


MINUTES OF MEETINGS
BETWEEN
JAPANESE IMPLEMENTATION STUDY TEAM
AND
NATIONAL POLICE OF THE REPUBLIC OF INDONESIA
ON
THE JAPANESE TECHNICAL COOPERATION PROJECT
ON
ENHANCEMENT OF CIVILIAN POLICE ACTIVITIES

The Japanese Implementation Study Team (hereinafter referred to as "the Team") organized by Japan International Cooperation Agency (hereinafter referred to as "JICA") visited the Republic of Indonesia from July 14, to July 17, 2002, for the purpose of working out the details of the technical cooperation program concerning the Project on Enhancement of Civilian Police Activities (hereinafter referred to as "the Project") in the Republic of Indonesia.

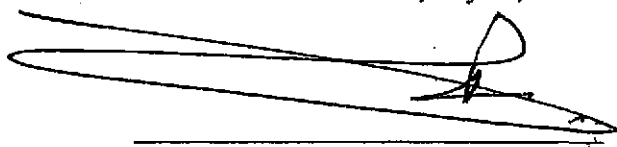
During its stay in the Republic of Indonesia, the Team exchanged views and had a series of discussions for the successful implementation of the Project with the Indonesian National Police.

As a result of discussions, the Team and Indonesian National Police agreed to recommend to their respective Governments the matters referred to in the Record of Discussions signed on July 15, 2002. Both the Team and Indonesian National Police also agreed to make this Minute of Meetings in order to confirm the mutual understandings reached through the discussions as the attached Project Document.

Jakarta, July 15, 2002



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ATTACHED DOCUMENT

I. PROJECT DOCUMENT

For the rationalization of the plan and the justification of the project implementation, both sides jointly prepared and agreed on the Project Document as attached herewith.

II. LIST OF ANNEX

ANNEX I. Project Document



PROJECT DOCUMENT

THE PROJECT ON
ENHANCEMENT OF CIVILIAN POLICE ACTIVITIES

JULY 15, 2002

INDONESIAN NATIONAL POLICE (INP)
&
JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)



GLOSSARY

AKPOL	Police Academy
BAIS	Armed Forces Strategic Intelligence Agency
BIMMAS	Community Relations Police
BNN	National Narcotics Agency
BRIMOB	Mobile Brigade
CGI	Consultative Group for Indonesia
GBHN	Guidelines of State Policy
INP	Indonesian National Police
INTERPOL	International Criminal Police Organization
KKN	Corruption, Collusion, Nepotism
Komnas HAM	National Human Rights Commission
MPR	People's Consultative Assembly
PCM	Project Cycle Management
PDM	Project Design Matrix
Polda	Regional Police Department
Polres	Resort Police (Resort equals administrative area)
Polsek	Police Sub-station
Poltabs	Urban Police
Polwil	Regional Police (major cities)
Pos Polisi	Police Field Office
PPSS	School for Bachelor's Police Officers
PTIK	Police Science College
PUSDIK	Training Center
PROPENAS	National Development Program
SABHARA	Uniformed Police
SATPAM	Security Unit (civilian security guard)
SECAPA	Police Officers Candidate School
SELAPA	Police Lower Level Management School
SEPOLWAN	Police Woman School
SESPATI	Top Level Management School of Police Staff & Command College
SESPIM	Upper Level Management School of Police Staff & Command College
SPN	National Police School

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1. Introduction

The Indonesian National Police has assumed responsibility for internal security since the People's Consultative Assembly decided on August 2000 to separate the INP from the Defense Ministry. The Army had been responsible for maintaining public order for approximately 30 years. Roles of the police are expanding in responding properly to epidemic of ethnic and religious conflicts as well as crimes. Stability of Indonesia leads to stabilization of the Southeast Asian region as a whole. It also enhances foreign investment, which has shown a poor performance since the economic crisis. Drastic upgrading of police activities is needed so that the INP can take a leading role in securing public safety and provide services as civilian police. The Japanese government is requested to render assistance for civilian police activities. The importance of the police reform is reiterated in the National Development Program (PROPENAS) of Indonesia.

A survey was conducted by JICA in preparation for project-type technical cooperation for the purpose of organizational reform and human resources development to promote law enforcement /police management as civilian police, prompt and efficient activities, decrease of crimes, stabilization of civic life, improvement of police services for citizens, and respect for human rights / rules of law / professionalism.

The survey team analyzed the present conditions of the INP to verify the necessity and validity of the project. The project is designed in accordance with the findings of the survey. This report is a compilation of this data, analyses, and design.

2. Background Information

2-1. Socio-economic context

(1) Political development

Since the demise of the Suharto regime in 1998, Indonesia has been struggling through a transition process of democratization. In May 1998, following nation wide protests inspired by the economic crisis that hit the fragile economy hard in the previous year, President Suharto stepped down from his post after 32 years of rein. A series of administrative and financial reform programs were set out under Mr. B. J. Habibie's presidency. In June 1999, Mr. Abdurrahman Wahid was elected as the fourth president in the first free elections since the 1960s. Financial scandals involving the Wahid administration were revealed in 2000. In May 2001, parliament dismissed President Abdurrahman Wahid over allegations of corruption and incompetence. Ms. Megawati Sukarnoputri succeeded to the presidency in July.

Regional conflicts in Aceh, Maluku, Poso, and Papua, which stem from ethnic and religious resistance and separatist movements, were intensified after President Suharto stepped down from the post. The conflicts cast shadows over the internal security situations as well as management of the government. Since two laws on decentralization were enacted, the local governments have assumed more extensive responsibilities.

In spite of the government's ceaseless effort to solve the problems, much is left for future resolution, among which, as stated in The National Development Program 2000-2004 (PROPENAS) are:

- Constitution and laws are not accommodative to the dynamics of change of community
- Strong indication of national disintegration which frequently seeks the justification and support from certain foreign countries
- Mushrooming violence and mass public action of a compulsive nature
- Civil public servants, armed forces and police forces are not neutral to the interest of the authorities
- Supervision over the performance of the state administrator is weak, which causes mushrooming political influence practices (KKN: corruption, collusion, and nepotism)
- No implementation of good governance
- Weak institution and system of the state administrator
- Weak capacity of the human resources
- Inadequate facilities and infrastructure to support the implementation of public government and development

(2) Macroeconomic features

	1996	1997	1998	1999	2000
GDP (billion rupiah)	532,568	627,695	955,754	1,109,980	1,290,684
Per capita GDP (thousand rupiah)	2,685	3,117	4,676	5,351	6,132
GDP growth (%)	7.8	4.7	-13.1	0.9	4.8
Consumer Price Index (1996=100)	100.0	106.2	167.8	202.6	210.3
Balance of payments (million US dollars)	-7,660	-5,095	4,097	5,783	7,826
Budget surplus/deficit (billion rupiah)	5,409	2,974	-16,261	-31,235	-14,993
External indebtedness (million US dollars, as of end of year)	128,941	136,173	150,884	150,096	
Approved Foreign Direct Investment (million US dollars)	29,929	33,833	13,563	10,892	15,284
Unemployment rate (%)	4.9	4.7	5.5	6.4	6.1

(Source: Indonesian government, ADB, World Bank)

Indonesia suffered an unprecedented economic setback during the Asian financial crisis in 1997. After economic growth plunged to minus 13.1% in 1998, and 0.9% in 1999, the economy was back on track for recovery to a record 4.8% GDP growth in 2000, mainly due to a rise in exports of manufactured goods and natural resource-based products. However, domestic spending showed only modest growth in 2000.

The pace of economic recovery slowed down to show 3.3% growth in 2001, due to substantial decline of net exports. The economies of the United States, Japan, and Singapore, the final destination for half of Indonesia's exports, are staggering. Lower oil prices also account for the decrease in exports.

The inflation rate in 2000 was 3.8%, considerably lower than the 20.7% in 1999. It rebounded in 2001 because of depreciation of the Rupiah, with higher fuel costs resulting from the Government program of reducing subsidies and a wage increase for government employees.

The rupiah turned upward and reached 8,000 in July when Ms. Megawati Sukarnoputri replaced Mr. Abdrruhman Wahid as President. Unfortunately, it moved downward again to 10,000 in November.

Foreign investors are still waiting to see if structural and good governance reforms produce results, while the government's efforts for privatization as well as restructuring of banks and corporate debt convinced the international aid community. Indonesia reached agreement with the IMF on a Letter of Intent, and gained CGI's pledge of US\$3.2 billion to cover a part of its budget deficit constituting 2.5% of GDP.

(3) Population

Indonesia is the fourth most populous nation in the world. The population of Indonesia increased from 179.4 million in 1990 to 210.4 in 2000, with an average annual growth rate of 1.61%. Urban population accounts for 40.9% of the total population.

(4) Poverty issues

The World Bank estimated the number of poor decreased from 27.1% in 1999 to 15.2% in 2000. Disparities of incidence of poverty between urban and rural areas are notable. ADB says, in sharp contrast, Papua poverty incidence is more than 10 times that of Jakarta.

Two main programs to alleviate poverty are set up in PROPENAS, that is, ①Program for supply of basic human needs for poor families-food, health, education, etc. and ②Program for the development of the business culture for the poor community.

(5) Human development

According to Human Development Index (UNDP) in 1999, Indonesia ranks 102nd out of 162 countries.

Life expectancy	65.8
Primary school enrollment	94.8%
Overall school enrollment	65%
Adult literacy rate	86.3%
Illiteracy rate	male 8.1%, female 17.9%

(6) Religion

Muslim 87.1%

Christian 8.8%

Hindu 2.0%

Indonesia has the world's largest Muslim population. Religious tensions underlie regional conflicts in certain parts of the country.

(7) Regional issues

Parliament enacted two laws on decentralization in 1999 to transfer major administrative and fiscal responsibilities to local governments.

"Improvement of regional development" is one of the five priorities of PROPENAS. PROPENAS set up programs in accordance with the following four categories:

- ① Development of regional autonomy (upgrading capacity of regional government, regional financial management)
- ② Accelerating territorial development (regional economy, strategic and fast growing areas, rural districts, housing, urban areas, settlement infrastructure/facilities, backward areas, border regions, lay-out arrangement, land area)
- ③ Stepping up community empowerment (organization, poor people, self-supporting function)
- ④ Speeding up handling of special regions (Aceh Special Province, Papua, Maluku and North Maluku)

2-2. Description of the sector

(1) Public safety situation

With vast ethnic diversity, Indonesia has been afflicted by regional conflicts such as ones in Aceh, Papua, Maluku, Poso. These conflicts cast uncertainty over the public safety of the nation. The potential for instability persists in the country under democratization process. Various political groups are active. Bombings in Jakarta, and demonstrations condemning the U.S. war against the Al-Qaeda terrorist group add to the uncertainty. Separated from TNI and with its scarce resources, Indonesian National Police is facing a difficult task of maintaining public safety by itself.

Major crime statistics of Indonesia are as follows

Number of offenses in 2001 - major crimes

Crime	Number of offenses
Larceny	60,945
Automobile-burglary	26,728
Bodily injury/Assault	12,421
Robbery	9,582
Arson	2,812
Homicide	2,059
Rape	1,299
Juvenile crime	91
Forgery of paper money/document	558
Drug offenses	3,633

Trend of clearance rate

Year	Reported offenses	Cleared offenses	Clearance rate
1997	187,244	103,811	55%
1998	172,532	97,248	56%
1999	169,033	96,734	57%
2000	160,116	94,841	59%
2001	142,711	86,319	60%

According to INP, drug crimes and gun-related crimes are increasing. Crimes for gain such as larceny occur frequently.

	Indonesia (2001)	Japan (2000)
Reported offenses	169,397	3,256,109
Cleared offenses	95,721	1,389,410
Clearance rate	56.5%	42.7%
Crime rate (reported cases per 100,000 people)	81	2,566

According to the clearance rate indicated in the table above, the Indonesian police show as high an achievement rate as Japan does. Remarkably low crime rate of Indonesia could possibly indicate that very few people report the incidents to the police, or only a small portion of the cases are picked up by the police.

Crime rate by region varies from 306 (Sulawesi Utara) to 15 (Maluku). The following table shows regions with crime rates of more than 100 (See ANNEX 6 for detail).

Sulawesi Utara	306
Bali	200
Sulawesi Tengah	169
Kalimantan Barat	134
Sumatera Utara	132
Sulawesi Tenggara	128
Papua	122
Kalimantan Timur	118
Kalimantan Tengah	107
Aceh	101

(2) Police administration

The INP, responsible to the chief of the army for more than 20 years, became one of the armed forces under the responsibility of the Minister of Defense and Security in 1967. It was separated from the armed forces in April 1999, and placed under presidential control in August 2000 when the People's Consultative Assembly confirmed the president's decision to do so.

It is organized on national rather than regional lines in which all the police personnel are under the direct command of the chief of the INP. Under the decentralization policy, the INP is about to transfer certain power to the provincial police headquarters. Authority to appoint police chiefs and relocate officers in the rank of Police Commissary or below is gradually handed over to the provincial headquarters. Recruitment of non-commissioned officers will be carried out under the provincial headquarters.

