

MINUTES OF MEETINGS BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
INDONESIAN NATIONAL POLICE
THE GOVERNMENT OF THE REPUBLIC OF INDONESIA
ON THE JAPANESE TECHNICAL COOPERATION FOR
THE PROJECT ON ENHANCEMENT OF CIVILIAN POLICE ACTIVITIES (PHASE 2)

Japan International Cooperation Agency (hereinafter referred to as "JICA") had a series of discussions with Indonesian National Police (hereafter referred to as "INP") for the purpose of working out the details of the technical cooperation in Indonesia concerning "the Project on Enhancement of Civilian Police Activities (Phase 2)" (hereafter referred to as "the Project"), with respect to desirable measures to be taken by JICA and INP for the successful implementation of the Project.

As a result of the discussions, JICA and INP agreed on the matters referred to in the document attached hereto.



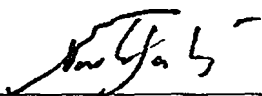
Mr. SAKAMOTO Takashi
Resident Representative
Indonesia Office
Japan International Cooperation Agency



Jakarta, 31 July 2007

Drs. Tjuk Sugiarto
Police Inspector General
Deputy of General Planning and
Development
Indonesian National Police Headquarters

Witness:



Mr. TAKEUCHI Naoto
Advisor for Chief of INP
Chief Superintendent
JICA Expert

THE ATTACHED DOCUMENT

I. PROJECT DOCUMENT

For the rationalization and justification of the Project, both sides jointly prepared and agreed on the Project Document which describes the detail design of the Project as attached herewith. This document consists of following chapters: *Introduction, Background of the Project, Implementation Strategy, Project Design and Result of Ex-ante Evaluation*. This Document also contains the possible overall framework regarding the JICA Program “The Support Program for Reform of the Indonesian National Police”, the tentative Project Design Matrix and the tentative Plan of Operations.

ANNEX Project Document

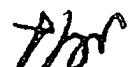
Handwritten signature

ANNEX

PROJECT DOCUMENT
FOR
THE PROJECT ON ENHANCEMENT OF
CIVILIAN POLICE ACTIVITIES (Phase 2)
IN
THE REPUBLIC OF INDONESIA

AUGUST 2007

JAPAN INTERNATIONAL COOPERATION AGENCY
INDONESIAN NATIONAL POLICE



Contents

Abbreviations	i
1. Introduction	1
2. Background of the Project	
2-1 Socio-economic Situation	2
2-2 Description of the Public Security Sector	3
2-3 National Development Plan and Public Security Policy	3
3. Problems to be Addressed and the Current Situation in the Public Security Sector	
3-1 Institutional Framework of the Public Security Sector	6
3-1-1 Public Security Administration	6
3-1-2 Education and Training Implementing Structure in the Public Security Sector	6
3-2 Analysis of the Current Situation and Problem	7
3-2-1 Approaches by the Indonesian Government in the Public Security Sector	7
3-2-2 Projects / Assistances by Other Donor Agencies in the Public Security Sector	8
3-2-3 Civilian Police Activities at Bekasi Police Resorts	9
and the Summary of the Project by Japanese Government	
3-2-4 Challenges for the Future on the Basis of the Cooperation in the Past	11
4. Project Strategy	
4-1 Overall Strategy for the JICA Program: "The Support Program	13
for Reform of the Indonesian National Police"	
4-2 Project Strategy	14
4-3 Implementation Structure of the Project and the JICA Program	14
5. Project Design	
5-1 Project Purpose	17
5-2 Overall Goal	18
5-3 Outputs	18
5-4 Activities	20
5-5 Inputs	23
5-5-1 Inputs from Japanese Side	23
5-5-2 Inputs from Indonesian Side	24
5-6 Important Assumptions and Risk Analysis	24
5-6-1 Important Assumptions from the Outputs to the Project Purpose	24
5-6-2 Important Assumption from the Project Purpose to the Overall Goal	25
5-6-3 Important Assumption for Maintaining the Overall Goal	25
5-7 Pre-conditions	26
6. Ex-ante Evaluation	
6-1 Relevance	27
6-2 Effectiveness	28
6-3 Efficiency	29
6-4 Impact	29
6-5 Sustainability	30
7. Monitoring and Evaluation	
7-1 Monitoring	33
7-2 Evaluation	33

Abbreviations

AKPOL: Police Academy
BKPM: Police-Citizen Partnership Center
BPRs: Bekasi Police Resorts
BRIMOB: Mobile Brigade
FKPM: Police-Community Partnership Forum
INP: Indonesian National Police
IOM: International Organization of Migration
KKN: Corruption, Collusion, Nepotism
OJT: On-the-Job Training
PDM: Project Design Matrix
POLDA: Regional Police Department
POLMAS: Community Policing by the Indonesian Police
POLRES: Police Resort
POLSEK: Police Sector
POSPOL: Police Field Office
PPSS: School for Bachelor's Police Officers
PTIK: Police Science College
SECAPA: Police Officers Candidate School
SELAPA: Police Lower Level Management School
SEPOLWAN: Police Women 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
TOT: Training of Trainers
WG: Working Group

ANNEXES

- Annex 1 INP Organizational Structure
- Annex 2 Structure of the Education and Training Institution
- Annex 3 List of Education and Training Institution
- Annex 4 Conceptual Diagram of JICA Program
- Annex 5 Project Design Matrix (PDM)
- Annex 6 Conceptual Diagram of the Project
- Annex 7 Plan of Operations (PO)

Thor

1. Introduction

Although the Indonesian armed forces had been responsible for maintaining public security for approximately 30 years, the Indonesian National Police (INP) has been responsible for internal security since the People's Consultative Assembly decided to separate the INP from the Indonesian armed forces in August 2000. Roles of the INP are expanding in responding properly to ordinary crimes occurring in many cases so as to secure the public safety. It is very crucial issues for the INP to improve the internal security and provide police services for earning people's basic trusts. Under this situation, the Indonesian government has energetically promoted the reform for the organization, institution, and human resources of the INP in a positive manner, and the government requested the assistance for the reform to the Japanese government. According to the request, the Japanese government has implemented "The Support Program for Reform of the Indonesian National Police (hereinafter referred to as "JICA Program")" including the dispatch of the Advisor to the Chief of the INP, etc. since 2001.

The ultimate goal of the civilian police is to earn people's basic trusts with prompt responses and sincere actions to the demand of the people. As the core of the JICA Program, the Japanese government has implemented the Project on Enhancement of Civilian Police Activities (Phase 1) in which the civilian police activities in each field, i.e., organizational management, criminal identification, and communication control, have been promoted at Bekasi Police Resorts (BPRs) as a model police resort for five years since August 2002. The Indonesian government requested the continuation of the technical cooperation project to the Japanese government in order to establish the reference model for the dissemination to the whole country on the basis of knowledge and experiences accumulated by the Project.

This Project Document was prepared by JICA and the INP based on the outcomes of the preparatory studies. This Document consists of the following chapters: Chapters 2-3 explain the background of the Project including the socio-economic situation, description of the public security; Chapter 4 discusses the project strategies, i.e., how to implement the Project; Chapter 5 presents the detailed design of the Project; Chapter 6 summarizes the ex-ante (preliminary) evaluation based on the five evaluation criteria (relevance, effectiveness, efficiency, impact, and sustainability); and Chapter 7 explains how the Project conducts monitoring and evaluation.

2. Background of the Project

2-1 Socio-economic Situation¹

The Soeharto regime made progress in liberalizing the economy, opening the door to foreign capital, adopting development policies with priority on industrialization and increased food production, and in implementing macroeconomic equilibrium policies to hold down inflation and the fiscal deficit. This resulted in export promotion, particularly light manufacturing products, and increased investment from foreign countries. This series of reforms was supported by assistance from the World Bank, the Asian Development Bank and developed nations such as Japan. The success of these development policies and a strong international economy resulted in impressive growth (average annual growth of 7% from the 1970s to the mid 1990s) that earned Indonesia the title of "miracle of East Asia." However, Indonesia's economy suffered from severe consequences after the Asian currency crisis that started in August 1997 and that is primarily attributable to mismanagement of foreign debt. The real economic growth rate fell to negative 13% in 1998, and the exchange rate plummeted from 2,890 rupiah to dollar (1997 average) to 10,210 rupiah to the dollar (1998 average). Subsequently, Indonesia followed the IMF's economic reform program, stabilized its macroeconomic environment and made steady progress in reforming the financial system. The economic growth has stabilized in recent years (the real economic growth rates: 5.1 % in 2004 and 5.6 % in 2005). Also, as the contributing factor of the economic growth comes from the behavioral change from the individual consumption to the capital investment in these days, potential growth with stability has been enhanced. Through the steady growth, as seen in the steady decline of the fiscal deficit and the government debt as well as the stability of the commodity price and the interest rate, the macroeconomic condition has been improved.

This economic growth largely contributed to the poverty reduction, cutting the impoverished population from roughly 50 million (about 40% of the total population) in 1976 to approximately 20 million (about 11% of the total population) in 1996. However, the issues, such as the disparity of the poverty, are still remained.

Indonesia's potential growth remains high due to its past achievements, its rich work force and natural resources. However, the various problems faced by the domestic economy and the changes in the global economic environment involving Indonesia could potentially slow down Indonesia's economic growth.

¹ Parts of this section are quoted from "Country Assistance Program for Indonesia (November, 2004)" by the Ministry of Foreign Affairs of Japan.

2-2 Description of the Public Security Sector²

The INP was put under the Ministry of Home Affairs after independence of the Republic of Indonesia on 17 August, 1945, and it became independent under the direct control of the Prime Minister on 1 July, 1946. The INP became one of the armed forces together with the army, navy, and air force under the control of the Indonesian National Commander in the Soeharto regime in 1967.

After the collapse of the Soeharto regime in May 1998, it was separated from the armed forces in April 1999, and placed under the presidential control in August 2000. Police practice was placed as a national operation although the statute of decentralization became effective, and "New Police Law" regulating the functions and structure of the INP was officially announced in January 2002. It enacted that all the police organizations and officers were under the command of the Chief of the INP.

In recent years, Indonesian people are confronted with various types of obstacles and problems on the public security. International crimes, in addition to the security issues by conventional crimes, are increased. In the era of globalization, international crimes in Indonesia include illicit sale of drugs, money laundering, terrorism³, clandestine arms trade, and human trafficking. Cyber crimes recently appear, too. The situation of crimes from 2001 to 2005 is shown in the following.

Table 1 Trend of crime-arrest ratio and crime rate (2001-2005)

Items		2001	2002	2003	2004	2005
1	Number of recognition	202,408	204,148	228,288	227,173	253,316
2	Number of arrests	106,795	111,213	124,963	115,920	132,904
3	Crime-arrest ratio (%)	52.76	54.00	55.00	51.00	52.46
4	Crime rate (Cases/100,000)	97	97	114	91	101
5	Frequency of crime occurrence (Time)	2 hours 35 minutes	2 hours 51 minutes	2 hours 18 minutes	2 hours 20 minutes	2 hours 4 minutes

Source: Data from the Bureau of Administration and Training in the Criminal Investigation Department of the Indonesian National Police

2-3 National Development Plan and Public Security Policy

In the "Indonesia's Medium-term Development Strategy 2004-2009," the Yudhoyono regimes inaugurated in 2004 through the national votes by the constitutional reform drew up three national development agendas. One of these agendas is "Creating Indonesia that is safe and peaceful" in which the portion explaining about improvement

² This section is based on the information given in the lecture "The Police Reform of the Indonesian National Police and the Promotion of Policing (2 February, 2006)" by the Muhammad Farouk, the governor of the Police Science College (PTIK).

³ According to statistical data of the Bureau of Administration and Training in the Criminal Investigation Department of the Indonesian National Police, 227 cases are identified from 1999 to 2005.

