichi Gunma	1 from SENASP 1 each from PMESP, PMMG, BMRS, Amazonas, Bahia, Brasília, Espírito Santo, Goiás, Paraná and Santa Catarina 5 under selection 16 in total

**Attachment 5 List of community policing seminars or sessions held by IDS**

#	Term	Category	Host	JICA lecturer	Participants
1	Jan 29, 2015	Community policing seminar	Bahia	Endo and Shibuya	70 from Bahia
2	Feb 20, 2015	Community policing seminar	Brasília	Endo and Shibuya	30 from Brasília
3	Mar 6, 2015	Community policing seminar	Espírito Santo	Endo and Shibuya	200 from Espírito Santo
4	Aug 21, 2015	Community policing seminar	Mato Grosso do Sul	Ohashi	30 from Mato Grosso do Sul
5	Sep 2, 2015	Community policing knowledge	Pará	Ohashi	50 from Pará
6	Sep 4, 2015	Community policing seminar	Pará	Ohashi	100 from Pará
7	Sep 18, 2015	Community policing seminar	Goiás	Ohashi	150 from Goiás
8	Oct 22, 2015	Community policing knowledge	Santa Catarina	Maruyama and Yogo	200 from Santa Catarina including 50 citizens
9	Nov 9, 2015	Community policing knowledge	Rio de Janeiro	Yogo	10 from Rio de Janeiro and 10 from Mato Grosso do Sul
10	Nov 13, 2015	Community policing lecture	Rio de Janeiro	Yogo	18 from Rio de Janeiro
11	Nov 20, 2015	Community policing seminar	Espírito Santo	Maruyama	500 from Espírito Santo
12	Apr 14, 2016	Knowledge for police academy	Bahia	Higashi	30 from Bahia
13	May 19, 2016— May 20, 2016	CIMPC-SK	Bahia	Maruyama	35 from Bahia

#	Term	Category	Host	JICA lecturer	Participants
14	Jul 7, 2016	Community policing seminar	Espírito Santo	Maruyama and Arakawa	200 from Espírito Santo and 1 from Pará
15	Sep 29, 2016	Community policing knowledge	Santa Catarina	Maruyama and Nakagawa	30 from Santa Catarina including 10 citizens
16	Oct 20, 2016	Community policing seminar	Santa Catarina	Ohashi and Nakagawa	135 from Santa Catarina including 20 citizens and 5 from Paraná
17	Nov 9, 2016	Community policing knowledge	Paraná	Nakatani	50 from Paraná
18	Dec 1, 2016	Community policing seminar	Paraná	Ohashi and Nakatani	65 or more from Paraná including 25 citizens (done by TV conference)
19	Feb 2, 2017	Community policing knowledge	Brasília	Kamei	30 from Brasília
20	Feb 16, 2017	Community policing seminar	Brasília	Ohashi and Kamei	60 from Brasília
21	Apr 5, 2017	Community policing knowledge	Rio Grande do Sul	Ohashi and Matsunaga	40 candidates for majors from Rio Grande do Sul
22	Apr 6, 2017	Community policing knowledge	Rio Grande do Sul	Ohashi and Matsunaga	30 candidates of KOBAN police officers from Rio Grande do Sul
23	May 4, 2017	Community policing seminar	Goiás	Ohashi and Matsunaga	90 from Goiás including 70 citizens
24	May 5, 2017	Community policing seminar	Goiás	Ohashi and Matsunaga	300 from Goiás
25	Jun 29, 2017	Community policing seminar	Tocantins	Ohashi and others (2 from Tocantins and 1 from Pará)	200 from Tocantins including 50 citizens, 1 from Pará and 1 from Mato Grosso

#	Term	Category	Host	JICA lecturer	Participants
26	Sep 15, 2017	Community policing seminar	Amazonas	Ohashi and Watanabe	150 from Amazonas
27	Sep 28, 2017	Community policing seminar	Mato Grosso	Ohashi	130 from Mato Grosso including 100 citizens

**Attachment 6 List of technical visits on IDS**

#	Term	Venue
1	Jan 26, 2015 – Jan 30, 2015	Bahia
2	Feb 19, 2015 – Feb 20, 2015	Brasília
3	Mar 2, 2015 – Mar 6, 2015	Espírito Santo
4	Sep 8, 2015 – Sep 18, 2015	Goiás
5	Sep 10, 2015 – Sep 11, 2015	Rio de Janeiro
6	Oct 5, 2015 – Oct 15, 2015	Amazonas
7	Oct 19, 2015 – Oct 27, 2015	Santa Catarina
8	Oct 26, 2015 – Oct 29, 2015	Paraná
9	Nov 2, 2015 – Nov 13, 2015	Rio de Janeiro
10	Nov 16, 2015 – Nov 20, 2015	Espírito Santo
11	Apr 4, 2016 – Apr 29, 2016	Bahia
12	Jun 13, 2016 – Jul 8, 2016	Espírito Santo
13	Sep 27, 2016 – Oct 21, 2016	Santa Catarina
14	Nov 7, 2016 – Dec 2, 2016	Paraná
15	Dec 16, 2016	Brasília
16	Jan 23, 2017 – Feb 17, 2017	Brasília
17	Mar 7, 2017 – Mar 8, 2017	Goiás
18	Apr 10, 2017 – May 5, 2017	Goiás
19	Jul 26, 2017 – Jul 28, 2017	Amazonas
20	Aug 21, 2017 – Sep 13, 2017	Amazonas

**Attachment 7 List of CIMPC-SK held during the Project**

#	Term	Venue	Host	Number of participants by region	
1	Jul 20, 2015 – Jul 31, 2015	São Paulo	PMESP	Acre	1
				Alagoas	1
				Amapá	1
				Amazonas	1
				Bahia	1
				Brasília	0
				Ceará	1
				Espírito Santo	1
				Goiás	1
				Maranhão	1
				Mato Grosso	0
				Mato Grosso do Sul	1
				Minas Gerais	0
				Pará	1
				Paraíba	1
				Pernambuco	1
				Piauí	1
				Paraná	1
				Rio de Janeiro	0
				Rio Grande do Norte	1
				Rio Grande do Sul	0
				Rondônia	1
				Roraima	1
Santa Catarina	1				
São Paulo	5				
Sergipe	0				
Tocantins	1				
Others	8				
Total	33				
2	Jul 20, 2015 – Jul 31, 2015	Minas Gerais	PMMG	Acre	2
				Alagoas	2
				Amapá	2
				Amazonas	1
				Bahia	2



#	Term	Venue	Host	Number of participants by region	
				Brasília	0
				Ceará	1
				Espírito Santo	2
				Goiás	1
				Maranhão	2
				Mato Grosso	1
				Mato Grosso do Sul	1
				Minas Gerais	6
				Pará	2
				Paraíba	1
				Pernambuco	0
				Piauí	2
				Paraná	1
				Rio de Janeiro	0
				Rio Grande do Norte	2
				Rio Grande do Sul	0
				Rondônia	1
				Roraima	2
				Santa Catarina	0
				São Paulo	0
				Sergipe	2
				Tocantins	1
				Others	0
				Total	37
3	Jul 20, 2015— Jul 31, 2015	Rio Grande do Sul	BMRS	Acre	2
				Alagoas	2
				Amapá	0
				Amazonas	2
				Bahia	2
				Brasília	1
				Ceará	2
				Espírito Santo	2
				Goiás	2
				Maranhão	1
				Mato Grosso	1
				Mato Grosso do Sul	2

#	Term	Venue	Host	Number of participants by region	
				Minas Jerais	0
				Pará	2
				Paraíba	2
				Pernambuco	1
				Piauí	2
				Paraná	2
				Rio de Janeiro	0
				Rio Grande do Norte	2
				Rio Grande do Sul	5
				Rondônia	1
				Roraima	1
				Santa Catarina	2
				São Paulo	0
				Sergipe	0
				Tocantins	2
				Others	0
				Total	41
4	Aug 3, 2015 – Aug 14, 2015	São Paulo	PMESP	Acre	2
				Alagoas	2
				Amapá	1
				Amazonas	1
				Bahia	2
				Brasília	0
				Ceará	2
				Espírito Santo	1
				Goiás	2
				Maranhão	0
				Mato Grosso	1
				Mato Grosso do Sul	2
				Minas Jerais	2
				Pará	2
				Paraíba	2
				Pernambuco	1
				Piauí	2
				Paraná	2
				Rio de Janeiro	0

#	Term	Venue	Host	Number of participants by region	
				Rio Grande do Norte	2
				Rio Grande do Sul	2
				Rondônia	2
				Roraima	0
				Santa Catarina	2
				São Paulo	2
				Sergipe	0
				Tocantins	2
				Others	0
				Total	39
5	Aug 3, 2015 – Aug 14, 2015	Minas Gerais	PMMG	Acre	0
				Alagoas	2
				Amapá	2
				Amazonas	2
				Bahia	0
				Brasília	0
				Ceará	1
				Espírito Santo	1
				Goiás	1
				Maranhão	2
				Mato Grosso	1
				Mato Grosso do Sul	2
				Minas Gerais	15
				Pará	1
				Paraíba	2
				Pernambuco	0
				Piauí	1
				Paraná	2
				Rio de Janeiro	0
				Rio Grande do Norte	1
				Rio Grande do Sul	1
				Rondônia	1
				Roraima	0
				Santa Catarina	1
				São Paulo	1
				Sergipe	0

#	Term	Venue	Host	Number of participants by region	
				Tocantins	1
				Others	0
				Total	41
6	2015/08/03 – 2015/08/14	Rio Grande do Sul	BMRS	Acre	1
				Alagoas	2
				Amapá	1
				Amazonas	2
				Bahia	2
				Brasília	1
				Ceará	1
				Espírito Santo	2
				Goiás	1
				Maranhão	2
				Mato Grosso	1
				Mato Grosso do Sul	1
				Minas Gerais	2
				Pará	2
				Paraíba	1
				Pernambuco	2
				Piauí	2
				Paraná	1
				Rio de Janeiro	0
				Rio Grande do Norte	2
				Rio Grande do Sul	1
				Rondônia	0
				Roraima	2
				Santa Catarina	1
				São Paulo	2
				Sergipe	0
				Tocantins	1
				SENASP	1
				Total	37

**Attachment 8 List of community policing seminars held during the Project**

#	Term	Venue	Host	Lecturer	Participants
1	Feb 6, 2015	São Paulo	SENASP PMESP	JICA experts: Endo and Shibuya 1 from PMESP	150 from PMESP
2	Feb 13, 2015	Rio Grande do Sul	SENASP BMRS	JICA experts: Endo and Shibuya	200 from BMRS
3	Feb 26, 2015	Minas Gerais	SENASP PMMG	JICA experts: Endo and Shibuya 1 from PMESP Other police officers from Alagoas, Bahia, Pará and Rio Grande do Sul	570 from PMMG and others
4	Nov 17, 2015	Rio Grande do Sul	SENASP BMRS	JICA experts: Yogo 2 from BMRS 1 from PMMG 1 from Goiás 1 from PMESP	240 from BMRS
5	Dec 9, 2015	Minas Gerais	SENASP PMMG	JICA experts: Maruyama 1 from PMMG	40 from PMMG
6	Feb 25, 2016 – Feb 26, 2016	Minas Gerais	SENASP PMMG	JICA experts: Maruyama 1 from PMESP 1 from BMRS 3 from PMMG	500 from PMMG 2 from Piauí 1 from Pará 1 from Mato Grosso
7	Oct 17, 2016	Minas Gerais	SENASP PMMG	JICA experts: Maruyama 1 from BMRS 1 from PMESP 1 from Bahia	250 from PMMG and students
8	Oct 18, 2016 – Oct 19, 2016	São Paulo	SENASP PMESP	JICA experts: Maruyama 1 from PMMG	380 from PMESP
9	Nov 21, 2016	Rio Grande do Sul	SENASP BMRS	JICA experts: Ohashi 1 from BMRS	300 from BMRS

#	Term	Venue	Host	Lecturer	Participants
10	Feb 16, 2017– Feb 17, 2017	Minas Gerais	SENASP PMMG	JICA experts: Ohashi 1 from PMESP 1 from BMRS	450 from PMMG
11	Oct 3, 2017	Rio Grande do Sul	SENASP BMRS	JICA experts: Ohashi 1 from PMESP 1 from BMRS 1 from PMMG	300 from BMRS
12	Oct 24, 2017	São Paulo	SENASP PMESP	JICA experts: Ohashi 3 from SENASP 2 from PMESP 1 from BMRS 1 from PMMG	Unknown at the time of the Terminal Evaluation

**Project Design Matrix (PDM)****Version:** 0**Project Title:** Project on Multiplication of Community Policing**Date:** DD MM 2014**Period:** MM 2014 to MM 2017 (Three (3) years)**Implementation Organization:** National Secretariat of Public Security (SENASP),

State Military Police of São Paulo (PMESP), State Military Police of Minas Gerais (PMMG) and State Military Police of Rio Grande do Sul (BMRS)

**Target Groups:** SENASP, PMESP, PMMG, BMRS and other State Military Polices**Project Sites:** Brasilia, São Paulo, Minas Gerais, Rio Grande do Sul and Intensive Dissemination States

<b>Project Summary</b>	<b>Objectively Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Important Assumptions</b>
<b><u>Overall Goal</u></b> Brazilian community policing is being disseminated by Brazilian related organizations.	- Concrete actions for promoting community policing in the appropriate manner of each state are initiated in all the states in Brazil.	- Information on the implementation status of community policing in each state collected and managed by SENASP.	
<b><u>Project Purpose</u></b> A nationwide system for continuous and self-reliant dissemination of community policing by Brazilian related organizations is established.	- Concrete actions for promoting community policing in the appropriate manner of each state are initiated in the Intensive Dissemination States.	- Information on the implementation status of community policing in each state collected and managed by SENASP.	- Policy on disseminating community policing in Brazil does not change. - SENASP secure necessary staff and budget to facilitate dissemination of community policing in Brazil. - Each State Military Polices secure necessary staff and budget to disseminate community policing in their states. - PMESP, PMMG and BMRS secure necessary staff and budget to disseminate and improve quality of community policing in their states. - PMESP, PMMG and BMRS cooperate with SENASP for providing assistance to other states for disseminating community policing.

<b>Outputs</b>			
1.	The capacity of SENASP for collecting and managing information on community policing is enhanced in order to facilitate dissemination of community policing in Brazil.	1-1. SENASP conducts survey for collecting information on the implementation status of community policing in each state XX times per year. 1-2. SENASP develops collections of good practices of community policing including effects of it.	- Information on the implementation status of community policing in each state collected and managed by SENASP. - Collections of good practices of community policing including effects of it developed by SENASP.
2	The capacity of SENASP for inducting new activities of community policing is enhanced, by regional agreements.		
3	Community policing activities by PMESP are improved.	3-1. Challenges of community policing in São Paulo State are analyzed and understood. 3-2. Action plan for disseminating and improving quality of community policing in São Paulo State are developed. 3-3. Achievements of concrete actions for disseminating and improving quality of community policing in São Paulo State.	- Report on analysis of challenges of community policing in São Paulo State. - Action plan for disseminating and improving quality of community policing in São Paulo State. - Reports of concrete actions for disseminating and improving quality of community policing in São Paulo State.
4	Community policing activities by PMMG are improved.	4-1. Challenges of community policing in Minas Gerais State are analyzed and understood. 4-2. Action plan for disseminating and improving quality of community policing in Minas Gerais State are developed. 4-3. Achievements of concrete actions for disseminating and improving quality of community policing in Minas Gerais State.	- Report on analysis of challenges of community policing in Minas Gerais State. - Action plan for disseminating and improving quality of community policing in Minas Gerais State. - Reports of concrete actions for disseminating and improving quality of community policing in Minas Gerais State.

- State Military Polices for Dissemination secure necessary staff and budget to disseminate community policing in their states.



5	Community policing activities by BMRS are improved.	<p>5-1. Challenges of community policing in Rio Grande do Sul State are analyzed and understood.</p> <p>5-2. Action plan for disseminating and improving quality of community policing in Rio Grande do Sul State are developed.</p> <p>5-3. Achievements of concrete actions for disseminating and improving quality of community policing in Rio Grande do Sul State.</p>	<ul style="list-style-type: none"> <li>- Report on analysis of challenges of community policing in Rio Grande do Sul State.</li> <li>- Action plan for disseminating and improving quality of community policing in Rio Grande do Sul State.</li> <li>- Reports of concrete actions for disseminating and improving quality of community policing in Rio Grande do Sul State.</li> </ul>	
6	The capacity of SENASP, PMESP, PMMG and BMRS for providing effective assistance to other states is enhanced in order to facilitate dissemination of community policing in Brazil.	<p>6-1. Achievements of training course on community policing for all the states (numbers of conducted training course, numbers of participating state, evaluation of training course by participants).</p> <p>6-2. Achievements of seminars on community policing for all the states (numbers of conducted seminars, numbers of participating state, evaluation of seminars by participants).</p> <p>6-3. Experiences of community policing are organized by PMESP.</p> <p>6-4. Experiences of community policing are organized by PMMG.</p> <p>6-5. Experiences of community policing are organized by BMRS.</p> <p>6-6. Achievements of concrete assistance for disseminating community policing in the Dissemination States.</p>	<ul style="list-style-type: none"> <li>- Reports of training course on community policing</li> <li>- Reports of seminars on community policing</li> <li>- Materials of community policing developed from experiences in São Paulo State.</li> <li>- Materials of community policing developed from experiences in Minas Gerais State.</li> <li>- Materials of community policing developed from experiences in Rio Grande do Sul State.</li> <li>- Reports of concrete assistance for disseminating community policing in the Dissemination States.</li> </ul>	

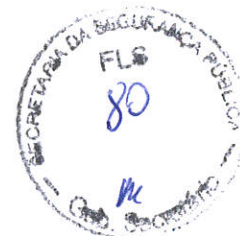
<u>Activities</u>		<u>Inputs</u>	
1-1: SENASP continuously collects and manages information on the implementation status of community policing in each state.	<u>Japanese side</u> 1. Experts [Long-term Experts] - Chief advisor/Community policing (possibility of dispatching to be considered) - Coordinator/Dissemination planning	<u>Brazilian side</u> 1. Counterpart personnel and administrative personnel - Project Director from SENASP - Assistant Directors from PMESP, PMMG and BMRS - Project Manager from SENASP - Assistant Managers from PMESP, PMMG and BMRS - Officers in Charge of the Project: General Coordinator of the Implementation and Monitoring of Violence Prevention Social Programs of SENASP and its legal substitute	- SENASP secure necessary staff and budget to facilitate dissemination of community policing in Brazil. - PMESP, PMMG and BMRS secure necessary staff and budget to disseminate and improve quality of community policing in their states.
1-2: SENASP continuously collects and manages information on the good practices and results of community policing in each state.	[Short-term Experts] - Community policing - Others (if necessary)		
2-1: SENASP promotes voluntary agreement proposals for the states to improve projects on community policing.	2. Training in Japan - Community policing		
2-2: SENASP encourages and finances specific working groups to propose general patterns on community policing processes.		2. Facilities, Equipment and its Maintenance - Office space in SENASP, PMESP, PMMG and BMRS - Meeting room(s) in SENASP, PMESP, PMMG and BMRS as necessary	
3-1: PMESP conducts study and understands challenges of community policing in São Paulo State.		3. Running expenses - Expenses related to training and seminars for dissemination of community policing in Brazil - Expenses related to dispatching officials of SENASP and Model States to other states in order to support dissemination of community policing - Travel expenses (airfare, transportation, allowance and accommodation) of JICA Experts for official trip in Brazil in order to support dissemination of community policing, financed by SENASP - Expenses related to public relations for dissemination of community policing	
3-2: PMESP improves quality of community policing at the existing KOBANs in São Paulo State.			
3-3: PMESP disseminates community policing at the newly-established KOBANs in São Paulo State.			
4-1: PMMG conducts study and understands challenges of community policing in Minas Gerais State.			
4-2: PMMG disseminates and improves quality of community policing in Minas Gerais State.			
5-1: BMRS conducts study and understands challenges of community policing in Rio Grande do Sul State.			
5-2: BMRS disseminates and improves quality of community policing in Rio Grande do Sul State.			

6-1:	SENASP provides training course on community policing for all the states with the cooperation of PMESP, PMMG and BMRS.		<u><b>Preconditions</b></u> - Policy on disseminating community policing in Brazil does not change. - PMESP, PMMG and BMRS put high priority to disseminate and improve quality of community policing in their states. - PMESP, PMMG and BMRS cooperate with SENASP for providing assistance to other states for disseminating community policing.
6-2:	SENASP conducts seminars on community policing for all the states with the cooperation of State Military Polices (mainly PMESP, PMMG and BMRS) in order to share good practices and effects of community policing.		
6-3:	PMESP assembles experiences of community policing so that other states can utilize in introducing and disseminating community policing.		
6-4:	PMMG assembles experiences of community policing so that other states can utilize in introducing and disseminating community policing.		
6-5:	BMRS assembles experiences of community policing so that other states can utilize in introducing and disseminating community policing.		
6-6:	Both Brazilian side and Japanese side decide target states for the intensive dissemination of community policing (Intensive Dissemination States).		
6-7:	SENASP provides assistance to the Dissemination States with the cooperation of PMESP, PMMG and BMRS so that community policing shall be disseminated in the suitable way for each Intensive Dissemination State.		

Note: Concrete target figures on the indicators will be decided after the commencement of the Project at the Joint Coordinating Committee (JCC).







**RECORD OF DISCUSSIONS**  
**ON**  
**THE PROJECT ON NATIONWIDE DISSEMINATION OF**  
**COMMUNITY POLICING**  
**IN**  
**THE FEDERATIVE REPUBLIC OF BRAZIL**  
**AGREED UPON BETWEEN**  
**THE AUTHORITIES OF THE FEDERATIVE REPUBLIC OF BRAZIL**  
**AND**  
**JAPAN INTERNATIONAL COOPERATION AGENCY**

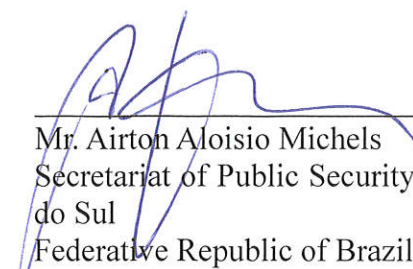
Brasilia, \_\_\_/\_\_\_/2014

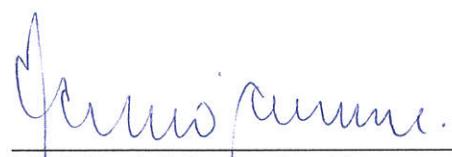
Mr. Satoshi Murosawa  
Coordinator for Technical Cooperation of  
Japan in Brazil Office  
Japan International Cooperation Agency,  
Japan

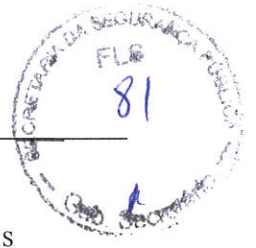
Mrs. Regina Maria Filomena De Luca Miki  
National Secretariat of Public Security  
Federative Republic of Brazil

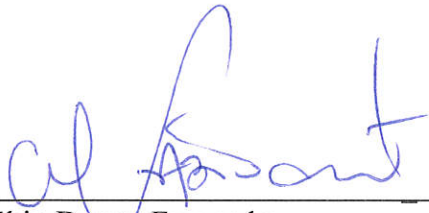
Mr. Fernando José Marroni de Abreu  
Director  
Brazilian Cooperation Agency  
Ministry of External Relations  
Federative Republic of Brazil

Mr. Geraldo José Rodrigues Alckmin Filho  
Governor of Sao Paulo  
Federative Republic of Brazil

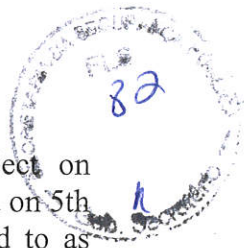
  
\_\_\_\_\_  
Mr. Airton Aloisio Michels  
Secretariat of Public Security of Rio Grande  
do Sul  
Federative Republic of Brazil

  
\_\_\_\_\_  
Mr. Márcio Martins Sant'Ana  
General Commander  
State Military Police of Minas Gerais  
Federative Republic of Brazil



  
\_\_\_\_\_  
Mr. Fábio Duarte Fernandes  
General Commander  
State Military Police of Rio Grande do Sul  
Federative Republic of Brazil





Based on the minutes of meetings on the Detailed Planning Survey on Project on Multiplication of Community Policing (hereinafter referred to as “the Project”) signed on 5th June 2014 between the National Secretariat of Public Security (hereinafter referred to as “SENASP”), the State Military Police of São Paulo (hereinafter referred to as “PMESP”), the State Military Police of Minas Gerais (hereinafter referred to as “PMMG”), the State Military Police of Rio Grande do Sul (hereinafter referred to as “BMRS”), the Brazilian Cooperation Agency (hereinafter referred to as “ABC”) and the Japan International Cooperation Agency (hereinafter referred to as “JICA”), JICA held a series of discussions with SENASP, PMESP, PMMG, BMRS, ABC and relevant organizations to develop a detailed plan of the Project.

Both Japanese side and Brazilian side agreed the details of the Project and main points discussed as described in the Appendix 1 and the Appendix 2, respectively, and to request their respective governments to proceed with the necessary procedures for implementation of the Project.

Both sides also agreed that SENASP, PMESP, PMMG and BMRS, the counterparts to JICA, will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward social and economic development of the Federative Republic of Brazil (hereinafter referred to as “Brazil”).

The Project will be implemented within the framework of the Agreement on Technical Cooperation signed on 22nd September, 1970 (hereinafter referred to as “the Agreement”) and the Note Verbal to be exchanged between the Government of Japan (hereinafter referred to as “GOJ”) and the Government of Brazil (hereinafter referred to as “GOB”).

