

運営指導調査 協議議事録 (Minutes of Meetings)

**MINUTES OF MEETINGS
BETWEEN
THE PROJECT CONSULTATION TEAM
AND
THE SÃO PAULO STATE MILITARY POLICE OF
THE FEDERATIVE REPUBLIC OF BRAZIL
ON
THE JAPANESE TECHNICAL COOPERATION FOR
COMMUNITY POLICING PROJECT**

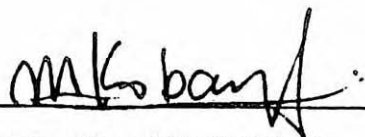
The Project Consultation Team (hereinafter referred to as “the Team”), organized by the Japan International Cooperation Agency (hereinafter referred to as “JICA”), visited the Federative Republic of Brazil (hereinafter referred to as “Brazil”) from June 27, 2005 to July 7, 2005 in order to discuss the specific plan of operation for the Community Policing Project in São Paulo State (hereinafter referred to as “the Project”).

During its stay in Brazil, the Team exchanged views and had a series of discussions with the representatives of the Polícia Militar do Estado de São Paulo –PMESP (Military Police of the State of São Paulo) (hereinafter referred to as “the Brazil Side”).

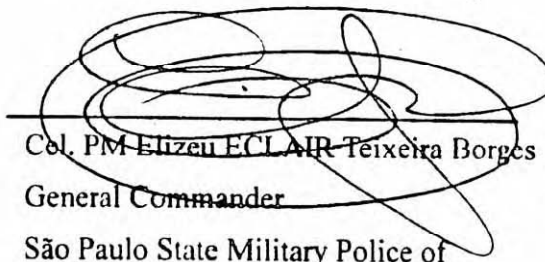
As a result of the discussions, both sides agreed to record the document attached hereto.

This Minutes of Meetings is prepared in both English and Portuguese. In case any doubt arises in translation, the English version shall prevail.

São Paulo, July 5, 2005



Mr. Masahiro KOBAYASHI
Resident Representative
JICA Brazil Office
Japan International Cooperation
Agency



Col. PM Elizeu ECLAIR Teixeira Borges
General Commander
São Paulo State Military Police of
The Federative Republic of Brazil

THE ATTACHED DOCUMENT

I. Basic Framework of the Project

The Team and the Brazil Side (hereinafter referred to as "Both Sides") discussed the contents and the framework of the Project. As a result of discussions, Both Sides agreed basic framework of the Project as follows.

1. Tentative Plan of Operation (PO) of the Project

Both Sides agreed the tentative Plan of Operation as attached in the Annex I.

2. Duration of the Project

Although the Record of Discussion of the Project was signed on September 30 ,2004, Japanese expert was dispatched to Brazil on January 7. 2005. Since the total duration of the Project shall be regarded as three years, Both Sides agreed to implement the Project until January 6, 2008.

3. Establishment of the Steering Committee in São Paulo State Military Police

To enhance the development of this Project, São Paulo State Military Police established the "Working Group to Update the Procedure of Community Policing" for this project in May, 2005. This Working Group is officially approved by the General Commander of São Paulo State Military Police and its main purpose is to reorganize Community Policing activity within São Paulo city. This Working Group comprises of the Commander of CPC, Chief and Assistant Captains of Division of Operations of CPC, representatives from DPCDH, Commanders of the eight model companies, Japanese Expert from Japanese National Police Agency and representatives from JICA Brazil Office. The decision by this Working Group is to be reported to the General Commander of São Paulo State Military Police and to be executed. Analyzing the success of the result of the Project, São Paulo State Military Police will consider the possibility to expand this activity to other regions in São Paulo State.

4. Priority Activities of the Project thereafter

Both Side basically agreed to implement following activities as priority activities thereafter;

- i) Establishment of the Working Group to enhance Community Policing activity as mentioned in 3.

- ii) Joint collaboration activities with community members (Utilization and development of the existing organizations)
- iii) Implementation of In-service Training
- iv) Adaptation of basic format necessary for BCS activity
- v) Important issues to be tackled in each model Company:
 - a) Development of public promotion tools
 - b) Definition of the working area of each BCS
 - c) Formulation of operational guidelines and its implementation
 - d) Development of area map for each BCS

5. Request from Brazil Side

Brazil Side, in collaboration with Japanese Side, will develop training materials for military police officers and brochures for community members, etc. to promote Community Policing activity under this Project. Japanese Side basically agreed to cover necessary cost to conduct this proposal if it is considered appropriate as the activity to promote Community Policing. Specific ways to disburse this budget should be determined through the discussion with Japanese Expert, representatives of São Paulo State Military Police and JICA Brazil Office.

6. Request from Japanese Side

Japanese Side decided to conduct interview surveys in communities to gain necessary data to monitor the output of this Project as soon as possible. Necessary cost for this survey will be covered by JICA, and JICA will securely control the outcome of the survey with its responsibility. Brazil Side basically agreed on this survey.

Annex I Tentative Plan of Operation (PO)

Annex II List of Attendants

INITIATIVE PLAN OF OPERATION

Annex I

ACTIVITIES	2005												2006												2007											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
<p>1. Enhanced and institutionalized function of the present Koban system by strengthening the function of the DPCDH</p> <p>1-1 Review and analyze the organizational aspect of the present Koban system (1) Review of the present organizational framework of Koban system with a focus on command mechanism and functions of DPCDH</p> <p>(2) Preparation of a plan to revise organizational framework</p> <p>(3) Establishment of information sharing system for Koban operation</p> <p>(4) Establishment of institutional support system to enhance Koban operation</p> <p>1-2 Improve or strengthen the identified operational issues of the present Koban system</p> <p>(1) Review of operations of Koban in target Battalion and select model Company for pilot operation</p> <p>(2) Preparation of pilot operation plans in the model Company with revised tasks and procedures</p> <p>(3) Implementation of pilot operation plans in the model Company (including OJT)</p> <p>1-3 Develop joint community activities by Koban which shall enhance communities' trust toward the system and improve citizens' safety consciousness</p> <p>(1) Interview surveys in community members regarding the activity of São Paulo State Military Police</p> <p>(2) Review and enhancement of the joint collaboration activity of Koban and community</p> <p>1-4 Compile operational guidelines and manuals for policeman concerned with Koban system</p> <p>(1) Definition of function of Koban and assignment of police officer</p> <p>(2) Development of policy and operational guidelines for police officer</p> <p>(3) Preparation of operational manuals for tasks in Koban</p> <p>1-5 Formulate improvement plan of Koban system covering such issues as command mechanism and strategies for the future expansion</p> <p>(1) Review of the present institutional framework of São Paulo State Military Police, i. e. standards and regulations concerning tasks, administration, financing and so forth</p> <p>(2) Development of plan of Koban system for institutional development and expansion</p>																																				
<p>2. Developed capacities of policeman concerned with Koban system</p> <p>2-1 Develop training modules for policeman concerned with Koban system</p> <p>(1) Analysis of needs for capacity development of police officers</p> <p>(2) Development of training programs and materials, based on the newly developed operational guidelines and manuals</p> <p>2-2. Conduct training program in São Paulo State for policeman and facilitate their diffusion activities in Brazil</p> <p>(1) Implementation of seminars for commanding officers</p> <p>(2) Implementation of training program for training officers of police academy of São Paulo State Police</p> <p>(3) Implementation of newly prepared training program in São Paulo State Police</p> <p>2-3 Conduct exposure program in Japan</p> <p>(1) Implementation of exposure program for commanding officers on institutional themes</p> <p>(2) Preparation of comparative study papers for institutional reform</p>																																				
<p>3. Expert</p> <p>1 Long-Term Expert (Chief Advisor/Community policing administration) 1 Year x 2 persons</p> <p>2 Short-Term Expert (Selection of Model Area) 1 Month x 1 person</p> <p>3 Short-Term Expert (Training) 2 weeks x 1 person</p> <p>4 Short-Term Expert (Koban System/OJT) 2 to 3 Months x 1 person</p> <p>5 Short-Term Expert (Training) 2 weeks x 1 person</p> <p>6 Short-Term Expert (Community Activities/OJT at Koban) 2 to 3 Months x 1 person</p> <p>7 Short-Term Expert (Training) 3 weeks x 1 person</p> <p>8 Short-Term Expert (Training Material for Community Policing/OJT at Koban) 2 to 3 Months x 1 person</p>																																				
<p>LOCAL ACTIVITY COST</p> <p>Entrusting the local consultant (Interview survey of the community)</p> <p>Entrusting the local consultant (Development of the training materials)</p>																																				
<p>DISPATCH OF MISSION</p> <p>Project Consultation Team</p> <p>Final evaluation</p>																																				

List of Attendant

The discussions between the Team and the Brazil Side were held in São Paulo with the participants listed below:

Brazil Side

Mr. Elizeu ECLAIR Teixeira Borges	Cel. PM, General Commander, São Paulo State Military Police
Mr. JOSÉ ROBERTO Martins Marques	Cel. PM, Commander, CPC. São Paulo State Military Police
Mr. José Kiyoshi TANIGUCHI	Ten. Cel. PM, Chief of 1st Section of Major Staff, São Paulo State Military Police
Mr. Luiz de CASTRO Junior	Maj. PM, Chief of Division of Operations, São Paulo State Military Police
Ms. MÔNICA Puliti D.F. Bondezan	Cap. PM, Acting Chief of the Community Police <i>Department</i> , São Paulo State Military Police

Japanese Side

Mr. Masahiro KOBAYASHI	Resident Representative, JICA Brazil Office
Mr. Kazuhiko ICHIMURA	Police Administration, Project Consultation Team
Mr. Hiroshi HORITA	Community Policing, Project Consultation Team
Mr. Ryohei DEMIYA	Training System, Project Consultation Team
Ms. Rika UEMURA	Cooperation Planning, Project Consultation Team
Mr. Hideki TOKUDA	Japanese Expert
Mr. Hirofumi OHKUMA	Consular, Consulate of Japan in São Paulo
Mr. Nobuyuki KIMURA	Executive Assistant, JICA Brazil Office