Handwritten signature

of public security and order as well as crime-fighting measures are explicitly described. In this portion, 10 development programs are set up, and one of the programs is "police personnel development program." In the program, necessity of capacity development of the INP are clearly expressed. In order to establish professional police organization, the program aims at nurturing capable and sufficient number of human resources.

Moreover, in connection with the Medium-term Development Strategy, the decree (SKEP/737/X/2005) by the chief of the INP, "Policy and Strategy on the Operation of the POLMAS model under the commitment of the INP (hereinafter referred to as the "decree on POLMAS")," was designed. According to the decree on POLMAS, "POLMAS (community policing by the Indonesian police)" is the police activities for reducing crimes, *per se*, lessening sense of anxieties against crimes, and improving the quality of life of local residents by establishing the partnership between POLMAS duty officers⁴ and local residents through the process of solving social problems which threaten public security and order as well as peaceful lives of local residents. That is, two main points are included: (1) to establish the partnership between police officers and local community; and (2) to solve various types of social issues occurring in the local community. Under those main points, five principles are set up in order to put "POLMAS" into practice as explained below:

- (i) Transparency and accountability;
- (ii) Participation and equality;
- (iii) Personalization;
- (iv) Permanent assignment; and
- (v) Decentralization and autonomy.

In particular, "(iii) Personalization" explains that POLMAS duty officers establish the good partnership with local residents and provide police services for individual residents. Also, the long-term assignment of the POLMAS duty officers is described in the "(iv) Permanent assignment." In this way, it is crucial to promote (1) establishing the partnership and (2) solving social issues in the local community through the effective partnership with the POLMAS duty officers.

In order to realize the decree on POLMAS, "Five-year POLMAS Development Plan (2006-2010)" was drawn up in November 2006. In the Development Plan, six fundamental procedures⁵ are described as follows:

⁴ POLMAS duty officers (Petugas POLMAS) are composed of police officers (noncommissioned officers: Bintara or Perwira), and they are supposed to secure public safety in cooperation with the local community. Also, in order to establish the community which aims at improving lives of local community, well-trained police officers are assigned at villages, kelurahan (minimum administrative unit), or specific districts.

⁵ In the six fundamental procedures, the budget necessary for promoting the procedures is estimated. Specific amounts of each item are as shown below.

- (i) Improvement of the system and method: Around 417.8 million rupiah
- (ii) Development of human resources: Around 78.2 billion rupiah
- (iii) Public information: Around 4.5 billion rupiah
- (iv) Improvement of equipment, materials, and facilities: Around 12.0 trillion rupiah

- (i) Improvement of the system and method;
- (ii) Development of human resources;
- (iii) Public information;
- (iv) Improvement of equipment, materials, and facilities;
- (v) Implementation of the POLMAS activities; and
- (vi) Management of POLMAS development.

In the first place, previous preparation and arrangement for promoting POLMAS are carried out, such as design of the guideline for cultivation of POLMAS duty officers, establishment of guidebook for POLMAS activities in each area, improvement of the information system, etc., in the “(i) Improvement of the system and method.” In the “(ii) Development of human resources,” the following activities are promoted: to prepare textbooks and materials on POLMAS; to make the training plans; to conduct trainings; and so on. Regarding “(iii) Public information,” information activities are implemented through the preparation of materials to share the common understanding on the concept of POLMAS and its dissemination, the formation of the team of training instructors, and the distribution of posters and leaflets on POLMAS. Further, office supplies, personal equipment, communication devices, and facilities doubling with dwelling places for POLMAS duty officers are procured and established in the “(iv) Improvement of equipment, materials, and facilities.” In the “(v) Implementation of the POLMAS activities,” POLMAS duty officers carry out POLMAS activities as a practical matter. To be more precise, they collect materials and information on public security and order in communities, implement FKPM⁶ meetings, and monitor POLMAS activities. Lastly, the “(vi) Management of POLMAS development” emphasizes the analysis and evaluation of POLMAS activities, the instruction on POLMAS, the research and development, etc. In this way, measures for putting POLMAS into practice are polished along with the “Five-year POLMAS Development Plan” drawn up in compliance with the decree on POLMAS.

(v) Implementation of the POLMAS activities: Around 327.7 billion rupiah

(vi) Management of POLMAS development: Around 7.6 billion rupiah

Total amount: Around 12.1 trillion rupiah

⁶ FKPM stands for the Police-Community Partnership Forum. Specifically, FKPM is the liaison council with the representatives from the local residents.

3. Problems to be Addressed and the Current Situation in the Public Security Sector

3-1 Institutional Framework of the Public Security Sector

3-1-1 Public Security Administration

In the present INP organizational structure reformed in October 2002 through the enforcement of the "New Police Law," General Inspectorate, Expert Staff, Deputies in charge (Planning and Development, Operation, Human Resource, and Logistics), each secretariat for internal control operations, as well as Criminal Investigation Department, Security and Intelligent Department, Guidance and Security Department, and Mobile Brigade Corps for the police practices are placed under the INP Chief (See the Annex 1 for details).

Although Regional Police Departments (POLDA) in the provinces are supposed to be located in each province (33 provinces in the whole nation) as a general rule, 31 Regional Police Departments are placed across the country in reality. Police Resorts (POLRES) are located under the Regional Police Departments, and Police Sectors (POLSEK) are placed under the Police Resorts. Also, there are Police Field Offices (POSPOL) under the Police Sectors (as of April 2007).

The total number of police officers is around 355,000 as of November 2006, and it is increased by 70% in comparison with the total number of police officers (around 205,000) before the separation from the armed forces. However, it is too small to cover the vast land and the population of around 220 million. Thus, the INP plans to strengthen its workforces in future.

3-1-2 Education and Training Implementing Structure in the Public Security Sector

Education and training institutions of the Indonesian police are classified as follows (See Annex 2):

- ① Academic education (Police Science College);
- ② Training for beginning police officers (Police Academy, School for Bachelor's Police Officers, National Police School, Police Woman School);
- ③ Training for noncommissioned officers and commissioned officers (Police Officers Candidate School, Police Lower Level Management School);
- ④ Training for top-ranking officers (Police Staff & Command College); and
- ⑤ Special skill training (Training Center for Criminal Investigation, Training Center for Traffic Police, etc.).

There are two options in the education and training path for high school graduates accounting for a great majority of the police forces. The first option is to start his career as a noncommissioned officer (Police Second Brigadier) after ten-month

education (including four-month training on the fields) at National Police School (SPN) under the regional police departments. The other option is to start as a Police Second Inspector after the completion of the education and training at the Police Academy (AKPOL) for around three years (university graduates were to be accepted from 2007, and the learning period was planned to be for two and a half years). Also, a university or junior college graduate is appointed a Police First Inspector or Second Inspector respectively after nine-month training at School for Bachelor's Police Officers (PPSS). There are very few university or junior college graduates.

As for continuing education and training, a noncommissioned officer, after working for some years, is trained at Police Officers Candidate School (SECAPA) for seven months to be a Second Inspector.

A Police Assistant Commissary and First Inspector who promoted from Second Inspectors after working for a certain period are trained at either at Police Lower Level Management School (SELAPA) or Police Science College (PTIK). After these trainings, the candidates of generals who have developed a strong background in commissaries have the education and training at Police Staff & Command College (SESPIM or SESPATI: See Annex 3 for details).

3-2 Analysis of the Current Situation and Problem

3-2-1 Approaches by the Indonesian Government in the Public Security Sector

The police reform launched together with the process of separation from the armed forces since April 1999 contains three major topics: ① police structure; ② police instrument/authority; and ③ police culture. Regarding ①, innovative changes by the substantial increase in the number of police officers, the organizational reform, the development of institutions, and the education & training are carried into effect, and the National Police Committee (Kopolnas⁷) was established in May 2006. With reference to ②, the budget on public security is continuously increased, and various types of legislations against terrorism, narcotics, and organized crime operations are developed. As a result, suspects of terrorist incidents were exposed and brought to trials in succession, and large-scale illicit manufactures of drugs were also exposed. In terms of ③, the INP recognizes that the cultural reform (of police activities, attitudes of individual police officers, etc.) is the most difficult portions and they need to make long-term efforts in order to eradicate the atmosphere of the "armed forces" and to realize the civilian police. Various efforts are made in the fields by raising the slogans of the transition to the civilian police and the purge of "corruption, collusion, and nepotism (KKN)."

⁷ The mandate of the Committee supports the President for the decisions of basic guidelines of policies by the INP and provides the advice for the President in terms of appointment and dismissal of the Chief of the INP. Also, the authorities of the committee are to collect and analyze the data and information on police budget, human resources, and equipment and facilities, as well as to receive and carry on the requests and complaints on the police performances from the people as materials for recommendations and advices to the President.

As the approaches of civilian police activities, POLMAS (= community policing by the Indonesian police) indicated through the decree (SKEP/737/X/2005) by the chief of the INP in October 2005 as mentioned above is promoted. This is to establish the Indonesian-type community policing, i.e., POLMAS, by adopting the concepts of community policing developed in Japan and other developed countries as well as designing the community policing according to the characteristics and needs of the Indonesian society. The summary of POLMAS is to establish the partnership with local residents rooted in local communities (villages and towns) and to promote solutions and preventions of security problems in the communities. By the extension, there are the "Project on Enhancement of Civilian Police Activities" in Bekasi, the Country Focused Training Course on the basis of practical experiences for junior-level commissioned officers, etc. They are highly appreciated for making a contribution to the cultural reform.

3-2-2 Projects / Assistances by Other Donor Agencies in the Public Security Sector

The International Organization of Migration (IOM), the Partnership, and the Asia Foundation mainly provide assistances for the INP. In terms of the bilateral cooperation, for example, the US and Australia focus on anti-terrorism and anti-drug measures. The brief overview is explained as follows.

- **International Organization of Migration (IOM)**

The International Organization of Migration (IOM) assists POLMAS and human rights education since 2003. At present, the IOM implements the 2nd Phase (July 2005 - August 2008). The pilot sites are the Jakarta Central Police Resort in the special capital city district of Jakarta, Bogor Police Resort in the province of West Java, Sidoarjo Police Resort in the province of East Java, Bareleng Police Resort in the province of Riau, Pontianak Police Resort in the province of West Kalimantan, and Denpasar Police Resort in the province of Bali.

As their training-related programs, the IOM draws up curriculums of POLMAS and human rights education, prepares textbooks, conducts trainings for instructors and chiefs of Police Sectors, etc.

- **The Asia Foundation**

The Asia Foundation carries out the project related to "community oriented policing" in Yogyakarta, Surabaya, and Bali. Particularly, the Foundation aims at enhancing the consciousness of the people. Also, the Foundation promotes their activities from the perspectives of local government offices and congresses.

- **Partnership**

The Partnership conducts various types of studies and researches on the police

reform and prepares the reports.

From the aspect of “beneficiaries of community policing” different from the point of view of the police, the Partnership supported the focus group discussions by the intelligent and the workshop on community policing according to non-police perspective, in terms of the changes and influences towards the reduction of corruption, protection of human rights including children and women’s rights, flexible arrangement under the criminal justice system, good collaboration with local government offices, and improvement of quality of life in communities by promoting community policing.

3-2-3 The Civilian Police Activities at Bekasi Police Resorts and the Summary of the Project by Japanese Government

JICA has implemented the “Project on Enhancement of Civilian Police Activities” for five years since August 2002. The summary of the cooperation is described as shown below.

1) Activities at the Police-Citizen Partnership Centers (BKPM)

There exists a Police Post in Indonesia (hereinafter referred to as “POSPOL”) as similar to Koban (Japanese-style Police Post). The differences between POSPOL and Koban are as follows: “There are jails in POSPOL”; “There are no areas in charge”; “There are no routine home visits”; and so on. In order to change into civilian police, the reform of the POSPOL is necessary. Thus, it was agreed that civilian police activities were put into practice at the facilities similar to Koban. As a result of discussion in the Working Group in September 2004, activities at the newly-named BKPM (Police-Citizen Partnership Center) has been started in order to distinguish from the conventional POSPOL.