Appendix 1: Project Description

Appendix 2: Main Points Discussed

Appendix 3: Minutes of Meetings on the Detailed Planning Survey on the Project





## PROJECT DESCRIPTION

Both parties confirmed that there is no change in the Project Description agreed on in the minutes of meetings on the concerning Detailed Planning Survey on the Project signed on 5th June 2014 (Appendix 3).

### I. BACKGROUND

Due to the high incidence of murder, robber and injury cases in the country, it has been one of the major social issues to improve security situation in Brazil.

PMESP, which has a role of maintenance of security in São Paulo State, recognized that crime prevention is essential for security improvement and decided introducing community policing in 1990s. JICA has supported PMESP to introduce and disseminate community policing in São Paulo State since 2000.

SENASP, which plays a role of maintenance and improvement of public security, established the Sistema Único de Segurança Pública (SUSP) in 2000, and decided to introduce community policing so as to control crime and build peaceful culture. Moreover, SENASP has started the Programa Nacional de Segurança Pública com Cidadania (PRONASCI) since 2007 in order to decrease homicide rate. It includes ninety-four (94) actions focusing on social activities for crime prevention, and mentions actions related to facilitating introduction of community policing such as establishing KOBANs with necessary equipment, and human resource development of community policing activities. Based on the policy, SENASP has been promoting introduction, dissemination and establishment of community policing in Brazil.

However, there are differences in quality of community policing activities among KOBANs in São Paulo State, and degree of dissemination of community policing varies greatly from state to state. Thus, it is the outstanding issue how community policing can be disseminated and established in the vast county.

Based on such background, assistance for the improvement of quality of community policing activities in São Paulo State and for the dissemination and establishment of community policing in other states were officially requested from the Government of Brazil to the Government of Japan.

### II. OUTLINE OF THE PROJECT

Details of the Project are described in the Logical Framework (Project Design Matrix: PDM) (Annex 1) and the tentative Plan of Operations (Annex 2).

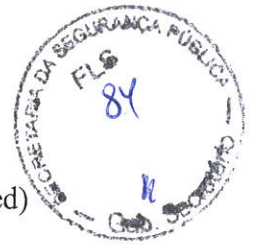
#### 1. Input

(1) Input by JICA

(a) Dispatch of Experts

[Long-term Experts]

Ⓟ



- Chief advisor/Community policing (possibility of dispatching to be considered)
- Coordinator/Dissemination planning

[Short-term Experts]

- Short-term Experts will be dispatched in the field of community policing and others if necessary.

(b) Training

- Training in Japan will be organized in the field of community policing.

Input other than indicated above will be determined through mutual consultations between JICA, SENASP, PMESP, PMMG and BMRS during the implementation of the Project, as necessary.

(2) Input by Brazilian side

Brazilian side will take necessary measures to provide at its own expense:

- Services of SENASP, PMESP, PMMG and BMRS counterpart personnel and administrative personnel as referred to in II-2;
- Suitable office space with necessary equipment;
- Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the equipment provided by JICA;
- Means of transport and travel allowances for the JICA experts for official travel within Brazil;
- Information as well as support in obtaining medical service;
- Credentials or identification cards;
- Available data (including maps and photographs) and information related to the Project;
- Running expenses necessary for the implementation of the Project; and
- Necessary facilities to the JICA experts for the remittance as well as utilization of the funds introduced into Brazil from Japan in connection with the implementation of the Project

2. Implementation Structure

The Project Implementation Structure is given in the Annex 3. The roles and assignments of relevant organizations are as follows:

(1) SENASP

(a) Project Director

National Secretary of Public Security will be responsible for overall administration and implementation of the Project.

(b) Project Manager

General Coordinator of the Implementation and Monitoring of Violence Prevention Social Programs will be responsible for managerial and technical matters related to the Project.

(2) PMESP

(a) Assistant Director

General Commander will be responsible for overall administration and implementation of the Project in cooperation with the Project Director.





(b) Assistant Manager

Director of Community Policing and Human Rights will be responsible for managerial and technical matters related to the Project in cooperation with the Project Manager.

(3) PMMG

(a) Assistant Director

General Commander will be responsible for overall administration and implementation of the Project in cooperation with the Project Director.

(b) Assistant Manager

Director of Operational Support will be responsible for managerial and technical matters related to the Project in cooperation with the Project Manager.

(4) BMRS

(a) Assistant Director

General Commander will be responsible for overall administration and implementation of the Project in cooperation with the Project Director.

(b) Assistant Manager

Representative member of BMRS at the Board Manager of Community Policing Program of Rio Grande do Sul will be responsible for managerial and technical matters related to the Project in cooperation with the Project Manager.

(5) ABC

ABC will manage the general coordination between all the related organizations for the smooth and successful implementation of the Project.

(6) JICA Experts

The JICA experts will give necessary technical guidance, advice and recommendations to SENASP, PMESP, PMMG, BMRS and other related organizations on any matters pertaining to the implementation of the Project.

(7) Joint Coordinating Committee

Joint Coordinating Committee (hereinafter referred to as "JCC") will be established in order to facilitate inter-organizational coordination. JCC will be held at least once a year and whenever deems it necessary. JCC will approve an annual work plan, review overall progress, conduct evaluation of the Project, and exchange opinions on major issues that arise during the implementation of the Project. A list of proposed members of JCC is shown in the Annex 4.

3. Project Site(s) and Beneficiaries

(1) Project Site(s):

Brasilia, São Paulo, Minas Gerais, Rio Grande do Sul and Target States for the Intensive Dissemination of Community Policing (hereinafter referred to as "Intensive Dissemination States")

(2) Beneficiaries:

SENASP, PMESP, PMMG, BMRS and other State Military Polices

4. Duration

The duration of the Project will be three years from the date of first arrival of the JICA experts.



### 5. Reports

SENASP, PMESP, PMMG, BMRS and JICA experts will jointly prepare the following reports in English and Portuguese.

- (1) Monitoring Sheet on semiannual basis until the project completion
- (2) Project Completion Report one (1) month before the completion of the project

### 6. Environmental and Social Considerations

SENASP, PMESP, PMMG and BMRS agreed to abide by 'JICA Guidelines for Environmental and Social Considerations' in order to ensure that appropriate considerations will be made for the environmental and social impacts of the Project.

## **III. UNDERTAKINGS OF GOB**

1. SENASP, PMESP, PMMG and BMRS, as implementing institutions, and ABC, as a coordinating institution, will take necessary measures to:

- (1) ensure that the technologies and knowledge acquired by the Brazilian nationals as a result of Japanese technical cooperation contributes to the economic and social development of Brazil, and that the knowledge and experience acquired by the personnel of Brazil from technical training as well as the equipment provided by JICA will be utilized effectively in the implementation of the Project; and
- (2) grant privileges, exemptions and benefits to the JICA experts referred to in II-2 (6) above and their families, which are no less favorable than those granted to experts and members of the missions and their families of third countries or international organizations performing similar missions in Brazil.

2. Other privileges, exemptions and benefits will be provided in accordance with the Agreement and the Notes Verbales exchanged between the GOJ and the GOB.

## **IV. MONITORING AND EVALUATION**

JICA, SENASP, PMESP, PMMG, BMRS and ABC will jointly and regularly monitor the progress of the Project through the Monitoring Sheets based on the Project Design Matrix (PDM) and Plan of Operation (PO). The Monitoring Sheets shall be reviewed every six (6) months.

Also, Project Completion Report shall be drawn up one (1) month before the termination of the Project.

JICA will conduct the following evaluations and surveys to mainly verify sustainability and impact of the Project and draw lessons. SENASP, PMESP, PMMG, BMRS and ABC are required to provide necessary support for them.

1. Ex-post evaluation three (3) years after the project completion, in principle
2. Follow-up surveys on necessity basis

## **V. PROMOTION OF PUBLIC SUPPORT**

For the purpose of promoting support for the Project, SENASP, PMESP, PMMG, BMRS and ABC will take appropriate measures to make the Project widely known to the people of Brazil.





**VI. MISCONDUCT**

If JICA receives information related to suspected corrupt or fraudulent practices in the implementation of the Project, SENASP, PMESP, PMMG, BMRS, ABC and relevant organizations shall provide JICA with such information as JICA may reasonably request, including information related to any concerned official of the government and/or public organizations of the Brazil.

SENASP, PMESP, PMMG, BMRS, ABC and relevant organizations shall not, unfairly or unfavorably treat the person and/or company which provided the information related to suspected corrupt or fraudulent practices in the implementation of the Project.

**VII. MUTUAL CONSULTATION**

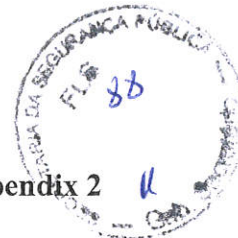
JICA, SENASP, PMESP, PMMG, BMRS and ABC will consult each other whenever any major issues arise in the course of Project implementation.

**VIII. AMENDMENTS**

The record of discussions may be amended by the minutes of meetings between JICA, SENASP, PMESP, PMMG, BMRS and ABC.

The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the record of discussions.

- Annex 1 Logical Framework (Project Design Matrix:PDM)
- Annex 2 Tentative Plan of Operation
- Annex 3 Project Implementation Structure
- Annex 4 A List of Proposed Members of Joint Coordinating Committee



Appendix 2

### MAIN POINTS DISCUSSED

Both sides have reconfirmed the contents of the discussions described in the minutes of meetings on the Detailed Planning Survey on the Project signed on 5th June 2014 (Appendix 3).

**MINUTES OF MEETINGS  
BETWEEN  
THE JAPANESE TERMINAL EVALUATION TEAM AND  
THE AUTHORITIES CONCERNED OF THE FEDERATIVE REPUBLIC OF  
BRAZIL ON JAPANESE TECHNICAL COOPERATION  
FOR  
THE PROJECT ON NATIONWIDE DISSEMINATION OF COMMUNITY  
POLICING**

The Japanese Terminal Evaluation Team (hereinafter referred to as “the Team”) organized by Japan International Cooperation Agency (hereinafter referred to as “JICA”), headed by Mr. Akimitsu Okubo, conducted a terminal evaluation from 22<sup>nd</sup> October to 3<sup>rd</sup> November 2017, on the Project on Nationwide Dissemination of Community Policing (hereinafter referred to as “the Project”).

During its stay in the Federative Republic of Brazil, the Team had a series of discussions with the National Secretariat of Public Security (hereinafter referred to as “SENASP”), the State Military Police of São Paulo (hereinafter referred to as “PMESP”), the Military Police of Minas Gerais (hereinafter referred to as “PMMG”), the Military Brigade Police of Rio Grande do Sul (hereinafter referred to as “BMRS”), and the Brazilian Cooperation Agency (hereinafter referred to as “ABC”) reviewed and evaluated the progress and the achievement of the Project jointly.

As a result of the discussions, both sides came to reach a common understanding concerning the matters referred to in the document attached hereto.

Brasilia, 3<sup>rd</sup> November, 2017



---

Akimitsu Okubo  
Director  
Law and Justice Team  
Governance Group  
Japan International Cooperation Agency  
(JICA)



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Carlos Alberto dos Santos Cruz  
Secretary  
National Secretariat of Public Security  
Ministry of Justice (SENASP)  
Federative Republic of Brazil

(\*)

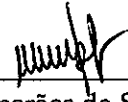
Colonel P.M. Nivaldo Cesar Restivo  
Supreme Commander  
State Military Police of São Paulo  
(PMESP)  
Federative Republic of Brazil

(\*)

Colonel P.M. Helbert Figueiró de Lourdes  
Supreme Commander  
Military Police of Minas Gerais (PMMG)  
Federative Republic of Brazil

(\*)

Colonel QOEM Andreis Silvio Dal'Lago  
Supreme Commander  
Military Brigade Police of Rio Grande do  
Sul (BMRS)  
Federative Republic of Brazil



Wofsi Yuri Guimarães de Souza  
General Coordinator for Technical  
Cooperation and Partnerships with  
Developed Countries  
Brazilian Cooperation Agency (ABC)  
Ministry of External Relations  
Federative Republic of Brazil

**(\*) Due to the distance and limited availability of signers, signatures on behalf of PMESP, PMMG and BMRS are confirmed by the attached copied approval from each party.**

Attachment 1: Schedule of Mission

Attachment 2: Joint Terminal Evaluation Report





## Attachment1: Schedule of Mission

Day			Programme
Oct	21	Sat	Departure from Tokyo/Narita (AA060)
Oct	22	Sun	Arrival at Sao Paulo (SÃO)
Oct	23	Mon	<ul style="list-style-type: none"> <li>•Courtesy call to Consul General of Japan in Sao Paulo</li> <li>•Visit of Koban (Jardim Ranieri)</li> <li>•Visit of Koban (Jardim Angela)</li> <li>•Courtesy call to Supreme Commandar of PMESP</li> </ul>
Oct	24	Tue	<ul style="list-style-type: none"> <li>•Community Policing International Seminar</li> <li>•Hearing from BMRG and 7 dissemination-targeted states police</li> </ul>
Oct	25	Wed	<ul style="list-style-type: none"> <li>•Hearing from PMESP and Local coordinator</li> <li>•Moving to Belo Horizonte</li> </ul>
Oct	26	Thu	<ul style="list-style-type: none"> <li>•Visit KOBAN</li> <li>•Visit Koban Mobile</li> </ul>
Oct	27	Fri	<ul style="list-style-type: none"> <li>•Hearing from PMMG and Local coordinator</li> <li>•Moving to Brasília</li> </ul>
Oct	28	Sat	Documentation
Oct	29	Sun	Documentation
Oct	30	Mon	<ul style="list-style-type: none"> <li>•Meeting with JICA Brazil Office</li> <li>•Meeting with SENASP</li> <li>•Meeting with ABC</li> <li>•Moving to Goiás</li> </ul>
Oct	31	Tue	<ul style="list-style-type: none"> <li>•Hearing from State Police GO and Local coordinator/Visit Batallion PMGO</li> <li>•Moving back to Brasilia</li> </ul>
Nov	1	Wed	•Drafting and Discussion on M/M with SENASP, ABC and 3 model state polices
Nov	2	Thu	<ul style="list-style-type: none"> <li>•Documentation</li> <li>•Translation of M/M in English to Portuguese</li> </ul>
Nov	3	Fri	<ul style="list-style-type: none"> <li>•Signing of M/M</li> <li>•Meeting with JICA Brazil Office</li> <li>•Meeting with Embassy of Japan in Brasilia</li> <li>•Departure from Brasilia</li> </ul>
Nov	4	Sat	Transit in USA
Nov	5	Sun	Arrival at Tokyo/Narita

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**THE JOINT TERMINAL EVALUATION REPORT**  
**ON**  
**THE PROJECT**  
**ON NATIONWIDE DISSEMINATION OF COMMUNITY POLICING**

**NOVEMBER, 2017**

**THE JOINT TERMINAL EVALUATION TEAM**

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## LIST OF ABBREVIATION AND ACRONYMS

ABC	Agência Brasileira de Cooperação (Brazilian Cooperation Agency)
ACT	Acordo de Cooperação Técnica (Agreement on Cooperation Technical)
BCS	Base Comunitária de Segurança (Community Security Bases)
BCSD	Base Comunitária de Segurança Distritais (District Community Security Bases)
BMRS	Brigada Militar do Rio Grande do Sul (Military Brigade of Rio Grande do Sul)
CIMPC-SK	Curso Internacional de Multiplicador de Polícia Comunitária-Sistema Koban (Course of Community Policing Multiplier-Koban System)
DF	Distrito Federal (Federal District)
DPCDH	Diretoria de Polícia Comunitária e de Direitos Humanos (Directorate of Community Police and Human Security)
GOB	Government of Brazil
GOJ	Government of Japan
IDS	Intensive Dissemination States
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
NPA	National Police Agency
OECD-DAC	Development Assistance Committee of Organization for Economic Co-operation and Development
OJT	On-the-Job Trainings
PDM	Project Design Matrix
PMESP	Polícia Militar do Estado São Paulo (State Military Police of São Paulo)
PMMG	Polícia Militar Minas Gerais (Military Police of Minas Gerais)
PO	Plan of Operation
PPM	Postos Policiais Militares (Military Policemen Post)
PRONASCI	Programa Nacional de Segurança Pública com Cidadania (Single Public National Program by Citizens)
R/D	Record of Discussions
SENASP	National Secretariat of Public Security
SMP	State Military Polices
SUSP	Sistema Único de Segurança Pública (Single Public Security System)

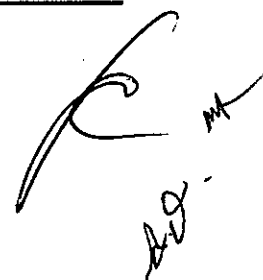
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A.C.

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**- Attachment -**

1. Project Design Matrix
2. List of Brazilian main Counterparts
3. List of Japanese Experts provided
4. List of country focused trainings in Japan
5. List of community policing seminars or sessions held by IDS
6. List of technical visits on IDS
7. List of CIMPC-SK held during the Project
8. List of community policing seminars held during the Project

*FC*      *AO*      *my*

# **1. OUTLINE OF THE JOINT TERMINAL EVALUATION**

## **1-1. BACKGROUND**

The Project on Nationwide Dissemination of Community Policing (hereinafter referred to as “the Project”) is a bilateral technical cooperation project implemented by SENASP, PMESP, PMMG and BMRS, in cooperation with JICA. The Project was launched in January 2015. In accordance with R/D signed on the 5th of June 2014 between the Brazilian side (represented by SENASP and ABC) and the Japanese side (represented by JICA), respectively, the Joint Terminal Evaluation (hereinafter referred to as the Terminal Evaluation) was conducted from the 21st of October 2017 to the 5th of November 2017. The Team, SENASP, PMESP, PMMG and BMRS discussed and jointly compiled the Joint Terminal Evaluation Report (hereinafter referred to as “the Report”).

## **1-2. OBJECTIVES**

The main objectives of the Terminal Evaluation on the Project are;

- (1) to verify the achievements of the Project referring to actual inputs, achievement of outputs and the project purpose;
- (2) to evaluate the Project based on the five evaluation criteria (Relevance, Effectiveness, Efficiency, Impact and Sustainability);
- (3) to make recommendations for the actions to be taken in the remaining cooperation period and in the future, and draw the lessons learned; and,
- (4) to propose the revision of PDM and PO based on the results of discussions, if necessary.

## **1-3. OUTLINE OF THE PROJECT**

The outline of the project described in the PDM (see Attachment 1), which was agreed in June 2014, is as follows:

### **(1) Overall Goal**

Brazilian community policing is being disseminated by Brazilian related organizations.

### **(2) Project Purpose**

A nationwide system for continuous and self-reliant dissemination of community policing by Brazilian related organizations is established.

### **(3) Outputs**

- 1) The capacity of SENASP for collecting and managing information on community policing is enhanced in order to facilitate dissemination of community policing in Brazil.
- 2) The capacity of SENASP for inducting new activities of community policing is enhanced, by regional agreements.
- 3) Community policing activities by PMESP are improved.
- 4) Community policing activities by PMMG are improved.
- 5) Community policing activities by BMRS are improved.
- 6) The capacity of SENASP, PMESP, PMMG and BMRS for providing effective assistance to other states is enhanced in order to facilitate dissemination of community policing in Brazil.

### **(4) Project Term**

From January 2015 to January 2018 (three years)

#### 1-4. EVALUATION METHODOLOGY

The status of the project progress was reviewed based on the Project Design Matrix, which is a summary table describing the outline of the Project. The Terminal Evaluation examined the following points referring to the PDM signed in June 2014 (Attachment 1).

##### (1) Verification of project performance

The degree of project achievements, such as Inputs, Activities, Outputs, and Project Purpose, was assessed with reference to Objectively Verifiable Indicators stated in the PDM. To carry out this, various methods were applied including document review, questionnaire survey, interviews, and discussions with counterpart personnel, Japanese experts and relevant stakeholders.

##### (2) Examination of Project Implementation Process

The process of the project implementation was examined from the viewpoints of project management.

##### (3) Evaluation by Five Evaluation Criteria

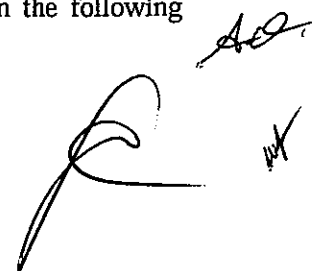
The following five evaluation criteria are applied to the project evaluation.

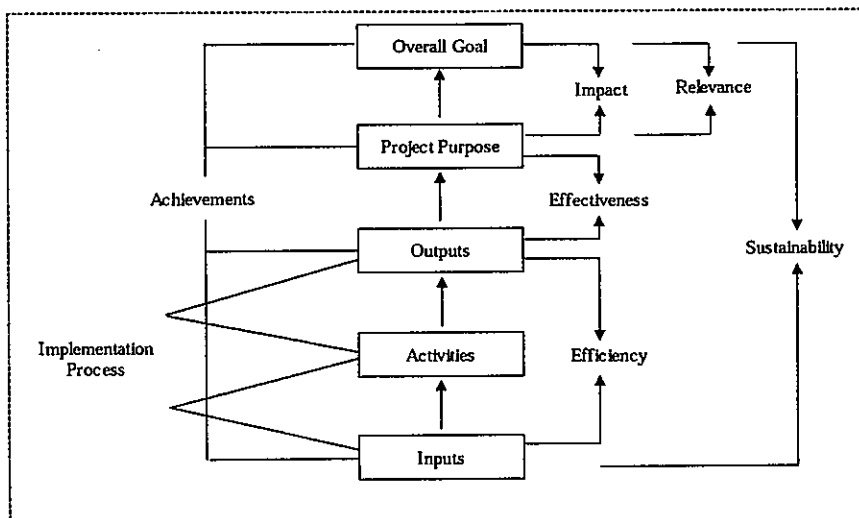
Five Evaluation Criteria	
Relevance:	Degree of compatibility between the development assistance and priority of policy of the target group, the recipient, and the donor.
Effectiveness:	A measure of the extent to which an aid activity attains its objectives.
Efficiency:	Efficiency measures the outputs -- qualitative and quantitative -- in relation to the inputs. It is an economic term which is used to assess the extent to which aid uses the least costly resources possible in order to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted.
Impact:	The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental and other development indicators.
Sustainability:	Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable.

Sources: New JICA Guidelines for Project Evaluation First Edition, June 2010.

The relationship between the five evaluation criteria and PDM is described in the following figure.

Figure: Relationship between the Five Evaluation Criteria and PDM

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Sources: "Practical Methods for Project Evaluation", March 2004

#### (4) Recommendations and Lessons Learnt

The Joint Terminal Evaluation Team made recommendations and drew lessons learnt based on the results of the evaluation.

#### 1-5. MEMBERS OF THE JOINT TERMINAL EVALUATION

##### <Brazilian Side>

Name	Position in the Team	Organization
Mr. Mauro Douglas Ribeiro	Project Leader	SENASP
Mr. Marco Aurelio Martins De Araujo	Project Manager	SENASP
Mr. Vinicius Frabetti	Project Coordinator	SENASP

##### <Japanese Side>

Name	Position in the Team	Title
Mr. Akimitsu Okubo	Team Leader	Director, Law and Justice Team, Governance Group, Industrial Development and Public Policy Department JICA
Mr. Tetsuya Masuda	Police Cooperation	Superintendent, International Affairs Division NPA
Mrs. Ayumi Takahashi	Project Planner	Deputy Assistant Director, Law and Justice Team, Governance Group, Industrial Development and Public Policy Department JICA

*Handwritten signature and initials: A.D. W.*



Name	Position in the Team	Title
Mr. Kenji Otsuka	Evaluation and Analysis	Principal Consultant Financial Artisan Co., Ltd.

#### 1-6. SCHEDULE OF THE JOINT TERMINAL EVALUATION

A series of meetings and discussions were held from October 21 to November 5 2017 among Brazilian governmental authorities, state police organizations relevant to execution of the Project, JICA experts, and the Joint Terminal Evaluation Team.

## 2. ACHIEVEMENTS OF THE PROJECT

### 2-1. RECORDS OF INPUTS

#### (1) Brazilian Side

Brazilian C/Ps and personnel mainly involved in the Project specified by names of signers of JCC, are listed in attachment 2.

In-kind contribution by Brazilian side includes provision of office space with desks, chairs and electricity, as well as travel cost for Brazilian lecturers and participants in the training courses, seminars and sessions held in Brazil.

#### (2) Japanese Side

##### A) Experts

A total of three (3) long-term experts and twelve (12) short-term experts have been assigned since the commencement of the Project. List of Japanese experts engaged in the project are in attachment 3.

##### B) Other Project Expenses

#### Other Project Expenses

Expense Item	Total(JPY)
Experts + Overseas activity cost + Country focused training	184,971,000
Country Focused Training 1 (10 persons, April 2015)	
Country Focused Training 2 (12 persons, October 2015)	
Country Focused Training 3 (14 persons, June 2016)	
Country Focused Training 4 (15 persons, October 2016)	
Country Focused Training 5 (14 persons, July 2017)	
Country Focused Training 6 (17 persons, November 2017)*	
*Expected	

C) Project Operation Cost (Grand Total, JPY)

Year*	2014	2015	2016	2017**	Total Amount
	13,143,000	69,317,000	74,703,000	62,492,000	219,655,000

Source: JICA

\* Japanese Fiscal Year (JFY) basis

\*\* As of September 2017 for JFY2017

**2-2. ACHIEVEMENTS OF OUTPUTS**

The achievement level of each Output from the commencement of the cooperation until now is as follows:

**(1) Output 1**

Narrative Summary	The capacity of SENASP for collecting and managing information on community policing is enhanced in order to facilitate dissemination of community policing in Brazil.
Objectively Verifiable Indicators	1-1. SENASP conducts survey for collecting information on the implementation status of community policing in each state one time per year. 1-2. SENASP develops collections of good practices of community policing including effects of it.
Activities	1-1. SENASP continuously collects and manages information on the implementation status of community policing in each state. 1-2. SENASP continuously collects and manages information on the good practices and results of community policing in each state.