主要面談者

<サンパウロ州軍警察本部>

Cel PM Elizeu Eclair Teixeira Borges	サンパウロ州軍警察総司令官
Cel PM Roberto Antonio Diniz	次期サンパウロ州軍警察総司令官
Cel PM José Roberto Martins Marques	サンパウロ州軍警察副総司令官
Capitão PM Mônica Puliti Bondezan	サンパウロ州軍警察本部地域人権課長補佐
1° Ten PM Ricardo de Souza Barreto	サンパウロ州軍警察本部地域人権課総務担当

<首都警察司令本部>

Cel. PM Antonio Carlos Rodrigues	州都警察司令官
Cel PM Márcio Matheus	州都警察臨時司令官
Ten. Cel. PM Luiz de Castro Junior	州都警察副司令官

<Praca Oscar da Silva 交番 (12月8日)>

Ten. Cel. PM. José Luis Sanches Verardino	軍警察中佐—第5州都警察大隊長
1° Ten PM Luis Augusto Pacheco Ambar	軍警察中尉—第1中隊中隊長
Sargento PM Luiz CarlosPereira	軍警察軍曹—Oscar da Silva 交番署長

<Parque do Carmo 交番 (12月11日)>

Ten. Cel. PM Antonio Carlos Artêncio	軍警察中佐—第28州都警察大隊長
Capitão PM Benedito Pereira	軍警察大尉—運用計画大隊長補佐
1° Ten PM Carlos Gomes Machado Neto	軍警察中尉—第2中隊臨時中隊長
Sargento PM Dario Cordeiro da Rocha	軍警察軍曹—Carmo 交番署長

<Casa Branca 交番 (12月6日)>

Ten. Cel. PM. Sebastião do Carmo Camilo	軍警察中佐—第32サンパウロ大都市圏 軍警察大隊長
Capitão PM. Nemar Luis da Costa Limeira	軍警察大尉—第1中隊中隊長
Sargento PM. Ronaldo Militão de Oliveira	軍警察軍曹—Casa Branca 交番署長

<Suzano 市関係者>

Marcelo de Souza Candido	Suzano 市市長
Mauro Vaz	Suzano 市副市長
Carlos Toshiharo Watanabe	Suzano 市局長 (経済、観光、労働開発局)

<在サンパウロ日本総領事館>

西林 万寿夫	総領事
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評価グリッド

評価設問1. プロジェクトの実施プロセスの課題は何か
 評価設問2. これまでの活動は有効か

5項目	評価設問		判断基準・方法	必要なデータ	情報源
	大項目	小項目			
実績の確認	住民との協働関係の強化	交番連絡協議会等住民の組織化は進められているか	パイロット交番での交番連絡協議会の有無	(設立されていれば議事録)	交番署長
		住民向けの広報は有効に行われているか 治安対策に資する活動は行われているか。	パンフレットの配布実績、掲示板の活用状況 治安対策関連の住民向け活動の有無または実績		パイロット交番の記録
実績の確認	人材育成	教材作成の状況、内容	ワーキンググループの活動記録	議事録	ワーキンググループ
		交番員向けのセミナーは継続されているか 仕官向けの研修は企画されているか 今後のセミナー、研修等の計画、考え方	地域警察セミナーに関する記録 何名を対象に何回計画されているか 同上	州軍警察記録 聞き取り 聞き取り	地域人権課 C/P、専門家 C/P、専門家
妥当性	プロジェクトが目指す効果は、サンパウロ州軍警察の政策に合致しているか	州知事の政策や州の治安対策 ブラジル法務省の方針は、交番推進で変わっていないか	州レベルの治安対策計画と州軍警察の地域警察活動重視の方針は合致しているか 法務省発出の指針などはあるか	州の政策文書 指針	州政府の文書 連邦の法務省
有効性	交番制度は強化されているか	モデル交番の改善状況 地域警察活動の定着に向けての規程化が進められているか 住民との協働関係確立に向けての取り組みは十分か 地域警察活動に関する教養の制度化に向けて取り組んでいるか 帰国研修員の帰国後の取り組み	チェックリストに基づく観察 運用細目の作成状況 モデル交番での各種取り組みの内容や頻度 これまでの取り組み実績、今後の計画 フォローアップセミナーでの発表内容	観察結果 交番ごとの記録 記録、聞き取り	モデル交番 州軍警察 州軍警察 帰国研修員
インパクト		犯罪の減少等は確認できるか	犯罪認知件数の推移	統計	州軍警察データ
自立発展性		今後の交番拡充計画はあるか、ある場合は現実的か 予算の裏づけはあるか		聞き取りまたは計画書 同上	州都指令本部 州都指令本部
プロセス		年間活動計画の有無と誰にそれが諮られているか 作業分担は明確に行われているか ブラジル側のこれまでの予算 専門委員会議事録内容の確認	専門家会合で活動計画が議論されているか ワーキンググループメンバーの役割分担、意思決定プロセス	議事録 予算計画書または報告書 議事録	地域人権課 C/P、専門家 地域人権課 地域人権課

日本側、軍警察側のこれまでの投入実績

Description of Inputs	Planned Inputs (according to R/D and PDM)	Actual Inputs	Remarks
Brazilian Side			
1. C/P personnel	C/P personnel	Assignment of the Project Manager (Capital Policing Commanding Officer), beginning with MP Colonel José Roberto, which was replaced in August 2006 by MP Colonel Antonio Carlos; Composition of the Working Group having MP Lieutenant Colonel Castro as Coordinator, plus eight (8) Commanding Officers of the Model MP Company and DPCDH MP Officers as members for the Project development and follow-up.	Concerning the operation of the BCSs, a minimum personnel of thirteen (13) police officers was assigned, being one (01) MP Sergeant – Commanding Officer and twelve (12) MP Corporals/Soldiers. It was created the Policing Program Supervising MP Officer function, being anticipated two (02) MP Lieutenants for each Battalion. At last, the MP Battalion Commanding Officers, Operational Coordinators and Company Commanding Officers were added to the control, command and orientation of the Community Policing Program.
2. Assignment of supporting staff	driver secretary	Assignment of the MP DPCDH officers in accordance with the missions to be executed. Supporting personnel in accordance with the long-term experts needs.	
3. Facilities	office space	An office room in the MP General Commanding Headquarter building for the long-term expert works.	
4. Operating expenses	Budget (local cost)	The São Paulo State MP budgetary planning is done to provide all demands in general concerning human resources and materials, not having a specific destination to the Technical Cooperation Agreement signed between Japan and Brazil.	For the execution of the Project, the São Paulo State MP made available: facilities for all BCSs, making them proper to the services to the community; one (01) Patrol Car for each BCS, with the respective maintenance and fuel as needs; necessary Infrastructure concerning the uniforms, equipments and weapons for the MP officers; stationery and PC material required for the registration of the activities and elaboration of documents, information pamphlets and newspapers; In some BCSs we have, besides the patrol car, bikes for the execution of the ostensive and preventive policing; Training of personnel and performing of education events (working meetings, seminars and presentations).

Japanese Side			
1. Long-term experts	1. Chief Advisor/Community policing administration 1.5year x 2persons	Mr. Hideki Tokuda (January 2005-July 2006), 18 M/MMr. Takashi Ishii (September 2006~), 3 M/M as of December 2006	As Japanese side had a difficulty in assigning a long-term expert after Mr. Tokuda, there was two month absence of the long-term expert before Mr. Ishii was dispatched.
2. Short-term experts	2. Short-Term Expert (Selection of Model Area) 1 Month x 1 person 3. Short-Term Expert (Training) 1) 2 weeks x 1 person 4. Short-Term Expert (Koban System) 2~3 Months x 1 person 5. Short-Term Expert (Training 2) 2weeks x 1 person 6. Short-Term Expert (Collaboration with local residents, Koban system) 2~3 Months x 1 person	Mr. Kazuhiko Ichimura (January 2005), 1 M/M This short-term expert was not dispatched. Mr. Ryohei Demiya (March 2006), 0.73 M/M Not yet dispatched Not yet dispatched	Planning of dispatching short-term experts (deciding TOR, coordination with NPA and other authorities) was late resulting in delayed dispatch and cancellation.
3. Operating expenses	Provide Consultancy service to implement community surveys	FY2004 ¥ 5,351,376 (R\$ 136,382.93) FY2005 ¥ 8,733,755 (R\$ 173,839.40) of which ¥2,110,095 (R\$ 42,000.00) was for community survey. FR2006 (as of December 2006) ¥ 4,179,000 (R\$ 77,389.73)	
4. Provision of equipment	Not planned	JICA provided 8 model BCS with computers, printers, digital cameras, notice boards and community visit cards (name cards and brochure of BCS). (¥ 2,997,481 or R\$ 59,662.80)	Initially Japanese side did not plan to provide equipment. As Brazilian side observed in training in Japan that Japanese police officers utilize IT and other equipment to enhance communication between police and local residents, the Brazilian Side requested to Japan to provide such equipment to model BCS.
5. Mission from Japan	Project consultation mission	Project consultation team was dispatched in July 2005.	P01 was discussed and agreed.