The new Police Act was enacted in December 2001. Other relevant laws are:

- The Criminal Code
- The Criminal Procedures Act
- The National Emergency Act
- The Conditions of Service Act

Matters regarding authority to issue commands to the police and relations with the relevant state organizations are described as follows. The President, the head of state and administration, has powers to issue commands to the Chief of INP, which is considered as an equal rank to a minister. The Parliament (DPR) approves appointment and dismissal of the Chief of INP by the President. The Coordinating Minister for Political and Security Affairs is to coordinate policies including defense (army) and public safety (police). The coordinating powers of the minister are practiced in a direct manner towards governmental organizations, though he is not authorized by statutes to issue commands directly to the police. As for the relations with the Army, the Police Law and the National Emergency Act stipulate that, the police can seek and employ assistance of the army when it is beyond the capabilities of the police in an emergency on public safety, and that the army plays a central role with assistance from the police in an emergency on national defense. The details are to be decided by government regulations, which are being drafted or in a process of consultation among ministries. The Police Commission is to be established in 2002. The duty of the Commission is to advise the President. It is not authorized to issue commands to the police or coordinate policies on the police matters. Though it makes strategies and policies to be proposed to the President, they do not become the strategies and policies of the police in due course. The Commission is to consist of Chairman, Vice-chairman, Secretary General, and six members. It is planned that Home Affairs Minister, Justice Minister, and Finance Minister assume the three executive posts, and the chairman is elected by mutual vote among its members.

Overlap exists between police and prosecutor's office, National Narcotics Agency (BNN).

Forestry, taxation, and immigration services which each have responsibility for initial investigation of breaches within their respective jurisdictions. National Human Rights Commission (Komnas HAM) was also entrusted with initial investigation of gross violations of human rights. As for relations with the Army, legislation to define cooperation between the two is being drawn up.

The INP intends to enhance activities of and cooperation with the following quasi-police organizations.

- ① SATPAM (civilian security guards)
Trained by the police, they work for companies on request.
- ② Hansip
It is mobilized for maintenance of the public order in case of elections and natural disasters. Funded by regional governments, it plays a central role in Siskamling, or community self-defense system.
- ③ Polisi Pamongpradja
It is a small organization employed by regional governments.

(3) Organizations

① Headquarters and regional police structure

The police strength totals 254,475 (Officer 26,151, Noncommissioned officers 184,528, Private police 43,769), up from approximately 190,000 in 1998. Women make up 3% of the force. But, it is too small to cover the vast land and population. The INP plans to strengthen its force by 90,000 in five years, while the back-office personnel is scheduled to be trimmed. The population per police officer in 2000 is 878 (440 for the Philippines, 660 for Thailand, 550 for Japan, 300-400 for European countries), and the target number for 2004 is in the 600's.

The INP is headquartered in Jakarta, and has 26 subordinate headquarters at provincial level (Polda), 304 police stations at district level (24 Polwil, 12 Poltabes, 268 Polres), and police substations (3,397 Polsek), police field offices (Pos Polisi) at sub-district level. Jendral Polisi Drs. Da'i Bachtiar assumed the ministerial office of the national police chief in November 2001. Organizational restructuring of the INP headquarters is under way, which is expected to take effect in July 2002. Under the modified structure, the chief of INP will be assisted by Assistant for General Planning, Inspector General, three Deputies (Operation, Human Resources, Logistics), Head of Crime Investigation Agency, Head of Intelligence & Security Agency, Head of Security Development Agency, Commander of Mobile Brigade Corps, and other high-ranking officials. Major bureaus and departments of the INP headquarters are shown in the table on the next page (See tentative organization chart in ANNEX 7).

② Functions

Uniformed Police (SABHARA: 60,000 personnel), making up 25% of the police force, takes charge of patrol, security, and initial motion. Community Relations Police (BIMMAS: 10,000 personnel) are responsible for guiding people. It covers a wide-range of duties from watching activities of local assembly members to rehabilitating drug addicts. Maintenance of public order is under the responsibility of the Riot Police (BRIMOB: 30,000 personnel) and the Uniformed Police. They need to seek massive support from the Army in suppression of large-scale riots. As for the guarding of foreign dignitaries, the police guards ministers, while the Presidential Guard Unit and Armed Forces Strategic Intelligence Agency (BAIS) guard heads of state. The army surpasses the police in intelligence capabilities, though the police have their own intelligence units in the headquarters and each police station. Traffic Police take charge of crackdown operations, while most of traffic control and regulation are the responsibility of the Transport Ministry and regional governments.

③ Budget

The national budget for the police includes current budget and development budget. The former consists of personnel expense, administrative expense, and other recurrent expenses for ordinary police activities, while the latter is non-recurrent cost such as construction cost and human resources development cost.

(Rp.1,000,000)

	2000	2001	2002	2003	2004
Current Expenditure	2,149,834	2,257,126	2,387,972	2,507,371	2,632,739
Development Expenditure	127,000	253,700	138,279	145,193	152,453
Others	111,277	96,343	110,945	127,531	146,660
Total	2,388,111	2,607,169	2,637,196	2,780,095	2,931,852

④ Materials and facilities

See ANNEX 8.

	Bureau & Departments
Assistant for General Planning	<ul style="list-style-type: none"> • Planning • Budget • General Strategy
Deputy for Operations	<ul style="list-style-type: none"> • Operation Control Center
Deputy for Human Resources	<ul style="list-style-type: none"> • Personnel Administrations • Personnel Treatment • Religious Affairs
Deputy for Logistics	<ul style="list-style-type: none"> • General Supply • Equipment • Facility & Construction • Communication & Electronics, etc.
Head of Crime Investigation Agency	<ul style="list-style-type: none"> • Special Crime Investigation • Corruption Crime Investigation • Narcotics Crime Investigation • Police Crime Identification Center • Police Forensic Laboratory, etc.
Head of Intelligence & Security Agency	<ul style="list-style-type: none"> • A (domestic) • B (international) • C (others)
Head of Security Development Agency	<ul style="list-style-type: none"> • Uniformed Police • Community Relations • Traffic Police • Air & Sea Police
Commander of Mobile Brigade Corps	<ul style="list-style-type: none"> • Mobile Brigade Corps
Others	<ul style="list-style-type: none"> • General Affairs • Facility & Equipment • Secretariat for Chief of INP • Secretariat for NCB-INTERPOL • Criminal Information • Health & Medical • Psychology • Professional Development • Research & Development • Finance • Public Information • Security & Inspection • Legal Affairs • Information & Communication • Education & Training • Police Staff & Command College • Police Academy • Police Science College

(4) Demand for police personnel

As stated in PROPENAS, INP faces a challenging task of restoring the public trust. It is crucial to nurture professionalism and mental attitude/conduct worthy of the modern and civilian police. It is also imperative for police personnel to perform "psychological, social, and cultural approaches" conforming to the circumstances of the people. In that sense, public demand for police personnel with appropriate skills and discipline are growing.

(5) Human resources development

Recruitment is programmed yearly. There are four gates for freshmen to join the police force, that is, ①Police Academy, ②University graduation, ③Non Commissioned Officer, ④ Private. As the INP does not adopt junior high school graduates any more, new recruits enter the police as noncommissioned officer or above. Qualifications for new recruits are as follows.

- Indonesian citizen
- Senior high school graduation for Police Academy, NCO, and Private, and B.A. or M.A. for University graduate
- Minimum 18 years of age, and maximum 22 years, and minimum 23 years up to 30 years for University graduate
- No criminal record
- Good health
- Eligible to be a police officer
- Minimum height 163cm for men, and 160 cm for women
- Not married yet
- Approved by parent
- Ready to be deployed to any part of the Indonesian territory
- Pass the exam

The budget for Human Resources Development for the next five years is shown below (personnel expense not included, 10% increase each year).

(Rupiah)

Year	Amount
2002	1,180,723,000
2003	1,298,796,000
2004	1,428,675,000
2005	1,571,542,500
2006	1,728,696,750

Basically, promotion is given every four years for the rank of Private and Non Commission Officer, three years for 2nd Inspector to Assistant Commissary. Assistant Senior Commissary, Senior Commissary and above are based on their job. The career is also based on educational and training background. Introduction of performance evaluation of personnel based on merit system is under consideration. Average pay by rank is shown below.

Pol. General	10,299,600	Pol. Inspector I	1,378,900
Pol. Com. General	6,301,500	Pol. Inspector II	1,341,200
Pol. Insp. General	5,236,600	Pol. Asst. Inspector	1,272,500
Pol. Brig. General	4,236,100	Pol. Brigadier	1,082,600
Pol. Sr. Commissary	2,240,100	Pol. Brigadier I	1,038,504
Pol. Asst. Sr. Commissary	1,746,100	Pol. Brigadier II	903,700
Pol. Commissary	1,507,300	Bhayangkara	778,000
Pol. Asst. Commissary	1,419,500		

(6) Education and training

Education and training institutions of the Indonesian police are classified by function as follows (See ANNEX 9):

- ① Academic education (Police Science College)
- ② Training for beginning police officers (Police Academy, School for Bachelors Police Officers, National Police School, Police Woman School)
- ③ Training for non-commissioned officers and junior-grade officers (Police Officers Candidate School, Police Lower Level Management School)
- ④ Training for top-ranking officers (Police Staff & Command College)
- ⑤ Special skill training (Training Center for Investigation & Intelligence, Training Center for Communication Control)

These institutions are under responsibility of the Director of Education & Training under the Deputy for Human Resources, and the Education & Training Department excluding Police Science College, Police Academy, Police Staff & Command College, which are independent, and Training Centers under the Provincial Police. The Director of Education & Training Department is the authority to make decisions on matters relating to curriculum/teaching material through consultation with the institutions under its control. Allocation of trainers and selection of trainees are the responsibility of the Deputy for Human Resources Development.

Education & Training path for high school graduates, who make up a great majority of the police force, are described below.

There are two ways for a high school graduate to become a police officer. One way is to start his career as a non-commissioned officer after 6 months of training at National Police School (SPN) under the provincial police. The other is to start as an officer after 3 year training at Police Academy (AKPOL).

A university graduate is appointed a Second Inspector after 11 month training at School for Bachelors Police Officers (PPSS). There are very few university graduates.

As for continuing education and training, a non-commissioned officer, after working for some years, is trained at Police Officers Candidate School (SECAPA) for 11 months to be a Second Inspector. Assistant Commissary or First Inspector have an option to study at Police Science College (PTIK) for two years or to be trained at Police Lower Level Management School (SELAPA). Upper Level Management School of Police Staff & Command College (SESPIM) and Top Level Management School of Police Staff & Command College (SESPATI) are for executive officers to be generals (See flow chart in ANNEX 10 for detail).

2-3. Host country strategy

(1) Country strategy on development

The People's Consultative Assembly (MPR), on October 19, 1999, stipulated Guidelines of the State Policy (GBHN) 1999-2004, which have been elaborated into the National Development Program 2000-2004 (PROPENAS), a five year development plan. PROPENAS states "the growth of democracy, legal supremacy and good governance will reduce some dissatisfaction which will restore the peace and order atmosphere in the community life. The restoration of the security and order is the pre-requisite for the restoration of the trust, either the trust from the economic actor at home and abroad. This trust is absolutely needed to restore the national economics."

PROPENAS put priority on the following five areas

- ① Developing the democratic political system and ensuring national cohesion and social stability
- ② Achieving good governance and rule of law

- ③ Accelerating economic recovery and strengthening the foundations of sustained growth
- ④ Developing the social sectors and human welfare, improving the quality of religious life, and culture resilience
- ⑤ Strengthening regional autonomy, rural and urban development, and structural poverty programs

(2) Development policy on public safety

Various policies and programs on defense and security are in the frame of supporting the implementation of the first priorities of national development, namely "Development of a democratic political system and to maintain unity and integrity".

"The legal supremacy and good governance," the second priority of national development, is supposed to be achieved through ①establishment of legislative regulations, ②empowerment of judicial institutions and other law enforcement institutions, ③settlement of the KKN as well as human rights violation cases, ④improvement in consciousness of law and culture of law development.

The direction of policy shown in the State Guidelines is completion of efforts in making police self-sustaining in a framework of gradual separation from TNI and subsequent upgrading of professionalism as a state law enforcement instrument in service and defense of the community in accordance with broadening of regional autonomy

Major points of the programs to develop a democratic political system and to maintain unity and integrity are:

- Development of professional ability
- Completion of education curriculum, structuring of mental attitude and conduct, psychological, social, and cultural approaches
- Improvement of personnel, material, and facilities
- Structuring of organization with a set of laws and regulations
- Development of other functions (①improvement of criminal investigation skills, ②enhancement of coordination/cooperation with other organizations, ③enhancement of control and supervision, ④technical assistance in education and training, ⑤ structuring of management, organization, and procedure)
- Development of ability of sufficient support (National Police Institute, National Coordinating Body for Narcotics, Interpol, Information Center of National Criminals, National Identification Center)
- Cooperation of the armed forces and the police in internal security matters (compilation of laws and regulations, development of infrastructure, arrangement of the army's involvement in supporting police)

2-4. Prior or ongoing assistance

Assistance by major donors in the present and in the past is described below.

Donor	Description
Partnership for Good Governance (NGO funded by the UNDP and the World Bank)	<ul style="list-style-type: none">• Takes up police reform as main focus of its activities.• Working Group meeting is held once a month for exchange of opinions between high-ranking Indonesian police officials and the Partnership.
UNHCR	<ul style="list-style-type: none">• Human rights education and training for police officers and scholars of Ache and Irian Jaya.
United States	<ul style="list-style-type: none">• In-country training in leadership, transition to civilian policing, narcotics policing, civil disturbance management, human resources management, bombing incident management, and counter-terrorism management.• Training in the U.S. in negotiation technique, police management, and study program at the FBI Academy.
United Kingdom	<ul style="list-style-type: none">• Based on the findings of the unfavorable report prepared by its advisor to INP chief, the British government has changed its policy on assistance for Indonesian police, and focuses on assistance through the Partnership.• Training in U.K. in police management is still ongoing.
Australia	<ul style="list-style-type: none">• Training in organizational management and human resources management.
Netherlands	<ul style="list-style-type: none">• Invites 10 traffic police officer a year for 4 month training.
Germany	<ul style="list-style-type: none">• Grant of exhibition facility including identification kit for Education & Training Center for CID• Training in Germany in criminal investigation
Others (France, Sweden, Taiwan, etc.)	<ul style="list-style-type: none">• Lower scale assistance mainly in training

Through consultation with other donors, Japan should see to it that duplication of programs is avoided and orchestrated efforts to aid the community will take effect. Working Group meetings of the Partnership offer a good opportunity for that coordination. It is our responsibility to call on the aid community for patience and persistent effort. Quality should be emphasized above speed.