Quoted from PDM

**<Overall assessment of Output 1>**

With regard to the above results, Output 1 is expected to be achieved by the end of the Project. According to SENASP, as for indicators 1-1 and 1-2, SENASP collected information on the implementation status and good practices of community policing nationwide. However, the Terminal Evaluation was not able to verify the collected information, which is expected to be submitted to JICA experts by the end of the Project. In 2016, personnel and financial restructuring in the government caused by political and economic crisis hugely influenced the project activities.

In 2017, however, the performance of SENASP is gradually improving since the current members joined the team.

The results as per activities in Output 1 are as follows:

**Activity 1-1. SENASP continuously collects and manages information on the implementation status of community policing in each state.**

This activity is partly completed.

SENASP collected information on the implementation status of community policing from all of model states and IDS in the end of 2015. In 2016, personnel and financial restructuring in the government caused by political and economic crisis hugely influenced the project activities. Recent stability in member assignment for the Project is expected to improve the capacity of SENASP to collect and manage information on the implementation status of community policing.

***Activity 1-2. SENASP continuously collects and manages information on the good practices and results of community policing in each state.***

This activity is partly completed.

SENASP gathered information on the good practices and results of community policing from all of model states and IDS in the end of 2015. In 2016, personnel and financial restructuring in the government caused by political and economic crisis hugely influenced the project activities. . Project members designated this year work diligently and are expected to strengthen the capacity of SENASP to collect and manage information on the good practices and results of community policing.

The achievement as per each indicator in Output 1 is described below.

***<1-1. SENASP conducts survey for collecting information on the implementation status of community policing in each state one time per year.>***

This indicator was mostly achieved.

SENASP collected information on the implementation status of community policing in all of model states in the end of 2015 and is making efforts in other states. In 2016, personnel and financial restructuring in the government caused by political and economic crisis hugely influenced the project activities. Project members designated this year work diligently and are expected to strengthen the capacity of SENASP to manage nationwide dissemination of community policing.

***<1-2. SENASP develops collections of good practices of community policing including effects of it.>***

This indicator was mostly achieved.

SENASP gathered information on the good practices of community policing from all of model states and IDS in the end of 2015. In 2016, personnel and financial restructuring in the government caused by political and economic crisis hugely influenced the project activities. Project members designated this year work diligently and are expected to strengthen the capacity of SENASP to collect good practices of community policing including effects of it.

**(2) Output 2**

Narrative Summary	The capacity of SENASP for inducting new activities of community policing is enhanced, by regional agreements.
Objectively Verifiable Indicators	2-1. SENASP promotes ACT for the states to improve projects on community policing. 2-2. SENASP encourages and finances specific working groups to propose

	general patterns on community policing processes.
Activities	<p>2-1. SENASP promotes voluntary agreement proposals for the states to improve projects on community policing.</p> <p>2-2. SENASP encourages and finances activities of working groups to contribute to disseminating and enhancing community policing.</p>

Quoted from PDM

**<Overall assessment of Output 2>**

Based on the above results, Output 2 is mostly achieved.

With regard to Indicator 2-1, to conclude ACT between SENASP and each of twenty four (24) states out of twenty-seven (27) states in Brazil, except three (3) model states: São Paulo, Minas Gerais and Rio Grande do Sul, was considered as an effective measure to surmount the disadvantage in the relationship between SENASP and SMP fundamentally entailed in the federal regime mentioned above. According to the Monitoring Sheet Summary dated the 1<sup>st</sup> of November 2016 (hereinafter referred to as the Monitoring Sheet) presented by the Long-term expert, the states or DF completing conclusion of ACT at that time were: Acre, Alagoas, Amapá, Amazonas, Bahia, Brasília, Espírito Santo, Goiás, Maranhão, Mato Grosso do Sul, Pará, Paraíba, Paraná, Piauí, Roraima, Rondônia and Santa Catarina. Afterwards, the states of Ceará, Mato Grosso, Pernambuco, Rio Grande do Norte and Tocantins concluded ACT with SENASP. The remaining two states, Sergipe and Rio de Janeiro, have not yet concluded ACT.

With respect to Indicator 2-2, the Monitoring Sheet states that two (2) working groups, Patrulha Maria da Penha (Patrol on Domestic Violence) and Visitas Comunitária (Visiting Communication), were ready to be launched soon but not yet. Since then, some progress has been observed regarding working groups but only a few was timely and adequately produced mainly due to the above-mentioned political and economic crisis.

The results as per activities in Output 2 are as follows:

***Activity 2-1. SENASP promotes voluntary agreement proposals for the states to improve projects on community policing.***

This activity is completed.

As stated above, ACT with twenty two (22) states and DF is concluded. ACTs with Sergipe and Rio de Janeiro remains unconcluded, although SENASP made efforts to promote ACT. Whether both states conclude ACT depends on the situation of each state because of the necessities of the states.

***Activity 2-2. SENASP encourages and finances activities of working groups to contribute to disseminating and enhancing community policing.***

This activity is partly completed.

Some progress has been observed regarding working groups but only a few was timely and adequately produced mainly due to the above-mentioned political and economic crisis.

The achievement as per each indicator in Output 2 is described below.

**<2-1. SENASP promotes ACT for the states to improve projects on community policing.>**

This indicator was achieved.

SENASP encouraged the targeted 24 states to conclude ACT during the Project But the states of Sergipe and Rio de Janeiro have not concluded ACT with SENASP because of the situation of each states.

**<2-2. SENASP encourages and finances specific working groups to propose general patterns on community policing processes.>**

This indicator is partly achieved.

Some progress has been observed regarding working groups on the remote off-site training courses but only a few was timely and adequately produced mainly due to the above-mentioned political and economic crisis.

**(3) Output 3**

Narrative Summary	Community policing activities by PMESP are improved.
Objectively Verifiable Indicators	<p>3-1. Challenges of community policing in São Paulo State are analyzed and understood.</p> <p>3-2. Action plan for disseminating and improving quality of community policing in São Paulo State are developed.</p> <p>3-3. Achievements of concrete actions for disseminating and improving quality of community policing in São Paulo State.</p>
Activities	<p>3-1. PMESP conducts study and understands challenges of community policing in São Paulo State.</p> <p>3-2. PMESP improves quality of community policing at the existing KOBANs in São Paulo State.</p> <p>3-3. PMESP disseminates community policing at the newly-established KOBANs in São Paulo State.</p>

Quoted from PDM

**<Overall assessment of Output 3>**

With respect to the above points of view, Output 3 was achieved.

São Paulo is the most advanced state in Brazil for dissemination of community policing. Historically, PMESP, which has a role of maintenance of security in São Paulo State, recognized that crime prevention is essential for security improvement and decided introducing community policing in 1997. Community policing framework in São Paulo is mainly represented by the intrastate units containing hundreds of BCS, BCSD and PPM. Additionally, DPCDH, a department in PMESP specifically dealing with community policing, protecting human rights, and promoting social responsibility, takes the leadership by coordinating and monitoring the entire community policing activities over São Paulo including providing direct advisories or trainings/drills to the community policing units, dispatching lecturers and performing observations to them on an on-site basis. JICA has supported PMESP to introduce and disseminate community policing in São Paulo State since 2000. In addition, during the period of

the Project of Implementation of the Community Policing Using the KOBAN System (2011-2014), the experience of PMESP in the KOBAN system was shared with the twelve (12) PRONASCI regions that have the intention of introducing and/or implementing the principle of community policing. As a result of their continuous dedication to community policing, PMESP is regarded as a reference institution in multifaceted manners such as many good practices, low murder rate, outstanding knowledge leadership, close interactions with other regions and favorable effects from Japan. As for the murder rate, the number of the cases per 100-thousand population in São Paulo was plummeted from 33.3 in 2001 to 7.7 in the latest.

Accordingly, PMESP, like two other model states, is capable of conducting community policing activities in a relatively matured, disciplined manner compared to other states. During the Project, the overall degree to which PMESP achieves outputs is satisfactory. The practice in PMESP was so well-established that JICA experts considerably recognize their leadership to promote dissemination of community policing throughout the nation. The total number of visits, meetings, observations, seminars and lectures in São Paulo State is sixty four (64), the largest of any states in Brazil. In the course of activities with PMESP, sharing the doctrine and good practices of community policing with each other, JICA experts considered that building up the capacity of PMESP would contribute to effective dissemination of community policing to other regions.

The results as per activities in Output 3 are as follows:

***Activity 3-1. PMESP conducts study and understands challenges of community policing in São Paulo State.***

This activity was completed.

PMESP conducts study and understands challenges of community policing in São Paulo as follows:

- Design a certificate system on community policing for KOBAN and police stations,
- Revise the policy regarding community policing,
- Enhance capacities of managers in terms of the leadership for conducting community policing activities, emotional intelligence and effective communications,
- Opening a virtual library containing academic study papers and monographs regarding community policing,
- Aid more community polices out of São Paulo,
- Propose to JICA and SENASP a nationwide community award scheme to applause each state's interesting project,
- Encourage PMESP to publish a literature work on community policing,
- Reinforce the neighborhood bond program and the community coordination center,
- Improve the liaison officers in battalions on community policing,
- Renew the online registration system for community policing activities available on the website of DPCDH website,
- Present to JICA and SENASP a plan for developing a nationwide platform on good practices of community policing,
- Propose to JICA and SENASP the nationwide standardization of curriculum of the course of dissemination of community policing,
- Present to JICA and SENASP a plan for conducting a survey on the degree of public awareness of community policing over the regions which the community policing

- activities affect slightly/modestly/significantly,
- Conduct a scientific study to review the decrease in the crime rate of communities influenced by KOBAN system, and
- Update the PR manuals and magazines.

Among them, to design a certificate system is the most prioritized.

***Activity 3-2. PMESP improves quality of community policing at the existing KOBANs in São Paulo State.***

***Activity 3-3. PMESP disseminates community policing at the newly-established KOBANs in São Paulo State.***

These activities were completed.

PMESP conducted the community policing activities such as designing, holding, or assigning lecturers to, training courses, seminars or sessions and observing policing units including BCS. Through these activities, four-hundred-nine (409) police officers across twenty-four (24) states and thirty-one (31) instructors across eight (8) states were reinforced. After the training courses, seminars or sessions, the comprehension of trainees, the performance of lecturers and the contents of courses, seminars and sessions were evaluated and reported by the coordinators to DPCDH and DEC (Diretoria de Ensino e Cultura) as well as SENASP. If any low evaluations were found, the feedback to instructors or the review of the contents would be conducted. In addition to the lecture style dissemination, PMESP requires police officers working for KOBAN to take two-day KOBAN trainings and/or two-week on-site trainings.

The achievement as per each indicator in Output 3 is described below.

***<3-1. Challenges of community policing in São Paulo State are analyzed and understood.>***

This indicator was achieved.

As mentioned above, fifteen (15) challenges of community policing in São Paulo State are analyzed and understood.

***<3-2. Action plan for disseminating and improving quality of community policing in São Paulo State are developed.>***

This indicator was achieved.

PMESP prioritizes the fifteen challenges listed above and reports the results to JICA and SENASP.

***<3-3. Achievements of concrete actions for disseminating and improving quality of community policing in São Paulo State.>***

This indicator was achieved.

In addition to the accomplishments mentioned above, PMESP contributed to the decrease in the number of crimes by concrete actions including:

- Implementation of policing programs in 2006, including the school patrolling and the community policing program,
- Joint work with the local authorities in the renewal of the license system for the selling of liquor by retail stores;

- Implementation of RAIA (Report on Failure Detected in Public Services);
- Implementation of TMD (Mobile Data Terminal): data terminals installed in every patrol car;
- Use of intelligent police, such as "fotocrim" and "infocrim", for information management and concentrated remote control over patrol cars.

Also, PMESP joined three (3) times in country focused trainings in Japan to learn good practices of community policing. As a result, PMESP accumulated the substantial achievements of concrete actions for disseminating and improving quality of community policing in São Paulo State.

**(4) Output 4**

Narrative Summary	Community policing activities by PMMG are improved.
Objectively Verifiable Indicators	4-1. Challenges of community policing in Minas Gerais State are analyzed and understood. 4-2. Action plan for disseminating and improving quality of community policing in Minas Gerais State are developed. 4-3. Achievements of concrete actions for disseminating and improving quality of community policing in Minas Gerais State.
Activities	4-1. PMMG conducts study and understands challenges of community policing in Minas Gerais State. 4-2. PMMG disseminates and improves quality of community policing in Minas Gerais State.

Quoted from PDM

**<Overall assessment of Output 4>**

With respect to the above standpoints, Output 4 was achieved.

PMMG has the jurisdiction covering the vastest area in the model states so as to divide the entire state into nineteen (19) regions and cherish their regional characteristics in promoting community policing activities. Each region gathers regional assembly to make sure its community policing policy with participation of a number of citizens or local key persons. The four (4) pillars of their community policing consists of prevention of crimes, detection as countermeasures, development of techniques (ex. crime statistics or scientific approach) and exchanging information including hearing activities from local citizens, which PMMG believes symbolically represents community policing.

PMMG held, and is going to hold next February, the community policing seminars as well as others including community policing standardization courses or community policing dissemination courses by themselves or by cooperation with other bodies such as SENASP or other model states based on their own annual plan. Also, many police officers from PMMG have participated in community policing seminars in other states.

PMMG introduces a unique mobile KOBAN system, a vehicle driven by a policeman equipped with necessities for community policing. Beginning with Belo Horizonte, the capitol of Minas Gerais, PMMG plans to spread the scheme to the suburban areas in 2018 commensurate with the crime expansion. The one of the main reason why the mobile KOBAN system becomes successful lies in to divide the city where the scheme is applied into small districts, for example



ninety-nine (99) in the case of Belo Horizonte with the diameters less than two kilometers, to build up close relationship with local citizens. According to the satisfaction survey over the citizens by an independent research institution, the majority is supportive of mobile KOBAN. The difficulty in promoting mobile KOBAN system includes to ensure sufficient number of police officers, around ten (10) for each including substitutions.

The challenges in community policing activities in PMMG include:

- Consider more effective open hours of mobile KOBAN,
- Ensure more firmly the number of police officers assigned to mobile KOBAN in proportion to the growing number of districts of the applied city,
- Analyze the trends or attributes of districts using software, and
- Encourage more police officers to take trainings, seminars or sessions.

PMMG expresses a special thanks to JICA experts due to introducing and disseminating the concept of friendly policing as well as providing practical knowledge and beneficial experience through the country focused trainings in Japan. Most of trainees thereof were selected as the best and brightest out of approximately forty-two thousands (42,000) police officers in PMMG and assigned after the trainings as candidates of elites or instructors in police academies.

The results as per activities in Output 4 are as follows:

***Activity 4-1. PMMG conducts study and understands challenges of community policing in Minas Gerais State.***

This activity was completed.

PMMG conducts study and understand challenges of community policing in Minas Gerais State raised from the activities such as mobile KOBAN or training courses, seminars or sessions, as mentioned above.

***Activity 4-2. PMMG disseminates and improves quality of community policing in Minas Gerais State.***

This activity was completed.

PMMG accumulates seven (7) of training courses and seminars held by themselves for disseminating and improving quality of community policing, develops mobile KOBAN system from the central area to its neighborhood with appropriate consideration and takes constructive, forward-looking human resource plan with effective use of country focusing trainings in Japan.

The achievement as per each indicator in Output 4 is described below.

***<4-1. Challenges of community policing in Minas Gerais State are analyzed and understood.>***

This indicator was achieved.

Challenges of community policing in Minas Gerais State are analyzed and understood as stated in activity 4-1.

***<4-2. Action plan for disseminating and improving quality of community policing in Minas Gerais State are developed.>***

This indicator was achieved.

The community policing seminars are held in accordance with the plan PMMG designed.

Furthermore, several initiatives such as more comprehensive analysis on crime trends by region, more efficient, effective assignment of police officers in each mobile KOBAN or continuous encouragement to have police officers trained by relevant courses, seminars or sessions are planned to improve quality of community policing.

**<4-3. Achievements of concrete actions for disseminating and improving quality of community policing in Minas Gerais State.>**

This indicator was achieved.

Judged from the evidences gathered in the Terminal Evaluation by the questionnaires, interviews or documents, the performance PMMG accomplished during the Project deserves the satisfactory level as the other two model states do. PMMG conducts in a proactive, self-disciplined manner the PDCA (Plan, Do, Check and Act) cycle for disseminating and improving quality of community policing proved by the history of accumulation of training courses, seminars and sessions they held and participation in country focused trainings in Japan as well as activities regarding mobile KOBAN.

**(5) Output 5**

Narrative Summary	Community policing activities by BMRS are improved.
Objectively Verifiable Indicators	5-1. Challenges of community policing in Rio Grande do Sul State are analyzed and understood. 5-2. Action plan for disseminating and improving quality of community policing in Rio Grande do Sul State are developed. 5-3. Achievements of concrete actions for disseminating and improving quality of community policing in Rio Grande do Sul State.
Activities	5-1. BMRS conducts study and understands challenges of community policing in Rio Grande do Sul State. 5-2. BMRS disseminates and improves quality of community policing in Rio Grande do Sul State.

Quoted from PDM

**<Overall assessment of Output 5>**

With regard to the above standpoints, Output 5 was achieved.

On the whole, BMRS enhanced the human resources and accumulated necessary actions during the Project in accordance with their own annual action plan to address challenges of community policing.

BMRS increased the number of staff in headquarter for community policing and has the ability to draw the annual plan consisting of seminars or sessions including a two-day seminar focused on community policing. Additionally, their budget for next year was enlarged, which can double the number of KOBAN in the state. BMRS also adopts a unique mobile KOBAN, a vehicle driven by a policeman equipped with necessities for community policing. They are eager to train staff to permeate community policing to rural areas. Two thousands of police officers are expected to be deployed by next June, some of which are hopefully assigned for community policing. Other activities include concluding and documenting partnership agreements between local

communities and BMRS to avoid negative political impacts which might hamper community policing activities.

BMRS analyses and understands challenges of community policing in Rio Grande do Sul State such as increasing the number of staff to disseminate community policing by explaining community policing activities to local citizens all over the state in community meetings. A couple of senior officers are specifically in charge of the activity.

What the Project contributed to regarding community policing is to spread the community policing doctrine throughout regional governments and police officers society and to build up partnership with stakeholders such as regional governments, other SMP and JICA, which stabilized KOBAN system to accelerate stakeholders' supports. BMRS would like to keep in touch with JICA firmly as a partner even after the Project.

The results of the Terminal Evaluation demonstrate that BMRS has the capacity of organizing their experiences of community policing in an appropriate manner. The total number of visits, meetings, observations, seminars and lectures in Rio Grande do Sul is sixty four (64), the second largest, next to São Paulo, of any states in Brazil. BMRS keeps close relationships to other states through seminars held by themselves or others and partial budget arrangement. Especially with SMP of Minas Gerais and São Paulo, BMRS works for sharing practical knowhow and proceeding status on community policing on an on-site basis and over the TV conference. Their challenges in disseminating community policing include ensuring budget basis to maintain competent staff and travel cost to other states as well as keeping strong motivation to improve community policing.

The results as per activities in Output 5 are as follows:

***Activity 5-1. BMRS conducts study and understands challenges of community policing in Rio Grande do Sul State.***

This activity was completed.

BMRS studied and understood challenges of community policing in Rio Grande do Sul State such as increasing the number of staff to disseminate community policing. Furthermore, they would like to augment the number of mobile KOBAN from nine (9) to eighteen (18).

***Activity 5-2. BMRS disseminates and improves quality of community policing in Rio Grande do Sul State.***

This activity was completed.

BMRS offered six (6) of training courses and seminars for organizing and disseminating community policing experiences. Also, the importance of community policing activities is highlighted in police academies. Further, selected 1,000 students of police academies took community policing knowledge sessions.

The achievement as per each indicator in Output 5 is described below.

***<5-1. Challenges of community policing in Rio Grande do Sul State are analyzed and understood.>***

This indicator was achieved.

BMRS analyzed and understood challenges of community policing in Rio Grande do Sul State

such as necessity to add the number of staff to disseminate community policing by grass-root sessions on community policing activities all over the state, as well as lack of documents on good practices.

**<5-2. Action plan for disseminating and improving quality of community policing in Rio Grande do Sul State are developed.>**

This indicator was achieved.

BMRS set the action plan for disseminating and enhancing the preventive patrol activities all over the state, despite the insufficiency in the state budget.

**<5-3. Achievements of concrete actions for disseminating and improving quality of community policing in Rio Grande do Sul State.>**

This indicator was achieved.

BMRS achieved concrete actions for disseminating and improving quality of community policing including enhancement in human resources of BMRS and number/specification of mobile KOBAN, nurture of staff across rural areas and documentation of partnership with local society.

**(6) Output 6**

Narrative Summary	The capacity of SENASP, PMESP, PMMG and BMRS for providing effective assistance to other states is enhanced in order to facilitate dissemination of community policing in Brazil.
Objectively Verifiable Indicators	<p>6-1. Achievements of training course on community policing for all the states (numbers of conducted training course, numbers of participating state, evaluation of training course by participants).</p> <p>6-2. Achievements of seminars on community policing for all the states (numbers of conducted seminars, numbers of participating state, and evaluation of seminars by participants).</p> <p>6-3. Experiences of community policing are organized by PMESP.</p> <p>6-4. Experiences of community policing are organized by PMMG.</p> <p>6-5. Experiences of community policing are organized by BMRS.</p> <p>6-6. Achievements of concrete assistance for disseminating community policing in the Dissemination States.</p>
Activities	<p>6-1: SENASP provides training course on community policing for all the states with the cooperation of PMESP, PMMG and BMRS.</p> <p>6-2: SENASP conducts seminars on community policing for all the states with the cooperation of State Military Polices (mainly PMESP, PMMG and BMRS) in order to share good practices and effects of community policing.</p> <p>6-3: PMESP assembles experiences of community policing so that other states can utilize in introducing and disseminating community policing.</p> <p>6-4: PMMG assembles experiences of community policing so that other states can utilize in introducing and disseminating community policing.</p> <p>6-5: BMRS assembles experiences of community policing so that other states can utilize in introducing and disseminating community policing.</p>

	<p>6-6: Both Brazilian side and Japanese side decide target states for the intensive dissemination of community policing (Intensive Dissemination States).</p> <p>6-7: SENASP provides assistance to the Dissemination States with the cooperation of PMESP, PMMG and BMRS so that community policing shall be disseminated in the suitable way for each Intensive Dissemination State.</p>
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Quoted from PDM

**<Overall assessment of Output 6>**

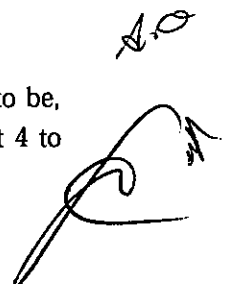
Based on the above points of view, Output 6 was mostly achieved.

The capacity of SENASP, PMESP, PMMG and BMRS for jointly providing effective assistance to other states was enhanced in order to facilitate dissemination of community policing in Brazil. This is anchored to the steady accumulation of training courses or seminars held during the Project, which is illustrated later. Notwithstanding influence caused by the huge political and economic crisis, the authorities from three model states, as well as recent SENASP, maintained well-ordered, proactive manners in offering training courses or seminars.

Additionally, the dissemination activities towards IDS consisting of six (6) states and one DF: Amazonas, Bahia, Brasília, Espírito Santo, Goiás, Paraná and Santa Catarina, which were selected and decided as states positively developing community policing, were often conducted by the Long-term or Short-term experts across the nation. SENASP provided JICA experts dispatched as lecturers or observers and participants in seminars in IDS with financial assistance for their travel cost.

Among the training courses and seminars held during the Project, the most prestigious one is CIMPC-SK, which the police officers in states concluding ACT with eligibility including having participated the particular lower community policing seminars as well as having the given policing career can only take and contains curriculum to obtain knowledge necessary to work for community policing dissemination. While several CIMPC-SK courses were conducted as planned in 2015, the courses in 2016 were delayed approximately ten months behind the plan due to the above-mentioned political and economic reasons. In addition, community policing seminars often held by the model states gathered hundreds of people from all over the country. In 2017, CIMPC-SK was offered once and is expected to be at least once in 2018 based on the schedule. In the community policing seminars, JICA experts and senior police officers from the model states or IDS gave lectures to share the good examples. Furthermore, many other sessions or seminars for community policing were offered by IDS. JICA experts frequently visited IDS to support such activities as lecturers, to observe the local realities and to provide practical advises from their experience. To surmount a geographic difficulty in Brazil to gather participants nationwide, SENASP and the model states promoted the remote off-site training courses using web-based materials specially presented. The remote off-site training courses were developed by revising the existing contents.

In the Project, five (5) country focused trainings in Japan were, and one (1) are expected to be, offered by NPA, in cooperation with a couple of prefectural polices, as seen in attachment 4 to



provide Brazilian police officers selected from all over the country with advanced organization and good practices of Japanese community policing. The country focused trainings are truly beneficial for the Brazilian trainees in advantaging the network among Brazilian police officers, who seldom have opportunities to directly exchange views on their daily practices on community policing.

The results as per activities in Output 6 are as follows:

***Activity 6-1. SENASP provides training course on community policing for all the states with the cooperation of PMESP, PMMG and BMRS.***

This activity was partly completed.