活動計画表 (P0) に対する活動実績

Activities planned	Activities carried out
<i>1. Enhanced and institutionalized function of the present Koban system by strengthening the function of the DPCDH</i>	
1-1. Review and analyze the organizational aspect of the present Koban system	
(1) Review of the present organizational framework of Koban system	Members of the Working Group to Update the Procedure of Community Policing (Japanese expert and those who participated in the exposure program in Japan) made a diagnosis of the BCSs concerning the alterations in the structure and training for police officers. As a result, a General Staff Office Study was elaborated in June 2005.
(2) Preparation of a plan to revise organizational framework	The Working Group to Update the Procedure of Community Policing presented measures for improvement of operation of BCSs in the General Staff Office Study.
(3) Establishment of information sharing system for Koban operations	By determination of the General Command of the São Paulo State MP, a Working Group to Update the Procedure of Community Policing was established in May 2005, with the assignment of the CPC Commanding Officer as the Project Manager, CPC police officers, DPCDH police officers and the pilot MP Company commanding officers. With the long-term expert and JICA representatives, it establishes the working schedule, holds meetings and defines the operational strategy.
(4) Establishment of institutional support system to enhance Koban operation	São Paulo State MP's operational system comprises six (06) Policing Programs, among them, the Community Policing Program. All programs are integrated to enhance each other's operations.
1-2. Improve or strengthen the identified operational issues of the present Koban system	
(1) Review of operations of Koban in target Battalions and select model companies for pilot operation	8 model BCSs were chosen for the implementation of the pilot activities, as stated in the Cooperation Agreement, from 8 Battalions in São Paulo City in January 2005.
(2) Preparation of pilot operation plans of the model Koban with revised tasks and procedures	In the General Staff Office Study elaborated by the Working Group, necessary phases of the implementation were planned, beginning with the training of all personnel from the pilot BCSs, provision of materials for the accomplishment of the missions, adequate facilities and so on aiming to make operation possible.
(3) Implementation of the pilot activities in the model Koban (including OJT)	Concept of district assignment to a BCS [(action area)] was introduced. Basic format of 9 documents were standardized, and activities of the community policing are implemented, having the Community Visit as the essential procedure and others such as producing the district map and BCS newspaper, aiming to strengthen the relationship between the Community and the Police.
1-3. Develop joint community activities by the Koban which shall enhance communities' trust toward the system and improve citizen's safety consciousness	

(1) Interview surveys to community members regarding the activity of São Paulo State Military Police	Questionnaire was sent to 800 local residents in 8 pilot areas (100 each from one pilot area) and information collected was analyzed.
(2) Review and enhancement of the joint collaboration activity of Koban and community	Model BCS actively planned and implemented various activities such as providing legal consultancy service to residents, programs for youth (sports events, movie shows and so on), festival for community residents to enhance residents' trust towards BCS.
1-4. Compile operational guidelines and manuals for policeman concerned with the Koban system	
(1) Definition of function of Koban and assignment of police officer	Documents describing all the necessary requirements for the operation of a BCS were elaborated, specifying the functions of each police officer. One the important factors to be highlighted was the creation of the function of POLICING PROGRAM SUPERVISING MP Officer, responsible for the follow-up, inspection and orientations of BCSs.
(2) Development of policy and operational guideline for police officers	Besides the specific community policing Guidelines, Operation Orders were elaborated by the Grand Commands, highlighting that the Instruction Note is in approval phase which describes all the activities of the BCSs in the Koban system, fixing the policy in all the São Paulo State.
(3) Preparation of operational manuals for tasks in Koban	Materials for distance learning (DVD) and brochures for all MP are being elaborated, so that the Koban system can be disseminated quickly.
1-5. Formulate improvement plan of the Koban system covering such issues as command mechanism and strategies for the future expansion	
(1) Review of the present institutional framework of São Paulo State Military Police; i. e. standards and regulations concerning tasks, administration, financing and so forth.	Guidelines to direct each Policing Program were elaborated. Concerning the Community Policing Program, specifically for BCS and BSCD (Chozaisho), besides the Guidelines, Instruction Notes are in elaboration which regulates their activities in Koban system, so that there is a uniformity in all São Paulo State.
(2) Development of plan of Koban system for institutional development and expansion	This is the task proceeding now.
<i>2. Developed capacities of policeman concerned with the Koban system</i>	
2-1. Develop training modules for policeman concerned with the Koban system	
(1) Analysis of needs for capacity development of police officers	In the General Staff Office Study, the training needs of police officers were identified and a series of seminar was organized.
(2) Development of training program and materials, based on the newly developed operational guidelines and manuals	PR brochure and video produced by National Police Agency of Japan, text book on community policing which is in use at police academy in Japan were translated into Portuguese and used for lectures on community policing. The São Paulo State Military Police is now developing a set of 5 DVDs and a text book to promote self-training of police officers working at BCSs.
2-2. Conduct training program in São Paulo State for policeman and facilitate their diffusion activities in Brazil	

(1) Implementation of seminars for commanding officers	The short-term expert dispatched in January 2005 conducted seminars for commanding officers in São Paulo State Military Police, in which 360 officers participated.
(2) Implementation of training program for training officers of police academy of São Paulo State Police	Participation in specific Seminar about the Model Project and the activities developed in the BCSs, occurred in September 2006. Community Policing lectures at the example of Koban and Chuzaiشو were given by MP Officers to the MP Officer Students.
(3) Implementation of newly prepared training program in São Paulo State Police	From June to October 2005, 13 series of seminars (training program) for those officers who work at BCS in São Paulo city was conducted. This program consisted of 3 day lectures on community policing and 1 day practice at a model BCS. 185 officers participated in the training.
2-3. Conduct exposure program in Japan	
(1) Implementation of exposure program for commanding officers on institutional themes	10 officers in March 2005, 11 officers in October 2005, 10 officers in August 2006 participated in the training in Japan. From October 2005, not only commanding officers but also community policing base commanding officers participated to learn activities at Koban level in Japan.
(2) Preparation of comparative study papers for institutional reform	Participants in the exposure programs in Japan jointly produced reports on their learning and suggestions for the São Paulo State Military Police and submitted them to the Commander.
3. Others	
	The long-term expert made presentations at seminars in Matto Grosso state, Santa Catarina state and Parana state.
	C/P personnel gave lectures on community policing at a seminar in Bogota, Columbia and in Guatemala

交番活動チェックリスト

対象交番名	実施日	担当者	
	評 価 項 目	評 価	特 記 事 項
管内実態把握関係	地域の地形、交通網、危険物の把握状況(マップ等の作成)	1・2・3・4・5	
	管内居住実態の把握状況(巡回連絡実施状況)	1・2・3・4・5	
	受持区の世帯数、範囲の適正さ	1・2・3・4・5	
	統計資料の作成状況(犯罪の発生・検挙状況)	1・2・3・4・5	
	交通事故の発生、取締り状況	1・2・3・4・5	
	小計		
交番活動状況	広報紙の作成、内容	1・2・3・4・5	
	通報事案の処理状況	1・2・3・4・5	
	遺失物、拾得物の取扱い状況	1・2・3・4・5	
	掲示板等広報媒体の設置、活用状況	1・2・3・4・5	
	住民、協力団体との連携活動状況	1・2・3・4・5	
	小計		
簿 冊 関 係	教養・指示記録簿	1・2・3・4・5	
	事件・事故受理簿	1・2・3・4・5	
	パトカー運用記録簿	1・2・3・4・5	
	引継簿	1・2・3・4・5	
	活動日誌	1・2・3・4・5	
	被害者支援	1・2・3・4・5	
	幹部巡視記録	1・2・3・4・5	
	相談受理簿	1・2・3・4・5	
	巡回連絡実施簿	1・2・3・4・5	
	勤務計画表	1・2・3・4・5	
	福祉活動	1・2・3・4・5	
	地域連絡会議録	1・2・3・4・5	
	小計		
その他	装備品の管理状況	1・2・3・4・5	
	服装、規律	1・2・3・4・5	
	小計		
	合計		

地域警察活動フォローアップセミナー

1. 日時

12月13日（水）午後1時00分から午後5時30分まで

2. 場所

上級幹部教育センター大教室

3. 参加者

日本側－JICA中間評価団、清水領事、長期専門家

サンパウロ側－本邦研修参加者及び地域警察プロジェクト関係者

州都警察司令官（プロジェクトマネージャー）

大サンパウロ圏警察司令官

首都・大サンパウロ圏警察連隊長（第1連隊～第12連隊）

パイロット交番大隊大隊長

パイロット交番中隊中隊長

帰国研修員

受付・サポートチーム

4. 目的

帰国研修員の実践状況の共有と今後の地域警察活動推進のためのオーナーシップ確立のため

5. プレゼンテーション

（1）「日本警察によるシンガポールに対する交番制度に関する技術協力の歴史と若干の考察」（出宮良平団員）

（2）「地方警察の地域警察活動への取り組み」

Wellington 少佐地方警察第4連隊

（3）「大サンパウロ圏の地域警察見解」

Militao 軍曹（Casa Branca 交番長 Suzano 市）

（4）「サンパウロ州軍警察での地域警察活動普及の問題点と解決方法、推進のための効果的方策」

首都警察第1連隊第7大隊 Takahashi 中尉（監察官）

日本警察によるシンガポールに対する交番制度に関する技術協力の歴史と若干の考察

(12月13日フォローアップセミナー 出宮団員講演要旨)

はじめに

交番・駐在所は、日本警察の大きな特色であるが、交番・駐在所を中心とした日本の地域警察活動を積極的に評価し、初めて世界に向けて紹介したのは、ニューヨーク州立大学のデヴィット・H・ベイリー教授 (Prof. David H. Bayley) の著書「Forces of Order」だった。同書がきっかけとなって、警察と地域住民との良好な関係や連携が、いかに治安維持に重要であるかが明確に認識されるようになり、そこで提唱された「コミュニティ・ポリシング～Community Policing」は、地域の治安の責を負う警察の運営における重要な概念、あるいはキーワードとして世界の警察の共通語となった。

同時に、同書で紹介された日本の交番・駐在所制度が、コミュニティ・ポリシングの成功した事例として注目されるようになり、今では「KOBAN」が英語として認知されるようになった。それは、日本警察にとっても交番・駐在所に代表される日本警察のあり方に対する再評価でもあり、また反面、それは犯罪検挙に偏りがちな警察運営に見直しを迫るものでもあったとも言えるのではないだろうか。

このような状況の下、シンガポールが自国の治安を改善し、安全な地域づくりの拠点とすべく交番制度導入を決め、日本の協力で見事に自国の制度として定着させたことは、注目すべき出来事であった。シンガポールでの成功は、交番制度という日本発祥のシステムや概念が、日本以外の国でも成果を上げ得るものであるということを示すと同時に、交番制度がコミュニティ・ポリシングの核心を体現するものとして一層の注目を集めるようになったのである。

ここでは、このシンガポールへの交番輸出について、その経緯をとりまとめると同時に、その制度の定着に必要な要素について、私見ながら若干の考察を加えたものであり、日本警察が誇るべき制度としての「交番・駐在所」を、世界に発信していくための参考になれば幸いである。

第1 シンガポールへの交番輸出

1 シンガポールにおける交番制度の導入の背景

1970年代、シンガポールでは、急速な経済成長と国家財政の豊かさを背景に、郊外に大規模団地の建設が進められた。この結果、急激な都市化と居住地域の分散化に伴う諸問題（住民の連帯意識の希薄化、住民の流動化、規範意識の低下など）に直面し、犯罪発生件数も急増した。