The Indonesian police are in close cooperation with the police authorities of Singapore, Malaysia, the Philippines, Thailand, Myanmar as well as INTERPOL. Cooperation with Japan on criminal investigation is limited, due to the scarcity of such cases.

3. Problems to be addressed: the current situation

3-1. Institutional framework

Bekasi, with a population of approximately 3 million, is located in the suburbs of Jakarta. Urban areas are spreading along the expressway crossing the district from east to west. The other parts of the district are mostly traditional villages. Basic figures of Bekasi District such as dynamics of population and square measures are shown in ANNEX 11, 12, and 13. There are industrial complexes in the area, and the population is rapidly growing.

There are 22 Polsek and 6 Pospolisi under the control of Polres Bekasi. The number of police personnel in the jurisdiction is 1621, that is, the population per police officer is 1849, much higher than the national figure of 878. The breakdown of the number of personnel in the 22 Polsek is shown in ANNEX 14. Polres Bekasi consists of Communication Control & Command, Community Relations, Uniformed Police, Criminal Investigation, Intelligence, Transport Police, and Administration.

3-2. Problems to be addressed, the current situation

(1) Crime statistics

Major crime statistics for Polres Bekasi are shown below.

The number of reported and cleared offenses and offenders cleared by Polres Bekasi, by major offense in 2001 are shown in the three tables below.

Major Crime

Offense	Reported Penal Code Offenses	Cleared Penal Code Offenses	Cleared Penal Code Offenders	Clearance Rate (%)
Homicide	18	13	7	72.2
Robbery	42	13	33	31.0
Larceny	1066	307	74	28.8
Fraud	303	70	41	23.1
Embezzlement	152	35	31	23.0
Rape/Sexual assault	15	8	8	53.3
Duress-robbery	160	36	54	22.5
Arson	16	2	-	12.5
Others	92	51	79	55.4
Total	1864	535	327	28.7

Special Law Offense

Offense	Reported Special Law Offenses	Cleared Special Law Offenders
Election	—	—
Firearms and Swords	100	45
Drug Offenses	140	121
Others	8	1
Total	248	167

Traffic Incidents /Accidents

	Reported Cases	Cleared Offenders
Fatal Accident	102	75
Personal Injury	135	
Property Damage	156 (Rp.641,350,000)	
Total	393	

Trends in number of reported offenses, reported penal code offenses, cleared penal code offenders, and crime rate for the past 5 years are shown below. "Crime rate" means the number of reported cases per 100,000 people.

Trend

	1996	1997	1998	1999	2000	2001
Reported Penal Code offenses	1793	2095	1694	1542	1236	2711
Cleared Penal Code offenses	922	1316	1023	786	659	887
Clearance rate (%)	51.4	62.8	60.4	51.0	53.3	32.7
Crime rate (%)	56.8	66.4	53.7	48.8	39.2	85.9

Polres Bekasi analyzes that the widening discrepancy between local people and newcomers causes a sense of alienation among the locals, which constitutes a factor to destabilize the public order. In addition to ordinary crimes, the analysis says, mass disturbances incited by political elites, frays between villages, and demonstrations/riots stemmed from labor disputes are hampering the public safety of the district.

(2) Equipment

Equipment of Polres Bekasi is listed below. See ANNEX 15 for detail.

Item	Quantity
Communication equipment	479
Rifles	284
Waist-guns	25
Tear-gas guns	11
Handguns	852
Trucks	4
Autos	33
Motorcycles	151

Response to reports from citizens is subject to shortage of equipment as well as lack of centralized communication policy. Means for rushing to the scene are limited. They are a very limited number of four-wheel vehicles, many of which are not utilized due to breakdown. Private motorcycles of police officers are used for official purposes through compensation of 150 liters of gasoline per month.

(3) Communication Control

Since the INP gave up its emergency call system to receive the calls through a single specific number, ordinary lines have been used to cope with the incoming calls. This is because of the frequent annoying calls and low telephone diffusion rate (Jakarta 10-13%, Bekasi 7%). A citizen, therefore, without knowledge of the phone number of a police station, visits a police

station to report crime/accident. Speculating that a single number emergency call system would be desirable for prompt and exhaustive treatment, the INP is considering the reintroduction of the system.

Equipment for communication between officers on the scene and police stations are not fully functional. Two out of the 20 base stations and 25 out of the 65 walkie-talkies are in failure. Since most of the failed equipment is irreparable, complete replacement is desperately needed. The aging walkie-talkies are too heavy to carry around and must be recharged every 6 hours. Substituting cellular phones for the walkie-talkie is in practice. But considering the limited coverage zone and information sharing necessity, it is not recommended.

(4) Criminal Identification

- ① Budget: Rp.12,000,000
- ② Personnel: 10 (8 police officers and 2 back-office personnel)
- ③ Equipment: 3 cameras, 1 set of handy camera, 2 sets of locale processing kit
- ④ Officer authorized to dispatch: Head of Communication Control Division
Head of Criminal Investigation Division
- ⑤ Conditions of collected materials:

	Quantity	Condition	Stored/filed
Finger prints	2	Not very satisfactory	File is stored in letters storage using manual system
Foot prints	—		
Bodily fluids	—		
Hair	—		
Traces	—		
Miscellaneous	—		

⑥ Flow of criminal identification activities (Answer to questionnaire by Bekasi Police Resort):

- Duty officer keeps record of the incident based on a report from citizen and contacts the relevant divisions/personnel.
- Rush out for action with a warrant, field processing kit, and cameras in 10-15 minutes.
- Reach the scene in 20-30 minutes for closer areas, and up to 4 hours for distant areas.
- Uniformed police are to preserve the scene.
- Start operations under the supervision of the team leader
- Identify the route of intrusion/escape and position of victim/evidence
- Take photos, and collect materials.
- Prepare investigation report
- Examine the collected materials, and keep them in containers

⑦ Education & Training for criminal identification

- 3 out of the 8 police officers have mastered identification skills
- Certificate is given to those who completed the courses in the field of criminal investigation of the Training Center for Criminal Investigation and Intelligence. It is a proof of criminal identification skill as well. Subjects provided in the Training Center include "Dactyloscopy Recording" "Police Photographing" "Crime Dactyloscopy" "Odontology" "Identification using DNA method" "Graphonomy" "Computerized finger-printing" "Locale processing works"

(5) Problems

The following points were raised as problems of the Indonesian police at the workshops held

in the INP headquarters and Bekasi Police Resort.

Police lack the public trust because some of investigation, disposition of accidents, and other police activities are not successful. The major causes of ineffectiveness and inefficiency of the police are:

- ① Police personnel lack discipline
- ② Knowledge and skills learned in the training courses are not applied on site
- ③ Cooperation with local community is inadequate
- ④ Investigation takes too much time
- ⑤ Reaction time to emergency calls takes too long

Each of the five causes mentioned above are further analyzed to show the details as follows

① Discipline

- Human resources policy is not clear
- Mismatch of person and position occur frequently
- Rotation of personnel is too slow
- Police personnel lack abilities
- Police personnel do not have any specialty
- Trainees are particular about training courses
- Specialists are not treated fairly
- The numbers of personnel of the headquarters and local police are not in a good balance
- Police personnel lack motivation to work hard
- No incentives for excellent work
- Pay is not good

② Education and training

- Curricula are not designed for professional purposes
- Training materials do not satisfy the needs of INP education and training.
- Lessons learned on site are not adopted in training courses properly
- Do not have enough equipment
- Do not have enough textbooks
- Instructors do not possess enough knowledge and skills
- The right trainer is not put in the right place
- Trainer postings are not well planned
- Not enough trainings for trainers
- Too little on -the -job training opportunities

③ Local community

④ Investigation

- The police lack equipment necessary for a speedy investigation
- The police lack technology necessary for a speedy investigation

⑤ Reaction to emergency reports

- Communication is not effective
- Analysis of emergency reports are not effective
- Analysis of emergency reports require too much time
- Data necessary for analysis is limited

The followings problems drew special attention of the study team during the site visit

observation.

<Organization, Discipline, etc.>

- Officers on front lines are not authorized to decide how to cope with matters. In case of a major incident, a report is carried to a police station first, then conveyed to regional headquarters, finally it reaches the INP headquarters. Decisions are delivered down to the front lines back through the same channel. This is the way the army behaves but this system should be changed to provide democratic service for civilians.
- Over-dependence on confessions are prevalent
- Each police officer does not have full understanding of the situation in the area in his charge.
- No centralized emergency call system exists.
- Follow up of actions is not practiced.
- Some Pospol do not function to their full capacity.

<Criminal Identification>

- Utilization of criminal identification is very limited. Utilization of criminal identification techniques for footprints are not observed.
- Consistent policy on criminal identification is not established, in that an automated identification system for fingerprints was introduced while an emphasis was not placed on criminal identification.
- Collecting, organizing, and filing of data are inefficient
- Equipment is in short supply, and not well maintained. A terminal device for identification for fingerprints in the Jakarta Metropolitan Police department has been out of service since May 2000.
- Criminal identification activities are limited in Indonesia, since their efforts to identify criminals through scientific investigation supported by objective evidence have not produced satisfactory results yet.

<Equipment>

- Protective equipment for riot policemen is not adequate. They are equipped with a plastic shield with defective handgrips, plastic protector that are not strong enough, and inadequate rubber-soled shoes available in the market.
- Since equipment for self-protection is in short supply, police officers are induced to over-react against suspects.
- Because of the lack of police vehicles, private motorcycles are used for rushing to the scene. It imposes constraints on mobilization.
- Patrols are not carried out in full scale due to lack of police vehicles.

<Communication equipment>

- It is the responsibility of individual police officers to be equipped with walkie-talkies and handguns.
- Base stations and walkie-talkies are in short supply.
- There are only 20 base stations. Walkie-talkies are used in place of base stations.
- 2 out of 20 base stations and 25 out of 65 walkie-talkie are out of order, most of which are irreparable. Complete replacement of radio equipment and parts is necessary.
- Radio equipment is too old and too heavy. Rechargeable batteries run only 6 hours, which poses a problem of continuity.
- Cellular phones are used in place of police radios, which makes it difficult to share information.
- There seems to be no clear policy on assignment of radio equipment to polseks.

4. Project strategy

4-1. Overall strategy

Objective analysis done as a participatory planning process identified the ideal conditions for police activities as follows.

- Police has public confidence
- Investigation, handling of accidents, and other police activities are successful
- Knowledge and skills learned in the training courses are applied on site
- Police personnel are well-disciplined
- Cooperation with local communities is adequate
- Prompt investigation is realized
- Responses to emergency calls are quick

For fulfillment of the conditions stated above, it is required to set out the policy on the police reform, to reform organization/system, to develop legislation, to coordinate with other state-organizations responsible for internal security and law-enforcement, to develop personnel, and to enhance equipment. It is important to provide full support for the efforts toward police reform, because Japanese assistance policy on Indonesia put emphasis on good governance as a major area for assistance. Total approach designed from the long-range perspective is good for assistance for the Indonesian National Police. Various aid schemes are utilized including project-type technical cooperation, country specific training, oversees volunteers, and grants in this approach. Gradualism is the method to be adopted for implementation of the program. Quality should be emphasized above speed.

4-2. Project strategy

Based on the overall strategy, it would be most effective and efficient to enhance human resources development by providing advice about the discipline and the pride of professionals, and by providing skills necessary for scientific investigation, in order to create a democratic and effective/efficient INP, that is, enable the police to respond promptly and sincerely to citizens. Based on this recognition, the technical cooperation is put in the center of the support program for the police reform and implemented in close cooperation with other schemes.

Support for human resources development will be realized through project-type technical cooperation. To be more specific, the model is established first by the concentrated injection of resources to the selected model site, then, the model is duplicated and diffused to the other parts of the country. Expansibility is ensured by this method. Synergy is created by sophisticated coordination between on-the-job training and schooling/seminar, and by mutual feedback of the achievements.

Bekasi is selected as a model site from the candidate sites, taking into considerations factors such as ease of dissemination process afterwards, conditions as typical Indonesian society, number of Japanese citizens as beneficiaries, and distance from Jakarta. Candidate sites include Makasar, Medan, Bali, Surabaya, Bandung, Semarang, Yokyakarta, Jakarta, Bogor, Bekasi, Depok.

- ① Bekasi has various features and characteristics of Indonesian society in that it contains commercial areas, industrial areas, residential areas, and traditional rural areas. This factor is important in disseminating the achievements of Bekasi effectively throughout the country.
- ② Approximately 200 Japanese companies have moved to the area with a substantial number of Japanese citizens. Since this is a Japanese ODA project, it is desirable to

benefit Japanese citizens.

