

Executive Summary

Evaluation Report, Part 1, Phase II, IOM Project Strengthening the Indonesian National Police Through Institution Building, funded by the Royal Netherlands Embassy.

May-August 2007

Overall, the Strengthening the INP through Institution Building Project has produced impressive results. The three-tier TOT design (the “cascade” method) for Community Policing and Human Rights has proven to be highly effective and efficient. Thus far, the TOT trainings at Lemdiklat Polri (the INP training and education Institute, in particular at the SPNs at most of the Poldas and the Sepolwan in Jakarta), combined with trainings in the 7 pilot project police areas (Polda, including Polda Aceh) have resulted in roughly 25% of INP personnel trained in Community Policing and Human Rights (critical mass is calculated at 20%). Training materials have been produced and are in use at Lemdiklat as well as in other INP educational institutions, including the higher staff educational institutes and the specialized education centres. Tables and distribution maps are attached. The Aceh Peaceful Election initiative, in cooperation with Partnership, provides a model of what can be achieved.

To address the questions of sustainability and ownership, the IOM Police Project Unit has facilitated seminars and workshops culminating in the issuance of Chief of Police Decree no. 737, October 2005 (SKEP KAPOLRI 737/X/2005), with supplementary decrees issued in 2006. Under the leadership of RI Police Chief General Sutanto, ownership has in effect passed into the hands of the INP and positive momentum has been achieved. Public ownership of the idea and practice of community policing/human rights is growing, and Parliament approval of budget allocations specifically for community policing is a good sign of national support for the initiative.

The main issues confronting Community Policing and Human Rights in the broader context of INP reforms have to do with **institutionalization** and **sustainability**. These are the primary concerns informing this evaluation and the report.

The IOM Police Project has grown exponentially over the past three years, a rapid growth that has given rise to basic management issues that need to be addressed immediately. Information management is poor and does not support the learning process that is so important to this initiative. In addition, the Project Unit has yet to think strategically to find ways to ensure that the gains are consolidated to effect a good transfer to the INP at the end of the project period.

Around 78 Community-Police Forums have been established in the 7 pilot project Poldas. There have been problems with the concept of these Forums (or FKPM in Indonesian), mainly having to do with the introduction of a single CPF model that has not been

responsive to the local contexts and challenges. This problem is now being addressed and requires further work.

While the pilot projects have been run well, the high mobility of INP personnel undermines any attempt at systematic monitoring of the pilot projects. Emphasis on entry-level INP personnel, while highly productive, is not sufficient to ensure retention and must be followed up by attention to mid- and high-level management. In effect, there is as yet no comprehensive management system in place for Community Policing at the Polda/Polres levels.

Overall Recommendations:

I. Project Unit Design and Management:

1. Review organization structure and management system to ensure the IOM Police Unit has the capacity and strength to carry out Part 2, Phase II of the program.
2. Carry out a Strategic Programming session involving all staff and primary stakeholders (high-level INP officials, civil society representatives). Output: a detailed log frame for Part 2, Phase II.
3. A good information management system must be in place and working. This includes monitoring and reporting.
4. Dedicated administrative assistance/a secretariat is needed.

II. Program Implementation:

The initial idea of a single coordinating point at the INP (PSP Polmas at PTIK) has not worked very well. A better plan for coordinative efforts in the area of education/training would be to work with **three** active cooperation points: Lemdiklat, Sespim/Sespati, PSP Polmas, with the office of the Deputy RI Chief of Police (also heads the INP Educational Council) in a strong coordinating position to bring in the human resources and the operations branches at the INP. Sespim trains top-level management from the Polres through Polda levels, and is also charged with developing strategy and policy for the INP. It is thus a vital element for the institutionalization of community policing and human rights.

1. National coordination at the IOM Police Unit is a key element in the success of the program and needs to be continued. This means not forming parallel police project units.
2. Continue revision of training materials, including **review of the CPF model**.
3. Systematic training for managers/supervisors at the Polres and Polsek levels. Begin immediate cooperative efforts with **Sespim/Sespati** to develop training material

appropriate for mid-level and high ranking officers with emphasis on the managerial aspects of community policing and human rights.

4. Strengthen Sespim/Sespati institution, including development of appropriate educational material with emphasis on management, providing access to worldwide community policing material, supporting creation of community policing/human rights interactive learning website and curriculum development.

5. Continue work to strengthen **Lemdiklat**.

6. Make preparations for accelerated expansion of activities to effect nation-wide coverage if feasible. Prioritize in close consultation with the INP and INP strategy.

7. Support formation of small working group to support police reform efforts, including small working group of implementing agencies on CPFs and democratic community policing.

8. Continue developing training/facilitating material to reposition/reorient existing CPFs for inclusion in training manuals and distribution.

9. Support activities to develop police oversight bodies including Kompolnas but also less formal community-level initiatives (possibly through developing training material on existing CPFs).

10. Continue support of **gender** initiatives at INP.

11. Continue support of the **PSP Polmas** (Community Policing Study Centre) at PTIK, for academic research initiatives.