このような社会情勢を受けて、シンガポール政府は治安回復のために警察組織再編成検討

委員会を設けて検討を重ねた結果、警察として行うべき2つの課題として「市民と警察の協力関係の強化」と「防犯のためのパトロールの実施と強化」を決定し、その実施に当たって、これらの警察活動分野において成功を収めている日本警察の交番制度の導入を本格的に開始することがこの2つの重点を網羅するものであるとして、日本に対して技術協力を求めることとした。

2 導入の進展状況（詳細は別表「シンガポールへの交番輸出の経緯」参照）

シンガポールから我が国に対して初めて交番制度導入の技術協力要請があったのは1981年で、同年10月には、シンガポールのチュア内務大臣（当時）らが来日し、交番等を視察し、日本側からは、同年11月に警察庁から科学警察研究所長を長とする事前調査団を派遣している。

1982年に警察庁で技術協力の開始に伴い、シンガポールが行うべき事項について提言書をまとめ、チュア内務大臣に提出し検討を行った。同年6月には、日本の警察官を専門家として派遣して警察幹部に研修を行い、12月にはシンガポールの警察署長らが来日し、視察・研修を行った。さらに、1983年1月にも交番勤務予定者らに対して日本での研修を行うなど、相互に交流を重ねながら、日本から派遣された専門家による指導とシンガポール関係者の日本での研修を組み合わせた技術移転を行った。

その後、1983年6月にシンガポール版の交番であるNPP（Neighborhood Police Post）第1号としてトア・パヨ（Toa Payoh）警察署（当時）にキーボン（Khe Bong）NPP（当時）が開設された。シンガポールでは、この時点で、その後10年間（1992年まで）で91カ所のNPPを設置する計画を立てたが、ほぼ予定どおりにこの目標を達成しており、制度としてシンガポールに完全に定着したといえる状況であることから、その成果をもとに、1995年からはシンガポールにおける第三国研修も開始され、同研修の第2回からはシンガポールでの研修に加えて本邦での研修も併せて行っている。

シンガポールの交番

シンガポールでは、交番制度の導入・開始当初、交番をNPP（Neighborhood Police Post）と呼んでいた。現在では、後述のとおり、NPPを発展させた、NPPより規模の大きいNPC（Neighborhood Police Center）を稼働させている。現在、シンガポールでは7の地区警察本部（Police Divisional HQ）の下に、32のNPCを置き、それぞれの傘NPCの傘下にNPPを設置している。例えば、第一号NPPとなったToa Payoh警察署は、現在NPCとなっており、Toa Payoh NPCの下に、4のNPPが設置されている。

NPP・NPCの管内所帯数を比較してみると、NPPが2,000～5,000所帯を受け持っていたのに対して、NPCでは約100,000所帯を受持としている。これは、NPPが行政区を基本として管轄区域を指定していたのに対して、NPPは人口分布に基づいて管轄を規定しているためである。

第三国研修

周辺諸国と自然的、社会的、文化的に共通の地盤を有する開発途上国を研修実施国に選定し、そこに当該地域周辺の途上国から研修員を受入、より現地事情に適合した技

術、知識の移転を図ろうとする国際協力機構（JICA）の研修事業の一つ。我が国の協力により技術レベルの向上した開発途上国を選定し、研修実施国には資金的、技術的支援を行いながら、当該国と共同して行う。本件の場合、既に日本から交番制度の技術移転を受け、制度が定着しているシンガポールを研修実施国とし、シンガポール政府を主体として、国際協力機構及び警察庁が資金的、技術的協力を行っている。

3 NPPの活動と成果～NPCへの発展

NPPには約15名の警察官が配置され、交替制で勤務し、パトロール、家庭訪問、防犯指導、遺失届の受理、身分証明書の住所変更届の受理、住民からの要望への対応等幅広い業務を行っている。日本と同様。必ずしも事件・事故の検挙・抑止に直結しないサービスの業務も含まれており、地域に警察官が定着することで安心感を与えるばかりでなく、些細なことでも相談し、警察の対応が得られる、いわば「ワンストップ・サービス」的な便利さが市民からの支持を得た。

NPPの設置が始まって以降、犯罪発生件数が1989年から8年連続で減少したほか、マスコミや公的機関による世論調査でも「安心感の向上」、「警察に対するイメージの向上」といった結果が出ており、NPPシステムは、期待された成果をあげ、市民からも高い評価と支持を得ていると評価できる。

なお、シンガポールでは、21世紀の警察活動の在り方について1996年から検討を開始し、コミュニティ・ポリシングを一層推進させる方向で、NPPシステムを発展させたNPC（Neighborhood Police Center）システムの導入が行われた。NPCはNPPの上部機関として100～120名の警察官を配置し、施設的にもNPPより大規模なものであり、NPPの行っていた業務に加えて、パトカーの集中運用によりパトロールを強化するなど、「One-Stop Total Policing Center～（地域における）警察総合業務センター」としての運用を目指している。

4 シンガポールの交番システム導入の成功要因

シンガポールの交番導入が成功したのは、シンガポール自身の努力によるものであることは言うまでもないが、いくつかの重要な要素と思われる点がある。日本警察もシンガポール側警察官の指導等に真摯に協力し、貢献したことはもちろんであるが、シンガポール警察が、日本の制度を自国の制度・習慣・文化に合わせて改善し導入したこと、加えて、その後も改善の努力を続けていることなど、今後の国際協力のあり方を考える上で学ぶべき点も多い。

（1）政府上層部・警察の熱意と努力の継続

1980年頃からシンガポールにおいて、国家的に「日本に学べ～Learn from Japan」運動が展開されるなど、日本の制度を導入する下地があったうえ、当時のリー・クワンユー首相ら政府上層部の交番導入に対する熱意が強く、真剣であった。また、長期間にわたる計画であったが、その間、警察でも変わることなく努力が続けられた。

このようなシンガポールの熱意があったからこそ、別表に記載したようにJICAや警察庁

など日本側もこれに応え、1981年春の技術協力要請から1995年春の第三国研修実施に至までの間、調査団・短期派遣専門家などを9回、延べ36週間派遣し、シンガポールで指導を行うなど協力を惜しまなかったのである。

(2) 住民の協力があつたこと

シンガポールには、この交番制度の導入の前から、地域における住民組織である住民委員会 (Residence Committee : 1977年発足) やネイバーフッド・ウォッチ (Neighborhood Watch : 1980年発足) などの充実が図られており、地域住民の協力の下地があつた。また、警察官による汚職やその他の非行が少なく、警察に対する基本的な市民の信頼もあつた。なお、警察官採用時の教育レベルが以前は中卒程度であつたが、1983年から高卒レベルに引き上げられた。

(3) 警察官の増員

交番の設置により交替制勤務に従事する警察官が増加することから、必要な警察官の絶対数を確保するために増員を図り、交番制度導入による他部門へのしわ寄せや、全体の警察力の低下を来さない配慮がなされ、それが計画的に実践された。

(4) 交番設置の障害となるような治安上の不安要素がなかつたこと

1981年当時の犯罪発生・検挙状況は、東京都と比較しても大きな差はなく、人口あたりの犯罪発生件数では東京都より少ないなど、交番を設置する地域の治安に大きな問題がなかつた。

第2 交番制度の海外への移転についての考察

コミュニティ・ポリシングは、既に世界の共通語であると同時に、広く認められた有効な警察活動の概念である。各国の警察の上級幹部や警察研究者など、多少なりとも警察に専門的に携わっている人であれば、コミュニティ・ポリシングという言葉を知らない人はいないであろうし、警察幹部ならば高邁な理念を一席ぶつこともたやすいことのようにある。

しかし、その理念を実践できるかどうかは様々な要素に左右され、簡単なことではなく、これまでコミュニティ・ポリシングの伝統や概念がなかつた国では、これを警察官に徹底し、組織的に実践していくのは難しい。交番制度の場合、類似の制度がなければ外形を移すだけでも困難だが、国民を指向した警察活動の拠点として警察官の意識を変え、活動を変えることとなれば、その困難さは何倍にもなる。

これらの困難な要素とシンガポールでの成功事例を考え合わせると、交番制度の導入・定着が成功するかどうかについて、いくつかのポイントがあるように思われるので最後にまとめておきたい。

1 国民の警察に対する信頼

交番制度は、国民の警察に対する信頼に大きく左右される。国民が警察に対して不信感を持っている国も多く、このような国では、交番制度を地域に根付かせるのは極めて困難であると思われる。国民と警察との信頼を築くために、交番は有効な制度であるが、ある程度の信頼という基盤がないと機能しない。

警察官の待遇を向上し、できる限り優秀な人材を集めて十分な教養を行うなど、社会的・財政的にも一朝一夕にはできないことを地道に行うと共に、市民のための警察活動を、根気強く日々行うという積み重ね以外に、信頼獲得への早道はない。

2 政府及び警察幹部の熱意と柔軟性

交番制度は、その成果という点では即効性に欠け、直ちに目に見えた成果や結果が出るとは言い難い。交番の運用には相応の人員も必要であるなど、効率的に見えないところがあることは否めない。交番・駐在所が国の制度として完全に定着している日本においてすら、過去には、交番を廃止してパトロールに代えるなどの動きがあったほどである。交番制度は、いわば遅効性の施策だけに、政府や警察幹部が辛抱強く息長く制度を育てていこうとしなければ「効果が出ない」としてすぐに反対する動きが出てくるとと思われる。

また、継続的な警察官の訓練などは経費も人もかかる施策であるので、予算措置などを含めて、政府や警察幹部がその性質を理解した上で、真剣に取り組む必要がある。また、シンガポールの成功事例に学び、自国の制度・収監・慣習・文化及び国民性に応じて交番制度を改善してゆく柔軟性も必要である。

3 警察の理念の確立と人材の育成

警察が、国民からの信頼を勝ち取るためには、国民のための警察と言う理念を確立し、組織の中で徹底し、それを実践する必要がある。そのような理念を持った上で、具体的な活動で示すためには、幹部はもちろん、警察官一人一人に至る人材の育成が欠かせない。そのためには理念を理解し、具体的に活動できるようにするための教養制度の充実が必要である。