- ③ Since it is a 40-minute drive from Jakarta, it is convenient for communication with JICA office, embassy, and other parties concerned.
- ④ Bali and Yogyakarta are not considered as typical Indonesian cities because of their over dependence on tourism.
- ⑤ Medan has unusually close economic and cultural ties with Malaysia and Singapore. Most of the Japanese companies stationed there have moved out since the economic crisis of 1998 leaving less than 100 Japanese citizens.
- ⑥ Jakarta, a metropolitan area, is an isolated case, though it has favorable conditions as an experimental site with its variety of cases handled by police. It would be difficult for other police stations to follow the example.

For effective and efficient technical cooperation, training and advice needs to be concentrated on specific areas.

First, prompt response to the reports from citizens is the prerequisite of prompt and appropriate handling of cases and restoration of the public trust. Improvement of the communication control system is crucial for police modernization. The system should be designed to enable the police to receive reports without omission and rush to the scene, and timely and appropriate communication between the scene and the control room should be established.

Second, infringement of human rights in the investigation process such as over-dependence upon confessions is widely observed. The practice is a bar to the restoration of the public trust. Scientific investigation, relying on objective evidence, should be developed first. Improvement of criminal identification practice is required for that perspective.

Third, it is necessary to seek an upgrade of organization/system on human resources development including policy on incentives, and on operation management. It renders support for police officers to perform their duty with consciousness of civilian police, and obtain return for their efforts.

Taking the above into consideration, the project will focus on the areas of communication control, criminal identification, and police operation management.

Implementation consists of a few processes. In the early stages of the project, the focus should be on the on-site trainings, while schooling/seminars are expected to be carried out as early as possible. The activities in the model site include working out remedial measures, and conducting on-the-job training in the areas of police operation management, communication control, and criminal identification for police officers in Bekasi Police Resort. Lectures to be given at education/training institutions in the early stages focus on the basics required for civilian police including rules of law, human rights, democracy, and professionalism. In a feedback process, curriculum, syllabuses, and textbooks are revised, and training for instructors are carried out based on the achievements of Bekasi Police Resort, while on-the-job training at Bekasi goes on. In a dissemination process, the activities are expanded to other parts of the country to improve the local police by trainings for executive officers of regional police, and seminar/training at local police stations.

This formula is more effective than the case of conducting training courses alone, because the courses would be more practical by adopting the lessons learned on site, and because it would make the dissemination smoother and more sustainable by establishing a model to be duplicated. Coordination between on-site training in Bekasi Police Resort and the trainings in education & training institutions/ seminars at regional police departments are crucial for successful implementation of the project.

5. Project design

5-1. Project purpose

Project purpose is the effect that the project is expected to achieve by the end of the project's completion, in other words, the reason for project implementation. As a result of PCM workshop in January 2002, the project purpose was set out as "Police officers have acquired knowledge, skills, and experience through training courses developed in the process of upgrading the organization and function of the Bekasi Police Resort, a model police station, to the level appropriate for civilian police."

Objectively verifiable indicators have been identified so as to easily verify the achievement of the project purpose from the viewpoint of quality and quantity. The verifiable indicators for the project purpose in this project are "People in Bekasi District recognize that Bekasi Police Resort shows significant progress in the ability of civilian police activities," and "More than 75% of the supervisors of the police officers who have completed the trainings appreciate significant contribution by the trained officers."

The data can be obtained through "public opinion survey," and "follow up survey on trainings." By using the above indicators, it will be evaluated as to whether the upgrade of Bekasi Police Resort has met the needs of public safety in Indonesia.

5-2. Overall goal

The overall goal is the ultimate and long-term objective that is expected to be attained within a few years after the project completion as a result of achievement of the project purpose. The overall goals of this project are set out as "System of civilian police established by police stations and police officers is deployed throughout the country."

The indicators to measure performance for the overall goal are "35% of all the police stations achieve in 2012 the same level of improvement of police activities as Bekasi Police Resort achieved in 2007."

In order to verify the extent of spread of the achievement of Bekasi Police Resort to other police stations, each police station is supposed to report its achievement in the same manner as Bekasi Police Resort. This will show how close it came to targets.

The orchestrated efforts in such aspects as human resources development, facility/equipment improvement, budget allocation, organizational empowerment, and institutional restructuring including introducing necessary legislation, will make a democratized and modernized INP a realistic possibility. Articulated coordination with other judicial organizations is also a crucial factor for the overall police reform to be successful.

5-3. Outputs and activities

(1) Outputs

Outputs are concrete results to be produced during the project period as a consequence of the activities. They are expected to lead to the project purpose. The outputs stated in PDM are as follows:

1. Management of Bekasi Police Resort, a model police station, is improved to ensure

- the effective implementation of the project
- 2. Practice on criminal identification in Bekasi Police Resort is improved
- 3. Communication control and command system of Bekasi Police Resort is improved.
- 4. Training programs of the police education & training institutions on "communication control and command", "criminal identification", and "police station management" are improved
- 5. Instructors/field trainers for "communication control and command", "criminal identification", and "police station management" are trained

Objectively verifiable indicators for the outputs are stated below:

- 1-1. More than 75% of the police officers of Bekasi Police Resort and police sub-stations under its control assess that they show more civilized and cultivated attitude and discipline as professionals in 2007 than in 2002, because more attractive mental and physical incentives are given
- 1-2. Campaigns for the public are held 120 times in Bekasi Police Resort
- 2-1. The ratio of the number of cases in which criminal identification skills are utilized to the number of cases in which criminal identification is necessary in Bekasi Police Resort in 2007 increases by more than 55% points, compared to the ratio in 2002
- 2-2. The ratio of cases where criminal identification skills contributed to the settlement of cases in Bekasi Police Resort in 2007 increases by more than 5% points compared to the ratio in 2002
- 2-3. All of the uniformed police officers of Bekasi Police Resort acquire and practice certain level of skills of criminal identification
- 3-1. The ratio of cases where actions are taken for reports from the people in Bekasi Police Resort reaches 100% in 2007
- 3-2. Response time for cases where actions are taken for emergency calls and reports in Bekasi Police Resort in 2007 is improved by more than 85% compared to the number in 2002
- 4-1. Curriculum and syllabus development/revision are completed
- 4-2. Textbooks and other training materials are completed
- 5. Instructors and field trainers complete trainings by the following numbers

Instructors in training institutions	160
Executive police officers of local police	1000
Participants in seminars/trainings	2000

(2) Activities

Activities are specific actions taken to transform inputs to outputs. The activities in this project are shown below.

Bekasi Police Resort and police stations under its command

- 1-1. Study and analyze the current situation of police stations and personnel management to identify the issues to attend for revitalizing the police
- 1-2. Suggest plans of improvement on powers and functions of the individual/organization
- 1-3. Suggest plans of improvement on personnel policy
- 1-4. Implement feasible plans for progress on a trial basis, and undertake monitoring
- 1-5. Improve information management/information gathering systems and campaign for the public
- 1-6. Disseminate information on the reform model of Bekasi Police Resort to the public
- 2-1. Study and analyze the current situation and problems of skills and system in criminal identification
- 2-2. Carry out OJT to improve skills on criminal identification
- 2-3. Develop manual and training materials of criminal identification skills
- 2-4. Undertake monitoring on practice of criminal identification
- 3-1. Study and analyze the current situation and problems in communication control system

- 3-2. Work out remedial measures, and carry out OJT based on the findings above
- 3-3. Develop a manual and training materials on communication control and command skills
- 3-4. Make a good model for communication control and command system and undertake monitoring

Education and training institutions

- 4-1. Study and analyze the current situation and problems of training courses under Director of Education & Training
- 4-2. Revise and improve syllabus, curriculum, and training materials based on the achievements of Bekasi Police Resort
- 5-1. Carry out trainings for instructors based on the achievements of Bekasi Police Resort
- 5-2. Establish training courses for executive officers of regional police departments
- 5-3. Carry out seminars/ training at local police stations

5-4. Implementation strategy for activities

The project is to be implemented through coordination between ① the activities in the model site where the police officers obtain the skills and discipline through on-site trainings, and ② the training/seminar carried out mainly by means of lecture at education/training institutions and police stations.

In the early stages of the project, the focus should be on the on-site trainings, while schooling/seminars are expected to be carried out as early as possible. The activities in the model site include to work out remedial measures, and to conduct on-the-job training in the areas of police operation management, communication control, and criminal identification for police officers in Bekasi Police Resort. Lectures to be given at education/training institutions in the early stages focus on the basics required for civilian police including rules of law, human rights, democracy, and professionalism.

In a feedback process, curriculum, syllabuses, and textbooks are revised, and training for instructors are carried out based on the achievements of Bekasi Police Resort, while on-the-job training at Bekasi goes on.

In a dissemination process, the activities are expanded to other parts of the country to improve the local police by trainings for executive officers of regional police, and seminar/training at local police stations.

This formula is more effective than the case of conducting training courses alone, because the courses would be more practical by adopting the lessons learned on site, and because it would make the dissemination smoother and more sustainable by establishing a model to be duplicated. Coordination between on-site training in Bekasi Police Resort and the trainings in education & training institutions/ seminars at regional police departments are crucial for successful implementation of the project.

5-5. Counterpart organization, commitment

Counterpart organizations are the Indonesian National Police Headquarters, Jakarta Metropolitan Police, and Bekasi Police Resort. It is required that counterparts are consistently engaged in the project during the entire 5 years of the project period. It is imperative that appropriate budget allocation is made and sustainable management of the project is ensured by the implementing agency.

The Indonesian National Police, with a short history as an independent body after the secession from the army, are promoting the police reform with strong support of the government to assume broader responsibility in internal security and law enforcement. The police officers are filled with reform in mind from the bottom to the top. There seems to be almost no chance of significant change on its policy in the foreseeable future, though twists and turns are probable.

5-6. Inputs

(1) Japanese side

i) Experts

Japanese experts that may be needed are described as follows:

Term of assignment	Field
Long-term experts	(a) Chief Advisor (b) Project Leader, Police station management for the project implementation (c) Communication control and command (d) Criminal identification (e) Coordinator (f) Others Advisor to the Chief of INP will act as Chief Advisor of the program
Short-term experts	(g) Equipment development (h) Education & Training 2-3 experts per year

The duties of the experts are stated below:

- To conduct on-the-job trainings for police officers in Bekasi Police Resort and police sub-stations under its command
- To make arrangements for measuring/recording indicators, and to undertake monitoring
- To conduct on-the-job trainings for executive officers of regional police
- To disseminate information on the reform model of Bekasi Police Resort to the public
- To provide lectures in education & training institutions
- To revise syllabus, curriculum, and training materials, and to conduct trainings for instructors
- To conduct seminar/training at local police stations

ii) Provision of equipment

Equipment necessary for the effective implementation of the Project will be provided by the Japanese side within the budget allocated for the technical cooperation. Contents, specifications and quality of the equipment will be decided through consultations at the Working Group.

iii) Training

① Counterpart training in Japan

Indonesian counterpart personnel will receive training in Japan according to the annual work plan of the project within the budget allocated for technical cooperation. The training fields and terms will be discussed between Indonesia and Japan.

② Local in-country training

Matters on the local in-country training will be decided through consultations between the both sides.

(2) Indonesian side

i) Staff allocation and input

An appropriate number of full-time counterpart personnel as well as administrative personnel will be assigned.

ii) Building, facilities, and equipment

INP will provide the principal facilities for smooth implementation of the project, including ① room and space necessary for installation and storage of the equipment provided by the Japanese side, ② office space and necessary facilities for the Japanese experts, ③ other facilities which are necessary to implement the project.

The Indonesian share of the project expense will be covered by general budget for INP. Electric power and other required consumables are to be arranged by INP. The training equipment under the project will be placed in each faculty building in accordance with the education and training purpose.

5-7. Important assumptions and risk analysis

Important assumptions are external conditions that are necessary for project success, but are completely beyond the control of project management. Important assumptions are stated below:

- Structural reforms make progress in line with the enhancement of civilian police
- Actions are taken to develop and imitate the achievements of Bekasi Police Resort in other police stations
- INP continuously takes good care of skill transmission to fellow police officers after the project
- Trained police officers continue working

5-8. Prior obligations and prerequisites

Preconditions are the necessary conditions that must be fulfilled before a project is initiated. If these conditions are not met, the project should not be initiated. The precondition of this project is "Support from the Indonesian government for the police reform continues."

6. Project justification

6-1. Relevance

① Relevance with the needs of Indonesia

The project purpose and overall goal are consistent with the needs of Indonesia. This project contributes to two of the five priorities stated in PROPENAS, that is, ① ensuring democratic political system / national cohesion / social stability, and ② achieving good governance / rule of law. PROPENAS advocates an emphasis on police reform. It says human resource development is one of the major issues to tackle. Good governance is also one of four major points of discussion at the CGI meeting held in November 2001.

② Consistency with the aid policy of Japan

The project is in line with Japan's policy on the region. Democratization and modernization of INP will contribute to the stability of the country as well as Southeast Asian region as a whole. It also ensures a safe environment for Japanese aid programs and foreign investment.

③ Eligibility as ODA project

The project is appropriate for ODA because it ultimately benefits the whole Indonesian population through supply of public goods. Public safety and justice is a basis for the lives and activities of the people and a platform for prosperity.

④ Participatory approach

The plan of the project is being formulated through PCM method of planning which involves stakeholders in the participatory process including workshops for problem analysis. Opinions of the stakeholders are best taken into consideration.

⑤ Advantage of Japan's skill

Japanese police have a reputation of being well disciplined and efficient. Japanese police have excellent knowledge and skills to provide Indonesian police with guidance.

