



# Evaluation Summaries

## Evaluation: ILO Declaration Project On Promoting And Realizing Fundamental Principles And Rights At Work To The Indonesian National Police

### Quick Facts

**Country:** Indonesia

**Final Evaluation:** May 2006

**Mode of Evaluation:** independent

**Technical Area:** Declaration

**Evaluation Management:** Asia

**Evaluation Team:** Patricia Leary (Australian Industrial Relations Commission) and Wael Issa (ILO)

**Project Start:** August 2003

**Project End:** February 2005

**Project Code:** INS/03/01/USA

**Donor:** USA (500 000 US\$)

**Keywords:**

### Background & Context

#### Summary of the project purpose, logic and structure

The project was developed as part of a broader bilateral technical cooperation between the Governments of the United States of America and Indonesia, covering six provinces in Indonesia, namely North Sumatra, Jakarta, West Java, Banten, East Java and Central Java. In January 2005, South Sulawesi and East Kalimantan provinces were included in the project.

The development objective was the creation of a sound, harmonious and fully functioning industrial relations system aimed at promoting economic growth while guaranteeing workers' rights.

- Immediate objectives: At the end of the project, the Indonesian National Police will have an organizational understanding and institutional capacity to implement the fundamental principles and rights at work and to act upon their responsibilities in the handling of the law-and-order aspects of industrial disputes.

#### Present situation of project

Training of trainers and police officers was conducted with the intention to raise the awareness of the fundamental principles and rights at work and to build institutional capacity within the Indonesian National Police (INP). A booklet titled "Guidelines on the Conduct of Indonesian National Police in Handling Law and Order in Industrial Disputes" was developed by the INP and officials from the MOMT, employers' and workers' organizations, with technical assistance from the ILO. These guidelines were adopted by the INP and provide a) measures against which unreasonable and inappropriate police action may be judged and b) new standards to be observed by police officers throughout Indonesia when attending strikes and demonstrations.

## **Purpose, scope and objectives of the evaluation**

The purpose of the final evaluation was to:

- determine if the project has achieved its stated objectives and explain why or why not
- assess and document the effects of project activities and outputs on target groups<sup>7</sup>
- assess the likelihood of sustaining project outputs
- report on lessons learned and good practices
- identify needs for follow up programmes.

## **Methodology of evaluation**

The evaluation comprised a desk review of project documents, a pre-trip conference call with ILO Geneva project staff and the ILO Jakarta office, and a pre-evaluation conference in Jakarta. Individual interviews, field visits, and individual interviews were conducted with randomly selected individuals from the following groups (partners): workers and employers who have received training; employer groups; unions; NGO's that have received training or otherwise worked with the project; police officers who have received training; Ministry of Manpower and Transmigration (MOMT) staff who have worked with the project; the embassy of the United States; and officials from other relevant development organizations.

## **Main Findings & Conclusions**

The training objectives have been achieved by the participating police officers. The police officers who had undergone the project training and were familiar with the guidelines stated that they now understand the fundamental principles and rights at work and are aware of their responsibilities in handling law and order matters in industrial disputes and demonstrations. This view is shared by the evaluation team. Police officers say that reference to the guidelines provides them with an instant and valuable tool in operational circumstances. Discussions with police

officers at all levels revealed commitment to the guidelines and the practices embodied therein.

The evaluation team found the guidelines to be an important outcome of the project. It will be the practical and organizational commitment to those guidelines and the application of them in operational situations which will demonstrate their value. The guidelines will assist and encourage good police practices and make a contribution in removing police (and military) from active involvement in labour issues. The target groups indicated in discussions with the evaluation team that the activities and outputs of the project were satisfactory to their requirements and they expressed the view that the training should be included in the INP training curriculum.

The achievement of the *organizational and institutional* objectives across the entire INP and the incorporation of the principles and rights at work in the curriculum syllabi of the INP will require further training over a period of time.

## **Recommendations & Lessons Learned**

### **Main recommendations and follow-up**

Whilst a number of police officers have been trained, the sustainability of the project outputs will require ongoing and regular training – institutionalized into the police training curriculum – particularly to ensure the application and implementation of the developed guidelines. It is possible that further assistance in the form of financial and human resources may be needed. The objective to achieve an “*organizational understanding and institutional capacity in respect to the fundamental principles and rights at work and to act upon their responsibilities in the handling of the law and order aspects of industrial disputes*” may have been overly ambitious due to the volume of training it requires.

It is the view of the evaluation team that, if possible, the ILO should maintain a role in the further training for police officers and offer assistance as far as is practicable and desirable

to incorporate the training into the INP training curriculum. All of the partners interviewed by the evaluation team identified the need for further training in some form.

### **Important lessons learned**

To build “*organizational understanding and institutional capacity in respect to the fundamental principles and rights at work and to act upon their responsibilities in the handling of the law and order aspects of industrial disputes*” and to provide the necessary training to some 300,000 members of the INP, might have been a too ambitious goal with the provided funding.