4 一定の治安の安定と警察官の増員

交番は警察署から離れた場所に分散して設置されることから、警察官が襲撃されたり、攻撃を受けたりすることが多い治安状況では、交番の安定した運営は難しい。すなわち、交番を設置するためには、ある程度治安の安定した地域であることが前提条件として求められる。また、各種犯罪が多発しているような国・地域では、それらへの対応に警察力を投入せざるを得ないことから、交番に配置する人員を確保する余裕がない場合が多い。すなわち、交番制度を大規模に導入しようとするれば、どうしてもシンガポールのようにある程度の警察官の増員が必要になるのではないだろうか。なお、増員の前提として、警察には他の既存の業務との調整、すなわち既存分野の仕事内容と人員の割り振りを合理的に行うことが求められる。

交番と地域治安の関係

海外から日本に寄せられる「地域警察活動に関する技術協力要請」において、「交番を設置して地域の治安を良くしたい」という要請が多くあるが、交番を設置するには基本的な治安が先ず確保されている必要がある。交番という遠隔独立した警察施設に、比較的少数の警察官が常駐的に勤務する体制を維持するには、勤務員の安全が確保されていなければ、その地域の治安を保つことは無理である。従って、交番は地域治安を向上させる機能を有してはいるが、その設置に当たっては少なくとも勤務する警察官の生命・身体や、警察施設などに対する危害が加わらない最低限の地域治安が確保されている（確保することができる）必要がある。

5 施設、装備等予算措置

多くの国では、交番制度の治安効果を認めながらも施設の数が絶対的に不足しているところが多い。警察官の増員のほか、交番施設を新たに作り、維持することに加えて、車両等の付帯装備の充実・維持を図っていくことは、財政的に大変大きな負担となるが、これが交番制度導入の大きな障害となっている。日本警察の特長であり、また看板として、注目され、期待されている分野だけに、ODA 予算などによる支援を行うことは、日本の国際協力として、効果的であると考えられる。

6 交番の活動、組織運営、組織管理の効率化

我が国では当然とされている交番の活動や組織運営も、全ては過去の貴重な経験と創意工夫の積み重ねである。例えば、我々にとっては、犯罪現場に急行すること、そのための時間をできるだけ短くすることなどは当たり前のことであるし、交番制度は分散配置であるだけに、交番勤務員の勤務管理は重要であると認識しているが、このような我が国では当然とされていることも、国によっては必ずしも確実に行われているとは限らない。国情や警察の置かれている立場は国によって大きく異なっているが、いかに交番の活動、組織運営、組織管理の基本を定め、効率化を図っていくかは、交番制度の効果や国民からの評価に直結するものである。

シンガポールへの交番制度輸出の経緯

時期	内容	関係者
1981 春	技術協力要請	
1981 10/18～10/29	シンガポールから日本に対して交番制度導入に関する技術協力要請	シンガポール内務大臣、警察長官
1981 11/17～12/07	シンガポールから技術協力に当たっての4名の事前調査団を派遣	科学警察研究所長ほか
1981 12/18～31	警察庁から警察組織再編成検討委員会のシンガポール司令官ら警察幹部4名が来日し、日本が作成予定の提言書の内容について検討すると共に交番制度について視察・研修	司令官、戦略企画課長、教養課長
1982 2/28～3/13	警察庁から3名の調査団を派遣、日本側作成した提言書をチュア内務大臣に手交、説明すると共に具体的内容を討議	
1982 6/25～9/24	警察庁・警視庁から3名専門家を派遣、シンガポール警察学校の教官、警察本部・警察署幹部に研修を実施	
1982 12/6～12/22	シンガポールの警察署長ら7名の本邦研修、日本の交番での実務研修、警察学校での教養視察などを実施	警察署長、学校長、交番勤務予定者
1983 1/15～2/25	警視庁から2名の専門家を派遣、シンガポールで実施している交番勤務予定者に対する研修のアドバイスを実施	
1983 5/25～6/24	警察庁・警視庁から3名の専門家を派遣、NPP開所式出席のほか、開所後の交番活動への助言、将来計画の指導を実施	
1983 6/3	トア・パヨ (Toa Payoh) 警察署管内に第一号交番キーボン (Khe Bong) NPPが開所	
1984 3月	「シンガポール警察の交番制度導入に対する技術協力総合報告書」を作成提出	
1984 5/21～6/29	警察庁・警視庁から3名の専門家を派遣、「シンガポール警察組織再編成に伴う交番制度導入後の評価並びに提言」を作成提出	
1994 1/19～1/28	警察庁から調査団員1名を派遣、導入後10年の再評価を実施	
1994 5月	警察庁・警視庁から2名の調査団員を派遣、再評価を実施	
1995 4/23～4/28	警視庁から調査団員1名を派遣、シンガポールでの交番制度に関する第三回研修実施のための事前調査を実施	

地域警察活動ワーキンググループメンバーリスト

ACORDO DE COOPERAÇÃO TÉCNICA BRASIL/JAPÃO - GRUPO DE TRABALHO - NOMEAÇÃO - REGULARIZAÇÃO

Tendo em vista a formação do Grupo de Trabalho para Adequação da Operacionalização e Padronização dos Serviços Policiais Militares nas Bases Comunitárias de Seguranças em conformidade com os estudos realizados a partir do Acordo de Cooperação Técnica Brasil/Japão cuja primeira composição deu-se em julho de 2005, fica instituída para fins de regularização, a nomeação dos seguintes membros, a contar de julho de 2006:

Cel PM 572-0 José Roberto Martins Marques**** – CPC - Gerente do Acordo de Cooperação Técnica.

Ten Cel PM 790470-3 Luiz de Castro Junior – CPC – Coordenador do Projeto Piloto.

Cap PM 822348-3 José Geraldo de Rezende ****- 4º BPM/M – Membro.

Cap PM 830558-7 Rodnei Costa do Espírito Santo**** – 13º BPM/M - Membro.

Cap PM 830584-6 Gilberto Tardochi da Silva - 37º BPM/M – Membro.

Cap PM 830995-7 Carlos Ricardo Gomes - 2º BPM/M – Membro.

Cap PM 852070-4 Laércio Fernandes Junior - 5º BPM/M – Membro.

Cap PM 862767-3 Demetrius Martins Munhoz**** – 3º BPM/M – Membro.

Cap PM 862745-2 Alexandre Marcos de Oliveira - 8º BPM/M – Membro.

Cap PM 871910-1 Rodolfo Cortez Ramos de Paula - 28º BPM/M – Membro.

1º Ten PM 901263-0 Emerson Massera Ribeiro – CPC - Membro.

Integrantes da Divisão de Polícia Comunitária e Direitos Humanos**** – DSA/CG – Membros.

Publique-sc.

São Paulo. 31 de agosto de 2006.

ELIZEU ECLAIR TEIXEIRA BORGES
Cel PM Comandante Geral

****Seguem abaixo as atualizações:

Cel PM 1528-8 Antonio Carlos Rodrigues – CPC - Gerente do Acordo de Cooperação Técnica.

Cap PM 871886-5 Jamil Lourenço da Silva - 4º BPM/M – Membro.

1º Ten PM 901220-6 Mario Sérgio de Almeida Deffini – 13º BPM/M - Membro.

Cap PM 891196-7 Eduardo Gottardo de Oliveira – 3º BPM/M – Membro.

Integrantes da Divisão de Polícia Comunitária e Direitos Humanos – DSA/CG – Membros. (Maj PM 801 144-3 Jackson Justus, Cap PM 901205-2 Mônica Puliti Dias Ferreira Bondezan, 1º Ten PM 891253-0 Ricardo Souza Barreto).

中間評価調査 協議議事録 (Minutes of Meetings)

MINUTES OF MEETINGS
BETWEEN
THE PROJECT CONSULTATION TEAM
AND
THE SÃO PAULO STATE MILITARY POLICE OF
THE FEDERATIVE REPUBLIC OF BRAZIL
ON
THE JAPANESE TECHNICAL COOPERATION FOR
COMMUNITY POLICING PROJECT

The Project Consultation Team, organized by the Japan International Cooperation Agency (hereinafter referred to as “JICA”), visited the Federative Republic of Brazil (hereinafter referred to as “Brazil”) from December 7, 2006 to December 15, 2006 for the purpose of the mid-term evaluation of the Community Policing Project in São Paulo State (hereinafter referred to as “the Project”).

During its stay in Brazil, the Team exchanged views and had a series of discussions with the representatives of the São Paulo State Military Police (hereinafter referred to as “the Brazilian Side”).

As a result of the study and discussions, both sides agreed to record the document attached hereto.

This Minutes of Meetings is prepared in both English and Portuguese. In case any doubt arises in interpretation, the English text shall prevail.

São Paulo, December 15, 2006

小林正博

Mr. Masahiro KOBAYASHI
Coordinator for Technical Cooperation
of Japan in Brazil
Japan International Cooperation
Agency


Cel. PM Elizeu ECLAIR Teixeira
Borges
General Commander
São Paulo State Military Police of
The Federative Republic of Brazil

THE ATTACHED DOCUMENT

I. Introduction

The Project, of which the Record of Discussion was signed on September 30, 2004, started in January 2005 on the arrival of a Japanese long-term expert, Mr. Hideki Tokuda. The Project has now entered into the second half of the project period with Mr. Takashi Ishii, the second long-term expert. At this juncture, JICA and the Brazilian Side formed a joint evaluation team to evaluate the project activities done and review the activities hereafter.

The Brazilian Side and the Team (hereinafter referred as "Both Sides") had a series of discussions with parties concerned, made observations and conducted data collection and analysis, and thus modified the Project Design Matrix (hereinafter referred to as PDM) and the Plan of Operation (hereinafter referred to as PO).

The members of the evaluation team are shown in Annex I.

II. Review of the Progress

1. Inputs to the Project

Inputs made by both JICA and the Brazilian Side since the commencement of the project are summarized as follows.

(1) JICA

a) Dispatch of experts

JICA dispatched 2 (two) long-term experts and 2 short-term experts.

b) Training of counterpart personnel in Japan

JICA received 31 (thirty-one) police officers from the São Paulo State Military Police for training in Japan.

c) Equipment

JICA provided 8 (eight) computers, 8 printers, 8 stabilizers, 8 digital cameras, 8 notice boards, 16 (sixteen) frames for maps, and 500,000 brochures explaining community policing, for improving activities at 8 pilot Bases Comunitárias de Segurança (BCS).

d) Consultancy service

JICA covered the cost necessary to implement an interview survey in communities surrounding eight pilot BCS to gain necessary data and information as a baseline to monitor the outputs of the Project.