The series of CIMPC-SK were provided in 2015 by the model states with financial assistance by SENASP as listed below in the attachment 7. The training course basically covered most regions in Brazil except the states not concluding ACT. CIMPC-SK planned in 2016 was delayed because of the above-mentioned political and economic reasons. As a result, the courses were negatively impacted. According to SENASP, CIMPC-PK planned in 2017 is expected to be started with the cooperation of the model states by the end of the Project.

***Activity 6-2. SENASP conducts seminars on community policing for all the states with the cooperation of State Military Polices (mainly PMESP, PMMG and BMRS) in order to share good practices and effects of community policing.***

This activity was partly completed.

SENASP, with the cooperation of SMP (mainly PMESP, PMMG and BMRS), financially aided a variety of seminars or sessions held in states under ACT, but in 2016 it was not able to provide expected supports because of the instability of the administration caused due to the above-mentioned political and economic crisis. As a result, the seminars or sessions held in the model states (in the case of PMESP, the seminars and sessions in 2015 included) were negatively impacted.

In the sessions, good practices and efforts of community policing in Japan were shared such as issuing and distributing community papers regularly which give local citizens information including daily community policing activities or regional crime records. The comments and views of Brazilian side based on the Terminal Evaluation strongly underpin the effects and benefits obtained from the seminars and sessions during the Project.

***Activity 6-3. PMESP assembles experiences of community policing so that other states can utilize in introducing and disseminating community policing.***

This activity was completed.

The evidences collected in the Terminal Evaluation, including document review, questionnaire survey, interviews, and discussions with counterpart personnel, Japanese experts and relevant stakeholders, endorse the PMESP's ability and performance to assemble their experiences of community policing so that other states can utilize in introducing and disseminating community policing. PMESP offered four (4) of training courses and seminars, and dispatched lecturers to seminars seven (7) times, for organizing and infiltrating community policing experiences.

***Activity 6-4. PMMG assembles experiences of community policing so that other states can***

***utilize in introducing and disseminating community policing.***

This activity was completed.

The evidences gathered in the Terminal Evaluation, including document review, questionnaire survey, interviews, and discussions with counterpart personnel, Japanese experts and relevant stakeholders, demonstrate the PMMG's capacity and performance to assemble their experiences of community policing so that other states can utilize in introducing and disseminating community policing. PMMG offered seven (7) of training courses and seminars, and dispatched lecturers to seminars seven (7) times, for organizing and infiltrating community policing experiences.

***Activity 6-5. BMRS assembles experiences of community policing so that other states can utilize in introducing and disseminating community policing.***

This activity was completed.

The various methods applied to collect information on BMRS's performance in the Project, including document review, questionnaire survey, interviews, and discussions with counterpart personnel, Japanese experts and relevant stakeholders, verify the ability of BMRS to assemble their experiences of community policing so that other states can utilize in introducing and disseminating community policing. BMRS keeps close contacts to other states especially Minas Gerais and São Paulo through seminars or mutual visits. BMRS offered six (6) of training courses and seminars, and dispatched lecturers to seminars eight (8) times, to for organizing and infiltrating community policing experiences.

***Activity 6-6. Both Brazilian side and Japanese side decide target states for the intensive dissemination of community policing (Intensive Dissemination States).***

This activity was completed.

Brazilian and Japanese sides decided IDS consisting of six (6) states and one DF: Amazonas, Bahia, Brasília, Espírito Santo, Goiás, Paraná and Santa Catarina.

***Activity 6-7 SENASP provides assistance to the Dissemination States with the cooperation of PMESP, PMMG and BMRS so that community policing shall be disseminated in the suitable way for each Intensive Dissemination State.***

This activity was completed.

SENASP assisted JICA experts in conducting activities by providing financial support for travel expense and operational arrangement with the cooperation of PMESP, PMMG and BMRS. Accordingly, twenty seven (27) of seminars or sessions in attachment 5 as well as twenty (20) of observations in attachment 6 were carried out during the Project.

The achievement as per each indicator in Output 6 is described below.

***<6-1. Achievements of training course on community policing for all the states (numbers of conducted training course, numbers of participating state, evaluation of training course by participants).>***

This indicator was partly achieved.

The series of CIMPC-SK were provided in 2015 by the model states with financial assistance by SENASP as shown in attachment 7. The training course covered most regions in Brazil except

Rio de Janeiro. According to the comments by JICA Long-term experts and officials of SENASP and three model states, the trainings course were fruitful in that the participants could get familiar with professional, operational knowledge on community policing and had discussion on hands-on experience with each other.

CIMPC-SK planned in 2016 was delayed because of the above-mentioned political and economic reasons. As for 2017, the Terminal Evaluation finds that a CIMPC-SK has just finished in October.

***<6-2. Achievements of seminars on community policing for all the states (numbers of conducted seminars, numbers of participating state, and evaluation of seminars by participants).>***

This indicator was achieved.

During the Project, thirteen (13) community policing seminars were held by the model states in cooperation with SENASP as shown below in attachment 8. The document review, questionnaire survey, interviews, and discussions with counterpart personnel and Japanese experts in the Terminal Evaluation indicate that the seminars were informative to learn the basic and advanced knowhow on community policing activities.

***<6-3. Experiences of community policing are organized by PMESP.>***

This indicator was achieved.

The outcomes of the Terminal Evaluation underpin that PMESP conducted organizing their experiences of community policing in an appropriate manner. PMESP keeps close relationships to other states through seminars held by themselves or others and partial budget arrangement. PMESP works for sharing practical knowhow and proceeding status on community policing mainly on an on-site basis. The manual for CIMPC-SK were developed with cooperation of the model states and is going to be filed by SENASP to the National Library for copyright and registration.

PMESP offered four (4) of training courses and seminars, and dispatched seven (7) lecturers to seminars, for organizing and infiltrating community policing experiences.

***<6-4. Experiences of community policing are organized by PMMG.>***

This indicator was achieved.

The outcomes of the Terminal Evaluation show that PMMG carried out the activities to organize their experiences of community policing in a proper manner. PMMG keeps close relationships to other states through seminars held by themselves or others and partial budget arrangement. PMMG works for sharing practical knowhow and proceeding status on community policing mainly on an on-site basis. The manual for CIMPC-SK were developed with cooperation of the model states.

PMMG offered seven (7) of training courses and seminars, and dispatched seven (7) lecturers to seminars, for organizing and infiltrating community policing experiences.

***<6-5. Experiences of community policing are organized by BMRS.>***

This indicator was achieved.

The results of the Terminal Evaluation demonstrate that BMRS carried out organizing their experiences of community policing in an appropriate manner. BMRS keeps close relationships to



other states through seminars held by themselves or others and partial budget arrangement. Especially with SMP of Minas Gerais and São Paulo, BMRS works for sharing practical knowhow and proceeding status on community policing on an on-site basis and over the TV conference. Their challenges in disseminating community policing include ensuring budget basis to maintain competent staff and travel cost to other states as well as keeping strong motivation to improve community policing. The manual for CIMPC-SK were developed with cooperation of the model states.

BMRS offered six (6) of training courses and seminars, and dispatched eight (8) lecturers to seminars, for organizing and infiltrating community policing experiences.

### 2-3. ACHIEVEMENT OF THE PROJECT PURPOSE

Narrative Summary	A nationwide system for continuous and self-reliant dissemination of community policing by Brazilian related organizations is established.
Objectively Verifiable Indicators	Concrete actions for promoting community policing in the appropriate manner of each state are initiated in the Intensive Dissemination States.

Quoted from PDM

#### <Overall Assessment of the Project Purpose>

The Project Purpose was partly achieved, if assessed based on the indicators. By and large, notwithstanding the political and economic crisis in 2016, in Brazil the dissemination of community policing was steadily developed through training courses, seminars or sessions during the Project by the continuous efforts of SENASP and the model states.

A table below shows the result of assessment, where those four (4) entities do not necessarily rate to all of outputs. It indicates that Output 1, 2 and 6 are inferiorly evaluated compared to others, which implies, as above-mentioned, the deficiency of SENASP in the past affects the degree of accomplishment adversely. The Terminal Evaluation, however, considerably admits the improvement of SENASP's performance in recent months based on the evidence found through on/off site research.

Evaluation results on Project Purpose:

Ranking	Output 1	Output 2	Output 3	Output 4	Output 5	Output 6
4 surely achieved	1	1	3	2	3	2
3 probably achieved						1
2 likely achieved						1
1 unlikely achieved	1	1				

Sources: The Joint Terminal Evaluation Team

The achievement as per each indicator in Project Purpose is described below.

<Concrete actions for promoting community policing in the appropriate manner of each state are initiated in the Intensive Dissemination States.>

This indicator was partly achieved.

The political turmoil and tremendous change in Brazilian society since the end of 2015 harmed the activities of the Project. Recently, organizational and personnel reinforcement in SENASP has been gradually apparent so that its assistance for dissemination of community policing activities is accelerated.

On the other hand, most of the states in Brazil prioritize community policing activities utilizing what they learned in trainings, seminars and sessions some states including the model states and IDS held as the Project activities. They developed community policing activities fitting to local needs based on KOBAN system. JICA experts deeply contributed to conveying the philosophy and successful cases regarding community policing activities in Japan.

#### 2-4. PROSPECTS OF ACHIEVING OVERALL GOAL

Narrative Summary	Brazilian community policing is being disseminated by Brazilian related organizations.
Objectively Verifiable Indicators	Concrete actions for promoting community policing in the appropriate manner of each state are initiated in all the states in Brazil.

Quoted from PDM

#### *<Overall Assessment of the Overall Goal>*

The Overall Goal is expected to be partly achieved in three to five years after the Project completion, if assessed based on the indicators. According to the questionnaire conducted in the Terminal Evaluation, some concerns to achieve Overall Goal in the continuous federal financial support and the incremental, long-lasting efforts by SENASP in the future to spread good examples in the model states to IDS and other states are observed among JICA experts and counterparts. "All the states in Brazil" are regarded as those concluding ACT with SENASP at the time of Ex-post Evaluation.

It is importantly assumed to achieve the Overall Goal that:

- The basic Policy of SENASP on disseminating community policing in Brazil does not change.
- SENASP, the model states and SMP secure necessary staff and budget to facilitate dissemination of community policing.
- The model states cooperate with SENASP for providing assistance to other states for disseminating community policing.

To evaluate the degree of achievement of the Overall Goal, the political and economic instability in Brazil should be considered as a risk to which the achievement is posed. That being said, the capacities of SMP were, and are expected to be, surely strengthened by having in operation what they saw and heard in the training courses, seminars and sessions in the Project.

The situation as per each indicator in the Overall Goal is described below.

*<Concrete actions for promoting community policing in the appropriate manner of each state*

*are initiated in all the states in Brazil.>*

This indicator is expected to be partly achieved.

According to the questionnaire conducted in the Terminal Evaluation, some concerns to achieve Overall Goal in the continuous federal financial support and the incremental, long-lasting efforts by SENASP in the future to spread good examples in the model states to IDS and other states are observed among JICA experts and counterparts. "All the states in Brazil" are regarded as those concluding ACT at the time of Ex-post Evaluation.

### 3. EVALUATION BY FIVE CRITERIA<sup>1</sup>

#### 3-1. RELEVANCE

The relevance of the Project is assessed as "**High**" for the following points.

(1) Relevance to the Brazil's policies

Due to the high incidence of murder, robber and injury cases in the country, it has been one of the major social issues to improve security situations in Brazil.

PMESP, which has a role of maintenance of security in São Paulo State, recognized that crime prevention is essential for security improvement and decided introducing community policing in 1990s. JICA has supported PMESP to introduce and disseminate community policing in São Paulo State since 2000.

SENASP, which plays a role of maintenance and improvement of public security, established SUSP in 2000, and decided to introduce community policing so as to control crime and build peaceful culture. Moreover, SENASP has started PRONASCI since 2007 in order to decrease homicide rate. It includes ninety-four (94) actions focusing on social activities for crime prevention, and mentions actions related to facilitating introduction of community policing such as establishing KOBAN with necessary equipment, and human resource development of community policing activities. Based on the policy, SENASP has been promoting introduction, dissemination and establishment of community policing in Brazil.

However, there are differences in quality of community policing activities among KOBANs in São Paulo State, and degree of dissemination of community policing varies greatly from state to state. Thus, it is the outstanding issue how community policing can be disseminated and established in the vast country.

Based on such background, assistance for the improvement of quality of community policing activities in São Paulo State and for the dissemination and establishment of community policing in other states were officially requested from the GOB to GOJ.

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<sup>1</sup> Judged on a scale from "High", "Relatively High", "Moderate", "Relatively Low" to "Low".

(2) Relevance to Japan's ODA policy toward Brazil

The Country Assistance Policy for Brazil prepared in December 2012 sets two priority areas of 1) Urban issues and management of environment and disaster risks and 2) Triangular Cooperation. Public security sector is covered by the first priority area and the Project is expected to contribute to overcoming security deterioration in Brazil accelerated by urbanization. The project has attributes as a succeeding one of two technical cooperative projects: *The Community Policing Project* (January 2005 to March 2008) and *The Project on Implementation of Community Policing Using the KOBAN System* (November 2008 to November 2011). The three projects constitute a series of dissemination and establishment of community policing activities, where the practice in IDS is improved by learning cases in São Paulo State, the most advanced state in community policing, and thereby the nationwide dissemination will be accomplished. In this way, the project components are along with the policy of the GOJ.

(3) Appropriateness of the target group

SENASP, a responsible agency for enhancing community policing, deeply recognized the importance of introduction and dissemination of community policing throughout Brazil. Also, a preceded project *the Project of Implementation of the Community Policing Using the KOBAN System* left lessons learned: The work with counterpart institution responsible for the national coordination of community police has facilitated part of the effects generated by the Project. This is why it was deemed to be beneficial to specify SENASP as the main counterpart. Further, it was practical to assign several states as model states under the federation system where the independence of the states from the federal government is broadly secured. From this point of view, PMESP, PMMG and BMRS were designated as advanced, proactive SMP. These model states took strong initiatives to disseminate community policing not only in an intra-state way but also in an inter-state way, which had positive effects on community policing in IDS. The model states took actions to disseminate what they implemented through seminars inviting State Military Police officers from other states. Taking this into consideration, the selection of the project target was appropriate.

(4) Advantage of Japan's technical experience

Japan has technical competence and experienced experts in the area of community policing. Police officers not only from NPA but also from metropolitan/prefectural polices all over Japan were assigned as Long-term or Short-term JICA experts who have substantial knowledge, experience and know-how of community policing activities in Japan. Therefore, Japan had comparative advantages to support Brazil.

### 3-2. EFFECTIVENESS

The effectiveness of the Project is assessed as “**Moderate**” for the following points.

(1) Achievement of the Project Purpose (Prospect)

The component of activities containing training courses like CIMPC-SK, community policing seminars, other related sessions, country focused trainings in Japan and observation by JICA experts in IDS is effective to achieve the Project Purpose in that relevant experiences and

lessons can be organized and shared among counterparts.

Output 1 and 2, as well as activities linked to the both, which are deemed to be performed by SENASP are partly achieved at the time of the Terminal Evaluation because of the above-mentioned political and economic influence.

(2) Contribution of Output to the achievement of the Project Purpose

Overall, Outputs appropriately contribute to the achievement of the Project Purpose, but it is difficult to measure the degree to which the Project Purpose is achieved by using Outputs, because no significant numerical indicators are set in PDM.

Nevertheless the political and economic crisis SENASP currently comes to prove its continuous ability to collect, organize and analyze information in a consistent and appropriate manner. The strengthened capacity of SENASP to collect information contributes to improvement of its role in disseminating community policing nationwide. To share good practices with SMP also play a vital role to strengthen the capacity of SENASP.

As for Output 2, to facilitate ACT nationwide contributed to building up close relationship between SMP and SENASP to disseminate community policing. Whether both states conclude ACT depends on the situation of each state because of the necessities of the states. Also, to encourage and finance working groups on developing the remote off-site trainings promotes to disseminate community policing.


Community policing activities by the model states are improved by the achievement of Output 3 to 5. PMESP, PMMG and BMRS strengthened their own capacities of community policing by securing budget, reinforcing KOBAN network, offering training courses, seminars and sessions, observing around their own jurisdictions and organizing information and good practice. These successful activities come to strengthening capacity of the model states, which leverages a nationwide dissemination system for community policing.

With respect to Output 6, the linkage among SENASP and the model states affects organized and effective dissemination of community policing. SENASP provided financial assistance to lecturers dispatched by models states for training courses, seminars and sessions in which thousands of people in Brazil participate. It entails nationwide disseminating community policing.

These developments of community policing activities contributed directly to the Project Purpose. Therefore, it was appropriate that these Outputs were set for achieving the Project Purpose.

(3) Analysis of factors

- Promoting Factor
  - Positive attitudes and comparatively high level fundamental careers of the counterpart police officers originally have contributed to the project implementation.
  - The dedication and integrity of the counterparts have promoted the project activities

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despite political and economic difficulties.

- Not only lecture-style but also on-site trainings provided by JICA experts provided allowed the Brazilian counterparts to learn and obtain practical know-how on community policing through country focused trainings in Japan, in-country training courses and observations.
  - Nationwide dissemination of community policing remains the priority of Brazilian governments.
- Inhibiting factor
- Indicators of the Project Purpose are inappropriately defined in PDM such that the degree of achievement of Project Purpose cannot be clearly judged by Indicators. That makes gauging Effectiveness of the Project rather complicate.
  - Personnel and financial restructuring in the government caused by political and economic crisis hugely influenced the project activities.

### 3-3. EFFICIENCY

The efficiency of the Project is assessed as “**Moderate**” for the following points. The total project operation cost of 219,655,000 yen as seen in 2-1. Records of Inputs have slightly overpassed the planned budget of 208,256,000 yen.

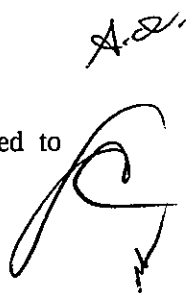
#### (1) Achievement of Outputs

Regarding Output 1: The capacity of SENASP for collecting and managing information on community policing is enhanced in order to facilitate dissemination of community policing in Brazil., Output 2: The capacity of SENASP for inducting new activities of community policing is enhanced, by regional agreements., Output 3: Community policing activities by PMESP are improved., Output 4: Community policing activities by PMMG are improved., Output 5: Community policing activities by BMRS are improved., and Output 6: The capacity of SENASP, PMESP, PMMG and BMRS for providing effective assistance to other states is enhanced in order to facilitate dissemination of community policing in Brazil., through the activities by the experts, the capacity of officials and organization itself is strengthened. As a result, Output 1 is expected to be achieved by the end of the Project. Output 2 is mostly achieved. Output 3, 4 and 5 were achieved. Output 6 was mostly achieved.

In response to the adverse changes in SENASP as the preceding statement, to keep efficiency of the Project, Brazilian and Japanese sides should have discussed at that moment updating PDM with each other. In response to the unprecedented situation, PDM should be reviewed and approved in JCC. Additionally, according to R/D dated the 5<sup>th</sup> of June, 2014, although The Monitoring Sheets shall be reviewed every six (6) month, the sheets are not updated since October 24, 2016. That comes to the weakness in management or monitoring of the Project. These arrangements contributed to improvement of the efficiency of the Project in that the resources and time would be used more appropriately.

#### (2) Appropriateness of Inputs and Activities

Inputs and Activities in the Project have been sufficiently planned and implemented to



achieve the Outputs as below.

- Three (3) Long-term experts and twelve (12) Short-term experts were dispatched. Short-term experts conducted training or provided on-site advice based on their expertise and experiences depending on the situation of the Project.
- Series of training courses, seminars, sessions and country focused trainings in Japan were held. Each was programmed to be fitted with the needs to enhance the capacity of the participants. Especially five (5) country focused trainings in Japan were effectively conducted, because the trainings provided face-to-face discussion on updates or issues of the Project for Brazilian police officers and officers scattered across the country.

On the other hand, there were some issues as follows:

- As mentioned above, personnel and financial restructuring in the government caused by political and economic crisis hugely influenced the project activities.. The number of officials of SENASP decreased from nine (9) to three (3).
- The smooth communication with each counterpart across a vast country like Brazil was difficult so that there were few opportunities in which key persons from SENASP, PMESP, PMMG and BMRS met together.

### 3-4. IMPACT

The impact of the Project is assessed as “**Moderate**” The following points are taken into consideration when making judgment.

#### (1) Achievement of the Overall Goal (Prospect)

To achieve the Overall Goal, some key assumptions have to be unchanged for a couple of years or more. It is importantly assumed to achieve the Overall Goal that:

- The basic Policy of SENASP on disseminating community policing in Brazil does not change.
- SENASP, the model states and SMP secure necessary staff and budget to facilitate dissemination of community policing.
- The model states cooperate with SENASP for providing assistance to other states for disseminating community policing.

According to the questionnaire conducted in the Terminal Evaluation, some concerns to achieve Overall Goal in the continuous federal financial support and the incremental and long-lasting efforts by SENASP in the future to spread good examples in the model states to IDS and other states are observed among JICA experts and counterparts. “All the states in Brazil” are regarded as those concluding ACT at the time of Ex-post Evaluation.

#### (2) Contribution to achieve the Overall Goal

The continuous activities to disseminating community policing by SENASP and the model states contribute directly to achieve the Overall Goal.

SENASP strengthened administrative capacity of disseminating community policing. Accordingly, financial supports by SENASP enabled many participants in training courses, seminars and sessions to join in relatively convenient ways during the Project.

A lot of police officers in the model states participated in such opportunities to strengthen

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their capacity, to serve as host states or to convey their experience. Their dedication firmly contributes to achievement of the Overall Goal.

(3) Ripple effect

The dissemination of community policing does not bring about the direct and immediate effects such as a drastic fall in the number of crimes, but surely and steadily causes the decrease in crime rate. For instance, a district in São Paulo adopting KOBAN is regarded as one of the successful case of community policing due to the evidence proving the decrease in the number of murder per year from forty (40) to less than ten (10) in ten years. In terms of the Project, however, it is difficult to specify any apparent ripple effects through the Terminal Evaluation

### 3-5. SUSTAINABILITY

The sustainability of the Project is assessed as “Moderate” for the following points.

■ **Policy and Institutional Aspects**

The policy environment is firmly to be favorable for nationwide dissemination of community policy. As stated in “3-1 Relevance” PRONASCI mentions actions related to facilitating introduction of community policing such as establishing KOBAN with necessary equipment and human resource development of community policing activities. Based on the policy, SENASP, with cooperation of model states, has been promoting introduction, dissemination and establishment of community policing in Brazil.

■ **Organizational/Financial Aspects**

As stated above, personnel and financial restructuring in the government caused by political and economic crisis hugely influenced the project activities. Nevertheless, the current personnel and financial situation of SENASP was improved. In general, however, the political and economic instability in Brazil should be considered as a risk to which the achievement is posed.

■ **Technical Aspects**

In general, the capacity of counterparts of the Project was enhanced through a series of training courses, seminars, sessions and country focused training in Japan conducted during the Project. As far as the Terminal Evaluation team considers, most SMP have the adequate capacity to disseminate community policing by exchanging knowhow to each other. It takes, however, several years to make sure that the operation of the other states is fully stabilized.

## 4. CONCLUSION

As mentioned above, Output 1 is expected to be achieved. Output 2 is mostly achieved. Output 3, 4 and 5 were achieved. Output 6 was mostly achieved. Then, the Joint Terminal Evaluation Team confirmed that the Project Purpose was partly achieved. As for evaluation by five evaluation criteria, the relevance of the Project is assessed as “High”, the effectiveness of the Project is



assessed as “Moderate”, the efficiency of the Project is assessed as “Moderate”, the impact of the Project is assessed as “Moderate”, and the sustainability of the Project is assessed as “Moderate”. Therefore, the team concluded that the Project would be terminated by January 2018 as scheduled, with the partly accomplishment of dissemination and implementation of community policing in most states.

## 5. RECOMMENDATIONS

Before the end of the Project, the counterparts and JICA experts are recommended to take actions as below.

- The counterparts and JICA experts cooperatively conduct the training courses, seminars and sessions, as well as technical visits nationwide, in accordance with Output 6.

After the end of the Project, Brazilian counterparts are recommended to take actions as below.

- develop a community policing guidelines
- implement a nationwide certificate on community policing reflecting the findings of technical visits all over the nation to be conducted next year

## 6. LESSONS LEARNT

- To conduct a technical cooperation project with a federation, it is essential to take much care of the relationship between the central federal government and state/regional governments from the viewpoints of empowerment and authority. In other words, the degree to which each state has discretion have significant influence on how the federal government gets involved in the project.
- As stated in “3-3 Efficiency,” according to R/D, although The Monitoring Sheets shall be reviewed every six (6) month based on the discussion in JCC, the sheets are not updated since October 24, 2016. That comes to the weakness in management and monitoring of the Project. It is important to regularly conduct JCC as stated in R/D to keep the sound monitoring of the Project. In addition, in response to the unprecedented situation, PDM should be reviewed and approved in JCC.
- It is a good practice that Brazilian counterparts’ staff who took country focused trainings are assigned as community policing officers to disseminate and implement what they learned from the trainings.