6-2. Effectiveness

① Logical relationship among project components

Logical relationships exist among activities, outputs, project purpose, and overall goal. The project encompasses technical components and spiritual components. Each single component alone cannot produce the expected results, however, it is anticipated these components interact with each other to generate the project purpose of developing police officers with skills. Spiritual components, above all, play a crucial role. Once respect for democracy, human rights, rules of law, and professionalism become norms among police personnel, transfer of skills and provision of equipment would produce significant achievement.

② Appropriateness of project purpose

The project purpose is clear, and easily verified with explicit indicators, that is, public approval rate of the achievement performance evaluation by supervisors. It is ambitious as well as realistic. It is ambitious enough because it would take a concerted effort and refined harmony of those involved to achieve the goal in a few years even with the most advanced skills. Even so, it is realistic and attainable considering that a certain amount of input will be concentrated on the site in a certain period of time under full support of the Japanese police. The attainability of the project is also sustained by full enthusiasm and seriousness for reform displayed by every single police officer from the bottom to the top.

Indicators for the project's purpose are "People in Bekasi District recognize that Bekasi Police Resort shows significant progress in the ability of civilian police activities", and "More than 75% of the supervisors of the police officers who have completed the trainings appreciate significant contribution by the trained officers" Since the comparison is made between with-project case and without-project case, the achievement generated by the project alone is easily judged.

③ Assumptions

It is not likely that any of the assumptions or prerequisites is doomed to terminate the project.

④ Synergy of on-site training and schooling/seminars

The project is designed to carry out activities in the model site so that the police officers in Bekasi Police Resort obtain the skills and discipline, then the achievement of the model site will be disseminated throughout the country by means of schooling/seminars. This formula is more effective than the case of conducting training courses alone, because the courses would be more practical by adopting the lessons learned on site, and because it would make the dissemination smoother and more sustainable by establishing a model to be duplicated.

⑤ Monitoring & evaluation

Counterparts, in cooperation with Japanese experts, are required to monitor the progress of the project. Collection and aggregation of indicators for PDM is included in the monitoring process. Good monitoring is useful for detecting problems to be corrected. The findings of the monitoring should be reported to the Working Group in due course.

Evaluations are carried out in the middle of, and at the end of the project in order to provide recommendations on the future course of the project and draw lessons for other projects. Evaluators are expected to make good use of objectively verifiable indicators of PDM.

6-3. Efficiency

① Experts

The outputs of the project include not only skill transfer in the model site but also dissemination of the achievements throughout the country. Considering the magnitude of the outputs, the quantity of experts put in is appropriate. Neither excess nor deficiency in quality of the experts is observed. The study team is assured that the implementation process will be productive enough. The experts working on the model site will be flexibly utilized in schooling/seminars.

② Other inputs

The project is particularly cautious about provision of equipment. Equipment will be strictly contained to the minimum necessary for skill transfer, such as identification kits and portable communication equipment. They will not be utilized for unintended purposes. Operation and maintenance needs to be handled by Indonesian side including procurement of spare parts. The project takes advantage of existing facilities and personnel. No civil works are planned except minor improvements.

6-4. Impact

① Overall goal achievement

The overall goal is likely to be achieved in a reasonable period of time. The project will be implemented in coordination between on-site skill transfer and schooling /seminars. To ensure

that the chain skill transmission will continue in both the field and training institutions after the project is completed, follow up by the INP and monitoring system play a crucial role. The INP headquarters and Jakarta Metro Police made a commitment to the project, and monitoring is to be implemented as a part of it.

②Policy aspects

Upgrade of ability of the police might alter the balance between the role of the police and the army in internal security responsibilities. It might help eradicate the hard line image of the government. Considering its role and influence in the international community, stability of Indonesia will contribute to the stability of the region as a whole.

③Socio-cultural aspects

The ultimate beneficiaries are the whole Indonesian population, though three million Bekasi citizens are the immediate beneficiaries. Public safety conditions will be improved by upgrade of police abilities. The people can live in an environment where safety and justice are realized. Since public safety is one of the underpinnings to sustain the lives of the people, restoration of it would give them a sense of national pride. It is also expected that human rights situations will be improved.

④Technological aspects

It is estimated that around 100,000 police personnel including 1,600 Bekasi police officers will benefit from the dissemination process.

⑤Economic and financial aspects

Once every person shares the notion that public safety conditions are improved, foreign investors will be back. It could help in accelerating economic growth.

⑥Environmental aspects

No significant environmental impacts were identified.

6-5. Sustainability

①Organizational capacity

Either of the INP, Polda Metro Jaya, and Polres Bekasi has organizational capacity for smooth implementation of the project. The INP, controlling the overall system of the Indonesian police, is fully prepared to render every guidance and assistance possible to Polres Bekasi, especially in the strategic areas of policy, budget, and other resources allocation. It is observed that Polda Metro Jaya, with experience of preserving the safety of Jakarta metropolitan area and keeping direct and close communication with its subordinate stations, has enough capacity to provide continuous support for daily operation. Polres Bekasi demonstrated its willingness and ability to lead the project. Involvement of the INP headquarters ensures skills and discipline fostered by the project will be taken over in a sustainable manner.

②Financial conditions

The actual and planned budget for the INP is shown in the tables below. It indicates appropriate and sustained fund allocation will be made for satisfying the public safety needs.

<JNP >

(Rp.1,000,000)

	2000	2001	2002	2003	2004
Ordinary Expenditure	2,149,834	2,257,126	2,387,972	2,507,371	2,632,739
Development Expenditure	127,000	253,700	138,279	145,193	152,453
Others	111,277	96,343	110,945	127,531	146,660
Total	2,388,111	2,607,169	2,637,196	2,780,095	2,931,852

③Social, environmental, and technological receptiveness

Since on-site training is emphasized, the police officers will practice until they can perform the skills and pass them down automatically. The model will be established for duplication. Supplemented by the dissemination process designed in the project, it is expected that the automatic hand down of the skills will continue.

6-6. Project justification

The discussions above highlight the prominence in impact and relevance. The project's purpose is likely to be attained, and no problem is posed in efficiency and sustainability. The project is, therefore, considered necessary and adequate.

ANNEX I Project Design Matrix

Project Title: The Project on Enhancement of Civilian Police Activities
 Project Area: Bekasi District

Duration: August 2002 ~ July 2007

Target Group: Police officers in Bekasi District and trainees

Date: July 3, 2002

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions						
<p>Overall Goal System of civilian police established by police stations and police officers is deployed throughout the country</p> <p>(*)</p>	<p>35% of all the police stations achieve in 2012 the same level of improvement of police activities as Bekasi Police Resort achieved in 2007.</p>	<p>Records of police stations similar to the one used for verification of the outputs of Bekasi Police Resort</p>	<ul style="list-style-type: none"> Structural reforms make a progress in line with the enhancement of civilian police 						
<p>Project Purpose Police officers have acquired knowledge, skills, and experience through training courses developed in the process of upgrading the organization and function of the Bekasi Police Resort, a model police station, to the level appropriate for civilian police</p>	<ol style="list-style-type: none"> People in Bekasi District recognize that Bekasi Police Resort shows significant progress in the ability of civilian police activities More than 75% of the supervisors of the police officers who have completed the trainings appreciate significant contribution by the trained officers 	<ol style="list-style-type: none"> Public opinion survey by the third party Follow up survey on trainings 	<ul style="list-style-type: none"> Actions are taken to develop and imitate the achievements of Bekasi Police Resort in other police stations 						
<p>Outputs</p> <p>1. Management skill of Bekasi Police Resort, a model police station, is improved to ensure the effective implementation of the project</p> <p>2. Practice on criminal identification in Bekasi Police Resort is improved</p> <p>3. Communication control and command system of Bekasi Police Resort is improved</p> <p>4. Training programs of the police education & training institutions on "communication control and command", "criminal identification", and "police station management" are improved</p> <p>5. Instructors/field trainers for "communication control and command", "criminal identification", and "police station management" are trained</p>	<ol style="list-style-type: none"> <ol style="list-style-type: none"> More than 75% of the police officers of Bekasi Police Resort and police sub-stations under its control assess that they show more civilized and cultivated attitude and discipline as professionals in 2007 than in 2002, because more attractive mental and physical incentives are given Campaigns for the public are held 120 times in Bekasi Police Resort <ol style="list-style-type: none"> The ratio of the number of cases in which criminal identification skills are utilized to the number of cases in which criminal identification is necessary in Bekasi Police Resort in 2007 increases by more than 55% points compared to the ratio in 2002 The ratio of the cases where criminal identification skills contributed to the settlement of cases in Bekasi Police Resort in 2007 increases by more than 5% points compared to the ratio in 2002 All of the uniformed police officers of Bekasi Police Resort acquire and practice certain level of skills of criminal identification <ol style="list-style-type: none"> The ratio of cases where actions are taken for reports from the people in Bekasi Police Resort reaches 100% in 2007 Response time for cases where actions are taken for emergency calls and reports in Bekasi Police Resort in 2007 is improved by more than 85% compared to the number in 2002 <ol style="list-style-type: none"> Curriculum and syllabus development/revision are completed Textbooks and other training materials are completed Instructors and field trainers complete trainings by the following numbers <table border="0" style="margin-left: 20px;"> <tr> <td>• Instructors in training institutions</td> <td style="text-align: right;">160</td> </tr> <tr> <td>• Executive police officers of local police</td> <td style="text-align: right;">1000</td> </tr> <tr> <td>• Participants in traveling seminars/trainings</td> <td style="text-align: right;">2000</td> </tr> </table> 	• Instructors in training institutions	160	• Executive police officers of local police	1000	• Participants in traveling seminars/trainings	2000	<ol style="list-style-type: none"> <ol style="list-style-type: none"> Interview/Questionnaire Record of Bekasi Police Resort <ol style="list-style-type: none"> Record of Criminal Identification Division of Bekasi Police Resort Record of Criminal Identification Division of Bekasi Police Resort <ol style="list-style-type: none"> Record of Bekasi Police Resort on Certification of Skill Record of Bekasi Police Resort on Processing of Reports from People Record of Bekasi Police Resort on Processing of Reports from People <ol style="list-style-type: none"> Curriculum and syllabus Textbooks and other training materials <ol style="list-style-type: none"> Reports of trainings <ul style="list-style-type: none"> • Activity Reports of Training Centers • Report of Trainings for executive officers of local police • Report of traveling seminars/ trainings 	<ul style="list-style-type: none"> INP continuously takes good care of skill transmission to fellow police officers after the project
• Instructors in training institutions	160								
• Executive police officers of local police	1000								
• Participants in traveling seminars/trainings	2000								

Activities	Inputs		
<p><u>Bekasi Police Resort and Polsek under its command</u></p> <p>1-1. Study and analyze the current situation of police stations and personnel management to identify the issues to attend for revitalizing the police</p> <p>1-2. Suggest plans of improvement on powers and functions of the individual/organization</p> <p>1-3. Suggest plans of improvement on personnel policy</p> <p>1-4. Implement feasible plans for progress on a trial basis, and undertake monitoring</p> <p>1-5. Improve information management/information gathering systems and campaign for the public</p> <p>1-6. Disseminate information on the reform model of Bekasi Police Resort to the public</p> <p>2-1. Study and analyze the current situation and problems of skills and system in criminal identification</p> <p>2-2. Carry out OJT to improve skills on criminal identification</p> <p>2-3. Develop a manual and training materials of criminal identification skills</p> <p>2-4. Undertake monitoring on practice of criminal identification</p> <p>3-1. Understand the current situation and problems in communication control system</p> <p>3-2. Work out remedial measures, and carry out OJT based on the findings above</p> <p>3-3. Develop a manual and training materials on communication control and command skills</p> <p>3-4. Make a good model for communication control and command system and undertake monitoring</p>	<p>Indonesia</p> <p>1. Counterparts, Secretaries</p> <p>2. Operating expense</p> <p>3. Equipment necessary for smooth implementation of the Project</p> <p>Project offices</p>	<p>Japan</p> <p>1. Long-term experts</p> <ul style="list-style-type: none"> • Project Leader, police station management for the project implementation • Communication control and command • Criminal identification • Coordinator • Others <p>2. Short-term experts</p> <ul style="list-style-type: none"> • Education & training • Equipment development • Others <p>3. Equipment</p> <p>Within the limit of necessity for skill transfer activities by experts</p> <p>4. Training</p> <ul style="list-style-type: none"> • Local in-country training • C/P training in Japan 	<ul style="list-style-type: none"> • Trained police officers continue working
<p><u>Education and Training Institutions</u></p> <p>4-1. Study and analyze the current situation and problems of training courses under Education & Training Department</p> <p>4-2. Revise and improve syllabus, curriculum, and training materials based on the achievements of Bekasi Police Resort</p> <p>5-1. Carry out trainings for instructors based on the achievements of Bekasi Police Resort</p> <p>5-2. Establish training courses for executive officers of regional police departments</p> <p>5-3. Carry out seminars/ training at local police stations</p>			<p>Preconditions</p> <ul style="list-style-type: none"> • Support from the Indonesian government for the police reform continues

(*1) Activities as civilian police: Police are responsible for protecting "life, person, and property of the people," and "maintain public safety and order." In performing their duties, individual police activity should be carried out sincerely and promptly with fairness under the law. A good example of the civilian police is that due process of law is observed including respect of human rights of the accused identified based on the physical evidence obtained through criminal identification technique. In the practice of civilian police, they work on prevention and suppression of crimes sincerely, kind to the people, and close to local communities. Prompt responses to the demand of the people and sincere actions are also the essence of the civilian police activities.