In BKPM, police officers are assigned to the “areas in charge,” and there is a three-shift system in which one-shift is composed of five police officers working for 24 hours. During the working hours, they conduct “routine home visits” at the areas in charge so as to listen to the people’s demands, advice them about crime prevention through the routine visits to home and workplace and patrol activities, and promote “activities for securing the public safety and enhancing the sense of security.” In the past, local residents met the police officers only when they had some reports of cases and accidents. Recently, the local residents freely visit BKPM in order to consult with them on their local and family issues. Also, police officers were to be requested to attend local meetings. In BKPM, the “liaison councils” with local residents are periodically held to exchange their opinions regarding local security problems and the problem-solving efforts. In future, it is necessary to solve those problems proactively by enhancing the partnership between local residents and police as well as grasping the potential issues on local security more precisely.

Police officers at BPRs are trained at BKPM, and the police-related personnel,

including commissioned officers at Jakarta Metropolitan Police and other Regional Police Departments and students at the Police Science College (PTIK), visit BKPM. Also, Jakarta Metropolitan Police tries to adopt the activities at BKPM as a model of existing POSPOL and discusses the unification of those names.

Furthermore, the trainings on procedures and methodologies at BKPM are conducted for police officers at POSPOL and POLMAS duty officers ("Babinkamtibmas" who has the role of police officers working at residential police box, but there are no facilities doubling with dwelling places in the areas in charge) in Bekasi so as to disseminate the project outcomes.

2) Criminal Identification

Presently, it is said that criminal identification skills at Metro Bekasi Police Resort is the highest in Indonesia, and police officers of the criminal identification section, not the Japanese expert, conduct technical trainings in various seminars. In 2005, the police officers (noncommissioned officers) at Metro Bekasi Police Resort carried out the trainings for the students of Police Officers Candidate School (SECAPA) and Police Academy (AKPOL) on requests of the Bureau of Criminal Identification in the INP Headquarters. Also, they conduct On-the-Job Trainings (OJT) for the instructors in charge of criminal identification (site preservation) at Jakarta National Police School in terms of procedures and methods of the site preservation by uniformed police officers.

In the field of criminal identification, the Japanese expert conducts OJT by going to the actual fields together with the police officers of the criminal identification section and conducts various types of trainings at the identification laboratory established by the Japanese government.

Short-term experts have continuously been dispatched for the intensive trainings on specialized expertise in each field for a month, such as fingerprint, photograph, footprint, and on-the-scene criminal identification.

From the viewpoint of the trainings of instructors, "official examination for identification skill certification" (Instructor Level, A Level, and B Level) on the fingerprint and photograph has been conducted for the identification officers at BPRs. In the official examination of 2006, three persons passed the "Instructor Level" in the fields of the fingerprint and photograph respectively.

3) Communication Control

In order to establish a wireless communication network for police activities, portable and car-stationed wireless applications were provided through the grant aid of Japanese government. As the result, many police officers assigned on the fields were to have wireless applications. In other words, it becomes easier to report and communicate among the fields, Police Sectors, and BPRs. Also, police officers who have the same

channel are able to share the information at the same time. If BPRs and Police Sectors begin a search with the wireless applications against cases and incidents reported by local residents, then police officers who have wireless applications are able to obtain the contents of the search simultaneously and instantaneously. Thus, police officers near the field are able to rush to the field and conduct the primary investigation promptly.

Metro Bekasi Police Resort and Bekasi Police Resort established the Communication Control Centers by their own efforts in December 2005 and in March 2007 respectively.

Presently, the trainings on case simulations and OJTs are carried out. The Project (Phase 1) has tried to establish a mechanism for promoting the report, communication, and command on primary measures as well as the communication among each section and level of BPRs efficiently through the effective utilization of the wireless applications.

3-2-4 Challenges for the Future on the Basis of the Cooperation in the Past

Based on the cooperation in the past, the terminal evaluation study of "The Project on Enhancement of Civilian Police Activities" implemented in January 2007 pointed out the following issues for the future.

1) Functional Enhancement of the Police Sectors

It seems that the changes in the consciousness of the Police Sectors (7 and 15 Police Sectors at Metro Bekasi Police Resort and Bekasi Police Resort respectively, also around 100 subordinate officers under the chiefs of the Police Sectors) fall behind in comparison with the commissioned officers at BPRs and police officers working at BKPM. This is because the project activities have focused on commissioned officers at BPRs and police officers at BKPM who directly get into touch with local residents. The scale of a Police Resort which has many Police Sectors under its umbrella is extremely large in Indonesia, and it is almost the same as the small-size prefectural police departments in Japan. Police officers at Police Sectors go to the fields in many cases because the jurisdictional area of a Police Resort is quite large. Thus, it is indispensable to strengthen the capacity of the police officers at the Police Sectors who conduct on-the-scene police activities on criminal identification.

Although the Project paid attention to the changes in the consciousness of commissioned officers as the core of the Police Resorts and began the approach to those officers from the fifth year of the Project, the challenge to nurture these officers as the core is further to be accomplished. It is necessary to strengthen the capacity of Police Sectors with a focus on the chiefs of the Police Sectors from here on. Also, it could be said that the skills of the on-the-scene criminal identification at BPRs (especially Metro Bekasi Police Resort) are high whereas further efforts should be made for identification skills of the criminal section at Police Sectors.

2) Functional Enhancement of the Police Resorts at Bekasi

During the implementation of the Project, the Police Resort in Bekasi selected as the pilot site separated into the Metro Bekasi Police Resort having the jurisdiction over the urban areas and Bekasi Police Resort having the jurisdiction over the other areas. The circumstances caused the difficulties for conducting project activities. Although the Project was to provide the assistance for both Police Resorts, there occurred several problems, such as the distance between two Police Resorts from the aspects of the physical location and the time, the increase in the number of the counterparts who should be trained by the Project. The project activities were promoted through the adjustment of the system and operation of the experts in order to continue the effective assistance for BPRs. However, the achievements of the Bekasi Police Resort are insufficient in comparison with the Metro Bekasi Police Resort launched in advance. Therefore, it is necessary to enhance the functions at Bekasi Police Resort.

3) Development of the Reporting and Communicating System

As civilian police activities are to proceed with the "prompt (and sincere) responses to the demand of the people," it is indispensable to establish the reporting and communicating system.

As a general rule, it is the POLSEKs that receive the reports other than the means of the telephone from the local residents. Although the serious cases are reported to the BPRs from the Police Sectors, the minor cases are carried on at Police Sectors. Thus, the details of the processing results are not reported to POLRES. In this way, since the information at the fields is screened by the Police Sectors before reaching the chiefs of BPRs, it could be said that the structure in which the information is shared within the BPRs is not fully established in terms of the events which do not link to the serious cases. Therefore, it is necessary to make the rules of communication and command through the consideration of specific cases, i.e., where to report various types of information.

4) Sharing of Knowledge and Skills within INP

As the personnel rotation frequently occurs in INP, there were many cases in which human resources trained by the Project (Phase I) were apart from the BPRs before functioning at the fields. It is difficult to avoid the personnel rotation within INP. Thus, it is crucial to arrange the circumstances where police personnel trained by the Project are able to accumulate the knowledge and skills for their units, sections, bureaus, etc. Such initiative links to the capacity development of the overall police organization.

4. Project Strategy

4-1 Overall Strategy for the JICA Program: “The Support Program for Reform of the Indonesian National Police”

As mentioned above, the INP has presently promoted the reform efforts so as to make the transition to the civilian police. JICA plans to provide comprehensive supports through the JICA Program in accordance with the experiences and the knowledge of the police in Japan in order to put police activities for earning people’s basic trusts into practice along with the policy on POLMAS established by the INP decree. The goal of the JICA Program is set up as mentioned below:

“The effective mechanism for spreading appropriate civilian police activities through police resorts and police officers in every area of Indonesia according to each regional peculiarity is established.”

There are two main subjects in order to accomplish this goal. The first subject is “model portion.” In this portion, civilian police activities are strengthened at specific sites as “model” of civilian police through the performance of police services on a daily basis in cooperation with the experts dispatched from the police in Japan and police-related personnel at the sites. Specifically, the “Project on Enhancement of Civilian Police Activities (Phase 2)” focuses on the place which contains various types of social circumstances in Indonesia, such as urban and rural areas. The “Project on Building a Society with a Sense of Safety in Bali” is implemented at the area where many short-term visitors stay.

The second subject is “dissemination portion.” In this portion, the mechanism for disseminating civilian police activities to the whole country is established. The experiences and knowledge verified by the “model portion” of the first subject are extracted from the survey and research, and leading figures promoting civilian police in every area of Indonesia are nurtured through the trainings. Although it is necessary to consider the specific means for the dissemination among project-related personnel, the dissemination activities should strategically be conducted in combination with the trainings and lectures in Indonesia (Police Science College (Research and Development Center on POLMAS), BPRs, etc.), the trainings and lectures in Japan (types of the country focused training course), and the third country training if necessary. In addition, The JICA Program plans to dispatch a Japanese expert (expert in the field of POLMAS) in charge of the survey and research on civilian police as well as planning and management of various types of training courses.

Further, the Advisor to the Chief of the INP is continuously assigned within the framework of the JICA Program in order to manage these activities as mentioned above, give the comprehensive policy advice to the chief of the INP, and coordinate the overall

framework of the JICA Program.

The conceptual diagram of the JICA Program indicating the relationship among each portion of the Program is shown in the Annex 4.

4-2 Project Strategy

The “Project on Enhancement of Civilian Police Activities (Phase 2)” is placed as the first subject, and the Project Purpose is to strengthen the civilian police activities at BPRs as a “model police resorts.”

The Project is composed of two components, i.e., the basic component of the model and the dissemination component of the model. The former aims at promoting the capacity development as a “model police resort.” The latter aims at improving the training system by extracting the experiences and successful cases from the basic component of the model.

Furthermore, the basic component of the model is separated into the capacity development of the organization and personnel within the BPRs (Output 1: enhancement of the administrative and management capacity of commissioned officers; Output 2: improvement of the function of on-the-scene police activities at BPRs) and the establishment of the good partnership with local residents and governmental agencies (Output 3). The previous project (phase 1) has already promoted to establish the good partnership with the external groups and organizations of the BPRs. Because the importance of the partnership with the external bodies was recognized, the portion was explicitly described in the Output 3 of the new Project (phase 2).

With reference to the dissemination component of the model, it is necessary to inseparably collaborate with the dissemination portion of the JICA Program.

4-3 Implementation Structure of the Project and the JICA Program

The implementation structure of the Project and the JICA Program is presented in Figure 1 as shown below. The Project plans to promote dissemination of the civilian police activities through the training courses for the police officers working at the Police Sectors (7 Police Sectors at Metro Bekasi Police Resort; 15 Police Sectors at Bekasi Police Resort) and BKPM/POSPOL (7 BKPM / 15 POSPOL at Metro Bekasi Police Resort; 7 BKPM / 14 POSPOL at Bekasi Police Resort) under the jurisdiction of BPRs⁸. In order to spread this model to the areas other than Bekasi, it is necessary to establish the mechanism that the INP and Jakarta Metropolitan Police lying superior to the BPRs consolidate the knowledge and experience of the model obtained by the Project in Bekasi and apply the utilizable portions to other areas. The “flow” is indicated by the

⁸ 13 Police Resorts (POLRES), 101 Police Sectors (POLSEK), and 318 Police Field Offices (POSPOL) are located under the jurisdiction of Jakarta Metropolitan Police containing BPRs. The population of the year of 2007 in Metropolitan Bekasi and Bekasi District are 2,001,939 and 1,705,428 respectively. Also, the land areas are around 210 km² and around 1,274 km² in that order (From the data of agencies of resident administration in Metropolitan Bekasi and Bekasi District).

arrows. Further, Japanese experts centering on the Project Leader and the counterparts proceed with the project activities.