END



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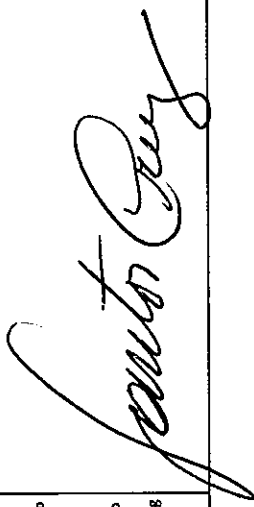
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Version: 0  
Date: 28 10 2017

**Project Design Matrix (PDM)**  
Project Title: Project on Nationwide Dissemination of Community Policing  
Period: 01 2015 to 01 2018 (Three (3) years)

Implementation Organization: National Secretariat of Public Security (SENASP), State Military Police of São Paulo (PMESP), State Military Police of Minas Gerais (PMMG) and State Military Police of Rio Grande do Sul (BMRS)  
Target Groups: SENASP, PMESP, PMMG, BMRS and other State Military Polices  
Project Sites: Brasília, São Paulo, Minas Gerais, Rio Grande do Sul and Intensive Dissemination States

Project Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p><b>Overall Goal</b> Brazilian community policing is being disseminated by Brazilian related organizations.</p>	<p>- Concrete actions for promoting community policing in the appropriate manner of each state are initiated in all the states in Brazil.</p>	<p>- Information on the implementation status of community policing in each state collected and managed by SENASP.</p>	<p>- Policy on disseminating community policing in Brazil does not change. - SENASP secure necessary staff and budget to facilitate dissemination of community policing in Brazil. - Each State Military Polices secure necessary staff and budget to disseminate community policing in their states. - PMESP, PMMG and BMRS secure necessary staff and budget to disseminate and improve quality of community policing in their states. - PMESP, PMMG and BMRS cooperate with SENASP for providing assistance to other states for disseminating community policing.</p>
<p><b>Project Purpose</b> A nationwide system for continuous and self-reliant dissemination of community policing by Brazilian related organizations is established.</p>	<p>- Concrete actions for promoting community policing in the appropriate manner of each state are initiated in the Intensive Dissemination States.</p>	<p>- Information on the implementation status of community policing in each state collected and managed by SENASP.</p>	<p>- State Military Polices for Dissemination secure necessary staff and budget to disseminate community policing in their states.</p>
<p><b>Outputs</b> 1. The capacity of SENASP for collecting and managing information on community policing is enhanced in order to facilitate dissemination of community policing in Brazil. 2. The capacity of SENASP for inducing new activities of community policing is enhanced, by regional agreements. 3. Community policing activities by PMESP are improved. 4. Community policing activities by PMMG are improved. 5. Community policing activities by BMRS are improved.</p>	<p>1-1. SENASP conducts survey for collecting information on the implementation status of community policing in each state one times per year. 1-2. SENASP develops collections of good practices of community policing including effects of it. 2-1. SENASP promotes ACT for the states to improve projects on community policing. 2-2. SENASP encourages and finances specific working groups to propose general patterns on community policing processes. 3-1. Challenges of community policing in São Paulo State are analyzed and understood. 3-2. Action plan for disseminating and improving quality of community policing in São Paulo State are developed. 3-3. Achievements of concrete actions for disseminating and improving quality of community policing in São Paulo State. 4-1. Challenges of community policing in Minas Gerais State are analyzed and understood. 4-2. Action plan for disseminating and improving quality of community policing in Minas Gerais State are developed. 4-3. Achievements of concrete actions for disseminating and improving quality of community policing in Minas Gerais State. 5-1. Challenges of community policing in Rio Grande do Sul State are analyzed and understood. 5-2. Action plan for disseminating and improving quality of community policing in Rio Grande do Sul State are developed. 5-3. Achievements of concrete actions for disseminating and improving quality of community policing in Rio Grande do Sul State.</p>	<p>- Information on the implementation status of community policing in each state collected and managed by SENASP. - Collections of good practices of community policing including effects of it developed by SENASP. - Report on analysis of challenges of community policing in São Paulo State. - Action plan for disseminating and improving quality of community policing in São Paulo State. - Reports of concrete actions for disseminating and improving quality of community policing in São Paulo State. - Report on analysis of challenges of community policing in Minas Gerais State. - Action plan for disseminating and improving quality of community policing in Minas Gerais State. - Reports of concrete actions for disseminating and improving quality of community policing in Minas Gerais State. - Report on analysis of challenges of community policing in Rio Grande do Sul State. - Action plan for disseminating and improving quality of community policing in Rio Grande do Sul State. - Reports of concrete actions for disseminating and improving quality of community policing in Rio Grande do Sul State. - Reports of training course on community policing - Reports of seminars on community policing - Materials of community policing developed from experiences in São Paulo State. - Materials of community policing developed from experiences in Minas Gerais State. - Materials of community policing developed from experiences in Rio Grande do Sul State. - Reports of concrete assistance for disseminating community policing in the Dissemination States.</p>	<p>- State Military Polices for Dissemination secure necessary staff and budget to disseminate community policing in their states.</p>
<p>6. The capacity of SENASP, PMESP, PMMG and BMRS for providing effective assistance to other states is enhanced in order to facilitate dissemination of community policing in Brazil</p>	<p>6-1. Achievements of training course on community policing for all the states (numbers of conducted training course, numbers of participating state, evaluation of training course by participants). 6-2. Achievements of seminars on community policing for all the states (numbers of conducted seminars, numbers of participating state, evaluation of seminars by participants). 6-3. Experiences of community policing are organized by PMESP. 6-4. Experiences of community policing are organized by PMMG. 6-5. Experiences of community policing are organized by BMRS. 6-6. Achievements of concrete assistance for disseminating community policing in the Dissemination States.</p>	<p>- Reports of training course on community policing - Reports of seminars on community policing - Materials of community policing developed from experiences in São Paulo State. - Materials of community policing developed from experiences in Minas Gerais State. - Materials of community policing developed from experiences in Rio Grande do Sul State. - Reports of concrete assistance for disseminating community policing in the Dissemination States.</p>	<p>- State Military Polices for Dissemination secure necessary staff and budget to disseminate community policing in their states.</p>



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Activities	Inputs	Brazilian side	- SENASP secure necessary staff and budget to facilitate dissemination of community policing in Brazil. - PMESP, PMMG and BMRS secure necessary staff and budget to disseminate and improve quality of community policing in their states.
1-1: SENASP continuously collects and manages information on the implementation status of community policing in each state.	Japanese side 1. Experts (long-term Experts) - Chief advisor/Community policing (possibility of dispatching to be considered) - Coordinator/Dissemination planning	1. Counterpart personnel and administrative personnel - Project Director from SENASP - Assistant Directors from PMESP, PMMG and BMRS - Project Manager from SENASP - Assistant Managers from PMESP, PMMG and BMRS - Officers in Charge of the Project: General Coordinator of the Implementation and Monitoring of Violence Prevention Social Programs of SENASP and its legal substitute 2. Facilities, Equipment and its Maintenance - Office space in SENASP, PMESP, PMMG and BMRS - Meeting room(s) in SENASP, PMESP, PMMG and BMRS as necessary 3. Running expenses - Expenses related to training and seminars for dissemination of community policing in Brazil - Expenses related to dispatching officials of SENASP and Model States to other states in order to support dissemination of community policing - Travel expenses (airfare, transportation, allowance and accommodation) of JICA Experts for official trip in Brazil in order to support dissemination of community policing, financed by SENASP - Expenses related to public relations for dissemination of community policing	
1-2: SENASP continuously collects and manages information on the good practices and results of community policing in each state.	(Short-term Experts) - Community policing - Others (if necessary)		
2-1: SENASP promotes voluntary agreement proposals for the states to improve projects on community policing.	2. Training in Japan - Community policing		
2-2: SENASP encourages and finances specific working groups to propose general patterns on community policing processes.			
3-1: PMESP conducts study and understands challenges of community policing in Sao Paulo State.			
3-2: PMESP improves quality of community policing at the existing KOBANS in S Jo Paulo State.			
3-3: PMESP disseminates community policing at the newly-established KOBANS in Sao Paulo State.			
4-1: PMMG conducts study and understands challenges of community policing in Minas Gerais State.			
4-2: PMMG disseminates and improves quality of community policing in Minas Gerais State.			
5-1: BMRS conducts study and understands challenges of community policing in Rio Grande do Sul State.			
5-2: BMRS disseminates and improves quality of community policing in Rio Grande do Sul State.			
6-1: SENASP provides training courses on community policing for all the states with the cooperation of PMESP, PMMG and BMRS.			
6-2: SENASP conducts seminars on community policing for all the states with the cooperation of State Military Polices (mainly PMESP, PMMG and BMRS) in order to share good practices and effects of community policing.			
6-3: PMESP assembles experiences of community policing so that other states can utilize in introducing and disseminating community policing.			
6-4: PMMG assembles experiences of community policing so that other states can utilize in introducing and disseminating community policing.			
6-5: BMRS assembles experiences of community policing so that other states can utilize in introducing and disseminating community policing.			
6-6: Both Brazilian side and Japanese side decide target states for the intensive dissemination of community policing (Intensive Dissemination States).			
6-7: SENASP provides assistance to the Dissemination States with the cooperation of PMESP, PMMG and BMRS so that community policing shall be disseminated in the suitable way for each Intensive Dissemination State.			<p><b>Pre-conditions</b></p> <ul style="list-style-type: none"> <li>- Policy on disseminating community policing in Brazil does not change.</li> <li>- PMESP, PMMG and BMRS put high priority to disseminate and improve quality of community policing in their states.</li> <li>- PMESP, PMMG and BMRS cooperate with SENASP for providing assistance to other states for disseminating community policing.</li> </ul>

*Antonio Cruz*

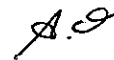
Note: Concrete target figures on the Indicators will be decided after the commencement of the Project at the Joint Coordinating Committee (JCC).

*W. S.C.*

## Attachment 2

## List of Brazilian main Counterparts

	Name of C/Ps	Highest title in the Project	Affiliation
1	Mr. Anael Aymoré Jacob	Programas e Projetos	SENASP
2	Mr. Franklin Michael Popov	Capitão PM	SENASP
3	Mr. Kenji Konishi	Coronel PM	PMESP
4	Mr. Andreis Silvio Dal Lago	Coronel PM	BMRS
5	Mr. André Marcelo Rebeiro Machado	Major PM	BMRS
6	Mr. Eduardo Felisberto Alves	Major PM	PMMG
7	Mr. Hudson Matos Ferraz Junior	Major PM	PMMG
8	Mr. Marco Antônio Badaró Bianchini	Coronel PM	PMMG
9	Mr. Paulo Amora	Ministro	ABC
10	Mr. Winston Coelho Costa	Coronel PM	PMMG
11	Mr. Eron Carlos da Costa	Analista de Projetos	ABC
12	Mr. Maurício Pavão Flôres	Capitão PM	SENASP
13	Mr. João Batista Machado	Capitão PM	SENASP
14	Mr. Anderson Maurício Coelho	Capitão PM	PMMG
15	Mr. Josué Nunes Neto	Analista de Projetos	ABC
16	Mr. Mauro Douglas Ribeiro	Project Leader	SENASP
17	Mr. Marco Aurelio Martins De Araujo	Project Manager	SENASP
18	Mr. Vinicius Frabetti	Project Coordinator	SENASP
19	Mr. Marcelo Nogueira da Silva	Collaborator	BMRS

**Attachment 3 List of Japanese Experts provided**

(Long-term Experts)

	Name	Title	Term	M/M
1	Koichi Maruyama	Expert of Community Policing/Chief Adviser	April 2015 to October 2016	18.3
2	Hisami Ohashi	Expert of Community Policing/Chief Adviser	October 2016 to January 2018	15.7
3	Daisuke Kobayashi	Coordinator	April 2016 to May 2017	24.3

(Short-term Experts)

	Name	Term	M/M
1	Katsuya Endo	January 2015 to March 2015	1.9
2	Akemi Shibuya	January 2015 to March 2015	1.9
3	Hisami Ohashi	August 2015 to October 2015	2.0
4	Toshiki Yogo	September 2015 to November 2015	2.1
5	Katsushige Higashi	March 2016 to May 2016	1.4
6	Toshihiro Arakawa	June 2016 to July 2016	1.3
7	Yuji Nakagawa	September 2016 to October 2016	1.3
8	Yoshiyuki Nakatani	October 2016 to December 2016	1.3
9	Masahiro Kamei	January 2017 to February 2017	1.3
10	Taro Matsunaga	April 2017 to May 2017	1.4
11	Shinya Watanabe	August 2017 to September 2017	1.4
12	Tsuyoshi Onozato	November 2017 to December 2017 *Expected	1.4

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**Attachment 4 List of country focused trainings in Japan**

#	Term	Venue	Number of participants by region
1	Apr 17, 2015 – May 1, 2015	Tokyo Aichi	1 from SENASP, 3 each from PMESP, PMMG and BMRS 10 in total
2	Oct 16, 2015 – Oct 30, 2015	Tokyo Chiba Kanagawa Niigata	1 each from SENASP, Alagoas, Amazonas, Bahia, Ceará, Espírito Santo, Goiás, Mato Grosso do Sul, Pará, Piauí, Rio Grande do Norte and Tocantins 12 in total
3	Jun 3, 2016 – Jun 17, 2016	Tokyo Shiga	2 each from PMESP, PMMG and BMRS 1 each from SENASP, Amazonas, Bahia, Brasília, Espírito Santo, Goiás, Paraná and Santa Catarina 14 in total
4	Out 21, 2016 – Nov 6, 2016	Tokyo Chiba Osaka	1 each from SENASP, PMMG, Alagoas, Amazonas, Bahia, Brasília, Espírito Santo, Goiás, Mato Grosso do Sul, Pará, Paraíba, Paraná, Roraima and Tocantins 14 in total
5	Jun 30, 2017 – Jul 14, 2017	Tokyo Kyoto Saitama	2 each from PMESP, PMMG and BMRS 1 each from SENASP, Amazonas, Bahia, Brasília, Espírito Santo, Goiás, Paraná and Santa Catarina 14 in total
6	Nov 2, 2017 – Dec 8, 2017	Tokyo Aichi Gunma	1 from SENASP 1 each from PMESP, PMMG, BMRS, Amazonas, Bahia, Brasília, Espírito Santo, Goiás, Paraná and Santa Catarina 5 under selection 16 in total

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**Attachment 5 List of community policing seminars or sessions held by IDS**

#	Term	Category	Host	JICA lecturer	Participants
1	Jan 29, 2015	Community policing seminar	Bahia	Endo and Shibuya	70 from Bahia
2	Feb 20, 2015	Community policing seminar	Brasília	Endo and Shibuya	30 from Brasília
3	Mar 6, 2015	Community policing seminar	Espírito Santo	Endo and Shibuya	200 from Espírito Santo
4	Aug 21, 2015	Community policing seminar	Mato Grosso do Sul	Ohashi	30 from Mato Grosso do Sul
5	Sep 2, 2015	Community policing knowledge	Pará	Ohashi	50 from Pará
6	Sep 4, 2015	Community policing seminar	Pará	Ohashi	100 from Pará
7	Sep 18, 2015	Community policing seminar	Goiás	Ohashi	150 from Goiás
8	Oct 22, 2015	Community policing knowledge	Santa Catarina	Maruyama and Yogo	200 from Santa Catarina including 50 citizens
9	Nov 9, 2015	Community policing knowledge	Rio de Janeiro	Yogo	10 from Rio de Janeiro and 10 from Mato Grosso do Sul
10	Nov 13, 2015	Community policing lecture	Rio de Janeiro	Yogo	18 from Rio de Janeiro
11	Nov 20, 2015	Community policing seminar	Espírito Santo	Maruyama	500 from Espírito Santo
12	Apr 14, 2016	Knowledge for police academy	Bahia	Higashi	30 from Bahia
13	May 19, 2016 – May 20, 2016	CIMPC-SK	Bahia	Maruyama	35 from Bahia

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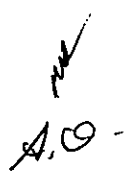
#	Term	Category	Host	JICA lecturer	Participants
14	Jul 7, 2016	Community policing seminar	Espírito Santo	Maruyama and Arakawa	200 from Espírito Santo and 1 from Pará
15	Sep 29, 2016	Community policing knowledge	Santa Catarina	Maruyama and Nakagawa	30 from Santa Catarina including 10 citizens
16	Oct 20, 2016	Community policing seminar	Santa Catarina	Ohashi and Nakagawa	135 from Santa Catarina including 20 citizens and 5 from Paraná
17	Nov 9, 2016	Community policing knowledge	Paraná	Nakatani	50 from Paraná
18	Dec 1, 2016	Community policing seminar	Paraná	Ohashi and Nakatani	65 or more from Paraná including 25 citizens (done by TV conference)
19	Feb 2, 2017	Community policing knowledge	Brasília	Kamei	30 from Brasília
20	Feb 16, 2017	Community policing seminar	Brasília	Ohashi and Kamei	60 from Brasília
21	Apr 5, 2017	Community policing knowledge	Rio Grande do Sul	Ohashi and Matsunaga	40 candidates for majors from Rio Grande do Sul
22	Apr 6, 2017	Community policing knowledge	Rio Grande do Sul	Ohashi and Matsunaga	30 candidates of KOBAN police officers from Rio Grande do Sul
23	May 4, 2017	Community policing seminar	Goiás	Ohashi and Matsunaga	90 from Goiás including 70 citizens
24	May 5, 2017	Community policing seminar	Goiás	Ohashi and Matsunaga	300 from Goiás
25	Jun 29, 2017	Community policing seminar	Tocantins	Ohashi and others (2 from Tocantins and 1 from Pará)	200 from Tocantins including 50 citizens, 1 from Pará and 1 from Mato Grosso



#	Term	Category	Host	JICA lecturer	Participants
26	Sep 15, 2017	Community policing seminar	Amazonas	Ohashi and Watanabe	150 from Amazonas
27	Sep 28, 2017	Community policing seminar	Mato Grosso	Ohashi	130 from Mato Grosso including 100 citizens

**Attachment 6 List of technical visits on IDS**

#	Term	Venue
1	Jan 26, 2015—Jan 30, 2015	Bahia
2	Feb 19, 2015—Feb 20, 2015	Brasília
3	Mar 2, 2015—Mar 6, 2015	Espírito Santo
4	Sep 8, 2015—Sep 18, 2015	Goiás
5	Sep 10, 2015—Sep 11, 2015	Rio de Janeiro
6	Oct 5, 2015—Oct 15, 2015	Amazonas
7	Oct 19, 2015—Oct 27, 2015	Santa Catarina
8	Oct 26, 2015—Oct 29, 2015	Paraná
9	Nov 2, 2015—Nov 13, 2015	Rio de Janeiro
10	Nov 16, 2015—Nov 20, 2015	Espírito Santo
11	Apr 4, 2016—Apr 29, 2016	Bahia
12	Jun 13, 2016—Jul 8, 2016	Espírito Santo
13	Sep 27, 2016—Oct 21, 2016	Santa Catarina
14	Nov 7, 2016—Dec 2, 2016	Paraná
15	Dec 16, 2016	Brasília
16	Jan 23, 2017—Feb 17, 2017	Brasília
17	Mar 7, 2017—Mar 8, 2017	Goiás
18	Apr 10, 2017—May 5, 2017	Goiás
19	Jul 26, 2017—Jul 28, 2017	Amazonas
20	Aug 21, 2017—Sep 13, 2017	Amazonas

**Attachment 7 List of CIMPC-SK held during the Project**

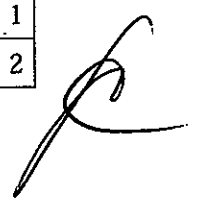
#	Term	Venue	Host	Number of participants by region	
1	Jul 20, 2015 – Jul 31, 2015	São Paulo	PMESP	Acre	1
				Alagoas	1
				Amapá	1
				Amazonas	1
				Bahia	1
				Brasília	0
				Ceará	1
				Espírito Santo	1
				Goiás	1
				Maranhão	1
				Mato Grosso	0
				Mato Grosso do Sul	1
				Minas Gerais	0
				Pará	1
				Paraíba	1
				Pernambuco	1
				Piauí	1
				Paraná	1
				Rio de Janeiro	0
				Rio Grande do Norte	1
				Rio Grande do Sul	0
				Rondônia	1
				Roraima	1
				Santa Catarina	1
São Paulo	5				
Sergipe	0				
Tocantins	1				
Others	8				
Total	33				
2	Jul 20, 2015 – Jul 31, 2015	Minas Gerais	PMMG	Acre	2
				Alagoas	2
				Amapá	2
				Amazonas	1
				Bahia	2

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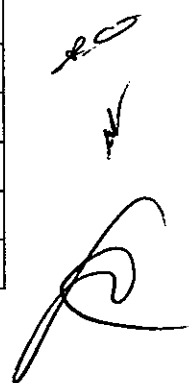
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#	Term	Venue	Host	Number of participants by region	
				Brasília	0
				Ceará	1
				Espírito Santo	2
				Goiás	1
				Maranhão	2
				Mato Grosso	1
				Mato Grosso do Sul	1
				Minas Gerais	6
				Pará	2
				Paraíba	1
				Pernambuco	0
				Piauí	2
				Paraná	1
				Rio de Janeiro	0
				Rio Grande do Norte	2
				Rio Grande do Sul	0
				Rondônia	1
				Roraima	2
				Santa Catarina	0
				São Paulo	0
				Sergipe	2
				Tocantins	1
				Others	0
				Total	37
3	Jul 20, 2015 – Jul 31, 2015	Rio Grande do Sul	BMRS	Acre	2
				Alagoas	2
				Amapá	0
				Amazonas	2
				Bahia	2
				Brasília	1
				Ceará	2
				Espírito Santo	2
				Goiás	2
				Maranhão	1
				Mato Grosso	1
				Mato Grosso do Sul	2

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#	Term	Venue	Host	Number of participants by region	
				Minas Jerais	0
				Pará	2
				Paraíba	2
				Pernambuco	1
				Piauí	2
				Paraná	2
				Rio de Janeiro	0
				Rio Grande do Norte	2
				Rio Grande do Sul	5
				Rondônia	1
				Roraima	1
				Santa Catarina	2
				São Paulo	0
				Sergipe	0
				Tocantins	2
				Others	0
				Total	41
4	Aug 3, 2015 – Aug 14, 2015	São Paulo	PMESP	Acre	2
				Alagoas	2
				Amapá	1
				Amazonas	1
				Bahia	2
				Brasília	0
				Ceará	2
				Espírito Santo	1
				Goiás	2
				Maranhão	0
				Mato Grosso	1
				Mato Grosso do Sul	2
				Minas Jerais	2
				Pará	2
				Paraíba	2
				Pernambuco	1
				Piauí	2
				Paraná	2
				Rio de Janeiro	0



#	Term	Venue	Host	Number of participants by region	
				Rio Grande do Norte	2
				Rio Grande do Sul	2
				Rondônia	2
				Roraima	0
				Santa Catarina	2
				São Paulo	2
				Sergipe	0
				Tocantins	2
				Others	0
				Total	39
5	Aug 3, 2015 – Aug 14, 2015	Minas Gerais	PMMG	Acre	0
				Alagoas	2
				Amapá	2
				Amazonas	2
				Bahia	0
				Brasília	0
				Ceará	1
				Espírito Santo	1
				Goiás	1
				Maranhão	2
				Mato Grosso	1
				Mato Grosso do Sul	2
				Minas Gerais	15
				Pará	1
				Paraíba	2
				Pernambuco	0
				Piauí	1
				Paraná	2
				Rio de Janeiro	0
				Rio Grande do Norte	1
				Rio Grande do Sul	1
				Rondônia	1
				Roraima	0
				Santa Catarina	1
				São Paulo	1
				Sergipe	0

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#	Term	Venue	Host	Number of participants by region	
				Tocantins	1
				Others	0
				Total	41
6	2015/08/03 – 2015/08/14	Rio Grande do Sul	BMRS	Acre	1
				Alagoas	2
				Amapá	1
				Amazonas	2
				Bahia	2
				Brasília	1
				Ceará	1
				Espírito Santo	2
				Goiás	1
				Maranhão	2
				Mato Grosso	1
				Mato Grosso do Sul	1
				Minas Gerais	2
				Pará	2
				Paraíba	1
				Pernambuco	2
				Piauí	2
				Paraná	1
				Rio de Janeiro	0
				Rio Grande do Norte	2
				Rio Grande do Sul	1
				Rondônia	0
				Roraima	2
				Santa Catarina	1
				São Paulo	2
				Sergipe	0
				Tocantins	1
				SENASP	1
				Total	37

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**Attachment 8 List of community policing seminars held during the Project**

#	Term	Venue	Host	Lecturer	Participants
1	Feb 6, 2015	São Paulo	SENASP PMESP	JICA experts: Endo and Shibuya 1 from PMESP	150 from PMESP
2	Feb 13, 2015	Rio Grande do Sul	SENASP BMRS	JICA experts: Endo and Shibuya	200 from BMRS
3	Feb 26, 2015	Minas Gerais	SENASP PMMG	JICA experts: Endo and Shibuya 1 from PMESP Other police officers from Alagoas, Bahia, Pará and Rio Grande do Sul	570 from PMMG and others
4	Nov 17, 2015	Rio Grande do Sul	SENASP BMRS	JICA experts: Yogo 2 from BMRS 1 from PMMG 1 from Goiás 1 from PMESP	240 from BMRS
5	Dec 9, 2015	Minas Gerais	SENASP PMMG	JICA experts: Maruyama 1 from PMMG	40 from PMMG
6	Feb 25, 2016— Feb 26, 2016	Minas Gerais	SENASP PMMG	JICA experts: Maruyama 1 from PMESP 1 from BMRS 3 from PMMG	500 from PMMG 2 from Piauí 1 from Pará 1 from Mato Grosso
7	Oct 17, 2016	Minas Gerais	SENASP PMMG	JICA experts: Maruyama 1 from BMRS 1 from PMESP 1 from Bahia	250 from PMMG and students
8	Oct 18, 2016— Oct 19, 2016	São Paulo	SENASP PMESP	JICA experts: Maruyama 1 from PMMG	380 from PMESP
9	Nov 21, 2016	Rio Grande do Sul	SENASP BMRS	JICA experts: Ohashi 1 from BMRS	300 from BMRS