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ANNEX 2 Plan of Operation

Project title: The Project on Enhancement of Civilian Police Activities

Project period: Aug2002 ~Jul2007

Date: July 3, 2002

1/2

	2002 Aug	2003 Feb Aug	2004 Feb Aug	2005 Feb Aug	2006 Feb Aug	2007 Feb Aug
1-1 To study and analyze the current situation of police stations and personnel management to identify the issues to attend for revitalizing the police	→					
1-2 To suggest plans of improvement on powers and functions of the individual/organization	→	→				
1-3 To suggest plans of improvement on personnel policy	→	→				
1-4 To take feasible measures for remedy on a trial basis, and undertake monitoring	→	→	→	→	→	→
1-5 To improve information management system/information gathering systems and campaign for the public			→	→	→	→
1-6 To disseminate information on the reform model of Bekasi Police Resort to the public				→	→	→
2-1 To study and analyze the current situation and problems of skills and system in criminal identification	→					
2-2 To carry out OJT to improve skills on communication control and command system	→	→	→	→	→	→
2-3 To develop a manual and training materials of criminal identification skill		→	→			
2-4 To undertake monitoring on practice of criminal identification	→	→	→	→	→	→
3-1 To study and analyze the current situation and problems in communication control and command system	→					
3-2 To work out remedial measures to carry out OJT based on the findings above	→	→	→	→	→	→
3-3 To develop a manual and training materials on communication control and command skills		→	→			
3-4 To make a good model for communication control and command system and undertake monitoring	→	→	→	→	→	→

(Continued to the following page)

(Continuation of the previous page)

2/2

Activities	2002	2003		2004		2005		2006		2007	
	Aug	Feb	Aug	Feb	Aug	Feb	Aug	Feb	Aug	Feb	Aug
4-1 To study and analyze the current situation and problems of training courses under Education & Training Department		→									
4-2 To revise and improve syllabus, curriculum, and training materials based on the achievements of Bekasi Police Resort				→							
5-1 To carry out trainings for instructors based on the achievements of Bekasi Police Resort		→									
5-2 To establish training courses for executive officers of regional police departments						→					
5-3 To carry out seminars/training at local police stations						→					

Terms of Reference

**Japanese Long-term Expert on
Project Leader (Police Station Management) for
The Project on Enhancement of Civilian Police Activities**

Objective

Project Leader who specializes in Police Station Management is expected to be assigned to the Bekasi Police Resort to give advice so as to develop the human resources of the Indonesian National Police (INP). In cooperation with counterparts, he or she will take charge of providing assistance to develop systematic method to disseminate the achievement of the frontlines in terms of Police Station Management.

Job Description

Location: The Bekasi Police Resort

Proponent: INP and JICA

Job Period: 5 years

Specific Tasks

- 1) Lead and manage the Project smoothly
- 2) Study and analyze the current situation of operations management and personnel management to identify the issues to attend for revitalizing the police
- 3) Suggest plans for progress on powers and functions of the individual/organization
- 4) Suggest plans for progress on personnel policy
- 5) Take feasible measures for remedy on a trial basis, and undertake monitoring
- 6) Upgrade information management/information gathering systems and campaign for the public
- 7) Disseminate information on the reform model of Bekasi Police Resort to the public
- 8) Understand the current situation of the courses of training institutions under Director Education & Training to detect the problems
- 9) Revise syllabus, curriculum, and training materials based on the achievements of Polres Bekasi
- 10) Carry out trainings for instructors based on the achievements of Bekasi Police Resort
- 11) Establish training courses for executive officers of regional police
- 12) Carry out traveling seminars/ training at local police stations

Qualification

Age: More than 30 years old

Academic background: Bachelor's Degree or equivalent

Communication ability: Proficiency in written and oral English communication

Knowledge of the Indonesian Language would be an asset

Terms of Reference
Japanese Long-term Expert on
Communication Control and Command for
The Project on Enhancement of Civilian Police Activities

Objective

The long-term expert who specializes in Communication Control and Command is expected to be assigned to the Bekasi Police Resort to transfer technology so as to develop the human resources of the Indonesian National Police (INP). In cooperation with counterparts, he or she will take charge of providing assistance to develop systematic method to disseminate the achievement of frontlines in terms of Communication Control and Command.

Job Description

Location: The Bekasi Police Resort
Proponent: INP and JICA
Job Period: 5 years

Specific Tasks

- 1) Understand the current situation to detect the problems of communication control and command system
- 2) Work out remedial measures, and carry out OJT based on the findings above
- 3) Develop manual and training materials on communication control and command skills
- 4) Make a good model for communication control and command system and undertake monitoring
- 5) Understand the current situation of the courses of training institutions under Director, Education & Training to detect the problems
- 6) Revise syllabus, curriculum, and training materials based on the achievements of Bekasi Police Resort
- 7) Carry out trainings for instructors based on the achievements of Bekasi Police Resort
- 8) Establish training courses for executive officers of regional police
- 9) Carry out traveling seminar/ training at local police stations

Qualification

Age: More than 30 years old
Academic background: Bachelor's Degree or equivalent
Communication ability: Proficiency in written and oral English communication
Knowledge of the Indonesian Language would be an asset

Terms of Reference
Japanese Long-term Expert on
Criminal Identification for
The Project on Enhancement of Civilian Police Activities

Objective

The long-term expert who specializes in Criminal Identification is expected to be assigned to the Bekasi Police Resort to transfer technology so as to develop the human resources of the Indonesian National Police (INP). In cooperation with counterparts, the expert will take charge of providing assistance to develop systematic method to disseminate the achievement of the frontlines in terms of Criminal Identification .

Job Description

Location: The Bekasi Police Resort

Proponent: INP and JICA

Job Period: 5 years

Specific Tasks

- 1) Study and analyze the current situation of practice of criminal identification to detect the problems on skills and system
- 2) Carry out OJT to upgrade skills on criminal identification
- 3) Develop a manual and training materials of criminal identification skills
- 4) Undertake monitoring on practice of criminal identification
- 5) Study and analyze the current situation of the courses of training institutions under Director, Education & Training to detect the problems
- 6) Revise syllabus, curriculum, and training materials based on the achievements of Bekasi Police Resort
- 7) Carry out trainings for instructors based on the achievements of Bekasi Police Resort
- 8) Establish training courses for executive officers of regional police
- 9) Carry out traveling seminar/ training at local police stations

Qualification

Age: More than 30 years old

Academic background: Bachelor's Degree or equivalent

Communication ability: Proficiency in written and oral English communication

Knowledge of the Indonesian Language would be an asset

Terms of Reference
Coordinator for
The Project on Enhancement of Civilian Police Activities

Objective

Program Coordinator will be a Project Coordinator. He or she is expected to be assigned to the Indonesian National Police (INP) to transfer technology so as to develop the human resources of the INP. He or she will assist the Project Leader of the Japanese side and act as liaison between the Indonesian side and the Japanese side for the smooth implementation of the Project.

Job Description

Location: Indonesian National Police Headquarters
Proponent: INP and JICA
Job Period: 5 years

Specific Tasks

- 1) To assist the Project Leader in terms of the management of the Project
- 2) To conduct the tasks necessary for the procurement or arrangements with regards to the Project Inputs
- 3) To implement the monthly budget plans and manage accounting tasks in his function as an accountant for the Project
- 4) To act in coordination with the Indonesian side and the Japanese side, the JICA Indonesia Office and the Embassy of Japan in Indonesia, etc.

Qualification

Age: More than 30 years old
Academic background: Bachelor's Degree or equivalent
Communication ability: Proficiency in written and oral communication in English
Knowledge of the Indonesian Language would be an asset

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Terms of Reference

Counterpart for Japanese Long-term Expert on Project Leader (Police Station Management) for The Project on Enhancement of Civilian Police Activities

Objective

The counterparts specialized in Project Leader (Police Station Management) are expected to be assigned to the Indonesian National Police Headquarters, Jakarta Metropolitan Police, and Bekasi Police Resort to work jointly with the Japanese Long-term Expert of Police Station Management so as to develop the human resources of the Indonesian National Police (INP).

Job Description

Location: Indonesian National Police Headquarter
- Head of Division for Development Strategy
Jakarta Metropolitan Police
- Sub-Assistant for Planning and Budgeting
Bekasi Police Resort
- Chief of Bekasi Police Resort

Proponent: INP and JICA

Job Period: 5 years

Specific Tasks

- 1) To give advice to the long-term expert
- 2) To supervise the development of the Project and give advice to the other team members
- 3) To provide guidance for the technology transfer jointly with other counterparts and Japanese experts in order to improve the police system

Qualification

- 1) Age: More than 30 years old
- 2) Academic background: Bachelor's Degree or equivalent
- 3) Communication ability: Proficiency in written and oral English communication

Terms of Reference

Counterpart for Japanese Long-term Expert on Communication Control and Command for The Project on Enhancement of Civilian Police Activities

Objective

The counterparts who specialize in Communication Control and Command are expected to be assigned to the Indonesian National Police Headquarters, Jakarta Metropolitan Police, and Bekasi Police Resort to work jointly with the Japanese Long-term Expert of Communication Control and Command in the transfer of technology so as to develop the human resources of Indonesian National Police (INP).

Job Description

Location: Indonesian National Police Headquarters

- Head of Sub-Section for Security & Information Building,
Communication Control and Command Center, Deputy, Operations
 - Head of Sub-Section for Application of Electronics and
Communication,
Directorate of Telecommunication and Electronics
 - Chief of Section for VIP Security, Directorate of Uniformed Police
 - Staff Officer of Administrative Building Division, Directorate of
Community
Relations, Deputy, Operations
- Jakarta Metropolitan Police
- Chief of Communication Control and Command Center
 - Chief of Directorate of Uniformed Police
 - Chief of Directorate of Community Relations
 - Chief of Directorate of Telecommunication and Electronics
- Bekasi Police Resort
- Chief of Bekasi Police Resort

Proponent: INP and JICA

Job Period: 5 years

Specific Tasks

- 1) To give advice to the long-term expert
- 2) To supervise the development of the Project and give advice to the other team members
- 3) To provide guidance for the technology transfer jointly with other counterparts and Japanese experts in order to improve the police system

Qualification

- 1) Age: More than 30 years old
- 2) Academic background: Bachelor's Degree or equivalent
- 3) Communication ability: Proficiency in written and oral English communication



Terms of Reference

Counterpart for Japanese Long-term Expert on Criminal Identification for The Project on Enhancement of Civilian Police Activities

Objective

The counterparts who specialize in Criminal Identification are expected to be assigned to the Indonesian National Police Headquarters, Jakarta Metropolitan Police, and Bekasi Police Resort to work jointly with the Japanese Long-term Expert of Criminal Identification in the transfer of technology so as to develop the human resource of the Indonesian National Police (INP).

Job Description

Location: Indonesian National Police Headquarters

- Chief of Section for Planning, Identification Center
Criminal Investigation Agency
- Head of Ballistic and Metallurgic Forensic Unit,
Criminal Investigation Agency
- Jakarta Metropolitan Police
- Chief of Division of Identification
- Bekasi Police Resort
- Chief of Bekasi Police Resort

Proponent: INP and JICA

Job Period: 5 years

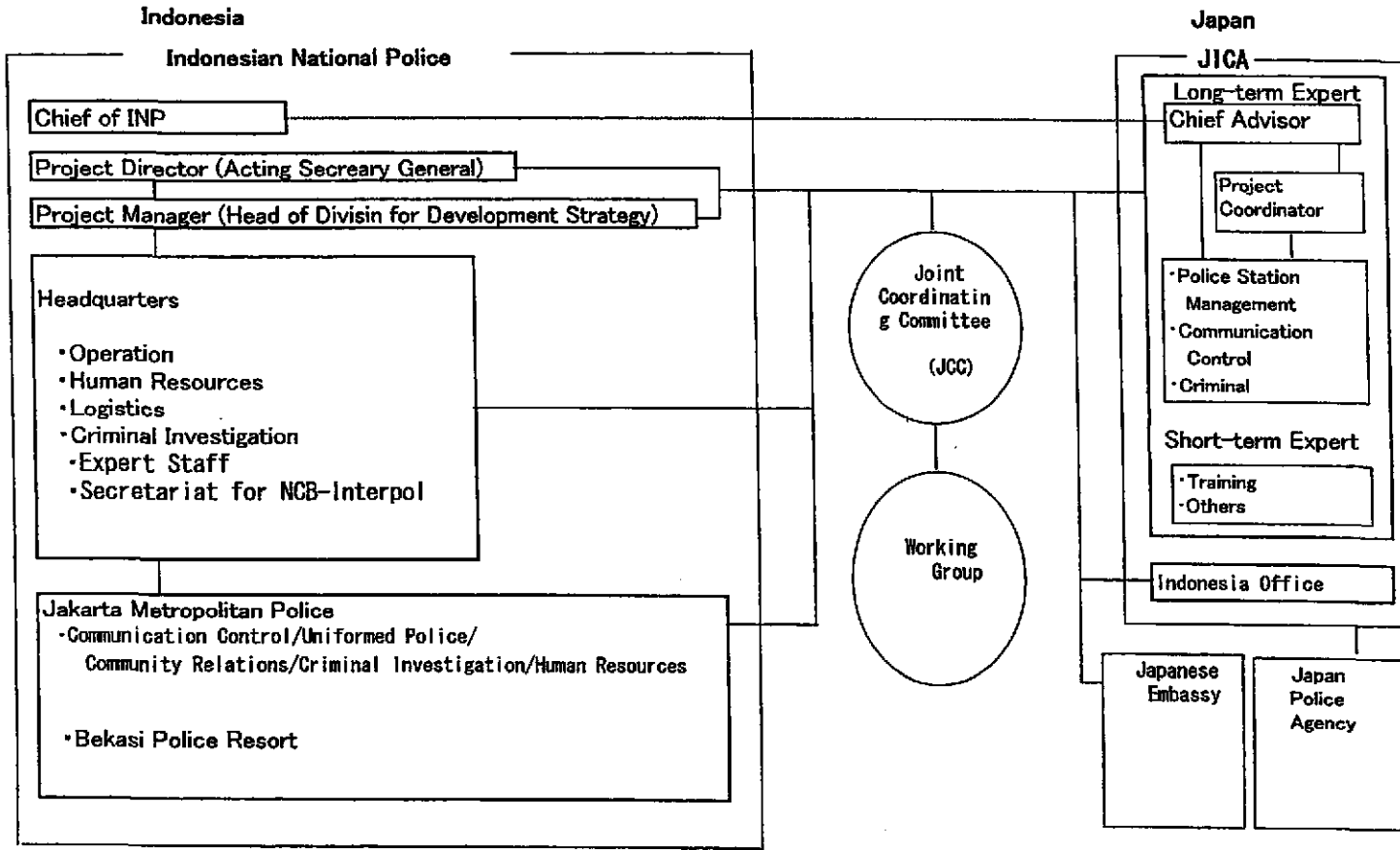
Specific Tasks

- 1) To give advice to the long-term expert
- 2) To supervise the development of the Project and give advice to the other team members
- 3) To provide guidance for the technology transfer jointly with other counterparts and Japanese experts in order to improve the police system