The positions of Japanese experts in each project are illustrated on the right side of the Figure 1. It is necessary to properly collaborate with other projects (Advisor to the Chief of the INP, Community Policing in the INP: POLMAS, Project on Building a Society with a Sense of Safety in Bali) within the JICA Program for the purpose of the achievement of the same goal. As shown in the Figure 1, as many organizations are involved in this Program, it is extremely significant to appropriately utilize the Working Group (WG) established in August 2001 as the place for discussions. The members of the WG (responsible persons in each organization) properly share the positions, the contents, and the recognitions of each project as well as suitably modify parts of those projects if necessary. In addition, the backup system should be arranged for promoting each project smoothly through the supports of the National Police Agency in Japan.

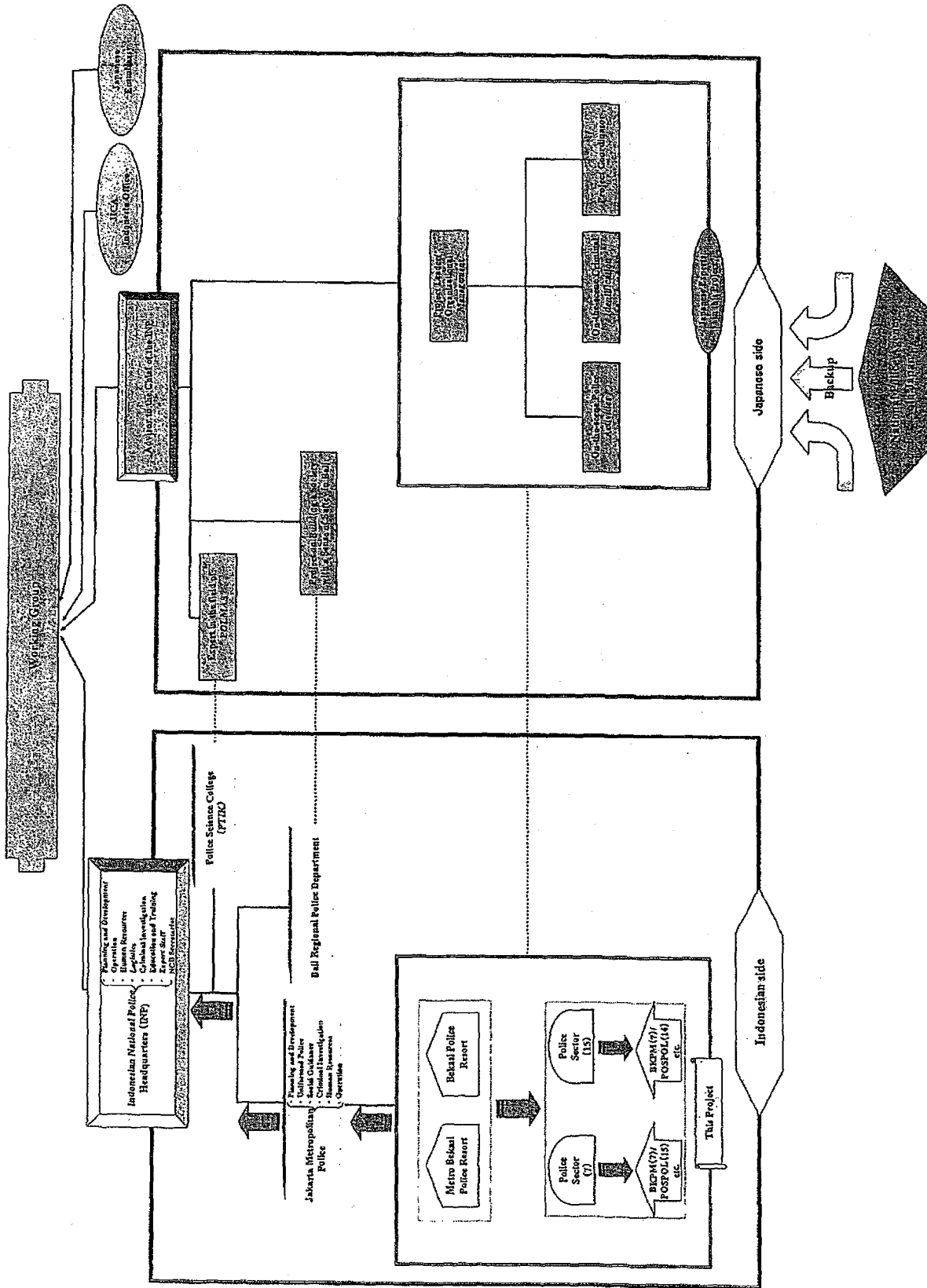


Figure 1 Implementation Structure of the Project and the JICA Program

Handwritten signature

5. Project Design

The Project Design Matrix (PDM) of this Project is shown in Annex 5. The project design is explained in this chapter based on the PDM.

5-1 Project Purpose

The objective that is expected to be achieved by the termination of the Project is that “Civilian police⁹ activities for earning people’s basic trusts at Bekasi Police Resorts¹⁰ (BPRs) are strengthened as a ‘model police resort.’” The target group of the Project is BPRs and the police officers. Also, it is expected that the ultimate beneficiaries are the people in Bekasi on the assumption that BPRs continue their own efforts after the termination of the Project.

There are two main components in the Project, i.e., “basic component of the model” and “dissemination component of the model” as shown in Annex 6. There are three Outputs in the basic component as follows: (1) the enhancement of administrative and management capacity of each commissioned officer at BPRs (Output 1); (2) the improvement of the functions of on-the-scene police activities towards the civilian police (Output 2); and (3) the establishment of good partnership with local residents and governmental agencies in Bekasi (Output 3). In addition, the dissemination component contains (4) the improvement of the training system in relation to police activities (Output 4). Further, the basic component consists of two elements, i.e., “the capacity development of human resources in the BPRs (Output 1 and 2)” and “the approach to the local community of Bekasi (Output 3).” In particular, Output 3 is set up because of the judgment that it is necessary to promote civilian police activities not only at BPRs but also in the whole area of Bekasi so as to earn people’s basic trusts. Moreover, it is expected that BPRs fulfill a role as a “model police resort” for the dissemination of this model to other areas. It is necessary to arrange and adjust the training system at BPRs (Output 4) as the place where police-related personnel working at other areas are able to share the experiences and successful cases accumulated by the Project. In this way, the Project Purpose is to be achieved through the assistance for BPRs and the local communities of Bekasi.

Indicators of the Project Purpose are as follows: “The evaluation of the police activities at BPRs by the people in Bekasi and local governmental agencies”; and “The

⁹ “Civilian police”: Police are responsible for “protecting life, person, and property of the people and maintaining 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 activities, 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.

¹⁰ Bekasi Police Resorts (BPRs) is now reorganized into two police resorts, namely Polres Metro Bekasi and Polres Bekasi. In this PDM, two police resorts in Bekasi area, including Polsek and BKPMs under the two Police Resorts, are described as “BPRs”.

change in awareness of police officers at BPRs towards civilian police activities.” The first indicator is set for measuring the achievement of the Project Purpose from the comprehensive perspectives through the public opinion survey to the people in Bekasi by the independent organization. In the second indicator, questionnaire survey to the police officers at BPRs is conducted as the internal evaluation, not only focusing on the external evaluation, in order to grasp their impressions and feelings to the project activities. According to the results, their consciousness to the civilian police activities is measured.

5-2 Overall Goal

The Overall Goal is the development effect expected as a result of the achievement of the Project Purpose. The Overall Goal of the Project is “The effective mechanism for spreading appropriate civilian police activities through police resorts and police officers in every area of Indonesia according to each regional peculiarity is established.” In other words, the Overall Goal is to establish the mechanism for spreading civilian police activities to other areas on the basis of experiences and successful cases accumulated at BPRs. In order to achieve the Overall Goal after the termination of the Project, BPRs, Jakarta Metropolitan Police, and the INP have to continue its sustainable efforts and conduct civilian police activities in collaboration with other projects within the JICA Program.

In order to contribute to the dissemination of experiences and successful cases at BPRs to Police Resorts in other areas, the Project plans to improve the training system (related to the Output 4) in which police-related personnel working at other areas are able to participate in the training courses at BPRs. In this way, the Project is designed so as to make preliminary arrangements for achieving the Overall Goal from the cooperation period.

The indicator in the Overall Goal is that “the progress of appropriate measures and policies for the civilian police activities.” The achievement of the Overall Goal is measured by the hearing survey to the commissioned officers in the INP and Jakarta Metropolitan Police as well as the frequencies in preparation of documents related to the civilian police (plans, policies, decrees, etc.) and the progress. Moreover, the indicator should continuously be monitored during the cooperation period and even after the termination of the Project by the counterparts of the Project on their own initiative.

5-3 Outputs

Outputs are specific objectives to achieve the Project Purpose¹¹, and they shall be accomplished within the project duration. The following Outputs are set up in the Project.

¹¹ The Project Purpose is achieved by the synergy effect of plural Outputs.

- Output 1: Administrative and management capacity of each commissioned officer at BPRs is enhanced.
- Output 2: The functions of on-the-scene police activities (at the Police-Citizen Partnership Center (BKPM), Police Post (POSPOL), etc.) towards civilian police are improved at BPRs.
- Output 3: Good partnership with local residents in Bekasi and local governmental agencies is established.
- Output 4: The training system in relation to police activities towards civilian police is improved in collaboration with the JICA Program.

In order to enhance the administrative and management capacity of commissioned officers (mainly the chiefs of Police Sectors) at BPRs, the Output 1 contains those activities as follows: to draw up the appropriate administrative and management means at Police Sectors; to draw up the appropriate norm of police activities at the fields; and to conduct trainings for the commissioned officers at BPRs on administrative and management means. In order to measure the enhancement of the administrative and management capacity of each commissioned officer at BPRs, the Project sets up the following indicators in the Output 1: “the progress of various types of police services towards civilian police activities”; and “the progress of appropriate personnel assignment.” The first indicator is obtained through the Monthly Reports of BPRs. In reference to the second indicator, it is necessary to confirm the progress through the table of personnel assignment at the BPRs.

The Output 2 is developed so as to improve the functions of police activities at BKPMs, POSPOL, etc. in Bekasi. Specifically, the following activities are raised under the Output 2: to establish the reporting and communicating system among the POSPOL, BKPM, Police Sector, Police Resort, and Regional Police Department; to prepare and revise various types of textbooks and materials related to police activities; to conduct trainings; to monitor police activities; and so forth. In order to measure the improvement of the functions at the fields, the following indicators are utilized in the Output 2: “the number of investigation by on-the-scene criminal identification and the number of effective fingerprints collected at the scene”; “acquirement of high-level skills of on-the-scene criminal identification by police officers of the criminal identification section and the utilization of the skills”; “technical level of on-the-scene preservation activities by uniformed police officers”; “the number of various types of police services including patrol and communication, acceptance of consultations, etc. at BKPM and POSPOL”; “the frequency of communication within the jurisdiction of BPRs with wireless applications and the contents (particularly serious cases)”; and “the number of trainings for on-the-scene police officers working at BPRs.” The indicators as mentioned above are obtained from the records of Criminal Identification Section of

BPRs, records of on-the-scene investigations at BPRs, records of official examinations on the skills of criminal identification at BPRs, records of various types of police services at BPRs, and record of trainings at BPRs. In terms of data and information which are not recorded presently, various types of existing recording formats will be revised and the results will be recorded in the new formats right after the commencement of the Phase 2.