MINISTÉRIO DA JUSTIÇA  
SECRETARIA NACIONAL DE SEGURANÇA PÚBLICA

Esplanada dos Ministérios, Ministério da Justiça, Bloco "T", Anexo II, sala 509, Brasília-DF – CEP: 70064-900  
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**Ata da reunião do Comitê de Coordenação Conjunta do Acordo de Cooperação Técnica Internacional entre Brasil e Japão para o estabelecimento de um sistema contínuo e autossuficiente de Polícia Comunitária no Brasil, denominado Koban no Japão**

Aos quatorze dias do mês de maio do ano de 2015, esteve reunido o Comitê de Coordenação Conjunta (CCC) do Acordo supracitado, na sala 502 do edifício sede do Ministério da Justiça, para discussão da pauta em anexo. A reunião iniciou às 09h. A Recepção foi realizada pela Secretária Nacional de Segurança Pública, Regina Maria Filomena de Luca Miki, acompanhada pelo Secretário Nacional de Segurança Pública Substituto, Marcello Barros e pelo Diretor do Depro, Anael Aymoré Jacob. Estiveram presentes os seguintes participantes: da Secretaria Nacional de Segurança Pública (Senasp), além dos supracitados, participaram o Cap PMDF Franklin Michael Popov e o Cap PMMS Maurício Pavão Flores; da Agência de Cooperação Internacional do Japão (JICA), Sr Taku Ishimaru, representante sênior, Sr Nobuyuki Kimura; da Agência Brasileira de Cooperação (ABC), sr Wofsi Yuri Guimarães de Souza e sr Eron C. Costa; da Polícia Militar do Estado de São Paulo (PMESP), Coronel Kenji Konishi – Diretor de Polícia Comunitária e Direitos Humanos (DPCDH); da Polícia Militar de Minas Gerais (PMMG), Major Hudson Matos Ferraz Junior – representando o Diretor de Apoio Operacional - e o Major Eduardo Felisberto Alves – representando o Comandante-Geral da PMMG; da Brigada Militar do Rio Grande do Sul (BMRS), Tenente Coronel Andreis Silvio Dal Lago – representando o Comandante-Geral da BMRS – e o Major André Marcelo Ribeiro Machado – representante da BMRS no programa de polícia comunitária do Rio Grande do Sul; da Agência de Polícia Nacional do Japão, sr Koichi Maruyama - perito japonês de longo prazo – e o sr Daisuke Kobayashi – Coordenador do Projeto em auxílio ao perito de longo prazo. Além do CCC, participaram da reunião os integrantes do Grupo de Trabalho responsável pela atualização do manual do Curso Internacional de Multiplicador de Polícia Comunitária-Sistema Koban (CIMPC-SK): Major PMESP Evanilson Corrêa de Souza; Cap PMESP Ricardo Juhás Sanches; Cap BMRS Luciano da Cunha Veríssimo; Cap BMRS Cristiano Cuozzo Marconatto; Cap PMMG José Agnaldo Rodrigues; 1º Ten PMMG Ronan Sassada Silva. No início da reunião, Três profissionais – Cap Franklin Popov, Cap Luciano da Cunha Veríssimo e 1º Ten Ronan Sassada Silva - dos dez participantes do Curso de Gestor de Polícia Comunitária-Sistema Koban (CGPC-SK), realizado no Japão em abril de 2015, apresentaram as impressões e possibilidades de aplicação dos conhecimentos de acordo com a realidade brasileira. Às 10h iniciou-se o debate da pauta anteriormente proposta, anexa a esta ata. Quanto ao item 1, foi realizada uma apresentação do planejamento das atividades do Acordo de Cooperação em epígrafe para os três anos de vigência – 2015, 2016 e 2017. Quanto ao item 2, ficaram aprovadas as seguintes datas para a realização do CIMPC-SK, nos três estados modelos: 1ª (SP), 2ª (MG) e 3ª (RS) edição: 20 a 31 de julho; 4ª (SP), 5ª (MG) e 6ª (RS) edição: 03 a 14 de agosto. Item 3 da pauta, que refere-se aos critérios para participar do CIMPC-SK, foi apresentada a proposta de alteração da redação retirando o tempo mínimo de 10 anos de serviço para os Oficiais, sendo a redação aprovada da seguinte forma: “ser





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policial militar na graduação de sargento ou subtenente e que tenha no mínimo 8 (oito) e no máximo 20 (vinte) anos de efetivo serviço policial militar; ou ser oficial intermediário ou subalterno e que tenha no máximo 23 (vinte e três) anos de efetivo serviço policial militar. Quanto ao item 4 da pauta, que trata dos critérios para escolha dos indicados para o Curso de Operador de Polícia Comunitária-Sistema Koban (COPC-SK) no Japão, além dos critérios anteriormente definidos no Acordo, foi alterado a letra "b", passando a vigorar com a seguinte redação: "*ser indicado em lista tríplice para cada vaga, **em ordem de prioridade decrescente**, acompanhada de currículo e exposição de motivos, os quais serão deliberados pelo Comitê Técnico*". Foram acrescentados os seguintes pontos: g) Ter desenvolvido ou estar desenvolvendo projetos e/ou trabalhos de Polícia Comunitária, considerando o tempo em que o profissional permaneceu na atividade; h) Estar vinculado a algum setor, unidade, local de polícia comunitária; i) Apresentar um projeto para a aplicação dos conhecimentos que serão adquiridos; j) Ter boa conduta profissional e civil, estando, se praça, no mínimo no comportamento bom ou equivalente; não ter sido condenado em processo judicial transitado em julgado, bem como não estar submetido a processo administrativo que possa ensejar exclusão das fileiras da instituição; l) Gozar de boa saúde, estando apto ao serviço policial militar, sem restrição de ordem médica. O item 5 da pauta, que refere-se ao apêndice 3 do Registro de Discussões (RD), foi apresentado e validado pelo CCC. Quanto ao Item 7 da pauta, que trata do cronograma de trabalho dos peritos de curto prazo, o Diretor do Depro apresentou a proposta da Polícia Japonesa que consiste no envio de um perito de curto prazo por dois meses e na sequência o envio do outro perito por igual tempo. Dessa forma, a cada semestre o Brasil terá o acompanhamento de um perito de curto prazo por quatro meses. Após as considerações do Cap Franklin, foi submetido para votação e aprovado sem ressalvas. Na sequência, atendendo ao item 6 da pauta, o Grupo de Trabalho que realizou a atualização do manual do CIMPC-SK apresentou o produto final e destacou os principais pontos do manual. Como nada mais foi dito, deu-se por encerrada a presente reunião do Comitê de Coordenação Conjunta (CCC) às 17h do dia quatorze de maio de 2015, sendo formalizada esta ata que após lida e achado conforme foi devidamente assinada por todos os partícipes do CCC e por mim, Maurício Pavão Flôres, que a redigi.

  
Arael Aymoré Jacob

Diretor do Departamento de Políticas, Programas e Projetos

  
Taku Ishimaru

Representante Sênior da Jica

  
Franklin Michael Popov – Capitão PM  
CGPIAPS / DEPRO / SENASP









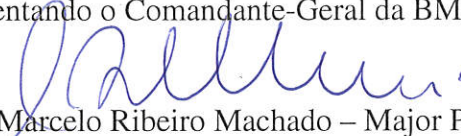


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Diretor de Polícia Comunitária e Direitos Humanos da PMESP


  
Andreis Silvio Dal Lago – Tenente Coronel PM  
Representando o Comandante-Geral da BMRS


  
André Marcelo Ribeiro Machado – Major PM  
Representante da Brigada Militar no Programa de  
Polícia Comunitária do Rio Grande do Sul

  
Eduardo Felisberto Alves – Major PM  
Representando o Comandante-Geral da PMMG

  
Hudson Matos Ferraz Junior – Major PM  
Representando o Diretor de Apoio Operacional da PMMG

  
Koichi Maruyama – Superintente da Polícia de Kioto  
Perito Japonês de Longo Prazo

  
Daisuke Kobayashi  
Coordenador do Projeto em auxílio ao perito de longo prazo

  
Eron Carlos da Costa – Analista de Projetos  
Agência Brasileira de Cooperação

  
Maurício Pavao Flôres – Capitão PM  
CGPIAPS / DEPRO / SENASP



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**Ata da reunião do Comitê de Coordenação Conjunta do Acordo de Cooperação Técnica Internacional entre Brasil e Japão para o estabelecimento de um sistema contínuo e autossuficiente de Polícia Comunitária no Brasil, denominado Koban no Japão**

Aos quinze dias do mês de setembro do ano de 2015, esteve reunido o Comitê de Coordenação Conjunta (CCC) do Acordo supracitado, na sala 502 do edifício sede do Ministério da Justiça, para discussão da pauta em anexo. A reunião iniciou às 09h. A Recepção foi realizada pelo Diretor de Políticas, Programas e Projetos, Sr Anael Aymoré Jacob. Estiveram presentes os seguintes participantes: da Secretaria Nacional de Segurança Pública (Senasp), além do supracitado, participaram a srª Laiza Mara Neves Spagna - Coordenadora Geral de Planejamento Estratégico do Depro, sr Yuri Gregorio Ferreira de Moraes, Cap PMMS Maurício Pavão Flores; Cap PMESP João Batista Machado, sr Luciano Ramos Ribeiro; da Agência de Cooperação Internacional do Japão (JICA), Sr Taku Ishimaru, representante sênior, Sr Masaki Iiyama - Representante, Sra Naoko Yamada, Sr Nobuyuki Kimura - responsável pelo Projeto; da Agência Brasileira de Cooperação (ABC), Ministro Paulo Amora, Juliana Campos Fronzaglia e sr Eron C. Costa; da Polícia Militar do Estado de São Paulo (PMESP), Coronel Kenji Konishi – Diretor de Polícia Comunitária e de Direitos Humanos (DPCDH) e representante do Comandante-Geral; da Polícia Militar de Minas Gerais (PMMG), Coronel Marco Antônio Badaró Bianchini - Comandante-Geral da PMMG, Coronel Winston Coelho Costa- Diretor de Apoio Operacional; da Brigada Militar do Rio Grande do Sul (BMRS), Coronel Andreis Silvio Dal Lago – representando o Comandante-Geral da BMRS; da Agência de Polícia Nacional do Japão, sr Koichi Maruyama - perito japonês de longo prazo – e o sr Daisuke Kobayashi – Coordenador do Projeto em auxílio ao perito de longo prazo; da Embaixada do Japão, Sr Tetsutaro Nakamura - Secretário de Segurança da Embaixada do Japão, senhor Daisuke Yokoyama. Após lida a pauta da reunião, anexa a esta ata, o Diretor do Depro informou da reestruturação do departamento e objetivando dar maior condições de trabalho às atividades do projeto de cooperação internacional, foi alocado na Coordenação de Planejamento Estratégico e Projetos Especiais (CGPE), sendo retirado da CGPIAPS, ficando alterada e cientificada aos partícipes a alteração do Gerente do Projeto, constante no Registro de Discussões, de CGPIAPS para CGPE. Quanto item 2, o Diretor do DEPRO informou que a SENASP estará coletando dados para a seleção dos 9 estados da 2ª etapa (considerados disseminadores). Quanto ao item 3, referente ao Chefe de Delegação dos Cursos de Gestor e Operador de Polícia Comunitária no Japão, ficou definido que o representante da Senasp não necessita obedecer aos critérios das demais Unidades Federativas, pois a Senasp possui gestores que não são policiais militares, sendo o Chefe de Delegação o representante da Senasp, podendo a coordenação do grupo ser exercida pelo Policial Militar mais antigo. Quanto ao item 4, que trata da definição das datas para realização do Curso Internacional de Multiplicador de Polícia Comunitária - Sistema Koban, no ano de 2016, em seis edições, ficaram definidas as seguintes datas: 7ª e 10ª edição em SP: de 15 a 26 de fevereiro e de 04 a 15 de abril de 2016, respectivamente; 8ª e 11ª edição em MG



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de 21 de março a 01 de abril e de 30 de maio a 10 de junho de 2016, respectivamente; 9ª e 12ª edição no RS de 21 de março a 01 de abril e de 30 de maio a 10 de junho de 2016, respectivamente. Quanto ao item 5, que versa sobre a distribuição de vagas para o Curso de Gestor de Polícia Comunitária no Japão, ficou definido que o Comitê de Coordenação Conjunta entende ser importante a abertura de vagas para Estados não modelos para realização do Curso de Gestor de Polícia Comunitária no Japão, não sendo definido o quantitativo de vagas e a redistribuição das mesmas aos Estados Modelos e SENASP, devendo ser realizada uma avaliação para definição dos Estados da 2ª Etapa considerados disseminadores. Às 14h00min. todos presentes iniciaram a análise dos indicados para o Curso de Operador de Polícia Comunitária, no Japão (item 6). A leitura dos nomes, currículos e exposição de motivos foi feita pelo Cap Maurício, ficando assim decidido pelos presentes: pelo Estado de Alagoas: 1º TEN PATRÍCIA SOARES DE LIMA; pelo Estado do Amazonas: CAP ADRIANA SALES GOMES; pelo Estado da Bahia: CAP LEANDRO SOUZA DE SANTANA; pelo Estado do Ceará: CAP JOSÉ MESSIAS MENDES FREITAS; pelo Estado do Espírito Santo: CAP WEBSTONE ALVES CHRIST. Foi proposto que se envie um Ofício ao Comando da Polícia Militar do Espírito Santo, solicitando informações do porquê de não terem sido indicados outros profissionais, uma vez que haviam policiais habilitados conforme requisitos propostos; pelo Estado de Goiás: 1º TEN HEBER BRUNO DE OLIVEIRA, mas deve ser solicitado o envio da descrição do projeto proposto pelo indicado; pelo Estado de Mato Grosso do Sul: 1º TEN FRANCISCO ROGELIANO FERREIRA CAVALCANTE; pelo Estado de Pará: CAP QOPM JOAQUIM BATISTA BARROS; pelo Estado do Piauí: CAP JOÃO SARAIVA DA SILVA; pelo Estado Rio Grande do Norte: 1º TEN REIDSON CRISANTO DA SILVA; pelo Estado de Tocantins: 1º TEN THIAGO MONTEIRO MARTINS. Quanto ao item 7, ficou decidido será iniciado a discussão na próxima sexta-feira, quando então será apresentada para a Secretária e após validada pela área técnica, sendo que será apresentada na próxima reunião do Comitê de Coordenação Conjunta, na primeira semana de fevereiro de 2016. Após as considerações, foi submetido para votação a presente ata e aprovado sem ressalvas. Como nada mais foi dito, deu-se por encerrada a presente reunião do Comitê de Coordenação Conjunta (CCC) às 17h do dia quinze de setembro de 2015, sendo formalizada esta ata que após lida e achado conforme, foi devidamente assinada por todos os partícipes do CCC e por nós, Maurício Pavão Flôres e João Batista Machado, que a redigimos.

  
Anael Aymoré Jacob

Diretor do Departamento de Políticas, Programas e Projetos

*Impossibilitado*  
Marco Antônio Badaró Bianchini – Coronel PM  
Comandante-Geral da PMMG

*Impossibilitado*

*Assinaturas manuscritas e rubricas:*  
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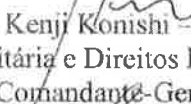
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Paulo Amora - Ministro  
Agência Brasileira de Cooperação

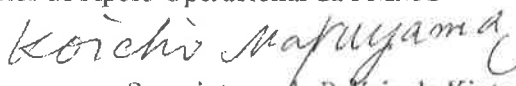
  
Taku Ishimaru

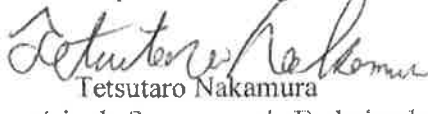
Representante Sênior da Jica

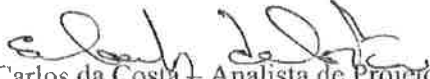
  
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Diretor de Polícia Comunitária e Direitos Humanos da PMESP e representante do  
Comandante-Geral da PMESP

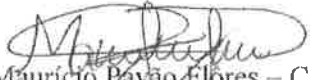
  
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Winston Coelho Costa – Coronel PM  
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Koichi Maruyama – Superintente da Polícia de Kioto  
Perito Japonês de Longo Prazo

  
Tetsutaro Nakamura  
Secretário de Segurança da Embaixada

  
Eron Carlos da Costa – Analista de Projetos  
Agência Brasileira de Cooperação

  
Maurício Pavão Flores – Capitão PM  
CGPE / DEPRO / SENASP

  
João Batista Machado – Capitão PM  
CGPE / DEPRO / SENASP

Nome do Projeto: Projeto de Multiplicação da Polícia Comunitária

Órgãos Executores: Secretaria Nacional de Segurança Pública (SENASP),

Polícia Militar do Estado de São Paulo (PMESP), Polícia Militar de Minas Gerais (PMMG) e Brigada Militar do Rio Grande do Sul (BMRS)

Grupos-Alvo: SENASP, PMESP, PMMG, BMRS e Polícias Militares dos outros estados

Período: MM 2015 a MM 2018 (Três (3) anos)

Locais do Projeto: Brasília, São Paulo, Minas Gerais, Rio Grande do Sul e Estados de Disseminação Intensiva (Os Estados São: AM; BA; DF; ES; GO; PR; SC; RJ)

Ver. 01

Data 20/11/2015

Sumário Narrativo	Indicadores Objetivamente Verificáveis	Meios de Verificação	Pressupostos Importantes	Realização	Observação
<b>Objetivo Superior</b> O policiamento comunitário brasileiro é disseminado pelos órgãos relacionados do lado brasileiro.	Ações concretas para promover o policiamento comunitário de maneira adequada a cada estado são iniciadas em todos os estados brasileiros.	Informações sobre a situação de implementação de policiamento comunitário em cada estado, coletadas e administradas pela SENASP.		Foi realizado um questionário que coletará as informações da situação do policiamento comunitário nos Estados	Em andamento. Previsão final na segunda quinzena de dezembro.
<b>Objetivo do Projeto</b> É estabelecido um sistema nacional para a disseminação contínua e autossuficiente do policiamento comunitário pelos órgãos brasileiros relacionados.	Ações concretas para promover a filosofia do policiamento comunitário de maneira adequada a cada estado são iniciadas em todos os estados brasileiros.	Informações sobre a situação de implementação de policiamento comunitário em cada estado, coletadas e administradas pela SENASP.	A política relacionada à disseminação do policiamento comunitário no Brasil não é alterada. A SENASP assegura pessoal e orçamento necessários para promover a disseminação do policiamento comunitário no Brasil. A Polícia Militar de cada estado assegura pessoal e orçamento necessários para disseminar o policiamento comunitário em seus estados. A PMESP, PMMG e BMRS asseguram pessoal e orçamento necessários para disseminar e melhorar a qualidade do policiamento comunitário em seus estados. A PMESP, PMMG e BMRS cooperam com a SENASP na prestação de assistência aos demais estados para a disseminação do policiamento comunitário. As Polícias Militares dos Estados para Disseminação asseguram pessoal e orçamento necessários para disseminar o policiamento comunitário em seus estados.	Estados disseminadores desenvolvem atividades de policiamento comunitário. Disseminação através de seminários internos, porém ainda o compartilhamento de informações para outros Estados está na fase inicial. Após a coleta das informações detalhadas do policiamento comunitário, as boas práticas serão compartilhadas.	A Senasp irá apresentar um plano com estratégias para divulgação de boas práticas.
<b>Resultados</b> 1. A capacidade da SENASP de coletar e administrar informações sobre policiamento comunitário é aprimorada a fim de promover a disseminação do policiamento comunitário no Brasil.  2. A capacidade da SENASP de introduzir novas atividades de policiamento comunitário é aprimorada, por acordos regionais.  3. As atividades de policiamento comunitário pela PMESP são aperfeiçoadas.  4. As atividades de policiamento comunitário pela PMMG são aperfeiçoadas.	1-1. A SENASP conduz um levantamento para coletar informações sobre a situação de implementação do policiamento comunitário em cada estado XX vezes por ano. 1-2. A SENASP coleta informações sobre boas práticas de policiamento comunitário incluindo os seus efeitos.  2-1. A SENASP promove propostas de acordo voluntário para que os estados melhorem seus projetos de policiamento comunitário. 2-2. A SENASP encoraja e financia grupos de trabalho específicos para propor padrões gerais de processos de policiamento comunitário.  3-1. Os desafios do policiamento comunitário no estado de São Paulo são analisados e compreendidos. 3-2. É desenvolvido um plano de ação para disseminar e melhorar a qualidade do policiamento comunitário no estado de São Paulo. 3-3. Resultados de ações concretas para a disseminação e melhoria da qualidade do policiamento comunitário no estado de São Paulo.  4-1. Os desafios do policiamento comunitário no estado de Minas Gerais são analisados e compreendidos. 4-2. É desenvolvido um plano de ação para disseminar e melhorar a qualidade do policiamento comunitário no estado de Minas Gerais. 4-3. Resultados de ações concretas para a disseminação e melhoria da qualidade do policiamento comunitário no estado de Minas Gerais.	Informações sobre a situação de implementação de ações de policiamento comunitário em cada estado, coletadas e administradas pela SENASP.  Coletâneas de boas práticas de policiamento comunitário incluindo seus efeitos reunidas pela SENASP.  Relatório sobre a análise dos desafios do policiamento comunitário no estado de São Paulo. Plano de ação para a disseminação e melhoria da qualidade do policiamento comunitário no estado de São Paulo. Relatórios de ações concretas para a disseminação e melhoria da qualidade do policiamento comunitário no estado de São Paulo.  Relatório sobre a análise dos desafios do policiamento comunitário no estado de Minas Gerais. Plano de ação para a disseminação e melhoria da qualidade do policiamento comunitário no estado de Minas Gerais. Relatórios de ações concretas para a disseminação e melhoria da qualidade do policiamento comunitário no estado de Minas Gerais.	Informações sobre a situação de implementação de ações de policiamento comunitário em cada estado, coletadas e administradas pela SENASP. Coletâneas de boas práticas de policiamento comunitário incluindo seus efeitos reunidas pela SENASP.	Embora dois capítulos que se dedicavam às atividades do Projeto desde o início tenham se afastado, foram incluídos mais cinco profissionais, totalizando treze profissionais à disposição do Projeto, de modo que a capacidade gerencial está sendo fortalecida.  Serão enviados em Outubro Acordos de Cooperação Técnica entre Senasp e Estados, determinando responsabilidade para ambos para a disseminação do policiamento comunitário.  A PMESP cumpriu. Dados estão compartilhados com a Senasp, Jica e ABC.  A PMMG cumpriu. Dados estão compartilhados com a Senasp, Jica e ABC.	Aguardando a resposta dos Estados referente ao questionário enviado pela Senasp.  Assinatura prevista para dezembro.  Este resultado será constantemente aperfeiçoado.  Este resultado será constantemente aperfeiçoado.