(2) Brazilian Side



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a) Assignment of counterpart personnel

15 Police officers were assigned to compose a Working Group for the Project, as well as to attend the long-term experts and the missions of JICA.

b) Provision of office space

The Brazilian Side provided a project office for the long-term expert at the General Command Headquarters of the São Paulo State Military Police.

c) Human resources assigned for the operation of the Project

The Brazilian Side provided adequate human resources for effective BCS services, assigning 1 (one) Commander MP Sergeant plus 12 (twelve) MP Corporals/Soldiers for each BCS, so that BCSs can operate 24 hours a day, with at least 3 (three) police officers per service shift.

d) Provision of facilities for the pilot BCSs

In each facility assigned for the BCS, there are specific spaces for serving the public, toilets, dining room (for brief meals), rooms for the police officers and parking area for the Community Support Patrol Cars.

e) Provision of Patrol Cars

1 (one) Community Support Patrol Car was assigned at each BCS for its exclusive use, and in some BCSs there are also bicycles used in the preventive ostensive patrolling.

f) Equipments and uniforms

Both in the Community Police Program as well as in other Policing Programs, all police officers receive individual protection equipment and other materials, as well as uniforms and so on.

g) Reporting and computer materials

Specific printed materials for the community policing records (reports, instruction records, service shift, assistance to victims, etc.) were provided by the Center of Intendancy Material Supply and Maintenance, as well as necessary computer materials for the elaboration of documents, newsletters and other BCS records.

h) Instructions and professional updating



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In 2005, all police officers assigned to work at the pilot BCSs attended a specific training in community policing, at the Capital Police Command with 24 hours training load, under the guidance of the Working Group to Update the Procedure of Community Policing and the Japanese long-term expert, where they learned and were trained for the activities to develop the Koban system at the pilot BCSs.

In addition to the above mentioned specific training, all the police officers of the São Paulo State Military Police attended the Professional Updating Internship (EAP), with 48 hours training load, receiving guidance about the activities to be performed at the preventive ostensive policing operation.

2. Project Activities

Major activities which have been implemented are summarized in Annex II. Activities to improve operation at 8 (eight) pilot BCSs are going on steadily according to the PO. Besides, much more endeavor than what was originally included in the PO to strengthen organizational aspects to improve BCS operation was carried out producing considerable achievements.

Based on the steady improvement of pilot BCSs and to ensure future sustainability and expansion, the Both Sides confirmed that activities concerning institutional strengthening including human resource development of both commanding officers and BCS-based officers will be enhanced.

III. Mid-term Evaluation of the Project

The result of the first half of the Project can be summarized as below.

1. Relevance

The Both Sides confirmed that the Project has high relevance. Improvement of public security is one of major issues to be tackled by the São Paulo State Government which is clearly mentioned in PPA 2004-2007, and JICA also considers improving public security as one of priority areas for Japanese technical cooperation with Brazil.

The State of São Paulo, especially large cities such as São Paulo City, suffer from various aspects which are adverse to public order, and has taken initiatives to establish community policing and BCSs since 1997. In November 2005, the Brazilian Side placed community policing as one of priority activities in the operational system of the São Paulo State Military Police. Therefore, technical cooperation to support the Brazilian Side's endeavor to improve community policing including Koban system is very timely and has potential that the Project may provide a good model for improving

(K)



public security in also other states in Brazil.

2. Effectiveness

To strengthen institutional framework of Koban system, the Project mainly aims at two important issues, namely, improvement of operations at BCSs and increasing residents' trust in the Police. Notable improvements are observed in both issues. In application of principles and activities of community policing, cultural and technical differences between Brazil and Japan are duly taken into consideration.

To improve operations at BCSs, activities such as assigning districts to each BCS, patrol (community visit) around respective BCSs, producing district map, issuing BCS brochure, standardizing various forms for reporting have been initiated and these activities have become daily practices at the pilot BCSs, resulting in more disciplined operations and deeper understanding on community policing among police officers. Those who participated in the exposure program in Japan are leading such activities making a good use of what they learned in Japan.

For increasing resident's trust in the Police, pilot BCSs is improving community security by receiving various consultations from local residents, implementing measures to improve community safety, and providing them with such services as sports event for children and movie shows to make BCSs closer to residents. As a result, collaboration with residents and citizen's groups is in increase.

As for capacity development of police officers, seminars on community policing are regularly held, including practicing at a pilot BCS. Not only the Japanese long-term expert but counterpart personnel lectures at the seminar, which enhance capacities of counterpart personnel and also future sustainability. The dissemination of knowledge will contribute to development of community policing with Koban system.

3. Efficiency

Although the Project is relatively a small-sized project, it has stimulated acceleration of the Brazilian Side's actions to infiltrate the concept of community policing and activities at BCSs. Therefore, the Project is potentially efficient. However, in relation of project management (planning and execution), there is a room for improvement. On one hand, some of the inputs (such as dispatch of short-term experts) were not executed as planned, on the other hand, equipment which was not initially planned was provided. More adequate planning and coordination among parties concerned will improve efficiency of the Project.

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4. Sustainability

Both Sides have a good prospect for future sustainability of the Project. 8 pilot BCSs are representatives of areas with different social, economic and cultural conditions in São Paulo City. Therefore, the model developed in 8 pilot BCSs will likely be able to apply to other parts of the State.

What is encouraging is that the Brazilian Side is making active efforts to expand the activities initiated at 8 pilot BCSs to other BCSs. As an example, the Brazilian Side is preparing training material on community policing for police officers. In addition, the Brazilian Side is planning to improve operations of 12 newly selected BCSs learning from preceding 8 pilot BCS. The Team welcomes such efforts, which will enhance the sustainability of the project.

IV. Matters discussed

1. Project duration.

Both Sides agreed to extend the project duration until March 6, 2008. This decision was made to make up for the two-month absence of Japanese long-term experts after the first long-term expert left.

2. Pilot BCSs

On the purpose of enhancing and expanding community policing in São Paulo State, the Brazilian side plans to newly designate twelve pilot BCSs in addition to the current 8 pilot BCSs in São Paulo City. The Team appreciated their plan and encouraged their initiative to operate the additional pilot BCSs where JICA experts might provide their advices if necessary.

Based upon the acquired knowledge and systems developed in the Pilot BCSs, the Brazilian side is planning to expand the Koban system in the jurisdiction of São Paulo City, of the Greater São Paulo and throughout of São Paulo State. The Both Sides will jointly monitor the progress of enhancement and expansion of BCSs in each stage. JICA experts will be in a position to provide their advices if necessary. Through this process to expand Koban system in State of São Paulo, the Both Sides may convince the sustainability of this particular project. The Brazilian side expressed the necessity and requested the provision of equipments to the additional possible twelve Pilot BCSs. JICA may consider the request.

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3. Revision of the PDM

Both Sides agreed to revise the tentative PDM formulated in April 2004, taking account of the latest progress and prospect of achievement of the project outputs.

The Project shall be implemented along the revised PDM (PDM2) in the remaining period of the project. The tentative PDM (PDM1) is shown in Annex III and the revised PDM (PDM2) is shown in Annex IV.

4. Revision of the PO

According to progress of project activities and the PDM2, Both Sides agreed to revise the PO. The framework of the revised PO is attached as Annex V. To implement and coordinate activities smoothly, the Team urged the Brazilian Side, with advice of the Japanese long-term expert, to draw more detailed plan with designation of a person in charge and time allocated for each activity. The detailed plan shall be completed by end of January, and it shall be updated according to results of monitoring of the Project.

5. Amendment of the Master Plan

Both Sides agreed that the Master Plan of the Project attached in the Record of Discussion should be amended to correspond to the revision of the PDM. Amended Master Plan is shown in Annex VI.

List of Annex

Annex I.	Team Members and List of Attendants
Annex II.	Review of the Progress of the Project
Annex III.	Project Design Matrix 1
Annex IV.	Project Design Matrix 2
Annex V.	Plan of Operation
Annex VI.	Amended Master Plan of the Project

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Annex I. Team Members and List of Attendants

I-1 Team Members

The Brazilian Side

Mr. ANTONIO CARLOS Rodrigues	Cel. PM, Commander, CPC, São Paulo State Military Police
Mr. MÁRCIO MATHEUS	Cel. PM, Interin Commander, CPC, São Paulo State Military Police
Mr. Luiz de CASTRO Junior	Ten. Cel. PM, CPC Major Staff, São Paulo State Military Police
Ms. MÔNICA Puliti D.F. Bondezan	Cap. PM, Interin Chief of the Community Police Department and Human Rights Division, São Paulo State Military Police
Mr. Ricardo Souza BARRETO	Ltn. PM, Staff of Community Police Department and Human Rights Division, São Paulo State Military Police

The Japanese Side

Mr. Masahiro KOBAYASHI	Coordinator for Technical Cooperation of Japan in Brazil
Mr. Ryohei DEMIYA	Police Administration, Project Consultation Team
Mr. Akinori SHIBUYA	Community Policing, Project Consultation Team
Ms. Sachiko IMOTO	Evaluation Planning, Project Consultation Team
Mr. Takashi ISHII	Japanese Expert
Mr. Nobuyuki KIMURA	Executive Assistant, JICA Brazil Office

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Annex I.