The aim of the Output 3 is to establish good partnership with local residents in Bekasi and local governmental agencies. In order to accomplish the Output 3, the following activities are planned: to send out the information through the public information, participatory seminars, etc.; and to communicate and consult with the groups and organizations of community crime prevention through FKPM meetings. Also, the indicators are prepared as follows: “the number of public information and socialization activities”; and “the number of FKPM meetings, participatory seminars and workshops, etc.” The first indicator is collected from the records of public information and socialization activities, and the second indicator is obtained from the records of FKPM meetings, participatory seminars and workshops.

The main point of the Output 4 is to set up the places where Police Resorts and the police officers in other areas are able to share the experiences and successful cases accumulated by the Project, i.e., it is to improve the training system at BPRs as the role of a “model police resort.” However, the trainings are not directly conducted for the Police Resorts and the police officers in other areas within the project framework. Rather, the activities under the Output 4 focus on the improvement of the training system at BPRs. In order to improve the training system, the following activities are set up: to draw up the training plan; to prepare training textbooks and materials; and to train technical instructors who teach the police activities. The following indicators are prepared in the Output 4: “evaluation of the trainings by the participants”; and “frequency of utilization of technical instructors.” The first indicator is obtained through the questionnaire survey to the participants of trainings. The second indicator is collected by referring to the records of trainings.

5-4 Activities

Activities corresponding to each Output are described in sequential order in the PDM. The Plan of Operations (PO) during the project period (five years) includes the schedule of implementation and the responsible organizations in charge as shown in Annex 7. Activities under each Output are summarized in the following. The PO might be modified after the commencement of the Project when necessary. Furthermore, because daily activities at each Police Resort and Sector are promoted, it is important to conduct project activities along with those practical activities.

Output 1: Administrative and management capacity of each commissioned officer at BPRs is enhanced.

Activity 1-1: Examine and draw up the appropriate administrative and management means at the Police Sectors.

Activity 1-2: Examine and draw up the appropriate norm of police activities at the scene (BKPM, POSPOL, etc.) in accordance with regional peculiarity.

Activity 1-3: Conduct trainings for the commissioned officers at BPRs in the field of administrative and management means.

Activities for enhancing administrative and management capacity of commissioned officers at BPRs are promoted in the Output 1. In order to enhance the capacity of the chiefs of Police Sectors, it is necessary to draw up the administrative and management means at the Police Sectors and the norm of police activities at BKPM, POSPOL, etc. under the jurisdiction of the Police Sectors in the first place as well as to arrange the circumstances in which the chiefs of the Police Sectors are able to proceed with their mandates more smoothly and efficiently. The Project plans to establish the administrative and management structure between Police Sectors and the fields (BKPM, POSPOL, etc.) as well as promotes the efficient collaboration between them according to the administrative and management means and the norm of police activities. In this way, administrative and management capacity of the chiefs of the Police Sectors is enhanced by conducting trainings for them along with the guiding principles set up by the Police Sectors and the fields (BKPM, POSPOL, etc.).

Output 2: The functions of on-the-scene police activities (at the Police-Citizen Partnership Center (BKPM), Police Post (POSPOL), etc.) towards civilian police are improved at BPRs.

Activity 2-1: Establish the appropriate reporting and communicating system among the scene (BKPM, POSPOL, etc.), Police Sector, Police Resort, and Regional Police Department.

Activity 2-2: Prepare and revise various types of textbooks and materials related to a sequence of police activities towards civilian police.

Activity 2-3: Conduct trainings on a sequence of police activities towards civilian police.

Activity 2-4: Monitor police activities towards civilian police.

Activity 2-5: Establish the maintenance system of police wireless applications.

In order to enhance on-the-scene police activities, it is indispensable to establish the reporting and communicating system between the fields (BKPM, POSPOL, etc.) and BPRs, conduct trainings for police officers working at the fields, monitor police activities, and maintain police wireless applications necessary for the

communication control. Regarding the first item, i.e., the reporting and communicating system, the processing results of minor cases from the fields are not reported to BPRs (Chiefs of BPRs) presently because those minor cases are carried on by the Police Sectors. Thus, as the information at the fields is screened by the Police Sectors, it could be said that the structure in which the information is shared within the BPRs has not been established yet in terms of the events which do not link to the serious cases. Therefore, the Project should make efforts to establish the reporting and communicating system immediately so as to promptly respond to the demands of the people at BPRs.

Secondly, trainings on a sequence of police activities (criminal identification, communication control, community crime prevention, etc.) are conducted in order to promote capacity development of police officers working at BKPM, POSPOL, etc. Also, textbooks and materials necessary for the trainings are prepared and revised properly.

In order to confirm whether or not the police officers working at the fields, including the police officers participating in the trainings, carry out police activities precisely and appropriately, police activities are monitored along with the data and information as shown in the indicators of the Output 2. Specific data and information in the indicators are raised as follows: the number of investigation by on-the-scene criminal identification; the number of effective fingerprints collected on the fields; the skills of police officers of the criminal identification section in the area of on-the-scene criminal identification; technical level of on-the-scene preservation activities by uniformed police officers; the number of various types of police services at BKPM and POSPOL; the frequency of communication with wireless applications; and so on.

It is indispensable to communicate between the fields and BPRs as well as utilize the wireless applications effectively as the means of communication in order to promptly provide police services on the fields. Also, it is crucial to maintain the wireless applications from the perspective of the project sustainability in future.

Output 3: Good partnership with local residents in Bekasi and local governmental agencies is established.

Activity 3-1: Send out information on community crime prevention.

Activity 3-2: Communicate and consult with the groups and organizations of community crime prevention.

The Project willingly promotes the activities for sending out the information and the consultations with the groups and organizations of community crime prevention so as to establish the good partnership with local residents and local governmental agencies. The Project sends out information on civilian police activities towards local residents in Bekasi and local governmental agencies through the public information, socialization activities, participatory seminars and workshops. Thus, they are able to foster a better recognition and understanding of civilian police activities. Furthermore,

the relationship of mutual trusts is emphasized through communications with the groups and organizations of community crime prevention, including FKPM, as well as consultations on problems, the measures, and the system for community crime prevention from the standpoint of local residents, local governmental agencies, and the police.

Output 4: The training system in relation to police activities towards civilian police is improved in collaboration with the JICA Program.

Activity 4-1: Draw up the training plan on police activities in collaboration with the JICA Program.

Activity 4-2: Prepare training textbooks and materials, etc.

Activity 4-3: Train and utilize technical instructors who teach the police activities as mentioned above.

It is necessary to show the experiences and successful cases obtained by the Project to the police officers working in every area of Indonesia so as to fulfill the role of a "model police resort" at BPRs. It is not assumed that trainings are directly conducted for police officers working at different areas other than Bekasi within the framework of the Project. The Project focuses on the improvement of the training system at BPRs. In the first place, the training plan including training syllabi and curriculums is drawn up in collaboration with the expert in the field of POLMAS. In the second place, training textbooks and materials, etc. are prepared according to the training plan. Furthermore, the Project tries to effectively utilize the illustrations and pictures in those textbooks and materials so as to make the police officers who do not participate in the trainings understand more easily. It is considered that distribution of the textbooks and materials to Police Resorts in every area of Indonesia is the important promoting factor for disseminating civilian police activities to the whole country.

Lastly, technical instructors of BPRs are trained as training lecturers (Training of Trainers: TOT). If required, the Project utilizes the training lecturers in the trainings on civilian police activities for police officers in Indonesia on the initiative of the Police Science College (PTIK) and the expert in the field of POLMAS.

5-5 Inputs

5-5-1 Inputs from Japanese Side

- 1) Dispatch of long-term experts
 - Project Leader/Organizational Management
 - On-the-scene Police Activities
 - On-the-scene Criminal Identification
 - Project Coordinator

2) Dispatch of short-term experts

The short-term experts will be dispatched in accordance with the needs for effective implementation of the Project. The technical specialties required for the experts will be discussed between the Indonesian and Japanese sides.

- 3) Training of counterpart personnel in Japan
- 4) Provision of equipment
- 5) Operational expenses

5-5-2 Inputs from Indonesian Side

1) Allocation of counterparts (Personnel)

Indonesian counterparts for the Project are to be assigned as follows.

- Project Director: Deputy of Planning and Development, INP Headquarters
 - Vice-Project Director: Vice Chief, Jakarta Metropolitan Police
 - Project Managers: Chiefs of Metro Bekasi Police Resort and Bekasi Police Resort, INP
 - Counterpart personnel
 - Secretaries
- 2) Provision of the project office and facilities necessary for the implementation of the Project
- Project offices for JICA experts
 - Furniture in the office
 - Office supplies
 - Facilities, etc.
- 3) Others
- Administrative and operational costs
 - Running costs for electricity, water, etc.
 - Equipment necessary for the implementation of the Project

5-6 Important Assumptions and Risk Analysis

Important Assumptions are conditions necessary for achieving (an) objective(s) in the upper level after implementing activities or achieving objectives specified for each component of the Narrative Summary from the Activities to the Overall Goal.

5-6-1 Important Assumptions from the Outputs to the Project Purpose

Important Assumption from the Outputs to the Project Purpose is that "Knowledge and skills obtained by the police officers through the project activities are taken over within BPRs."

Personnel rotation is frequently conducted within the police machine in Indonesia. It is indispensable for police officers who receive the OJT by Japanese experts or the training courses to take over knowledge and skills obtained through the

project activities within their units, sections, bureaus, etc., in order to accomplish the Project Purpose. In this way, even if the officers trained by the Project transfer to different places, it is enormously critical to develop the capacity for promoting technical transfer within BPRs on their own initiative so as to achieve the Project Purpose without any hindrances. In this context, because the training lecturers are trained in the Output 4, the knowledge and skills should penetrate into BPRs by effectively assigning those lecturers and police officers receiving the OJT and trainings. Therefore, the assumption is added in the PDM, and it is necessary to continuously monitor the progress of technical transfer within BPRs so as to take actions properly on their own initiative even if the personnel rotation is conducted.

5-6-2 Important Assumption from the Project Purpose to the Overall Goal

Important Assumptions from the Project Purpose to the Overall Goal are as follows: “The JICA Program, ‘The Support Program for Reform of the Indonesian National Police,’ functions properly” and “Indonesian National Police and Jakarta Metropolitan Police draw up measures and policies on civilian police activities based on the outcomes of this Project.”

As explained in 4-1 above, the Overall Goal (= Program Goal) is achieved by the synergy effect of other portions within the JICA Program: “The Support Program for Reform of the Indonesian National Police.” Thus, even if the Project Purpose is achieved, the Overall Goal will not be accomplished without achieving the objectives of each project in the JICA Program within the cooperation period. In this way, the assumption is added in the PDM, and the Indonesian side should monitor the progress and achievement of other projects for the achievement of the Overall Goal so as to take countermeasures promptly in consideration of the whole JICA Program.

In the second assumption, various types of measures and policies on civilian police activities must be drawn up as the previous step in order to establish the effective mechanism for spreading appropriate civilian police activities across the country as described in the Overall Goal. Based on those measures and policies, the effective mechanism is supposed to be established. Therefore, the Indonesian side tries to apply the experiences and successful cases obtained at BPRs to various types of measures and policies enforced in Indonesia on the initiative of the INP and Jakarta Metropolitan Police lying superior to the BPRs. It is considered that sustainable efforts by the Indonesian side greatly contribute to the establishment of the effective mechanism.