<p>5. As atividades de policiamento comunitário pela BMRS são aperfeiçoadas.</p>	<p>5-1. Os desafios do policiamento comunitário no estado do Rio Grande do Sul são analisados e compreendidos.                  5-2. É desenvolvido um plano de ação para disseminar e melhorar a qualidade do policiamento comunitário no estado do Rio Grande do Sul.                  5-3. Resultados de ações concretas para a disseminação e melhoria da qualidade do policiamento comunitário no estado do Rio Grande do Sul.</p>	<p>Relatório sobre a análise dos desafios do policiamento comunitário no estado do Rio Grande do Sul.                  Plano de ação para a disseminação e melhoria da qualidade do policiamento comunitário no estado do Rio Grande do Sul.                  Relatórios de ações concretas para a disseminação e melhoria da qualidade do policiamento comunitário no estado do Rio Grande do Sul.</p>
<p>6. A capacidade da SENASP, PMESP, PMMG e BMRS de prestar assistência efetiva aos demais estados para promover a disseminação do policiamento comunitário no Brasil é aprimorada.</p>	<p>6-1. Resultados dos cursos de treinamento sobre policiamento comunitário para todos os estados (número de cursos realizados, número de estados participantes, avaliação dos cursos pelos participantes).                  6-2. Resultados dos seminários sobre policiamento comunitário para todos os estados (número de seminários realizados, número de estados participantes, avaliação dos seminários pelos participantes).                  6-3. Experiências de policiamento comunitário são organizadas pela PMESP.                  6-4. Experiências de policiamento comunitário são organizadas pela PMMG.                  6-5. Experiências de policiamento comunitário são organizadas pela BMRS.                  6-6. Resultados de assistência concreta para disseminar o policiamento comunitário nos Estados de Disseminação.</p>	<p>Relatórios dos cursos de treinamento sobre policiamento comunitário.                  Relatórios dos seminários sobre policiamento comunitário.                  Materiais de policiamento comunitário desenvolvidos a partir das experiências no estado de São Paulo.                  Materiais de policiamento comunitário desenvolvidos a partir das experiências no estado de Minas Gerais.                  Materiais de policiamento comunitário desenvolvidos a partir das experiências no estado do Rio Grande do Sul.                  Relatórios de assistência concreta para disseminar o policiamento comunitário nos Estados de Disseminação.</p>

<p>A BMRS cumpriu. Dados estão compartilhados com a Senssp, Jica e ABC.</p>	<p>Este resultado será constantemente aperfeiçoado.</p>
<p>Foram realizados 6 edições do Curso Internacional de Multiplicador de Polícia Comunitária-Sistema Koban, nos três Estados modelos, capacitando profissionais de todo o país, exceto o Rio de Janeiro que não enviou policiais. O total de Policiais Militares treinados foi de 220. Foi realizado o Seminário Internacional de Policiamento Comunitário em Minas Gerais, com a participação de peritos japoneses. O Estado do Rio Grande do Sul realizará no dia 17 de novembro de 2015. O apoio aos Estados Disseminadores foi realizado através da capacitação nos Estados Modelos de até 10 policiais militares por Estado disseminador.</p>	<p>O perito de longa duração orientou todos os participantes das 6 edições do Curso Internacional de Multiplicador de Polícia Comunitária - Sistema Koban (CIPMC-SK) sobre o policiamento comunitário do Japão.</p>



Atividades	Investimentos	Pressupostos Importantes		
<p>1-1-A SENASP coleta e administra continuamente informações sobre a situação de implementação do policiamento comunitário em cada estado.</p>	<p><b>Lado Japonês</b></p> <p>1. Peritos [Peritos de Longo Prazo] - Consultor-Chefe / Policiamento Comunitário (possibilidade de envio a ser considerada) - Coordenador / Planejamento da disseminação</p>	<p><b>Lado Brasileiro</b></p> <p>Pessoal contraparte e pessoal administrativo - Diretor do Projeto da SENASP - Diretores Assistentes da PMESP, PMMG e BMRS - Gerente do Projeto da SENASP - Gerentes Assistentes da PMESP, PMMG e BMRS</p>	<p>A SENASP assegura pessoal e orçamento necessários para promover a disseminação do policiamento comunitário no Brasil. A PMESP, PMMG e BMRS asseguram pessoal e orçamento necessários para disseminar e melhorar a qualidade do policiamento comunitário em seus estados.</p>	<p>Em andamento. Previsão de coleta na segunda quinzena de dezembro. A partir desta data, a Senasp gerenciará os dados.</p>
<p>1-2-A SENASP coleta e administra continuamente informações sobre boas práticas e resultados do policiamento comunitário em cada estado.</p>	<p>[Peritos de Curto Prazo] - Policiamento comunitário - Outros (se necessário) 2. Treinamento no Japão - Policiamento comunitário</p>	<p>- Oficial encarregado do Projeto: Coordenador-Geral de Planejamento Estratégico, Programas e Projetos Especiais da SENASP e seu substituto legal</p>	<p>2. Instalações, Equipamentos e sua Manutenção - Espaço de escritório na SENASP, PMESP, PMMG e BMRS - Sala(s) de reunião na SENASP, PMESP, PMMG e BMRS conforme a necessidade</p>	<p>Em andamento. Previsão de coleta na segunda quinzena de dezembro. A partir desta data, a Senasp gerenciará os dados.</p>
<p>2-1-A SENASP promove propostas de acordo voluntário para que os estados melhorem seus projetos de policiamento comunitário.</p>		<p>3. Despesas relacionadas aos treinamentos e seminários sobre policiamento comunitário no Brasil - Despesas relacionadas ao envio de oficiais da SENASP e Estados-Modelo a outros estados a fim de apoiar a disseminação do policiamento comunitário - Despesas de viagem (passagem aérea, transporte, diária e acomodação) dos Peritos da JICA para viagens oficiais no Brasil a fim de apoiar a disseminação do policiamento comunitário, financiadas pela SENASP - Despesas relacionadas a relações públicas para a disseminação do policiamento comunitário</p>	<p>A SENASP prevê nos Acordos de Cooperação Técnica a realização de Seminários para a melhoria dos projetos de policiamento comunitário</p>	<p>Será refletido também nos indicadores.</p>
<p>2-2-A SENASP encoraja e financia grupos de trabalho específicos para propor padrões gerais de processos de policiamento comunitário.</p>			<p>A Senasp criou o Grupo de Trabalho que desenvolveu o Manual para o Curso Internacional de Multiplicador de Polícia Comunitária - Sistema Koban. Participaram dois oficiais de cada Estado Modelo e mais dois Profissionais da Senasp, totalizando 8 profissionais (Major PMESP Evanilson Corrêa de Souza; Cap PMESP Ricardo Júhás Sanches; Cap PMMG José Agnaldo Rodrigues; 1º Ten PMMG Ronan Sassada da Silva; Cap BMRS Cristiano Cuozzo Marcomato; Cap BMRS Luciano da Cunha Veríssimo; dois Oficiais da Senasp que estavam no Projeto Cap PMDF Franklin Michael Popov e Cap PMMS Maurício Pavão Flores).</p>	<p>- O perito de longa duração deu orientações e conselhos na fase final do grupo de trabalho. - Novos grupos de trabalho poderão ser constituído conforme a necessidade para o ano de 2016.</p>
<p>3-1-A PMESP conduz estudo e compreende os desafios do policiamento comunitário no estado de São Paulo.</p>				<p>Quase alcançado, mas daqui para frente ainda continuarão os esforços para compreender os desafios do policiamento comunitário.</p>
<p>3-2-A PMESP melhora a qualidade do policiamento comunitário nos KOBANs existentes no estado de São Paulo.</p>				<p>Atividade em constante desenvolvimento.</p>
<p>3-3-A PMESP dissemina o policiamento comunitário nos KOBANs recém-instalados no estado de São Paulo.</p>				<p>Atividade em constante desenvolvimento.</p>
<p>4-1-A PMMG conduz estudo e compreende os desafios do policiamento comunitário no estado de Minas Gerais.</p>			<p>A política relacionada à disseminação do policiamento comunitário no Brasil não é alterada. A PMESP, PMMG e BMRS atribuem grande prioridade à disseminação e melhoria da qualidade do policiamento comunitário em seus estados. A PMESP, PMMG e BMRS cooperam com a SENASP na prestação de assistência aos demais estados para a disseminação do policiamento comunitário.</p>	<p>Quase alcançado, mas daqui para frente ainda continuarão os esforços para compreender os desafios do policiamento comunitário.</p>
<p>4-2-A PMMG dissemina e melhora a qualidade do policiamento comunitário no estado de Minas Gerais.</p>				<p>Atividade em constante desenvolvimento.</p>
<p>5-1-A BMRS conduz estudo e compreende os desafios do policiamento comunitário no estado do Rio Grande do Sul.</p>				<p>Quase alcançado, mas daqui para frente ainda continuarão os esforços para compreender os desafios do policiamento comunitário.</p>
<p>5-2-A BMRS dissemina e melhora a qualidade do policiamento comunitário no estado do Rio Grande do Sul.</p>				<p>Atividade em constante desenvolvimento.</p>
<p></p>			<p><b>Pré-Condições</b></p>	<p>Continuam promovendo ações para a melhoria da qualidade do policiamento comunitário.</p>

6-1-A SENASP oferece cursos de treinamento sobre policiamento comunitário para todos os estados com a cooperação da PMESP, PMMG e BMRS.
6-2-A SENASP realiza seminários sobre policiamento comunitário para todos os estados com a cooperação das Polícias Militares de cada estado (principalmente PMESP, PMMG e BMRS) a fim de compartilhar boas práticas e efeitos do policiamento comunitário.
6-3-A PMESP reúne experiências de policiamento comunitário de modo que os outros estados possam utilizá-las quando da introdução e disseminação do policiamento comunitário.
6-4-A PMMG reúne experiências de policiamento comunitário de modo que os outros estados possam utilizá-las quando da introdução e disseminação do policiamento comunitário.
6-5-A BMRS reúne experiências de policiamento comunitário de modo que os outros estados possam utilizá-las quando da introdução e disseminação do policiamento comunitário.
6-6-Os lados brasileiro e japonês definem os estados sujeitos à disseminação intensiva do policiamento comunitário (Estados de Disseminação Intensiva).
6-7-A SENASP presta assistência aos Estados de Disseminação com a cooperação da PMESP, PMMG e BMRS para que o policiamento comunitário seja disseminado na forma adequada para cada Estado de Disseminação Intensiva.

	Foram realizados 6 edições do Curso Internacional de Multiplicador de Polícia Comunitária-Sistema Koban, nos três Estados modelos, capacitando profissionais de todo o país, exceto o Rio de Janeiro que não enviou policiais. O total de Policiais Militares treinados foi de 220. Foi realizado o Seminário Internacional de Policiamento Comunitário em Minas Gerais, com a participação de peritos japoneses, O Estado do Rio Grande do Sul realizará no dia 17 de novembro de 2015. O apoio aos Estados Disseminadores foi realizado através da capacitação nos Estados Modelos de até 10 policiais militares por Estado disseminador. A Senasp apoiou o Seminário Internacional de Polícia Comunitária em Minas Gerais, com envio de peritos japoneses e palestrantes de Estados Modelos e outros Estados que possuem boas práticas. A Senasp continuará a incentivar a realização de seminários e encontros.	O perito de longa duração orientou todos os participantes das 6 edições do Curso Internacional de Multiplicador de Polícia Comunitária - Sistema Koban (CIPMC-SK) sobre o policiamento comunitário do Japão.
	Disseminação do policiamento realizado nos Cursos Internacionais de Multiplicador de Polícia Comunitária-Sistema Koban. Compartilhamento das boas práticas está em andamento pela Senasp.	Haverá compartilhamento de informações com base nas respostas do questionário sobre atividades e boas práticas de policiamento comunitário nos estados e seus efeitos, coletadas e administradas pela SENASP.
	Disseminação do policiamento realizado nos Cursos Internacionais de Multiplicador de Polícia Comunitária-Sistema Koban. Compartilhamento das boas práticas está em andamento pela Senasp.	Também foram enviados orientadores para a Polícia de outros estados (MG, RS) e realizados cursos.
<b>&lt;Questões/Problemas &amp; Contra-medidas&gt;</b> <b>Detalhe:</b> Gerenciamento e Compartilhamento pela Senasp de boas práticas de polícia comunitária; atraso no estabelecimento dos indicadores. <b>Causa:</b> autonomia federativa do Brasil, ou seja, a Senasp não tem poder de exigir dos Estados a adoção de procedimentos ou dar ordens. Soma-se a isto, a má qualidade de operação dos serviços de Internet no Ministério da Justiça, além da demora dos Estados em responder os questionamentos da Senasp. <b>Contra-medidas:</b> Está sendo formalizado um Acordo de Cooperação entre Senasp e Estados, estabelecendo responsabilidades para os partícipes, de forma que os Estados tenham a obrigação de enviar relatórios e informações para a Senasp. Foram criadas estratégias para promoção da participação colaborativa do público dos cursos, das suas respectivas instituições, das comunidades onde esses atuam e de pessoas da sociedade civil interessadas na filosofia de Polícia Comunitária e nas ações decorrentes destas. A qualidade dos sistemas da Senasp depende de inúmeros fatores e não podemos citar as soluções neste relatório.		
	Disseminação do policiamento realizado nos Cursos Internacionais de Multiplicador de Polícia Comunitária-Sistema Koban. Compartilhamento das boas práticas está em andamento pela Senasp.	Também foram enviados orientadores para a Polícia de outros estados (SP, RS) e realizados cursos.
	Disseminação do policiamento realizado nos Cursos Internacionais de Multiplicador de Polícia Comunitária-Sistema Koban. Compartilhamento das boas práticas está em andamento pela Senasp.	Também foram enviados orientadores para a Polícia de outros estados (SP, MG) e realizados cursos.
	Concluído. Os Estados São: AM; BA; DF; ES; GO; PR; SC; RJ. Em 2016 poderão ser incluídos os Estados de MS e RN.	Os oito estados foram definidos em 09/10/2015.
	Foi realizado através das visitas técnicas aos Estados Disseminadores da comitiva da Senasp (composta por peritos japoneses e profissionais da Senasp), através de reuniões com o Secretário de Segurança Pública, com os Comandantes Gerais das Polícias Militares e com os Diretores Estaduais de Polícia Comunitária.	Após a assinatura dos Acordos de Cooperação Técnica, a Senasp apoiará os Estados Disseminadores, por meio do reforço para as atividades de policiamento comunitário (reforço para as coordenadorias ou diretorias de polícia comunitária), bem como incentivará seminários e compartilhamento de boas práticas.
		Após a assinatura dos Acordos de Cooperação Técnica com os estados, a SENASP apoiará os Estados Disseminadores, por meio do fortalecimento de ações de policiamento comunitário (reforço da assistência aos coordenadores e diretores de polícia comunitária) e também por meio da promoção de realização de seminários e do compartilhamento de boas práticas, em cooperação com a PMESP, PMMG e BMRS.

Ficha de Monitoramento de Projeto II (Resumo do Plano de Projeto)

Workfile

Índice do Projeto - Projeto de Implantação de Polígonos Comunitários	Finalidade	2015												2016												2017												Obs.	Questões/Problemas	Soluções																																							
		1				2				3				4				1				2				3				4																																																	
		Janeiro	Fevereiro	Março	Abril	Maio	Junho	Julho	Agosto	Setembro	Outubro	Novembro	Dezembro	Janeiro	Fevereiro	Março	Abril	Maio	Junho	Julho	Agosto	Setembro	Outubro	Novembro	Dezembro	Janeiro	Fevereiro	Março	Abril	Maio	Junho	Julho	Agosto	Setembro	Outubro	Novembro	Dezembro																																										
<b>Atividades</b>																																							Lei de Injuntivo - RJCA, Política Nacional de Injuntivos	Lei de Injuntivos - SENASP PAROSP, PMMG, BMRS	Resumo																																						
<b>Resultados</b>																																							Resumo																																								
<b>1. Realização de SENASP e outras atividades relacionadas sobre polígonos comunitários, incluindo visitas a fim de promover a identificação de polígonos comunitários no Estado</b>																																							Resumo																																								
<b>1.1 A SENASP realiza e atualiza continuamente informações sobre a situação de implementação de polígonos comunitários em cada estado</b>																																							Resumo																																								
<b>1.2 A SENASP realiza e atualiza continuamente informações sobre boas práticas e resultados de polígonos comunitários em cada estado</b>																																							Resumo																																								
<b>2. Atividade de SENASP de interação entre unidades de polígonos comunitários, incluindo reuniões, fóruns, eventos, etc.</b>																																							Resumo																																								
<b>2.1 A SENASP promove a realização de eventos voltados para que os estados melhorem suas práticas de polígonos comunitários</b>																																							Resumo																																								
<b>2.2 A SENASP promove a realização de eventos para permitir que os estados possam promover a implementação de polígonos comunitários</b>																																							Resumo																																								
<b>3. Atividade de polígonos comunitários pela PMPSP de especificação</b>																																							Resumo																																								
<b>3.1 A PMPSP realiza visitas e cooperação em direção da implementação de polígonos comunitários em estado do Rio Grande do Sul</b>																																							Resumo																																								
<b>3.2 A PMPSP realiza visitas e cooperação em direção da implementação de polígonos comunitários em estado de Mato Grosso do Sul</b>																																							Resumo																																								
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<b>3.5 A BMRS realiza visitas e cooperação em direção da implementação de polígonos comunitários em estado do Rio Grande do Sul</b>																																							Resumo																																								
<b>3.6 A BMRS realiza visitas e cooperação em direção da implementação de polígonos comunitários em estado do Mato Grosso do Sul</b>																																							Resumo																																								
<b>4. Realização de SENASP, PMPSP, PMMG, BMRS e outras atividades, incluindo reuniões, fóruns, eventos, etc.</b>																																							Resumo																																								
<b>4.1 A SENASP realiza visitas e cooperação em direção da implementação de polígonos comunitários em todos os estados com a cooperação da PMPSP, PMMG e BMRS</b>																																							Resumo																																								
<b>4.2 A SENASP realiza visitas e cooperação em direção da implementação de polígonos comunitários em todos os estados com o apoio da PMPSP, PMMG, BMRS e do grupo de coordenação de boas práticas e efeitos de polígonos comunitários</b>																																							Resumo																																								
<b>4.3 A PMPSP realiza experiências de polígonos comunitários de modo que os estados possam obter os benefícios de introdução e disseminação de polígonos comunitários</b>																																							Resumo																																								
<b>4.4 A PMPSP realiza experiências de polígonos comunitários de modo que os estados possam obter os benefícios de introdução e disseminação de polígonos comunitários</b>																																							Resumo																																								
<b>4.5 A BMRS realiza experiências de polígonos comunitários de modo que os estados possam obter os benefícios de introdução e disseminação de polígonos comunitários</b>																																							Resumo																																								
<b>4.6 Os dados resultados e impactos definidos em estado incluem a disseminação de boas práticas e efeitos de polígonos comunitários (Estado de Disseminação de Boas Práticas)</b>																																							Resumo																																								
<b>4.7 A SENASP promove atividades em Estado de Disseminação com a cooperação da PMPSP, PMPSP, PMMG e BMRS para que os polígonos comunitários sejam disseminados na forma adequada para cada Estado de Disseminação de Boas Práticas</b>																																							Resumo																																								
<b>Plano de Monitoramento</b>																																							Resumo																																								
<b>Monitoramento</b>																																							Resumo																																								
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**COORDENAÇÃO-GERAL DO PLANO DE IMPLANTAÇÃO E ACOMPANHAMENTO DOS**  
**PROGRAMAS SOCIAIS DE PREVENÇÃO DA VIOLÊNCIA**

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## **Relatório de Monitoramento de Multiplicação da Polícia Comunitária - 2015**

### **I. Resumo**

#### **1. Progresso**

##### **1-1 Progresso do Investimento**

Investimentos do lado japonês:

- a) Disponibilização de um perito de longo prazo, quatro peritos de curto prazo em 2015 e um coordenador do Projeto;
- b) Custeio das passagens aéreas, diárias e demais despesas do Curso de Gestor de Polícia Comunitária Sistema Koban, em de 17 a 30 de abril de 2015;
- c) Custeio das passagens aéreas, diárias e demais despesas do Curso de Operador de Polícia Comunitária Sistema Koban, de 16 a 30 de outubro de 2015;

Investimentos do lado brasileiro:

- a) de janeiro a agosto de 2015 a Senasp disponibilizou 06 (seis) profissionais para o Projeto que trabalharam em conjunto com os dois cedidos pelo Japão. Destes seis, dois são Capitães da Polícia Militar. A partir de setembro o incentivo foi ampliado, mantendo três capitães e totalizando 13 profissionais envolvidos. O Gerente do Projeto pela Senasp no período de maio a setembro era o Sr Ricardo Guanaes Cuosso, Coordenador Geral do Plano de Implantação e Acompanhamento dos Programas Sociais de Prevenção da Violência, sendo substituído em Setembro pela Sra Laiza Mara Neves Spagna, Coordenadora Geral de Planejamento Estratégico e Projetos Especiais.
- b) A Senasp custeou seis edições do Curso Internacional de Multiplicador de Polícia Comunitária Sistema Koban (CIPMC-SK), realizado em julho e agosto de 2015 nos Estados Modelos (SP, RS, MG), totalizando aproximadamente R\$ 1.200.000,00 (um milhão e duzentos mil reais).
- c) A Senasp custeou as passagens aéreas e diárias para as visitas técnicas dos peritos de curto e longo prazo nos seguintes Estados: SP, MG, RS, ES, BA, DF, MS, PA, GO, AM, SC, RJ e PR.
- d) A Senasp colaborou para a realização de seminários em Minas Gerais e Rio Grande do Sul, com o auxílio de diárias e passagens para os palestrantes, além de ceder profissionais para a disseminação da filosofia de polícia comunitária.
- e) Os Estados Modelos investiram com disponibilização de profissionais para a execução dos CIPMC-SK, além de padronizarem procedimentos de policiamento por meio de manuais e doutrinas de Polícia.



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## **1-2 Progresso das Atividades**

Para o ano de 2015 ficou acertado, e foi cumprido, que a Senasp desenvolveria Capacitações com ofertas de vagas para Policiais Militares de todo o país, bem como proporcionaria visitas técnicas em algumas Unidades Federativas. O projeto concentrou-se no fortalecimento da Senasp, dos Estados Modelos, dos Estados Disseminadores e dos novos possíveis Estados Disseminadores que são: Pará, Mato Grosso do Sul e Rio Grande do Norte. Ficou agendada para 2016 a definição sobre a entrada dos estados de Rio Grande do Norte e do Mato Grosso do Sul para o grupo de Estados Disseminadores, após serem ambos visitados pelos peritos japoneses e pela SENASP.

Todas as capacitações previstas ocorreram, sendo estas as seis edições do Curso Internacional de Multiplicador de Polícia Comunitária Sistema Koban.

## **1-3 Andamento dos Resultados do Projeto**

a) A Senasp apresentou um fortalecimento do gerenciamento das atividades: com o aumento do número de profissionais trabalhando no Projeto; constantes reuniões com a Jica e ABC; maior interação com os Estados Modelos e disseminadores; maior controle e gerenciamento dos documentos de planejamento.

b) Os Estados Modelos continuaram seu forte trabalho de policiamento comunitário.

c) Os Estados de São Paulo e Minas Gerais já possuíam manuais e doutrinas de policiamento bem fundamentadas. O Estado do Rio Grande do Sul que não possuía manuais sobre o policiamento comunitário publicou após a chegada dos Oficiais que foram ao Japão para o Curso de Gestor. Foi criada uma Adjuntoria de Polícia Comunitária no RS, fortalecendo a disseminação no Estado.

d) Aproximadamente 220 profissionais foram capacitados no CIMPC-SK, que contempla o modelo japonês de policiamento e os modelos utilizados em SP, MG e RS.

## **1-4 Andamento da Meta do Projeto**

A maioria das metas para o ano de 2015 foram cumpridas. Os Estados que deveriam receber as visitas técnicas de fato receberam, alguns deles por mais de uma vez. O projeto concentrou-se no fortalecimento da Senasp, dos Estados Modelos, dos Estados Disseminadores e de outros três estados com grande potencial para serem considerados Estado disseminador.

Todas as capacitações previstas ocorreram.

O gerenciamento pela Senasp das boas práticas de policiamento comunitário não ocorreu. Tal compartilhamento de informações deverá ocorrer a partir de novembro de 2015.

Outra meta não cumprida foi o estabelecimento de indicadores para avaliação e monitoramento do Projeto. Os indicadores estão previstos ser finalizados em novembro de 2015.

Dentre as dificuldades encontradas, ressalto: autonomia federativa do Brasil, ou seja, a Senasp não tem poder de exigir dos Estados a adoção de procedimentos ou dar ordens, pois seu papel



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institucional é de indutor de políticas públicas de segurança. Soma-se a isto, a demora dos Estados em responder os questionamentos da Senasp.

#### **1-5 Mudanças de Riscos do Projeto e Ações de Mitigação**

A pendência para 2016 é melhorar o reconhecimento, o gerenciamento e o compartilhamento das boas práticas de polícia comunitária desenvolvidas em cada Estado e a sociedade civil. As estratégias para realização do proposto foram criadas por profissionais de comunicação social da Senasp (CGPE) com o objetivo de serem incorporadas à rotina de trabalho de todos os atores envolvidos no projeto. Devido à crise econômica do Brasil, é possível que sejam reduzidas as vagas para o Curso Internacional de Multiplicador de Polícia Comunitária Sistema Koban (CIMPC-SK) para 2016 e 2017. Como contramedida é possível preencher as 40% das vagas com discentes locais, pertencentes aos Estados de realização dos cursos.

Dentre os profissionais envolvidos no Projeto na Senasp, o Capitão Maurício Pavão Flores e o Capitão João Batista Machado retornam para os seus Estados de origem e a equipe foi reforçada com a colaboradores Fernanda Lima e Fernando Zarattonello e com os servidores Yuri de Moraes e Luciano Ribeiro.

#### **1-6 Progresso das Ações Feitas pela JICA**

A Jica acompanha as atividades do Projeto constantemente, acompanhando as visitas técnicas nos Estados, reunindo-se na Senasp e Agência Brasileira de Cooperação de forma a planejar e reorientar as ações que serão desempenhadas.

A Jica é sempre consultada e informada das decisões do Projeto.

#### **1-7 Progresso das Ações Feitas pela SENASP/Estados Modelos**

A Senasp apresentou um fortalecimento do gerenciamento das atividades. Os Estados Modelos continuaram seu forte trabalho de policiamento comunitário.

O Estado do Rio Grande do Sul que não possuía manuais sobre o policiamento comunitário publicou após a chegada dos Oficiais que foram ao Japão para o Curso de Gestor. Foi criada uma Adjuntoria de Polícia Comunitária no RS, fortalecendo a disseminação no Estado.

Aproximadamente 220 profissionais foram capacitados no CIMPC-SK, que contempla o modelo japonês de policiamento e os modelos utilizados em SP, MG e RS.

#### **1-8 Progresso das Considerações Ambientais e Sociais (se aplicável)**

As Polícias Militares no Brasil desenvolvem inúmeros Projetos Sociais que colaboram para a aproximação entre Polícia e comunidade e melhoria da questão social, uma vez que permite aos futuros profissionais oportunidades de estudo e aprendizado de uma profissão. Porém, não há uma análise dos resultados sociais por parte da Senasp.



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**COORDENAÇÃO-GERAL DO PLANO DE IMPLANTAÇÃO E ACOMPANHAMENTO DOS**  
**PROGRAMAS SOCIAIS DE PREVENÇÃO DA VIOLÊNCIA**

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**1-9 Progresso das Considerações sobre Gênero/Construção da Paz/Erradicação da Pobreza (se aplicável)**

As Polícias Militares no Brasil desenvolvem inúmeros Projetos Sociais que colaboram para a aproximação entre Polícia e comunidade. Os projetos são uma estratégia de aproximação social. Os principais beneficiários são as crianças carentes. Os principais Projetos são: lutas como boxe, jiu-jitsu, karatê, judô; futebol; atletismo; instruções de informática; reforço escolar com aulas de cidadania, Direitos Humanos, empregabilidade e legislação.

Dessa forma, os projetos sociais das Policiais Militares do Brasil colaboram para uma melhor qualidade de vida, convivência e segurança cidadã através da promoção de uma cultura de respeito aos Direitos Humanos e a paz. Entretanto os Projetos Sociais já existiam antes do Acordo com o Japão e continuam em desenvolvimento, não sendo realizado com frequência, pelas Polícia Militares, uma análise dos resultados sociais.