I-2

List of Attendants

The Brazilian Side

Mr. Elizeu ECLAIR Teixeira Borges	Cel. PM, General Commander, São Paulo State Military Police
Mr. JOSÉ ROBERTO Martins Marques	Cel. PM, Sub-General Commander São Paulo State Military Police
Mr. ANTONIO CARLOS Rodrigues	Cel. PM, Commander, CPC, São Paulo State Military Police
Mr. MÁRCIO MATHEUS	Cel. PM, Interin Commander, CPC, São Paulo State Military Police
Mr. Luiz de CASTRO Junior	Ten. Cel. PM, CPC Major Staff, São Paulo State Military Police
Ms. MÔNICA Puliti D.F. Bondezan	Cap. PM, Interin Chief of the Community Police Department and Human Rights Division, São Paulo State Military Police
Mr. Ricardo Souza BARRETO	Ltn. PM, Staff of Community Police Department and Human Rights Division, São Paulo State Military Police

The Japanese Side

Mr. Masahiro KOBAYASHI	Coordinator for Technical Cooperation of Japan in Brazil
Mr. Ryohei DEMIYA	Police Administration, Project Consultation Team
Mr. Akinori SHIBUYA	Community Policing, Project Consultation Team
Ms. Sachiko IMOTO	Evaluation Planning, Project Consultation Team
Mr. Takashi ISHII	Japanese Expert
Mr. Toshiaki SHIMIZU	Consular, Consulate of Japan in São Paulo
Mr. Nobuyuki KIMURA	Executive Assistant, JICA Brazil Office

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Annex II. Review of the progress of the Project

II-1 INPUTS

Description of Inputs	Planned Inputs (according to R/D and PDM)	Actual Inputs	Remarks
Brazilian Side			
1. C/P personnel	C/P personnel	Assignment of the Project Manager (Capital Policing Commanding Officer), beginning with MP Colonel José Roberto, which was replaced in August 2006 by MP Colonel Antonio Carlos; Composition of the Working Group having MP Lieutenant Colonel Castro as Coordinator, plus eight (8) Commanding Officers of the Model MP Company and DPCDH MP Officers as members for the Project development and follow-up.	Concerning the operation of the BCSSs, a minimum personnel of thirteen (13) police officers was assigned, being one (01) MP Sergeant - Commanding Officer and twelve (12) MP Corporals/Soldiers. It was created the Policing Program Supervising MP Officer function, being anticipated two (02) MP Lieutenants for each Battalion. At last, the MP Battalion Commanding Officers, Operational Coordinators and Company Commanding Officers were added to the control,
2. Assignment of supporting staff	driver secretary	Assignment of the MP DPCDH officers in accordance with the missions to be executed. Supporting personnel in accordance with the long-term experts needs.	
3. Facilities	office space	An office room in the MP General Commanding Headquarter building for the long-term expert	
4. Operating expenses	Budget (local cost)	The São Paulo State MP budgetary planning is done to provide all demands in general concerning human resources and materials, not having a specific destination to the Technical Cooperation Agreement signed between Japan and Brazil.	For the execution of the Project, the São Paulo State MP made available: facilities for all BCSSs, making them proper to the services to the community; one (01) Patrol Car for each BCS, with the respective maintenance and fuel as needed; necessary Infrastructure concerning the uniforms, equipments and weapons for the MP officers; stationary and PC material required for the registration of the activities and elaboration of documents, information pamphlets and newspapers; In some BCSSs we have, besides the patrol car, bikes for the execution of the ostensive and preventive policing; Training of
Japanese Side			

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1. Long-term experts	1. Chief Advisor/Community policing administration 1.5year×2persons	Mr. Hideki Tokuda (January 2005-July 2006), 18 M/M Mr. Takashi Ishii (September 2006~) , 3 M/M as of December 2006	As Japanese side had a difficulty in assigning a long-term expert after Mr. Tokuda, there was two month absence of the long-term expert before Mr. Ishii was dispatched.
2. Short-term experts	2. Short-Term Expert (Selection of Model Area) 1 Month×1 person 3.Short-Term Expert (Training 1) 2 weeks × 1 person 4. Short-Term Expert (Koban System) 2 ~ 3 Months× 1 person 5. Short-Term Expert (Training 2) 2 weeks× 1 person 6. Short-Term Expert (Collaboration with local residents, Koban system) 2 ~ 3 Months× 1 person	Mr. Kazuhiko Ichimura (January 2005), 1 M/M This short-term expert was not dispatched. Mr. Ryohei Demiya (March 2006), 0.73 M/M Not yet dispatched Not yet dispatched	Planning of dispatching short-term experts (deciding TOR, coordination with NPA and other authorities) was late resulting in delayed dispatch and cancellation.
3. Operating expenses	Provide Consultancy service to implement community surveys	FY2004 \ 5,351,376 (R\$ 136,382.93) FY2005 \ 8,733,755 (R\$ 173,839.40) of which 12,110,095 (R\$ 42,000.00) was for community survey. FR2006 (as of December 2006) \ 4,179,000 (R\$ 77,389.73)	
4. Provision of equipment	Not planned	JICA provided 8 model BCS with computers, printers, digital cameras, notice boards and community visit cards (name cards and brochure of BCS). (\ 2,997,481 or R\$ 59,662.80)	Initially Japanese side did not plan to provide equipment. As Brazilian side observed in training in Japan that Japanese police officers utilize IT and other equipment to enhance communication between police and local residents, the Brazilian Side requested to Japan to provide such equipment to
5. Mission from	Project consultation mission	Project consultation team was dispatched in July	PO1 was discussed and agreed.

Annex II.

II-2 Activities

Activities planned	Activities carried out
<i>1.Enhanced and institutionalized junction of the present Koban system by strengthening the function of the DPCDH</i>	
1-1.Review and analyze the organizational aspect of the present Koban system	
(1) Review of the present organizational framework of Koban system	Members of the Working Group to Update the Procedure of Community Policing (Japanese expert and those who participated in the exposure program in Japan) made a diagnosis of the BCSs concerning the alterations in the structure and training for police officers. As a result, a General Staff Office Study was elaborated in June 2005.
(2) Preparation of a plan to revise organizational framework	The Working Group to Update the Procedure of Community Policing presented measures for improvement of operation of BCSs in the General
(3) Establishment of information sharing system for Koban operations	By determination of the General Command of the São Paulo State MP, a Working Group to Update the Procedure of Community Policing was established in May 2005, with the assignment of the CPC Commanding Officer as the Project Manager, CPC police officers, DPCDH police officers and the pilot MP Company commanding officers. With the long-term expert and JICA representatives, it establishes the working schedule, holds meetings and defines the operational strategy.
(4) Establishment of institutional support system to enhance Koban operation	São Paulo State MP's operational system comprises six (06) Policing Programs, among them, the Community Policing Program. All programs are integrated to enhance each other's operations.
1-2.Improve or strengthen the identified operational issues of the present Koban system	
(1) Review of operations of Koban in target Batalions and select model companies for pilot operation	8 model BCSs were chosen for the implementation of the pilot activities, as stated in the Cooperation Agreement, from 8 Battalions in São Paulo City in January 2005.
(2) Preparation of pilot operation plans of the model Koban with revised tasks and procedures	In the General Staff Office Study elaborated by the Working Group, necessary phases of the implementation were planned, beginning with the training of all personnel from the pilot BCSs, provision of materials for the accomplishment of the missions, adequate facilities and so on aiming to make
(3) Implementation of the pilot activities in the model Koban (including OJT)	Concept of district assignment to a BCS [(action area)] was introduced. Basic format of 9 documents were standardized, and activities of the community policing are implemented, having the Community Visit as the essential procedure and others such as producing the district map and BCS newspaper, aiming to strenghten the relationship between the Community and the Police.
1-3.Develop joint community activities by the Koban which shall enhance communities' trust toward the system and improve citizen's safety conciousness	
(1) Interview surveys to community members regarding the activity of São Paulo State Military Police	Questionnair was sent to 800 local residents in 8 pilot areas (100 each from one pilot area) and information collected was analyzed.
(2) Review and enhancement of the joint collaboration activity of Koban and community	Model BCS actively planned and implemented various activities such as providing legal consultancy service to residents, programs for youth (sports events, movie shows and so on), festival for community residents to enhance residents' trust towards BCS.
1-4.Compile operational guidelines and manuals for policeman concerned with the Koban system	
(1) Definition of function of Koban and assignment of police officer	Documents describing all the necessary requirements for the operation of a BCS were elaborated, specifying the functions of each police officer. One the important factors to be highlighted was the creation of the function of POLICING PROGRAM SUPERVISING MP Officer, responsible for the follow-up, inspection and orientations of BCSs.
(2)Development of policy and operational guidelin for police officers	Besides the specific community policing Guidelines, Operation Orders were elaborated by the Grand Commands, highlighting that the Instruction Note is in approval phase which describes all the activities of the BCSs in the Koban system, fixing the policy in all the São Paulo State.

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(3) Preparation of operational manuals for tasks in Koban	Materials for distance learning (DVD) and brochures for all MP are being elaborated, so that the Koban system can be disseminated quickly.
1-5. Formulate improvement plan of the Koban system covering such issues as command mechanism and strategies for the future expansion	
(1) Review of the present institutional framework of São Paulo State Military Police; i.e. standards and regulations concerning tasks, administration, financing and so forth.	Guidelines to direct each Policing Program were elaborated. Concerning the Community Policing Program, specifically for BCS and BSCD (Chozaisho), besides the Guidelines, Instruction Notes are in elaboration which regulates their activities in Koban system, so that there is a uniformity in all São Paulo
(2) Development of plan of Koban system for institutional development and expansion	This is the task proceeding now.
2. Developed capacities of policeman concerned with the Koban system	
2-1. Develop training modules for policeman concerned with the Koban system	
(1) Analysis of needs for capacity development of police officers	In the General Staff Office Study, the training needs of police officers were identified and a series of seminar was organized.
(2) Development of training program and materials, based on the newly developed operational guidelines and manuals	PR brochure and video produced by National Police Agency of Japan, text book on community policing which is in use at police academy in Japan were translated into Portuguese and used for lectures on community policing. The São Paulo State Military Police is now developing a set of 5 DVDs and a text book to promote self-training of police officers working at BCSs.
2-2. Conduct training program in São Paulo State for policeman and facilitate their diffusion activities in Brazil	
(1) Implementation of seminars for commanding officers	The short-term expert dispatched in January 2005 conducted seminars for commanding officers in São Paulo State Military Police, in which 360 officers participated.
(2) Implementation of training program for training officers of police academy of São Paulo State Police	Participation in specific Seminar about the Model Project and the activities developed in the BCSs, occurred in September 2006. Community Policing lectures at the example of Koban and Chuzaiho were given by MP Officers to the MP Officer Students.
(3) Implementation of newly prepared training program in São Paulo State Police	From June to October 2005, 13 serieses of seminars (training program) for those officers who work at BCS in São Paulo city was conducted. This program consisted of 3 day lectures on community policing and 1 day practice at a model BCS. 185 officers participated in the training.
2-3. Conduct exposure program in Japan	
(1) Implementation of exposure program for commanding officers on institutional themes	10 officers in March 2005, 11 officers in October 2005, 10 officers in August 2006 participated in the training in Japan. From October 2005, not only commanding officers but also community policing base commanding officers participated to learn activities at Koban level in Japan.
(2) Preparation of comparative study papers for institutional reform	Participants in the exposure programs in Japan jointly produced reports on their learning and suggestions for the São Paulo State Military Police and submitted them to the Commandor.
3. Others	
	The long-term expert made presentations at seminars in Matto Grosso state, Santa Catarina state and Parana state.
	C/P personnel gave lectures on community policing at a seminar in Bogota, Columbia and in Guatemala