5-6-3 Important Assumption for Maintaining the Overall Goal

Important Assumption for maintaining the Overall Goal is that “The policy and strategy on civilian police are not drastically changed by the Indonesian National Police.” As the results of the implementation of the JICA Program and sustainable efforts by the Indonesian side, the Overall Goal is to be achieved, i.e., the effective

mechanism for spreading appropriate civilian police activities across the country is established. However, the "mechanism" comes into force only when it fits into the framework of the policies and principles on existing civilian police or newly-established policies and principles do not turn around to a large extent. If the policies and principles are dramatically changed, then it is conceivable that the "mechanism" does not function. Therefore, this assumption is added in the PDM, and monitoring activities should be continuously conducted. Furthermore, it is necessary to monitor the policies and principles on civilian police with attention so as to take actions promptly when the policies and principles are drastically changed.

5-7 Pre-conditions

Pre-conditions are the requirements that should be fulfilled before the commencement of the Project. In the Project, the Pre-condition is that "Understanding and cooperation on the police reform are obtained from the Indonesian government." It is not anticipated that the Project will receive proactive supports (appropriate budgetary measures, personnel assignment, etc.) for promoting the police reform without the understanding and cooperation from the Indonesian government. Thus, this requirement is added in the PDM, and it is necessary to arrange that the pre-condition should be fulfilled before the commencement of the Project.

6. Ex-ante Evaluation

As a result of an evaluation from the viewpoints below, it is judged that the implementation of the Project is appropriate.

6-1 Relevance

For the following reasons, the Project is judged to be of high relevance:

<Consistency with the policy and decree of the Indonesia government>

- (1) As explained in “2-3 National Development Plan and Public Security Policy” above, “Indonesia’s Medium-term Development Strategy 2004-2009” explicitly describes to promote “improvement of public security and order as well as crime-fighting measures” which sets up 10 development programs. One of the programs is “police personnel development program” in which personnel nurture and capacity development of the INP are clearly expressed. Also, in order to establish professional police organization, the program aims at nurturing capable and sufficient number of human resources. Therefore, the direction of the Project corresponds to the Development Strategy drawn up by the Indonesian government.
- (2) According to the decree (SKEP/737/X/2005) by the chief of the INP, “Policy and Strategy on the Operation of the POLMAS model under the commitment of the Indonesian National Police,” two significant points are described: (a) to establish the partnership between police officers and local community; and (b) to solve various types of social issues occurring in the local community. Thus, the Project is consistent with the direction of the decree on POLMAS.

<Consistency with the policies of the government of Japan>

- (3) “Japan’s Country Assistance Program for Indonesia (November, 2004)” by the Ministry of Foreign Affairs of Japan places “Assistance to create a Democratic and Equitable Society” as one of three priority areas. In this priority area, the “police reform” as indicated in the “governance reform” is emphasized so as to provide more active assistance. Specifically, the police reform plans to introduce civilian police activities including the police station system in Japan and strengthen the capacity of the police. Therefore, the direction of the Project is in line with the content of the Country Assistance Program.
- (4) There are eight programs in the JICA’s country program of Indonesia (2006), and this Project is positioned in the “assistance program for governance reform.” As this program aims at spreading the governance reform centering on the reform assistance of the INP, the Project is consistent with this program.

6-2 Effectiveness

For the following reasons, it is expected that this Project will be effective:

- (1) The Project Purpose is to be achieved by synergy effects of multiple Outputs. In order to accomplish the Project Purpose, the following Outputs are established: (a) the enhancement of administrative and management capacity of each commissioned officer at BPRs; (b) the improvement of the functions of on-the-scene police activities towards the civilian police; (c) the establishment of good partnership with local residents and governmental agencies in Bekasi; and (d) the improvement of the training system in relation to police activities. As mentioned in "5.1 Project Purpose" of the Chapter 5, in terms of (a) and (b), the capacity development of human resources in the BPRs is promoted. Regarding (c), the Project tries to establish the good partnership with the local society of Bekasi by directing the attention to the outer side of BPRs. In this way, it is expected that BPRs will fulfill a role as a "model police resort" in Indonesia by promoting the cooperation toward both sides, i.e., the BPRs and the local society of Bekasi. With reference to (d), it is necessary to arrange and adjust the training system at BPRs so as to share the experiences and successful cases obtained at BPRs through (a), (b), and (c) with police-related personnel working at other areas. Thus, the Project is designed so as to achieve the Project Purpose, "enhancement of civilian police activities for earning people's basic trusts at BPRs," as synergy effects of each Output. Therefore, it is highly expected that the Project Purpose will be achieved at the end of the cooperation period in combination with (a) to (d) (Output 1 to 4) in an effective manner.

- (2) As the Project does not have the authority over the personnel issues for the chiefs of Police Sectors and police officers on the fields who receive the OJT by Japanese experts and the training courses through the Project including ex-trainees coming back from Japan, the Important Assumption for the Project Purpose has been set as "Knowledge and skills obtained by the police officers through the project activities are taken over within BPRs." Thus, it is considered that effective countermeasures for the personnel rotation are to take over the knowledge and skills within BPRs by effectively assigning the chiefs of Police Sectors and police officers receiving the OJT and the training courses. In order to achieve the Project Purpose, "enhancement of civilian police activities at BPRs," at the completion of the Project, it is indispensable to establish the mechanism for taking over the knowledge and skills related to civilian police within the BPRs.

6-3 Efficiency

The Project is efficiently implemented for the following reasons:

- (1) Since the technical basis on civilian police activities has been established in the technical cooperation project, "The Project on Enhancement of Civilian Police Activities," implemented at the moment, it is expected that the project activities will efficiently be conducted through the effective utilization of various experiences and lessons learned as well as human resources and textbooks developed by the current Project.
- (2) From the perspective of the project efficiency, it is crucial to communicate and coordinate appropriately with other donors, such as the IOM, the Asia Foundation, the Partnership, etc., in order to avoid duplication of similar activities among these donors. Thus, it is necessary to establish the circumstances to collaborate and communicate adequately with other donors right after the commencement of the Project.
- (3) With reference to the communication control system, it is necessary to consider the process in which communication is operated with minimum required wireless applications as well as the maintenance of the applications and the procurement of the consumables. The Project tries to accomplish the Outputs by establishing the maintenance system of wireless applications (Activity 2-5) and dispensing with useless project inputs. Moreover, regarding the equipment of criminal identification, it is crucial to develop and find out the equipment, tools, and materials procurable on the fields because imported commodities are not procured and utilized after the termination of the Project if they are expensive.

6-4 Impact

The Impact of this Project is expected to be as follows:

- (1) This Project is designed so as to spread civilian police activities to the whole country. More specifically, there is a prospect that the Overall Goal, "establishment of the effective mechanism for spreading appropriate civilian police activities in every area of Indonesia," will be achieved if the system in which technical instructors at BPRs trained by the Project (TOT: Activity 4-3) teach police officers as training lecturers in every area of Indonesia on their own initiative is developed.

- (2) Important Assumptions for the Overall Goal are that “The JICA Program, ‘The Support Program for Reform of the Indonesian National Police,’ functions properly” and “Indonesian National Police and Jakarta Metropolitan Police draw up measures and policies on civilian police activities based on the outcomes of this Project.” As explained in “5-6-2 Important Assumptions from the Project Purpose to the Overall Goal” of the Chapter 5, the Overall Goal will not be achieved unless those conditions are fulfilled after the termination of the Project although the achievement of the Overall Goal greatly depends on smooth collaboration with other projects within the JICA Program and sustainable efforts by the INP and Jakarta Metropolitan Police. In order to establish the effective mechanism for disseminating the experiences and successful cases obtained at BPRs across the country, therefore, it is necessary to thickly communicate with the INP and Jakarta Metropolitan Police during the cooperation period so as to draw up measures and policies on civilian police activities.

6-5 Sustainability

The sustainability of this Project will be expected as follows:

<Continuation of policy support>

- (1) As mentioned in the Relevance, personnel nurture and capacity development of the INP are clearly expressed in the “police personnel development program” of the “Indonesia’s Medium-term Development Strategy 2004-2009.” In order to establish professional police organization, the program aims at nurturing capable and sufficient number of human resources. In addition, the decree by the chief of the INP, “Policy and Strategy on the Operation of the POLMAS model under the commitment of the Indonesian National Police,” describes the followings: (a) to establish the partnership with local community; and (b) to solve various types of social issues in the local community. Therefore, there is a prospect that the policy support will be continued from the Indonesian side during the cooperation period and even after the termination of the Project.

<Financial aspect - Continuation of budget>

- (2) As shown in the Table 2, the budget of the INP in 2007 is approximately 20.0 trillion rupiah (around 276.8 billion yen: exchange rate = 72.4 rupiah/yen). In comparison with approximately 7.2 trillion rupiah (around 99.1 billion yen) in 2002, the budget has increased about 2.79 times in the past five years. Further, as indicated in the Table 3, it is anticipated that the civilian police activities will be continued in Bekasi because the total budget of Metro Bekasi Police Resort and Bekasi Police Resort has been increased year by year. Moreover, the budget of the

INP for promoting POLMAS¹² has also been increased 24 times, i.e., from around 8.66 billion rupiah in 2006 to around 208.7 billion in 2007. In addition, the budget of the BPRs for promoting POLMAS has been increased about 66 times, i.e., from around 26.3 million rupiah in 2006 to around 1.73 billion in 2007. These budgetary trends imply that the INP prioritizes POLMAS as one of key areas. Therefore, there is a prospect that appropriate budget will be allocated from now on.

Table 2 Budgetary trend of the INP (2002-2007)

	Unit: 1 Billion Rp.					
	2002	2003	2004	2005	2006	2007
Staff salaries	4,185	5,302	6,285	6,497	9,422	11,740
Expenses of police activities	1,910	1,694	3,698	2,756	3,940	5,251
Expenses of facilities and equipment	1,079	2,005	2,764	4,210	3,584	3,049
Total	7,174	9,001	12,747	13,463	16,946	20,040

Source: Data from the Department of Planning and Development of the INP Headquarters

Table 3 Budgetary trends of the Bekasi Police Resorts (2005-2007)

Items	2005	2006		2007	
		Metro Bekasi	Bekasi	Metro Bekasi	Bekasi
Staff salaries	59,962,669,465	56,397,629,000	10,774,004,000	48,448,774,000	37,001,486,000
		67,171,633,000		85,450,260,000	
Expenses of police activities	1,642,259,000	2,384,235,000	1,676,225,000	5,114,940,000	5,253,383,000
		4,060,460,000		10,368,323,000	
Total	61,604,928,465	71,232,093,000		95,818,583,000	

Source: Data from the Metro Bekasi Police Resort and Bekasi Police Resort

Note 1) The fiscal year is the same as the calendar year.

Note 2) As the former Bekasi Police Resort was separated into two Police Resorts in 2005, the budget of the present Bekasi Police Resort has been allocated since 2006.

Note 3) The line in 2007 is the whole budget planned in this year. In principle, additional budget is not considered.

<Organizational capacity for the project continuation - Ownership towards the Project>

(3) People from various areas including legislators observe and visit the Project. In this way, because police officers at BPRs have consciousnesses of gathering attention from the inside and outside of the police, the fact leads to their incentives towards the project activities. Further, their own initiative is also exercised. In addition, as technical instructors who conduct trainings on civilian police activities are trained (implementation of TOT) through the Activity 4-3, these instructors are able to

¹² This budget is calculated from the "program for revitalizing security potential."

Handwritten signature

teach police-related personnel on their own initiative after the termination of the Project. Therefore, the ownership of police officers at BPRs towards the Project is high, and there is a prospect that the project activities will be continued.

<Technical aspect>

- (4) In the Activity 2-5, the maintenance system of police wireless applications is to be established at BPRs. The persons in charge are able to maintain the wireless applications and procure consumables with their responsibilities according to the maintenance system. Also, it is anticipated that they are willingly able to promote the procedures of budgetary applications by fostering the sense to secure the budget necessary for the maintenance and consumables. In this way, it is necessary to establish the appropriate maintenance system in order to make the circumstances in which the police officers at BPRs are continuously able to utilize equipment provided by the Project.