**1-10 Outros Assuntos Nótaveis/Consideráveis Relacionados/Afetos ao Projeto (exemplos, como outros projeto da JICA, atividades das contrapartidas, outros doadores, setores privados, ONGs etc.)**

Nada a acrescentar.

**2. Atrasos no Cronograma de Trabalho e/ou Problemas (se houver)**

**2-1 Detalhe:** Gerenciamento e Compartilhamento pela Senasp de boas práticas de polícia comunitária; atraso no estabelecimento dos indicadores.

**2-2 Causa:** autonomia federativa do Brasil, ou seja, a Senasp não tem poder de exigir dos Estados a adoção de procedimentos ou dar ordens. Soma-se a isto, a má qualidade de operação dos serviços de Internet no Ministério da Justiça, além da demora dos Estados em responder os questionamentos da Senasp.

**2-3 Ação necessária:** Está sendo formalizado um Acordo de Cooperação entre Senasp e Estados, estabelecendo responsabilidades para os partícipes, de forma que os Estados tenham a obrigação de enviar relatórios e informações para a Senasp. Foram criadas estratégias para promoção da participação colaborativa do público dos cursos, das suas respectivas instituições, das comunidades onde esses atuam e de pessoas da sociedade civil interessadas na filosofia de Polícia Comunitária e nas ações decorrentes destas. A qualidade dos sistemas da Senasp depende de inúmeros fatores e não podemos citar as soluções neste relatório.

**2-4 Papeis das pessoas/órgãos responsáveis (JICA, SENASP, Estados Modelos, etc.)**

Após a Senasp estabelecer os referidos Acordos de Cooperação com os Estados, será facilitado o gerenciamento de informações. Sob orientação e supervisão dos profissionais de comunicação social



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Yuri Moraes e Luciano Ribeiro os demais profissionais participantes do projeto Polícia Comunitária participarão de forma colaborativa das iniciativas criadas para divulgar boas práticas.

### **3. Alteração do Plano de Implantação do Projeto**

O Estado do Pará não apresentou um nível adequado de desenvolvimento de policiamento comunitário, fato que culminou na retirada do mesmo dentre os Estados Disseminadores. Dois outros Estados apresentam bom nível de desenvolvimento de policiamento comunitário e poderão em 2016 ser incluídos como disseminadores. O primeiro Estado é o Mato Grosso do Sul que recebeu a visita técnica da Perita Hisami Ohashi e do Representante Sênior da Jica Sr Taku Ishimaru. O segundo é o Rio Grande do Norte que ainda não recebeu visita técnica mas a Senasp tem conhecimento de boas ações.

#### **3-1 Plano de Operação (PO)**

**O Plano de Operação para 2016 sofreu alterações. Objetivando mais tempo para as providências de envio de profissionais para os Cursos no Japão:**

- a) A reunião do Comitê de Coordenação Conjunta ficou acertada para início de fevereiro de 2016 para permitir a seleção dos profissionais dos Estados Modelos que irão ao Japão no Curso de Gestor de Polícia Comunitária.
- b) Os Cursos Internacionais de Multiplicadores de Polícia Comunitária Sistema Koban iniciarão em fevereiro e terminarão em maio de 2016. Dessa forma em junho será realizado nova reunião do Comitê de Coordenação Conjunta para a seleção dos profissionais que irão ao Japão em outubro no Curso de Operador de Polícia Comunitária Sistema Koban.

#### **3-2 Outras Alterações sobre Implantação do Projeto em Detalhe**

Nada a acrescentar.

### **4. Preparo da SENASP/Estados Modelos para após o termino do Projeto**

Previsto para 2018

## **II. Folha do Monitoramento do Projeto I & II    Anexo**





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**Ata da reunião do Comitê de Coordenação Conjunta do Acordo de Cooperação Técnica Internacional entre Brasil e Japão para o estabelecimento de um sistema contínuo e autossuficiente de Polícia Comunitária no Brasil, denominado Koban no Japão.**

Aos dois dias do mês de fevereiro do ano de dois mil e dezesseis, esteve reunido o Comitê de Coordenação Conjunta (CCC) do Acordo supracitado, na sala 502 do edifício sede do Ministério da Justiça, para discussão da pauta em anexo. A reunião iniciou às catorze horas. A Recepção foi realizada pelo Diretor de Políticas, Programas e Projetos, Sr. **Anael Aymoré Jacob**. Estiveram presentes os seguintes participantes: Sra. **Laiza Mara Neves Spagna** - Coordenadora Geral de Planejamento Estratégico do Depro, Sra. **Fernanda Machado de Araújo Lima** da CGPE e o Sr. **Luciano Ramos Ribeiro** da CGPE; da Polícia Militar do Estado de São Paulo (PMESP), Coronel **Kenji Konishi** – Diretor de Polícia Comunitária e de Direitos Humanos (DPCDH) e representante do Comandante-Geral; da Brigada Militar do Rio Grande do Sul (BMRS), o Coronel **Andreis Silvio Dal Lago** – representando o Comandante-Geral da BMRS e o Adjunto de Polícia Comunitária da Brigada Militar - Major **André Marcelo Ribeiro**; da Polícia Militar de Minas Gerais, o Capitão **Anderson Maurício Coelho** Adjunto de Polícia Comunitária da PMMG; da Agência de Cooperação Internacional do Japão (JICA), Sr. **Taku Ishimaru**, representante sênior, Sr. **Nobuyuki Kimura** - responsável pelo Projeto; da Agência de Polícia Nacional do Japão, Sr. **Koichi Maruyama** - perito japonês de longo prazo e o Sr. **Daisuke Kobayashi** Coordenador do Projeto em auxílio ao perito de longo prazo; da Embaixada do Japão, Sr. **Tetsutaro Nakamura** - Secretário de Segurança da Embaixada do Japão, Sr. **Daisuke Yokoyama** - Secretário de Departamento Econômico da Embaixada do Japão e a Sra. **Sílvia Noriko Kaneyasu** - intérprete; da Agência Brasileira de Cooperação (ABC), Sr. **Josué Nunes Neto** – Analista de Projetos, e o Sr. **Eron C. Costa**. Após lida a pauta da reunião, anexa a esta ata, foram deliberados os assuntos abaixo:

No início da reunião, o Sr. Taku Ishimaru, representante sênior da JICA, solicitou a retirada da pauta dos seguintes itens:

3 - Aprovação da proposta para definição dos (08) oito Estados Disseminadores, DF, AM, BA, ES, GO, PR, RJ e SC. Apresentação de proposta para a inserção de outros estados pendentes.

4 – Apresentação de proposta de atividade para os peritos de curto prazo (Brasil e Japão estão negociando um cronograma de visitas).

O representante sênior da JICA, Sr. Ishimaru, ainda ponderou que as reuniões do Comitê de Coordenação Conjunta (CCC) deveriam ser realizadas separadamente das discussões técnicas sobre o desenvolvimento do projeto. Sugeriu que as discussões técnicas aconteçam em outro momento e que o CCC seja convocado apenas para deliberar sobre questões já discutidas. Ele também questionou sobre o papel dos Estados Disseminadores depois de escolhidos. E, ainda,



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comunicou que não foi autorizado a assinar a ata da presente reunião, pois os representantes do Japão foram instruídos a assinar a ata após a tradução do documento para o Japonês.

Os representantes da ABC também manifestaram seu interesse de levar a ata da reunião para apreciação e assinatura de sua chefia, Sr. Yuri Wofsi.

O Sr. Anael solicita a manutenção dos itens 3 e 4 na pauta da presente reunião para que se possa discutir e ampliar a discussão sobre esses temas. Ele fala que os Estados Disseminadores da filosofia de polícia comunitária demonstram estarem mais à frente nesta área do que os demais estados não-modelo. A Sra. Laiza pergunta se poderia ser aprovada na presente reunião a definição dos oito Estados Disseminadores como sendo DF, AM, BA, ES, GO, PR, RJ e SC, pois essa lista já havia sido discutida e acordada pela equipe técnica do Brasil e do Japão.

O Sr. Anael ponderou sobre o grau de autonomia decisória nas tratativas entre o Brasil e Japão, representado na pessoa do Sr. Maruyama, e aventou a possibilidade de reuniões deliberativas do CCC serem realizadas por meio de videoconferências com a participação direta da Polícia Nacional do Japão.

O Sr. Maruyama, perito de longo prazo, concordou com a definição dos oito Estados Disseminadores como sendo: **DF, AM, BA, ES, GO, PR, RJ e SC**. Porém discordou da inclusão de dois novos estados nessa lista neste momento. O Sr. Ishimaru confirmou que há consenso sobre os oito Estados Disseminadores propostos, mas reiterou que a proposta de dois novos estados não implica futuro acordo da JICA. O Sr. Anael informou que terceiro item de pauta apenas apresenta a possibilidade de que no futuro sejam incluídos mais dois Estados Disseminadores.

O Sr. Ishimaru afirmou que as informações passadas pela Senasp aos peritos de curto prazo para as visitas realizadas em 2015 foram insuficientes. Ele solicitou que a programação para as atividades dos peritos de curto prazo em 2016 inclua locais onde há ligação com policiamento comunitário, para que o perito possa contribuir mais e ainda, que a Senasp crie mecanismos para que as visitas dos peritos façam sentido.

O Sr. Ishimaru sugeriu que fosse fortalecida a rede de comunicação dos profissionais envolvidos no policiamento comunitário no país e, para tanto, seria importante a criação de grupos de trabalho, pela Senasp, com foco na disseminação da Polícia Comunitária. Também ponderou sobre a importância da realização de reuniões com os coordenadores estaduais de polícia comunitária e que a Secretaria deveria resgatar e fortalecer essa relação de proximidade com os estados. Ele comenta sobre a necessidade da Senasp em conseguir apoio dos estados através da realização de encontros, como aconteceu em Goiânia, no encontro dos Comandantes Gerais, e não somente pela internet. Sr. Ishimaru também chamou atenção para o prejuízo da saída dos colaboradores Franklin e Maurício, que participaram do desenho inicial do projeto mas retornaram aos estados de origem no final de 2015, gerando descontinuidade.

A Sra. Laiza informou que a SENASP tem todo interesse em resgatar essa relação de maior proximidade com os estados nas questões tocantes ao policiamento comunitário, por meio de reuniões periódicas com coordenadores estaduais e da instituição de grupos de trabalho para realizar discussões mais específicas. Mas para que isso seja possível os estados precisam assinar



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os Acordos de Cooperação Técnica, concordando em desenvolver, em parceria com a SENASP, atividades para a disseminação do policiamento comunitário. Tais documentos foram enviados para todos os estados, em novembro e dezembro de 2015 e, desde então, a Senasp vem cobrando as assinaturas dos secretários e comandantes gerais de alguns Estado. Nesse sentido, Sra. Laiza solicitou apoio dos Estados Modelo para sensibilizar autoridades dos estados que ainda não assinaram o referido documento.

Sra. Laiza também informou sobre a necessidade de os Estados Modelo indicarem os candidatos aos cursos que serão realizados no Japão até o final do mês de fevereiro. Sugeriu que a seleção dentre os indicados fosse realizada pela SENASP e ratificada pelos Estados Modelo por e-mail. Todos concordaram com a sugestão feita. Ela informou ainda que foi acordado com os Estados Modelo, em reunião pela manhã, que o Curso Internacional de Multiplicador de Polícia Comunitária será realizado no período de outubro a novembro de 2015, devido ao calendário das olimpíadas, que mobilizará parte considerável do efetivo das Polícias Militares do país.

O Sr. Josué Nunes da ABC sugeriu a criação de um comitê técnico para realização de discussões técnicas, mas ponderou que o CCC também deve ser um fórum de debates para o projeto. Ele confirmou a necessidade de flexibilidade na condução do projeto pelas partes e ressaltou a dificuldade de compreensão da parte japonesa sobre o funcionamento da polícia no Brasil. Ele afirmou que o Brasil não está pronto para receber 'pacotes prontos', de forma fixa, devendo, portanto haver flexibilidade na condução do projeto.

O Sr. Anael confirmou a necessidade de aprimoramento sobre as estratégias das visitas dos peritos de curto prazo, pois os peritos de curto prazo também vieram despreparados para orientar os policiais comunitários conforme a realidade da segurança pública no Brasil. Também concordou com a necessidade de criação de um comitê técnico e sugeriu que a primeira reunião deste comitê fosse realizada ainda em fevereiro, entre os dias 16/02 e 19/02. Todos concordaram com a sugestão e com o agendamento a posteriori, por e-mail, em horário compatível às agendas de todos os participantes.

Quanto ao retorno dos colaboradores eventuais aos estados de origem, Sr. Anael reafirmou o esforço da Senasp para desenvolver os recursos humanos do próprio quadro de servidores do Ministério da Justiça e, assim, garantir a continuidade do projeto, uma vez que os colaboradores eventuais cedidos sempre vão retornar ao estado de origem após o prazo determinado.

O Sr. Eron perguntou aos representantes da JICA sobre a não disponibilidade ainda de vagas para os cursos no Japão, conforme foi afirmado pelo Sr. Maruyama durante a presente reunião.

O Sr. Maryuama informou que a proposta da Polícia Nacional do Japão é que as 12 vagas do curso de gestor de Polícia Comunitária, a ser realizado no primeiro semestre de 2016 no Japão, sejam assim distribuídas:

- 1 vaga para cada um dos 8 Estados Disseminadores;
- 1 vaga para cada um dos Estados Modelo;
- 1 vaga para a SENASP.

Porém, esta proposta de distribuição de vagas ainda não foi confirmada pelas partes.



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Os representantes dos Estados Modelo afirmaram que não têm condições de abrir mão das vagas previstas para os cursos de gestor no Japão, conforme o Registro de Discussão, pois já assumiram compromissos com suas respectivas instituições. Foi afirmado também que a participação no referido curso é a única contrapartida ofertada aos Estados Modelo no âmbito do projeto de cooperação, e que eventuais alterações no número de vagas podem resultar na necessidade de revisão de seus compromissos de oferta do Curso Internacional de Multiplicador de Polícia Comunitária.

O Sr. Anael perguntou aos representantes da JICA sobre a possibilidade de ampliação em 05 (cinco) no quantitativo total de vagas para o Curso de Gestores em Policiamento Comunitário no Japão, de forma que os Estados Modelo continuem com o número de vagas inicialmente previsto e os Estados Disseminadores pudessem enviar um representante cada. Neste caso, a SENASP estaria disposta a abrir mão de 03 (três) vagas inicialmente previstas para envio de representantes do Governo Federal. Neste cenário, a distribuição de vagas durante a totalidade do projeto de cooperação técnica ser daria da seguinte forma:

- 08 (oito) vagas por Estado Modelo : 24 (vinte e quatro vagas)
- 01 (uma) vaga por Estado Disseminador: 08 (oito) vagas
- 03 (três) vagas para a SENASP: 03 (três) vagas
- TOTAL : 35 (trinta e cinco) vagas

O Sr. Ishimaru informou que levará a proposta apresentada para consideração superior junto à JICA e Polícia Nacional do Japão.

O Sr. Eron sugeriu que a JICA ofereça melhor suporte na comunicação entre o lado japonês e o brasileiro, pois tem observado sérios problemas de comunicação entre as representações dos citados países na condução do projeto.

O Sr. Ishimaru comentou que tem observado certa confusão na comunicação entre ambos os lados com relação ao conceito básico do Projeto na tentativa de alinhá-lo com o Plano Nacional pela Redução de Homicídios. Acrescentou que, embora não negue que o Projeto de Policiamento Comunitário possa contribuir para a redução do número de homicídios, era preciso ficar claro que eles não estavam ali para implementar o Plano Nacional pela Redução de Homicídios em si, sendo importante que voltassem para o objetivo inicial do Projeto.

O Sr. Eron pontuou que o PNRH (Plano Nacional pela Redução de Homicídios) é uma grande oportunidade para o fortalecimento desse ACT, ao contrário do que pensa o Japão.

O Sr. Anael propôs a realização de uma reunião do Comitê Técnico para o aprofundamento da discussão e alinhamento das propostas, com a presença de representantes lado brasileiro, incluindo os Estados Modelo, e do lado japonês. E ainda, propôs a realização de uma reunião extraordinária do CCC para aprovação dos itens de pauta que não puderam ser discutidos. E assim, deu-se por encerrada a reunião.

Como nada mais foi dito, deu-se por encerrada a presente reunião do Comitê de Coordenação Conjunta (CCC) às dezoito horas do dia dois de fevereiro do ano de dois mil e dezesseis.





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A presente ata, redigida por **Luciano Ramos Ribeiro**, será enviada a todos os presentes para validação e, após a tradução do texto para o japonês e entendimento de seu conteúdo, será assinada.

**Anael Aymore Jacob**

Diretor do Departamento de Políticas, Programas e Projetos

**Laiza Mara Neves Spagna**

Coordenadora Geral de Planejamento Estratégico do Depro

**Luciano Ramos Ribeiro**  
CGPE / DEPRO / SENASP

**Kenji Konishi** - Coronel PM

Diretor de Polícia Comunitária e Direitos Humanos da PMESP e representante do Comandante-Geral da PMESP

**Andreis Silyio Dal Lago** - Coronel PM  
Representando o Comandante-Geral da BMRS

**Anderson Maurício Coelho** - Capitão PM  
Polícia Militar de Minas Gerais (PMMG)

**Eron Carlos da Costa** – Analista de Projetos  
Agência Brasileira de Cooperação - ABC

Josué Nunes Neto  
**Analista de Projetos - ABC**

**Koichi Maruyama** – Superintendente da Polícia de Kioto  
Perito Japonês de Longo Prazo



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**Taku Ishimaru**

Representante Sênior - JICA

**Nobuyuki Kimura**

Responsável pelo Projeto - JICA

小林 大輔

**Daisuke Kobayashi**

Coordenador do Projeto - JICA

*Japens G.*

*Ken*

*[assinatura]*



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**Ata da reunião do Comitê de Coordenação Conjunta (CCC) do Acordo de Cooperação Técnica Internacional entre Brasil e Japão para o estabelecimento de um sistema contínuo e autossuficiente de Polícia Comunitária no Brasil, denominado Koban no Japão.**

Aos dezenove do mês de fevereiro do ano de dois mil e dezesseis, às catorze horas e trinta minutos, esteve reunido o Comitê de Coordenação do Acordo supracitado, na sala 502 do edifício sede do Ministério da Justiça, para deliberação da pauta em anexo. A Recepção foi realizada pelo Diretor de Políticas, Programas e Projetos, Sr. **Anael Aymoré Jacob**. Estiveram presentes os seguintes participantes: Sra. **Laiza Mara Neves Spagna** - Coordenadora Geral de Planejamento Estratégico do Depro, Sra. **Fernanda Machado de Araújo Lima** da CGPE e o Sr. **Luciano Ramos Ribeiro** da CGPE; Sra. **Maribel Fernandes Ribeiro Santana**, Secretaria Executiva Adjunta do Ministério da Justiça; da Polícia Militar do Estado de São Paulo (PMESP), Coronel **Kenji Konishi** – Diretor de Polícia Comunitária e de Direitos Humanos (DPCDH) e representante do Comandante-Geral; da Brigada Militar do Rio Grande do Sul (BMRS), o Coronel **Andreis Silvio Dal Lago** – representando o Comandante-Geral da BMRS; da Polícia Militar de Minas Gerais, o Capitão **Anderson Maurício Coelho** Adjunto de Polícia Comunitária da PMMG; da Agência de Cooperação Internacional do Japão (JICA), Sr. **Taku Ishimaru**, representante sênior, Sr. **Nobuyuki Kimura** - responsável pelo Projeto; da Agência de Polícia Nacional do Japão, Sr. **Koichi Maruyama** - perito japonês de longo prazo e o Sr. **Daisuke Kobayashi** Coordenador do Projeto em auxílio ao perito de longo prazo; da Embaixada do Japão, Sr. **Tetsutaro Nakamura** - Secretário de Segurança da Embaixada do Japão; a Sra. **Silvia Noriko Kaneyasu** - intérprete; da Agência Brasileira de Cooperação (ABC), o Sr. **Eron C. Costa**. Após lida a pauta da reunião, anexa a esta ata, foram deliberados os assuntos abaixo:

**1 - Relatório de monitoramento das atividades de 2015**

É aprovado o relatório de monitoramento das atividades 2015 (documento em anexo).

**2 - Indicadores definidos para monitoramento do projeto de Multiplicação da Polícia Comunitária**

Ficam definidos os indicadores elaborados na reunião do Comitê Técnico do dia dezoito de fevereiro de dois mil e dezesseis, conforme planilha dos objetivos e resultados do Projeto de Multiplicação da Polícia Comunitária (documento em anexo).

**3. Estados Disseminadores**

É aprovada a proposta para definição dos 8 (oito) estados disseminadores (DF, AM, BA, ES, GO, PR, RJ e SC). Alguns acordos de cooperação já foram assinados pelos estados, inclusive disseminadores, e a Senasp está empenhada para que as assinaturas ocorram em tempo hábil para o desenvolvimento das atividades previstas.



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**4. Proposta de atividade para os peritos de curto prazo**

Ficou definida que a primeira visita do perito de curto prazo em 2016 será no Estado da Bahia. Assim, o coordenador estadual de polícia comunitária ou policial militar designado ficará responsável pela execução do projeto e acompanhamento do perito japonês. O plano de trabalho das atividades do perito será definido pela Senasp, coordenador estadual e pelo perito de longo prazo. A data prevista para a chegada do perito será final de março.

**5. Quanto à deliberação sobre de agenda de capacitações do Curso Internacional de Multiplicador de Polícia Comunitária (CIMPC-SK) considerando as Olimpíadas, ficou decidido pela Senasp e estados modelo o seguinte:**

Houve consenso quanto à nova metodologia do CIMPC-SK, que será realizado em duas etapas: uma fase à distância; e, outra presencial, nos termos abaixo:

**5.1.** A primeira etapa teórica do curso será realizada à distância com a utilização da plataforma EAD (Senasp) no próprio estado de origem dos discentes. Não haverá limite de inscrições nesta fase de capacitação, que será por meio de vídeo-aulas;

**5.2.** A segunda (e conclusiva) etapa será efetuada de forma presencial, com a oferta de até 45 vagas para a comporem as visitas técnicas de 03 (três) dias nos estados modelo. Esta fase do CIMPC-SK deverá acontecer entre outubro e novembro de 2016, por conta do calendário Olímpico no país;

**5.3.** Deverá ser reservado um período em sala de aula para alinhamento do conteúdo durante a segunda etapa presencial do CIMPC-SK, em um dos três dias nos estados modelo;

**5.4.** Haverá um certificado para cada uma das duas etapas. Um atribuído às aulas à distância e outro para a segunda etapa presencial. Portanto, cada etapa deverá ter um certificado específico, sendo que apenas com a conclusão da última etapa presencial o discente ficará plenamente habilitado no CIMPC-SK;

**5.5.** As metodologias para as visitas guiadas de três dias na segunda etapa presencial do CIMPC-SK serão reformuladas e redefinidas pelos estados modelo.

**5.6.** Caberá à Senasp o envio de proposta orçamentária do projeto do CIMPC-SK para os estados modelo.

**6. Quanto à deliberação sobre o número de vagas disponíveis para os cursos no Japão em 2016:**

*Obs.: Sobre este assunto, segue Nota Técnica em anexo.*





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**7. Deliberação sobre custeio do transporte, no trecho nacional, para deslocamento de discentes dos cursos no Japão:**

A JICA só garantirá as saídas para o Japão dos seguintes aeroportos: São Paulo, Rio de Janeiro, Brasília, Salvador, Recife, Fortaleza, Belém, Manaus, Florianópolis, Curitiba, Porto Alegre e Belo Horizonte. Ficou decidido que a Senasp irá negociar o custeio dessas passagens com os estados onde não houver aeroportos contemplados pelo Japão quanto às despesas de deslocamento no trecho nacional. Entre os estados disseminadores, somente Goiás e Espírito Santo necessitariam desse transporte.

Como nada mais foi dito, deu-se por encerrada a presente reunião do **Comitê Coordenação Conjunta do Acordo de Cooperação Técnica Internacional entre Brasil e Japão** às dezesseis horas e trinta minutos, no dia dezanove de fevereiro de dois mil e dezesseis.

A presente ata, redigida por **Luciano Ramos Ribeiro**, será enviada a todos os presentes para validação e, após a tradução do texto para o japonês e entendimento de seu conteúdo, será assinada.

**Anael Aymoré Jacob**

Diretor do Departamento de Políticas, Programas e Projetos

**Laiza Mara Neves Spagna**

Coordenadora Geral de Planejamento Estratégico do DEPRO

**Luciano Ramos Ribeiro**

CGPE / DEPRO / SENASP

**Kenji Konishi – Coronel PM**

Diretor de Polícia Comunitária e Direitos Humanos da PMESP e representante do Comandante-Geral da PMESP

**Andreis Silvio Dal Lago – Coronel PM**

Representando o Comandante-Geral da BMRS

**Anderson Maurício Coelho - Capitão PM**

Polícia Militar de Minas Gerais (PMMG)

**Eron Carlos da Costa – Analista de Projetos**

Agência Brasileira de Cooperação - ABC



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**Josué Nunes Neto**  
**Analista de Projetos - ABC**

**Koichi Maruyama** – Superintendente da Polícia de Kioto  
Perito Japonês de Longo Prazo

**Taku Ishimaru**  
Representante Sênior - JICA

**Nobuyuki Kimura**  
Responsável pelo Projeto - JICA

**Daisuke Kobayashi**  
Coordenador do Projeto - JICA