Qualification

- 1) Age: More than 30 years old
- 2) Academic background: Bachelor's Degree
- 3) Communication ability: Proficiency in written and oral English communication

ORGANIZATION CHART OF THE PROJECT

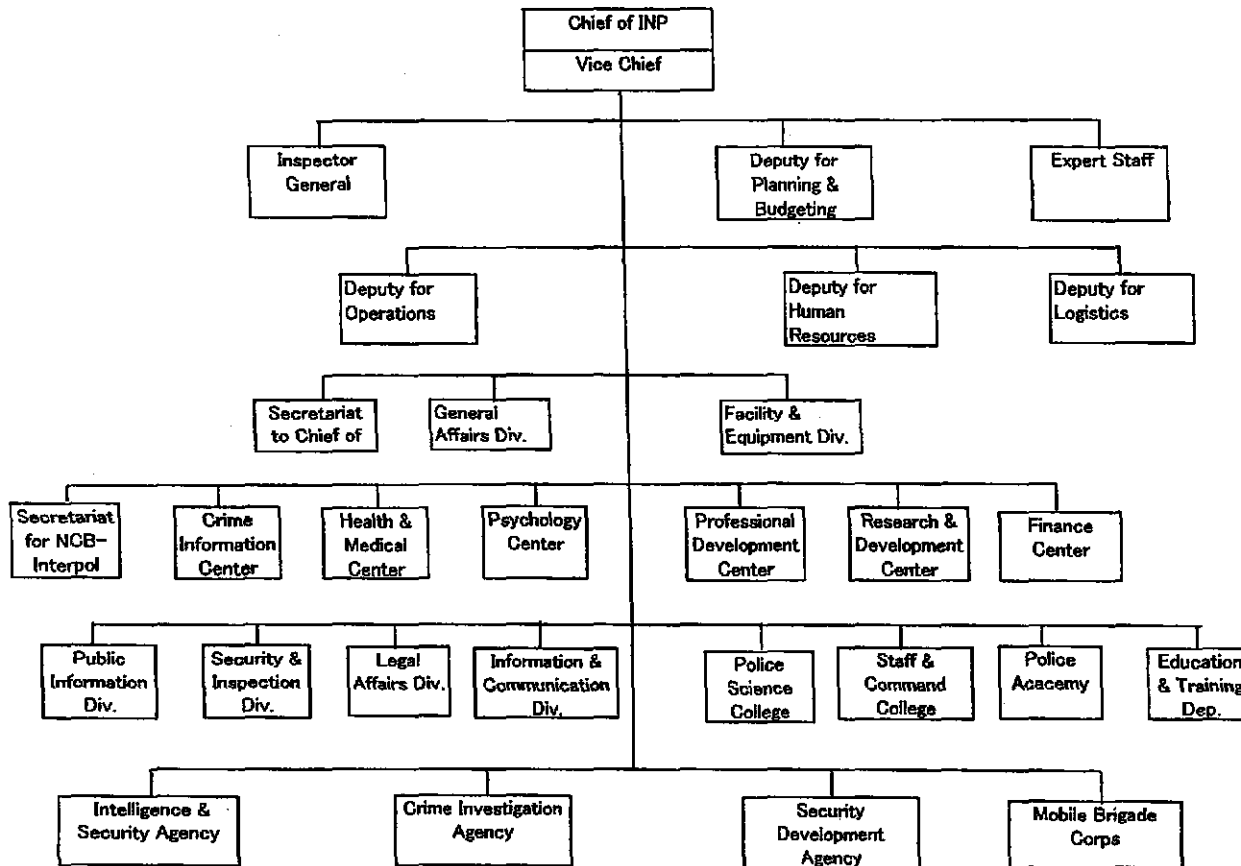


ANNEX 6

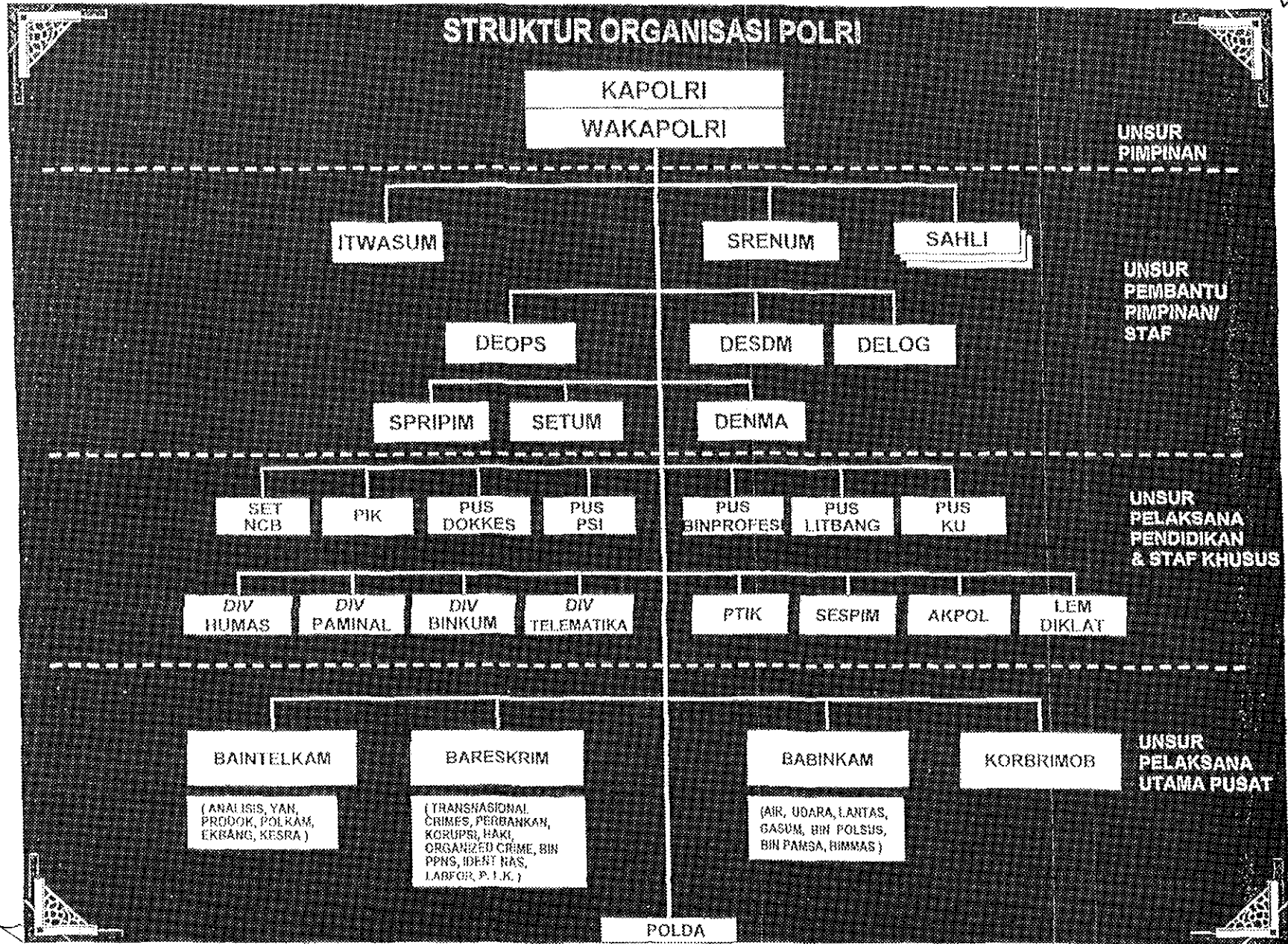
Crime Statistics by Province

Province	Number of cases	Rank	Crime Rate	Rank
ACEH	3,447	13	101	10
SUMUT	13,801	4	132	5
SUMBAR	4,519	7	96	11
RIAU	4,597	11	93	13
KALBAR	9,494	6	134	4
SUMSEL	2,141	23	45	24
METRO JAYA	29,986	3	92	14
JABAR	15,993	2	46	23
JATENG	10,599	5	34	25
JATIM	20,952	1	66	19
BALI	5,532	9	200	2
KALTIM	3,539	14	118	7
KALSEL	3,355	16	96	12
SULSEL	6,700	8	92	15
SULUT	9,598	7	306	1
MALUKU	321	26	15	26
IRJA	2,288	18	122	6
KALTENG	1,923	21	107	9
SULTENG	4,437	15	169	3
SULTRA	1,194	20	128	6
NTB	2,987	17	70	17
NTT	2,823	19	69	18
YOGYAKARTA	2,328	22	56	22
LAMPUNG	4,969	10	73	16
JAMBI	1,557	24	61	20
BENGGULU	874	25	57	21

Organization Chart of INP Headquarters (As of July 2002)



STRUKTUR ORGANISASI POLRI



UNSUR PIMPINAN

UNSUR PEMBANTU PIMPINAN/ STAF

UNSUR PELAKSANA PENDIDIKAN & STAF KHUSUS

UNSUR PELAKSANA UTAMA PUSAT

POLDA

Equipment & Facilities owned by INP

<Material>

Item	Quantity
Automobile	28,719
Ship:	
a. Patrol ship	136
b. Non-standard ship	1,301
Airplane	24
Gun	276,027
Ammunition:	
a. Bullet	58,300,000
b. Shell case	6,500,000
c. Rubber bullet	1,300,000
Police Special Equipment	519,408
Animal:	
a. Dog	443
b. Horse	169
Riot Control Equipment	126SSK
Maneuver Equipment	525SSK
Office Equipment	742,454
Field Equipment	561
Telecommunication Equipment	50,356
Healthcare Equipment	9,545

<Facility>

Item	Quantity	Dimension (m2)
a. INP Headquarters	1	116, 549
b. Provincial Police Headquarters	26	16, 573
c. Regional Police Station	24	73, 668
d. Urban Police Station	12	8, 000
e. Police Station	268	96, 170
f. Police Sub-station	3, 376	357, 657
Residence	71, 318	3, 246, 640
Education & Training Facility	324	274, 333
Repair Yard	87	26, 100
Warehouse	440	133, 104
Base		
a. Command Center	59	27, 001
b. Dock	8	4, 536
c. Heliport	3	600
Medical Care Facility	337	—
Social Activity Facility	376	—
Infrastructure	99	—

Education & Training Institution

	Institution	Lead Office	Description
Academic education			
1	Police Science College (PTIK)	INP Headquarters	<ul style="list-style-type: none"> • Under authorization of the Education Ministry, offers degree of Police Science • Bachelor course 2 years, Master course 2 years
Training for beginning police officer			
2	Police Academy (AKPOL)	Education & Training Department	<ul style="list-style-type: none"> • For high-school graduate officer candidate • 3 years of training • Appointed 2nd Inspector on completion
3	School for Bachelors Police Officers (PPSS)		<ul style="list-style-type: none"> • For university graduate • 11 months of training • Appointed 2nd Inspector on completion
4	National Police School (SPN)	Provincial Police Headquarters	<ul style="list-style-type: none"> • For high school graduate • 6 months of • Appointed 2nd Brigadier on completion
5	Police Woman School (SEPOLWAN)	Education & Training Department	<ul style="list-style-type: none"> • For high school graduate female • 6 months of training • Appointed 2nd Brigadier on completion • Tourist Police course
Training for non-commissioned officer & junior-grade officers			
6	Police Officers Candidate School (SECAPA)	Education & Training Department	<ul style="list-style-type: none"> • For non-commissioned officer • 11 months of training • Appointed 2nd Inspector on completion
7	Police Lower Level Management School (SELAPA)	Education & Training Department	<ul style="list-style-type: none"> • For Asst. Commissary • 9 months of training
Training for executive officers			
8	Upper Level Management School of Staff & Command College (SESPIM)	Education & Training Department	<ul style="list-style-type: none"> • For Commissary • 9 months of training
9	Top Level Management School of Staff & Command College (SESPATI)	Education & Training Department	<ul style="list-style-type: none"> • For Senior. Commissary • 4 months of training