7. Monitoring and Evaluation

7-1 Monitoring

The WG has been formed as the supreme decision-making body of this Project and the coordinating body of the whole project activities. Regular meetings are held on the initiative of the WG, and its members discuss the problems on the implementation of the civilian police activities, the solutions, the adjusting points, etc. In this way, the WG monitors project activities.

Also, in order to confirm whether or not police officers working on the fields carry out appropriate police activities, the Project monitors police activities on the fields according to the indicators set up in the Output 2 (Activity 2-4).

If it is necessary to modify parts of the Project because of inhibiting factors detected through the monitoring activities, the contents of the project plan are to be modified by holding the WG meetings upon necessity.

The practical monitoring formation of the Project will be discussed and fixed with the Indonesian side after the commencement of the Project.

7-2 Evaluation

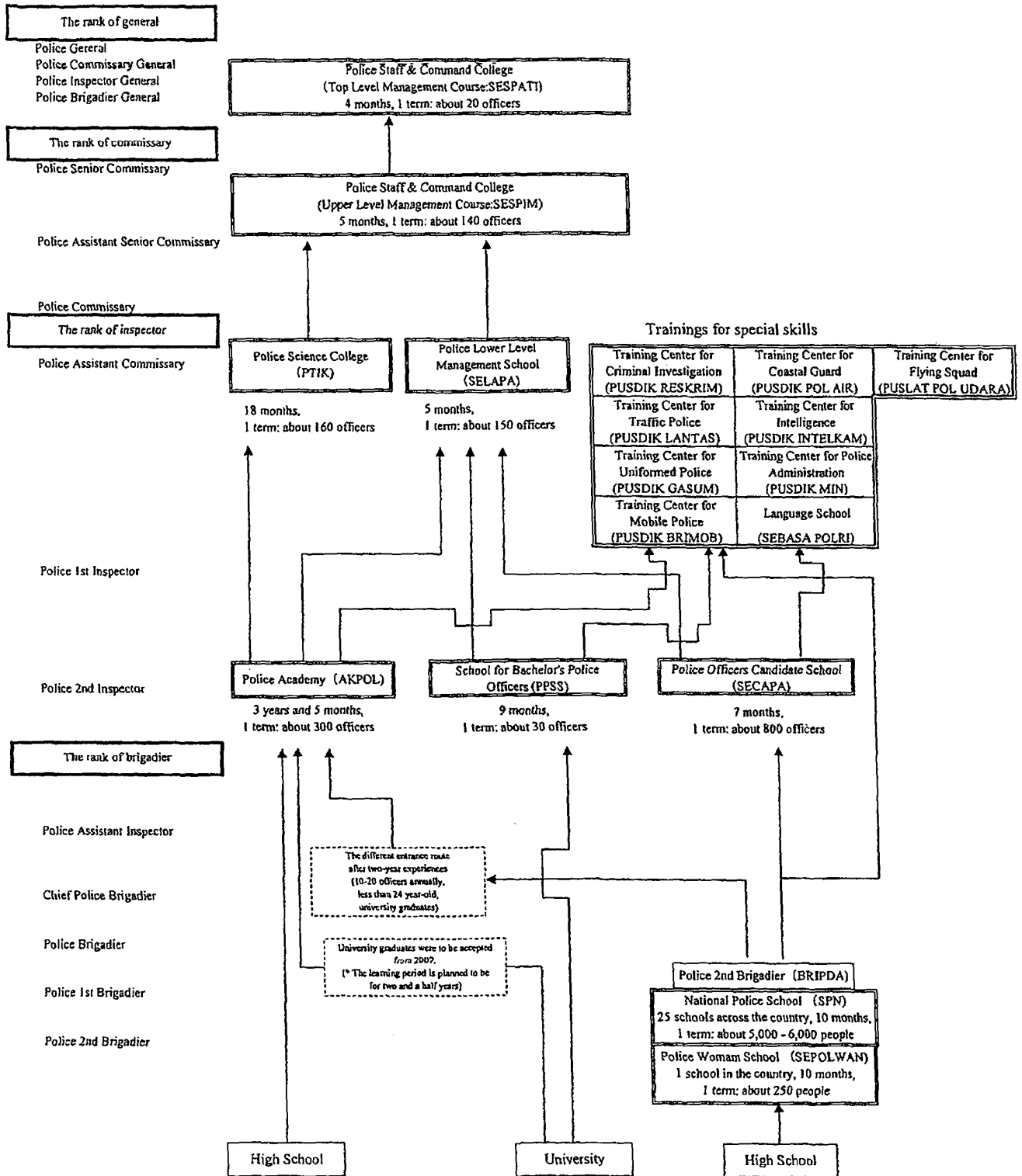
The annual achievements and the process of the Project are to be reported to the WG and evaluated jointly by the WG members consisting of Japanese and Indonesian sides, and then to be fed back to the plan of the next year. In particular, JICA will send the evaluation missions around the middle of the cooperation period (in two and a half years after the commencement of the Project) and six months before the termination of the Project for the mid-term and terminal evaluation studies respectively.

Through the surveys (planned number of surveys: three times during the cooperation period) to the people in Bekasi, local governmental agencies, and the commissioned officers in Jakarta Metropolitan Police and the INP by the independent organization, the Project tries to grasp the actual conditions on civilian police activities and collects data and information on the progress, recognition, and utilization.

The public opinion surveys by the independent organization will be conducted before the mid-term and terminal evaluation studies, and the detail evaluation analysis will be promoted by validly utilizing the results from the perspective of five evaluation criteria. In this way, the evaluation will be conducted so as to make recommendations regarding the measures to be taken for improvement of the project activities and to draw the lessons learned for the improvement in planning and implementation of similar technical cooperation projects.

Annex 2:

Structure of the Education and Training Institution



Handwritten signature

Annex 3: The List of Education & Training Institution

Institution	Lead Office	Description	
Training for newly-accepted police officers			
1	Police Academy (AKPOL)	INP Headquarters	<ul style="list-style-type: none"> ➤ For high-school graduate officer candidate (university graduates were accepted from 2007) ➤ 3 years and 5 months of training (the university graduates: planned to be for two and a half years) ➤ Appointed 2nd Inspector on completion <p>The period of apprentice at the regional police department is for six months.</p>
2	School for Bachelor's Police Officers (PPSS)	INP Headquarters	<ul style="list-style-type: none"> ➤ For university graduate ➤ Training for 9 months ➤ Appointed 2nd Inspector on completion
3	National Police School (SPN)	Regional Police Department	<ul style="list-style-type: none"> ➤ For high school graduate ➤ Training for 10 months ➤ Appointed 2nd Brigadier on completion
4	Police Woman School (SEPOLWAN)	Education & Training Institution	<ul style="list-style-type: none"> ➤ For high school graduate (female) ➤ Training for 10 months ➤ Appointed 2nd Brigadier on completion
Training for the promotion, etc.			
5	Police Officers Candidate School (SECAPA)	Education & Training Institution	<ul style="list-style-type: none"> ➤ For non-commissioned officers ➤ Training for 7 months ➤ Appointed 2nd Inspector on completion
6	Police Science College (PTIK)	INP Headquarters	<ul style="list-style-type: none"> ➤ Under the authorization of the Ministry of Education, and the degree of Police Science on completion ➤ Training for 18 months ➤ There are several courses, such as non-degree course, master course, etc.
7	Police Lower Level Management School (SELAPA)	Education & Training Institution	<ul style="list-style-type: none"> ➤ For Assistant Commissary ➤ Training for 5 months
8	Police Staff & Command College: Upper Level Management Course (SESPIM)	INP Headquarters	<ul style="list-style-type: none"> ➤ For Assistant Senior Commissary and Commissary ➤ Training for 5 months
9	Police Staff & Command College: Top Level Management Course (SESPATI)	INP Headquarters	<ul style="list-style-type: none"> ➤ For Senior Commissary ➤ Training for 4 months

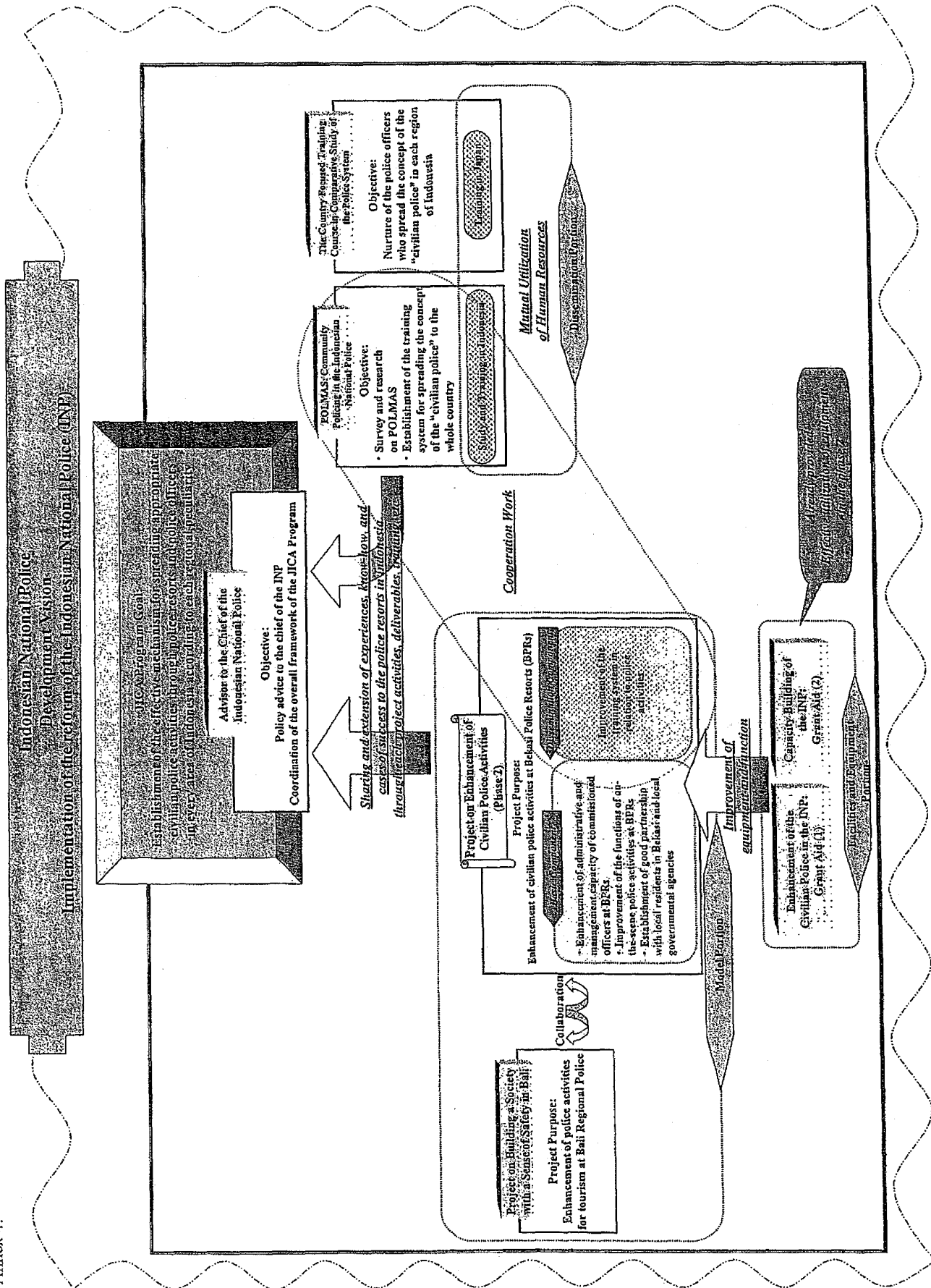
Thor

Training for special skills			
10	Training Center for Criminal Investigation (PUSDIK RESKRIM)	Education & Training Institution	<ul style="list-style-type: none"> ➤ Concerned with the criminal investigation and identification ➤ Training for 2 months in each major field
11	Training Center for Traffic Police (PUSDIK LANTAS)	Education & Training Institution	<ul style="list-style-type: none"> ➤ For traffic police officers ➤ Training for 2 months
12	Training Center for Uniformed Police (PUSDIK GASUM)	Education & Training Institution	<ul style="list-style-type: none"> ➤ For uniformed police officers ➤ Training for 10 months
13	Training Center for Mobile Police (PUSDIK BRIMOB)	Education & Training Institution	<ul style="list-style-type: none"> ➤ For commanders and officers in the mobile police ➤ Training for 10 months
14	Training Center for Coastal Guard (PUSDIK POL AIR)	Education & Training Institution	<ul style="list-style-type: none"> ➤ For pilots and crewmembers ➤ Training for 10 months
15	Training Center for Intelligence (PUSDIK INTELKAM)	Education & Training Institution	<ul style="list-style-type: none"> ➤ For police officers related to the public security ➤ Training for 2 months in each major field
16	Training Center for Police Administration (PUSDIK MIN)	Education & Training Institution	<ul style="list-style-type: none"> ➤ For specialists in the field of police administration ➤ Training for 2 to 3 months
17	Language School (SEBASA POLRI)	Education & Training Institution	<ul style="list-style-type: none"> ➤ For specialists in the field of languages ➤ Each training for 3 months (the beginner class, middle class, and upper class)
18	Training Center for Flying Squad (PUSLAT POL UDARA)	Education & Training Institution	<ul style="list-style-type: none"> ➤ For police officers in the flying squad ➤ Training for 10 months