4

Overall Goal	Narrative summary	Subjectively verifiable indicators	Means of verification	Important assumptions
Expansion of the Koban system and enhancement of public security throughout São Paulo State	under consideration	under consideration	under consideration	under consideration
Objective To strengthen the institutional framework of the Koban system*) by the São Paulo State Military Police in the São Paulo State	Basic guideline and standard for the activities of the policeman, guideline to plot Koban, institutional rules, and training modules, etc. to effectively implement Koban system	Internal documents of the materials of the São Paulo State Military Police	Strong commitment by the São Paulo State Military Police to reform the organizational structure	
Output	Proxy indicators			
(1) Enhanced and institutionalized function of the present Koban system by strengthening the function of the DPCDH	(1)-1. Improvement plan of the existing Koban in the São Paulo State Military Police (1)-2. Number of the consultation from community citizen	(1)-1. Improvement plan of the existing Koban (1)-2. Operational record of each Koban	Security level in São Paulo State will not be worsened.	
(2) Developed capacities of policeman concerned with the Koban system	Training modules and materials for officers concerned with the Koban system	Training materials and the report from the policeman who attended the training program		
Activities	Input			
(1)-1 Review and analyze the organizational aspect of the present Koban system	Brazil Side	Japanese Side	1) Appropriate and active assignment of the personnel to tackle with the Community Policing issues	
(1)-2 Improve or strengthen the identified operational issues of the present Koban system	1. Assignment of counterpart personnel (especially, DPCDH)	1. Training program in Japan	2) Trained policeman will not resign.	
(1)-3 Develop joint community activities by the Koban which shall enhance communities' trust toward the system and improve citizen's safety consciousness	2. Provision of administration facilities, secretary and driver for the Japanese experts	2. Dispatch of Short/Long-term Japanese experts	3) Strong support by the São Paulo State government are provided even if the Governor is changed.	
(1)-4 Compile operational guidelines and manuals for policeman concerned with the Koban system	3. Necessary budget allocation for the Project	3. In-country seminar		
(1)-5 Formulate improvement plan of the Koban system covering such issues as command mechanism and strategies for the future expansion		4. Cost to develop training material		
(2)-1 Develop training modules for policeman concerned with the Koban system		5. Consulting service		
(2)-2 Conduct training program in São Paulo State for policeman				
(2)-3 Conduct exposure program in Japan and facilitate their diffusion activities in Brazil				

*) In this Matrix, PPM (Post of Military Police) which will be transformed into the Koban are included in the category of the "Koban system".

Annex IV.

Project Design Matrix 2

Duration of the Project: 2005.1.7-2008.3.6

Overall Goal	narrative summary	objectively verifiable indicators	means of verification	important assumptions
Expansion of the Koban system*) and enhancement of the services to the population concerning public security throughout São Paulo State.	Community Policing activities such as patrolling (community visit), consultancy for local residents and joint activities with the community are carried out throughout São Paulo State by 2013.	1. Records of BCSs, chuzaishos, platoons, companies and battalions in São Paulo State. 2. Interview with local residents.	1. Observation of BCS operation against the checklist. 2. Community survey in selected 10 pilot areas (8 original pilot areas and randomly selected 2 of 12 pilot areas).	Strong commitment by the State Government to community policing will be maintained.
Objective	To strengthen the institutional framework of the Koban system by the São Paulo State Military Police in São Paulo State.	1. Operation of 12 BCSs to which São Paulo State Military Police has extended the model developed in 8 pilot BCSs is improved to satisfactory level as pilot BCSs. 2. Local resident's trust to the BCS in 20 pilot areas (8 pilot BCSs and 12 selected BCSs for model application) is improved.	(1)-1. An official notice of the operational manual (1)-2. Operational records of 8 pilot BCSs	Security level in São Paulo State will not be worsened.
Output	(1) Enhanced and institutionalized function of the present Koban system.	(1)-1. Operational manual for police officers at BCSs is in use by the end of the project. (1)-2. Number of police reports including the consultation from local residents to pilot BCSs is steadily increased.	(2)-1. Project records (2)-2. Records of the São Paulo State Military Police including curricula	
(2)	Developed capacities of police officers concerned with the Koban system.	(2)-1. All police officers working at BCSs in São Paulo City will have participated in training course on community policing by the end of the project. (2)-2. Training program on community policing will be inaugurated as a regular training by the end of the project.		
Activities	Review and analyze the organizational aspect of the present Koban system.	Input Brazilian Side	Japanese Side	
(1)-1	Improve or strengthen the identified operational issues of the present Koban system.	1. Assignment of counterpart personnel	1. Training program in Japan	
(1)-2	Develop joint community activities by BCSs which shall enhance communities' trust toward the system and improve citizen's safety consciousness.	2. Provision of administration facilities, secretary and driver for the Japanese experts	2. Dispatch of Short/Long-term Japanese experts	
(1)-3	Compile operational guidelines and manuals for police officers concerned with the Koban system.	3. Necessary budget allocation for the Project	3. In-country seminar	
(1)-4	Formulate a policy to enhance community policing and a plan for future expansion of Koban system.		4. Cost to develop training material	
(1)-5	Prepare and coordinate with authorities concerned to introduce training programs on community policing as regular training in the São Paulo State Military Police.		5. Consulting service for community survey	
(2)-1	Conduct training programs in São Paulo State for police officers working at BCSs.			
(2)-2	Conduct exposure programs in Japan and neighboring countries and facilitate their diffusion activities in Brazil.			
(2)-3				

*) In this Matrix, the "Koban system" refers to the set up that BCSs, chuzaishos, platoons, companies or battalions provide local residents with community policing activities.

**) BCS is an abbreviation of Base Comunitária de Segurança, which is how the Koban is named in Brazil.

ACTIVITIES	2005												2006												2007												2008											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3									
1. Enhanced and institutionalized function of the present Koban system																																																
1-1. Review and analyze the organizational aspect of the present Koban system																																																
(1) Review of the present organizational framework of Koban system																																																
(2) Preparation of a plan to revise organizational framework																																																
(3) Establishment of knowledge sharing system for Koban operations																																																
(4) Establishment of an operational support system																																																
1-2. Improve or strengthen the identified operational issues of the present Koban system																																																
(1) Review of operations of BCS in target Battalion and select pilot companies for pilot operation																																																
(2) Preparation of pilot operation plans of the pilot BCS with revised tasks and procedures																																																
(3) Implementation of the pilot activities in the pilot BCS (including OJT)																																																
1-3. Develop joint community activities by Koban which shall enhance communities' trust toward the system and improve resident's safety consciousness																																																
(1) Interview surveys to community members regarding the activity of São Paulo State Military Police																																																
(2) Review and enhancement of the joint collaboration activity of BCS and community																																																
1-4. Complete operational guidelines and manuals for policeman concerned with Koban system																																																
(1) Definition of function of BCS and assignment of police officers																																																
(2) Development of policy and operational guideline for police officers																																																
(3) Preparation of operational manuals for tasks in BCS																																																
1-5. Formulate a policy to enhance community policing and a plan for future expansion of BCS																																																
(1) Review of the present policy and institutional framework to strengthen community policing, i.e. standards and regulations concerning tasks, administration, financing, human resource development and so forth																																																
(2) Development of plan of Koban system for institutional development and expansion																																																
2. Developed capacities of police officers concerned with Koban system																																																
2-1. Prepare and coordinate with authorities concerned to introduce training program on community policing as regular training in São Paulo State Military Police																																																
(1) Develop training curricula on community policing																																																
(2) Develop training material on community policing																																																
(3) Implement Training of Trainers on Community Policing of police academy of São Paulo State																																																
(4) Coordinate with authorities concerned to introduce curricula as regular training programs																																																
2-2. Conduct training program in São Paulo State for police officers																																																
(1) Implementation of seminars for commanding officers																																																
(2) Implementation of training program for officers at BCS on community policing																																																
2-3. Conduct exposure program in Japan and neighboring countries																																																
(1) Implementation of exposure program in Japan																																																
(2) Implementation of exposure program for commanding officers in neighboring countries																																																
3. Expert																																																
1. Long-Term Expert (Chief Advisor/Community policing administration) 1.5 year x 2 persons																																																
2. Short-Term Expert (Selection of pilot Area) 1 Month x 1 person																																																
3. Short-Term Expert (Koban System) 0.7 Month																																																
4. LOCAL ACTIVITY COST																																																
Entrusting the local consultant (Interview survey of the community)																																																
5. DISPATCH OF MISSION																																																
Project Consultation Team																																																
Final evaluation																																																

Annex VI. Amended Master Plan of the Project

1 Overall Goal

Expansion of the Koban system*) and enhancement of the services to the population concerning public security throughout São Paulo State.

*) In this Matrix, the "Koban system" refers to the set up that BCSs, chuzashos, platoons, companies or battallions provide local residents with community policing activities.

2 Objective of the Project

To strengthen the institutional framework of the Koban system by the São Paulo State Military Police in São Paulo State.

3 Outputs

- (1) Enhanced and institutionalized function of the present Koban system.
- (2) Developed capacities of police officers concerned with the Koban system.

4 Activities

- (1)
 - (1)-1 Review and analyze the organizational aspect of the present Koban system
 - (1)-2 Improve or strengthen the identified operational issues of the present Koban system
 - (1)-3 Develop joint community activities by BCSs which shall enhance communities' trust toward the system and improve citizen's safety conciousness
 - (1)-4 Compile operational guidelines and manuals for police officers concerned with the Koban system
 - (1)-5 Formulate a policy to enhance community policing and a plan for future expansion of Koban system
- (2)
 - (2)-1 Prepare and coordinate with authorities concerned to introduce training programs on community policing as regular training in the São Paulo State Military Police
 - (2)-2 Conduct training programs in São Paulo State for police officers working at BCSs
 - (2)-3 Conduct exposure programs in Japan and neighboring countries and facilitate their diffusion activities in Brazil

(5)