Training for special skill			
10	Training Center for Investigation & Intelligence (PUSDIK RESINTEL)	Education & Training Department	<ul style="list-style-type: none"> • 3 months of training • Experience of seminars on counter-terrorism & explosives by the U.S. and USAID, and trainings in Japan, Germany, England, Netherlands, etc.
11	Training Center for Traffic Police (PUSDIK LANTAS)	Education & Training Department	
12	Training Center for Uniformed Police (PUSDIK SABHARA)	Education & Training Department	
13	Training Center for Mobile Police (PUSDIK BRIMOB)	Education & Training Department	
14	Training Center for Water & Air Police (PUSDIK POLAIRUD)	Education & Training Department	
15	Training Center for Community Relations (PUSDIK BIMMAS)	Education & Training Department	
16	Training Center for Police Administration (PUSDIK MIN)	Education & Training Department	
17	Training Center for Telecommunications (PUSDIK KOMLEK)	Education & Training Department	

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ANNEX 10

Perwira Tinggi
Police General
Police Commissary General
Police Inspector General
Police Brigadier General

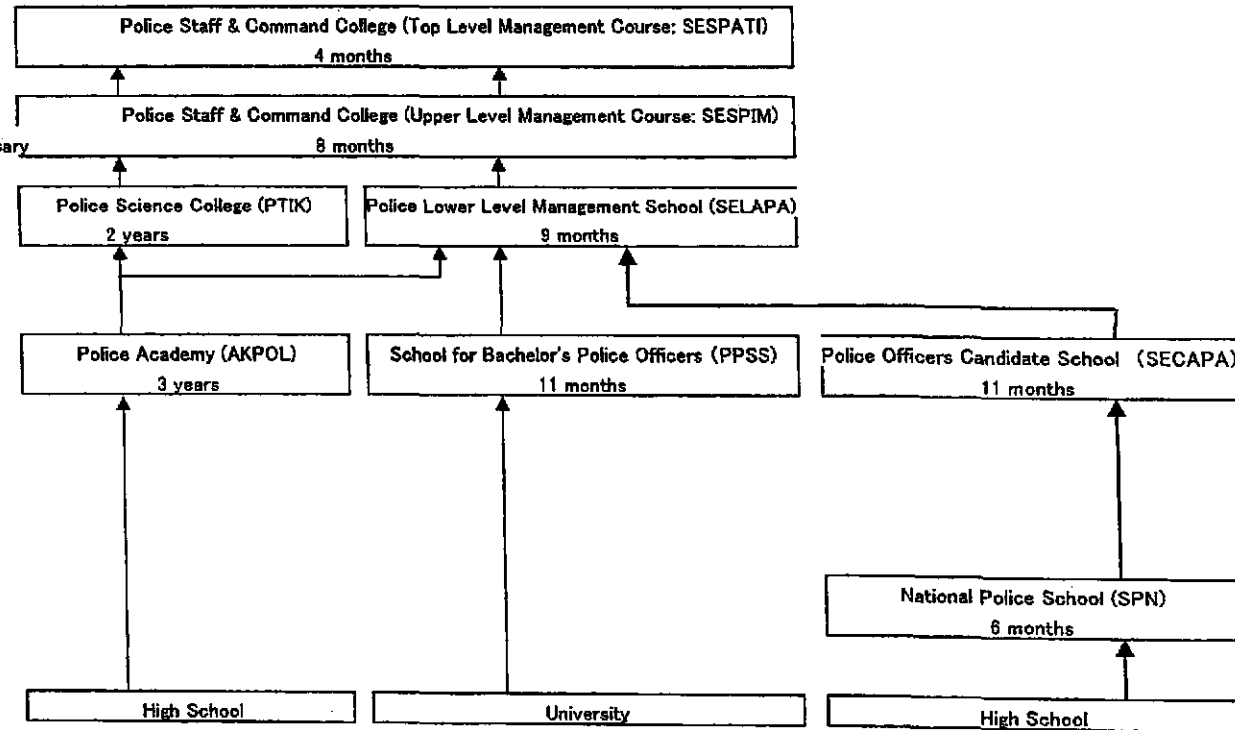
Perwira Menengah
Police Senior Commissary
Police Assistant Senior Commissary
Police Commissary

Perwira Pertama
Police Assistant Commissary
Police 1st Inspector
Police 2nd Inspector

Bintara Tinggi
Police Assistant Inspector

Bintara
Police Brigadier
Police 1st Brigadier
Police 2nd Brigadier

Education & Training Path



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Overview of Bekasi District

ANNEX 11

(As of April 2002)

Urban area

		Dimension (ha)	Percentage (urban area)	Percentage (whole)
1	Residential area	13,167	62.55%	8.87%
2	Industrial area	4,388	20.85%	2.96%
3	Cultivated field	2,494	11.85%	1.68%
4	Paddy area	764	3.63%	0.51%
5	Others	236	1.12%	0.16%
		21,049	100.00%	14.18%

Rural area

		Dimension(ha)	Percentage (rural area)	Percentage (whole)
1	Paddy area	56,227	44.14%	37.88%
2	Residential area	30,195	23.70%	20.34%
3	Cultivated field	10,750	8.44%	7.24%
4	Industrial area	17,192	13.50%	11.58%
5	Forest	1,866	1.46%	1.26%
6	Fish farm etc.	9,795	7.69%	6.60%
7	Dangerous area	1,279	1.00%	0.86%
8	Others	84	0.07%	0.06%
		127,388	100.00%	85.82%
	Total dimension (ha)	148,437		

Dynamics of population of Bekasi District

(As of April 2002)

	2002		2001		2000	
	Man	Woman	Man	Woman	Man	Woman
1 Bekasi utara	106,835	109,129	75,785	75,975	85,929	85,706
2 Bekasi barat	110,479	111,894	121,051	121,052	125,725	125,880
(medansatria)	60,922	60,814				
3 Bekasi selatan	79,641	81,776	130,185	130,565	93,680	92,952
4 Bekasi timur	110,640	106,935	160,968	160,969	144,359	141,916
(rawalumbu)	69,006	70,611				
5 Pondokgede	120,174	121,908	142,966	142,967	132,463	137,834
(jatisampurna)	36,254	37,349				
6 Jatiasih	67,193	68,138	52,343	52,343	47,840	50,003
7 Bantargebang	67,573	66,531	38,816	38,817	38,537	38,361
8 Babelan	57,858	56,865	47,379	47,164	46,135	47,618
9 Tarumajaya	29,391	28,511	26,215	25,621	28,092	28,246
10 Tambun	164,813	165,678	124,390	125,177	115,992	115,660
11 Setu	39,845	39,661	36,697	36,370	35,869	38,538
12 Cibitung	123,686	118,110	84,703	83,751	72,673	72,873
13 Cikarang	70,056	68,057	59,818	60,090	57,953	57,892
14 Cibirusah	35,474	34,766	31,718	31,020	35,039	33,288
15 Lemahabang	75,979	80,999	59,527	60,275	58,121	59,618
16 Pebayuran	39,524	39,162	38,776	38,849	40,241	40,905
17 Sukatani	46,685	46,234	44,782	44,999	45,265	45,690
18 Cabangbungin	23,971	23,463	22,884	23,139	23,173	23,479
19 Serang	43,170	42,758	40,158	40,080	38,440	40,211
20 Kedungwaringin	28,573	27,970	27,579	27,433	27,799	27,695

21	Tabelang	32,652	32,362	31,559	32,006	31,764	32,471
22	Muaragembong	13,595	13,084	12,647	12,184	10,792	10,450
		1,653,989	1,652,765	1,410,946	1,410,846	1,335,881	1,347,286
		3,306,754		2,821,792		2,683,167	

Square measures by administrative district

Urban area

1	Bekasi utara	21,462,500	
2	Bekasi barat	13,421,020	25,853,220
	(medansatria)	12,432,200	
3	Bekasi selatan	17,644,250	
4	Bekasi timur	10,510,025	29,326,050
	(rawalumbu)	18,816,025	
5	Pondok Gede	23,836,160	46,176,260
	(sampurna)	22,340,100	
6	Jatiasih	25,200,630	
7	Bantargebang	44,828,060	
	Urban area total	210,490,970	210,490,970

Rural area

8	Babelan	63,606,890	
9	Tarunajaya	54,634,160	
10	Tambun	78,776,710	
11	Setu	72,725,940	
12	Cibitung	95,031,790	
13	Cikarang	64,555,450	
14	Cibarusah	112,412,780	
15	Lemahabang	100,844,220	
16	Pebayuran	96,353,680	
17	Sukatani	88,355,870	
18	Cabangbungin	66,428,680	
19	Serang	119,421,790	
20	Kedungwaringin	38,650,140	
21	Tambelang	99,194,050	
22	Muaragembong	122,943,060	
	Rural area total	1,273,935,210	1,273,935,210

Area aggregate (m²)

1,484,426,180

Number of personnel in Bekasi Police Resort and Police Sub-stations

(As of April 2002)

	Bekasi Police Resort	Police sub-stations	Total
Chief	1	22	23
Vice-chief	1	12	13
Communication Control	23	-	23
Administration	18	-	18
General Affairs	10	27	37
Inspection	29	-	29
Electronic Communication	12	-	12
Intelligence	47	-	47
Criminal Investigation	126	199	325
Uniformed Police	202	343	545
Traffic Police	221	-	221
Community Relations	29	247	276
Co-op	9	-	9
Police Field Office	-	43	43
Total	728	893	1,621

Number of personnel in Polsek under command of Polres Bekasi
(As of April 2002)

	Chief	Vice chief	Criminal Investigation	Uniformed Police	Community Relations	Pospol	Taud	Total
Bekasi timur	1	1	14	31	9	6	2	64
Bekasi barat	1	1	15	25	10	7		59
Bekasi selatan	1	1	16	24	7		1	50
Bekasi utara	1	1	10	23	7		1	43
Pondok Gede	1	1	17	26	11	19	4	79
Cibitung	1	1	14	23	19		1	59
Lemar abang	1		9	17	17	8	2	54
Kedung waringin	1	1	6	18	10		1	37
Sukatani	1		3	2	14			20
Muara gembong	1		2	5	6		1	15
Bantar gebang	1	1	13	20	11		1	47
Cikarang	1	1	10	27	16		1	56
Serang	1		7	7	13		2	30
Cabang Bungin	1	1	4	2	9		1	18
Tambelang	1		5	11	7		1	25
Cibarusah	1		6	3	14		2	26
Pebayuran	1		2	5	10		1	19
Setu	1		8	13	14		1	37
Jati asih	1	1	10	15	7			34
Tarumajaya	1		4	9	6		1	21
Tambun	1	1	19	27	20		2	70
Babelan	1		5	10	10		1	27
Total	22	12	199	343	247	40	27	890

ANNEX 15

Equipment

(As of April 2002)

<Vehicle>

Vehicle owned by Bekasi Police Resort

		truk berat	truk sedan	station wagon/jeep	geep	sedan	pic up	ambulance	sepeda motor
1	PIMPINAN				1	1			
2	PUSKODAL OPS						1		2
3	BAG MIN	1		2				1	2
4	SAT INTEL								2
5	SAT SERSE			6					2
6	SAT SABARA	1	2			1	3		38
7	SAT LANNTAS					1	1		24
8	SAT BIMMAS								3
9	PROVOOST			1					4
		2	2	9	1	3	5	1	77

Vehicle owned by Polsek

		truk berat	truk sedan	station wagon/jeep	geep	sedan	pic up	ambulance	sepeda motor
1	Bekasi utara				1				2
2	Bekasi barat				1				10
3	Bekasi selatan				1				2
4	Bekasi timur				1				2
5	Pondokgede				1				6
6	Jatiasih				1				3
7	Bantargebang				1				2
8	Babelan				1				3
9	Tarumajaya								5
10	T-tambun				1				4
11	Setu								1
12	Cibitung				1				4
13	Cikarang				1				3
14	Cibarusah								3
15	Lemahabang				1				4

16	Pebayuran									2
17	Sukatani									3
18	Cabangbungin									3
19	Serang				1					3
20	Kedungwaringin				1					3
21	Tambelang									3
22	Muaragembong									3
					14					74
		2	2	9	15	3	5	1		151

<Situation of radio equipment>

1	Base Station	20
	Base Station MDX Series Mobil Radio	
	Manufacturer	ERICSSON
	Frequency range	851Mhz-870Mhz
	Power	25Watt
	Program	EDACS
	Condition	Out of use 2 Available for use 18
2	Walkie-Talkie	65
	H.T.Genggan MDX Trunking	65
	Manufacturer	ERICSSON
	Frequency range	851Mhz-870Mhz
	Program	EDACS
	Power	2Watt
	Condition	Out of use 25 Available for use 40

Overview of Jakarta Metropolitan Police

(1) Organization & Budget

(a) Budget

Year	Amount (Rupiah)
1997	20,376,777,000
1998	27,212,287,000
1999	27,521,863,000
2000	26,996,891,000
2001	54,355,422,000

(b) Personnel

Police officer	1,219
Civilian	71

(2) Trend of crime & accident / Criminal statistics

Penal Code Offense

	Reported cases	Cleared cases	Clearance rate
Homicide	69	46	66.7%
Robbery	152	32	21.1%
Larceny	13,805	3,358	24.3%
Fraud	2,699	727	26.9%
Embezzlement	2,050	607	29.6%
Total	18,775	4,770	25.4%

Others

	Reported cases	Cleared offenders
Firearms	169	118
Narcotics	1,775	1,738
Total	1,944	1,865

Traffic Incident/Accident

	Reported cases	Cleared offenders
Fatal Accidents	254	—
Personal Injury	809	—
Property Damage	2,436,585,856	—
Total	2,436,586,919	—