Abor

Conceptual Diagram of JICA Program "The Support Program for Reform of the Indonesian National Police"

Annex 4:



Handwritten signature or initials.

Annex 5: PDM₀

Project Name : "The Project on Enhancement of Civilian Police Activities (Phase 2)" in Indonesia

Target Group : Bekasi Police Resorts (BPRs) and the Police Officers

Target Area : Bekasi

Date : June 27, 2007

Version : No. 0

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Overall Goal The effective mechanism for spreading appropriate civilian police activities through police resorts and police officers in every area of Indonesia according to each regional peculiarity is established.</p>	<p>1. Appropriate measures and policies for civilian police activities are promoted.</p>	<p>1. Hearing survey to the commissioned officers in the Indonesian National Police and the Jakarta Metropolitan Police</p>	<p>The policy and strategy on civilian police are not drastically changed by the Indonesian National Police.</p>
<p>Project Purpose Civilian police activities for earning people's basic trusts at Bekasi Police Resorts (BPRs) are strengthened as a "model police resort." Note: See the below notes regarding "Civilian police" and "Bekasi police resorts"</p>	<p>1. People in Bekasi and local governmental agencies recognize the improvement of the police activities by BPRs. 2. Awareness/incentives of police officers towards civilian police activities are enhanced at BPRs.</p>	<p>1. Public opinion survey by the independent organization 2. Questionnaire survey to the police officers of BPRs</p>	<p>1. The JICA Program, "The Support Program for Reform of the Indonesian National Police", functions properly. 2. Indonesian National Police and Jakarta Metropolitan Police draw up measures and policies on civilian police activities based on the outcomes of this Project.</p>
<p>Outputs 1. Administrative and management capacity of each commissioned officer at BPRs is enhanced. 2. The functions of on-the-scene police activities (at the Police-Citizen Partnership Center (BKPM), Police Post (POSPOL), etc.) towards civilian police are improved at BPRs.</p>	<p>1-1. Various types of police services towards civilian police activities are implemented at BPRs. 1-2. Appropriate personnel assignment is carried out at BPRs. 2-1. The number of investigation by on-the-scene criminal identification is increased, and the number of effective fingerprints collected at the scene is increased at BPRs. 2-2. Police officers of the criminal identification section at BPRs obtain high-level skills of on-the-scene criminal identification and utilize the skills. 2-3. Uninformed police officers conduct on-the-scene preservation activities at the appropriate level. 2-4. Various types of police services including routine visits to home and workplace (junkai-renraku), acceptance of consultations, etc. are carried out on the fields (BKPM, POSPOL, etc.). 2-5. Communication within the jurisdiction of BPRs is appropriately carried out with wireless applications. 2-6. Trainings for on-the-field police officers working for BPRs are implemented (the number of trainings) activities is increased. 3-1. The number of public information and socialization workshops (W/Ss) is increased. 3-2. The number of FKPM meetings, participatory seminars and evaluation on the trainings by the participants is enhanced. 4-1. Frequency of utilization of technical instructors is increased.</p>	<p>1-1. Monthly Reports by BPRs 1-2. Table of personnel assignment 2-1. Records of Criminal Identification Unit of BPRs, Records of on-the-scene investigations by BPRs 2-2. Records of official examinations on the skills of criminal identification by BPRs 2-3. Records of on-the-scene investigations by BPRs 2-4. Records of various types of police services 2-5. Records of Criminal Identification Unit of BPRs 2-6. Record of trainings 3-1. Records of public information and socialization activities 3-2. Records of FKPM meetings, participatory seminars and W/Ss 4-1. Questionnaire survey to the participants of trainings 4-2. Records of trainings</p>	<p>Knowledge and skills obtained by the police officers through the project activities are taken over within BPRs.</p>
<p>3. Good partnership with local residents in Bekasi and local governmental agencies is established. 4. The training system in relation to police activities towards civilian police is improved in collaboration with the JICA Program.</p>			

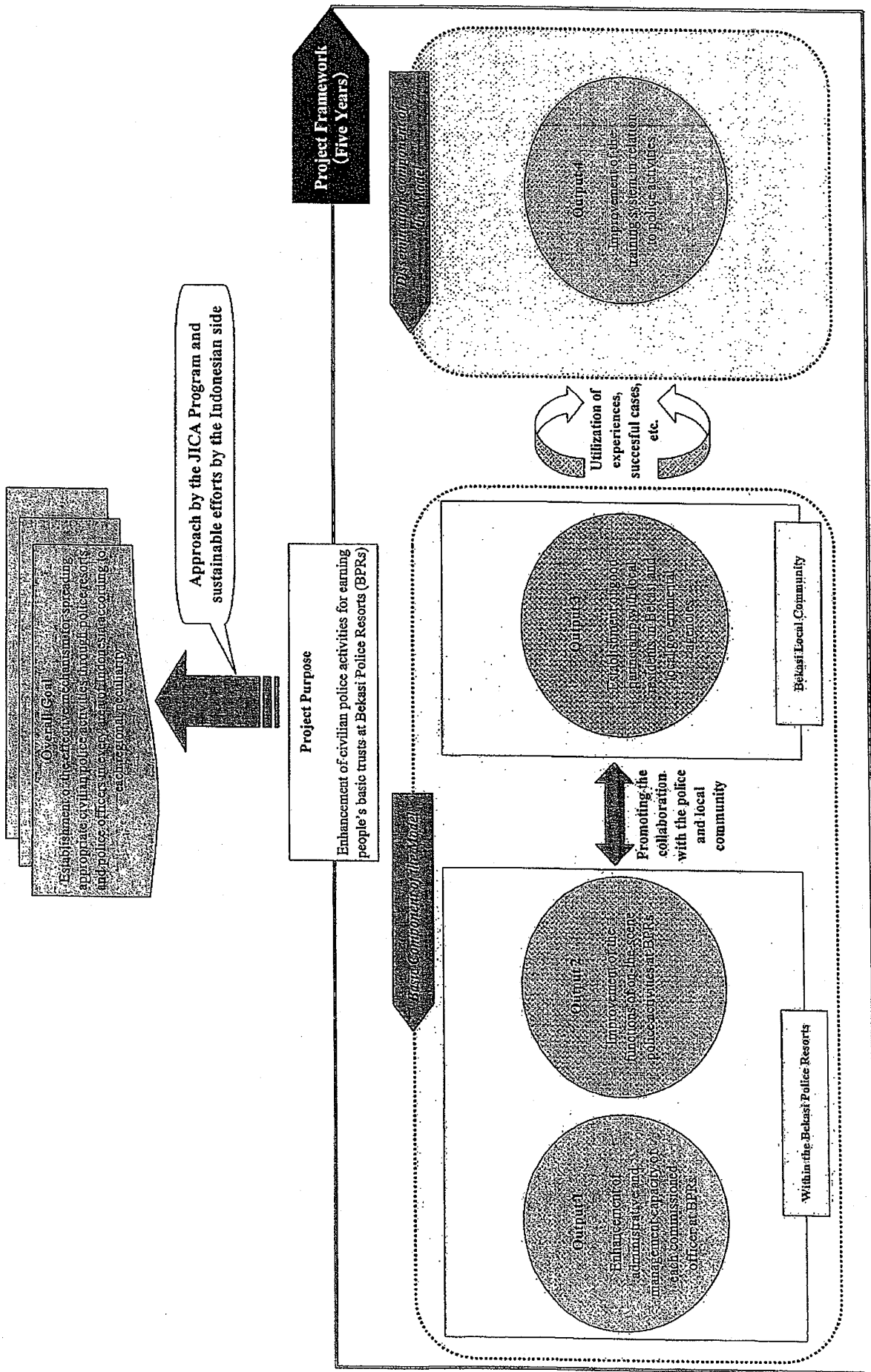
Activities	Inputs	
<p>1-1 Examine and draw up the appropriate administrative and management means at the Police Sectors.</p> <p>1-2 Examine and draw up the appropriate norm of police activities at the scene (BKPM, POSPOL, etc.) in accordance with regional peculiarity.</p> <p>1-3 Conduct trainings for the commissioned officers at BPRs in the field of administrative and management means.</p>	<p>Japanese side</p> <p>1. Long-term experts Project Leader/Organizational Management On-the-scene Police Activities On-the-scene Criminal Identification Project Coordinator</p> <p>2. Short-term experts As required</p> <p>3. Training of counterpart personnel in Japan</p> <p>4. Provision of equipment</p> <p>5. Operational Expenses</p>	<p>Indonesian side</p> <p>1. Personnel Project Director Vice-Project Director Project Manager Counterparts Secretaries</p> <p>2. Provision of the project office and facilities necessary for the implementation of the Project</p> <p>3. Others Administrative and operational costs Running costs for electricity, water, etc. Equipment necessary for the implementation of the Project</p>
<p>2-1 Establish the appropriate reporting and communicating system among the scene (BKPM, POSPOL, etc.), Police Sector, Police Resort, and Regional Police Department.</p> <p>2-2 Prepare and revise various types of textbooks and materials related to a sequence of police activities towards civilian police.</p> <p>2-3 Conduct trainings on a sequence of police activities towards civilian police.</p> <p>2-4 Monitor police activities towards civilian police.</p> <p>2-5 Establish the maintenance system of police wireless applications.</p> <p>3-1 Send out information on community crime prevention.</p> <p>3-2 Communicate and consult with the groups and organizations of community crime prevention.</p> <p>4-1 Draw up the training plan on police activities in collaboration with the JICA Program.</p> <p>4-2 Prepare training textbooks and materials, etc.</p> <p>4-3 Train and utilize technical instructors who teach the police activities as mentioned above.</p>		<p>Pre-condition</p> <p>Understanding and cooperation on the police reform are obtained from the Indonesian government.</p>

Note 1) "Civilian police": Police are responsible for "protecting life, person, and property of the people and maintaining 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 activities, 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.

Note 2) Bekasi Police Resorts (BPRs) is now reorganized into two police resorts, namely Polres Metro Bekasi and Polres Bekasi. In this PDM, two police resorts in Bekasi area, including Polseks and BKPMs under the two Police Resorts, are described as "BPRs".

Abd

Conceptual Diagram of the Project



7/20

