

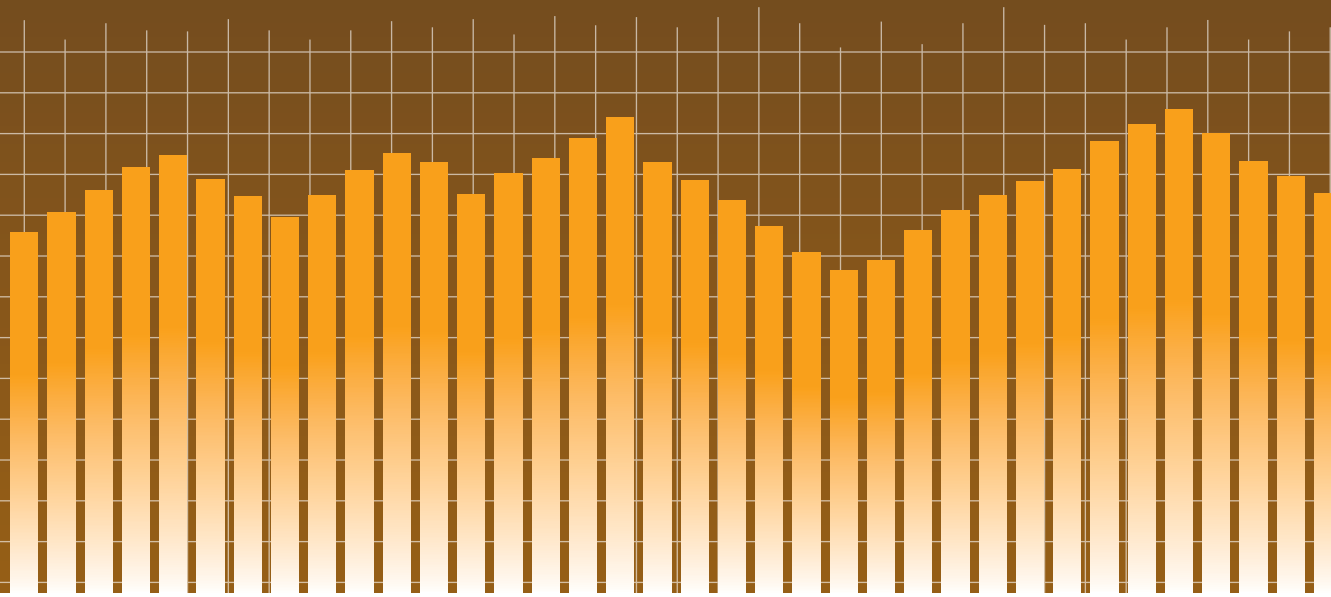


KEPOLISIAN NEGARA
REPUBLIK INDONESIA



EXECUTIVE SUMMARY

POLICE GOVERNANCE INDEX



IN SUPPORT OF POLICE REFORM

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PREFACE

In a country undergoing democratic transition such as Indonesia, rule of law becomes one of the most important factors for a successful transition. Therefore, the Indonesian National Police ('the Police') as one of law enforcement agencies in the country is expected to enforce law and justice. Furthermore, Law on the Police also mandates them to maintain public order and safety (*Harkamtibmas*), as well as providing protection and services for the people (*Linyomyan*).

In order to optimise these functions, the Police translates them into a Police Bureaucratic Reform (PBR) Programme. This programme has three main focus, namely (1) structural aspect; (2) instrumental aspect; and (3) cultural aspect. Apart from optimising the Police functions according to the Law, those three aspects aim to build humanist, clean and professional Police personnel.

The PBR Programme has undergone two phases and results indicate a series of transformation on the structural and instrumental aspects of the Police that are visible to public. However, cultural change that focuses on culture set and mind set as an attempt to transform existing habit, presumption perception, behaviour, work motives or false belief has yet to be directly experienced by the people.

One reason is the lack of tools to measure progress of those three aspects, especially transformation of culture which has led to a public perception whereby such transformation in the Police does not take place.

The Police Governance Index (*Indeks Tata Kelola Kepolisian Negara Republik Indonesia - ITK*) attempts to measure the extent to which cultural reform within the Police is progressing, so that each change could be clearly identified based on data as well as public perception as the user of police services. Participation of public with various background becomes an important aspect of this index.

This report serves as a summary of governance indexing in 31 Regional Police Command (*Polda*) across Indonesia. This programme is carried out together by the Police and the Partnership for Governance Reform in Indonesia – Kemitraan, with the support from Australia Indonesia Partnership for Justice (AIPJ).

This report presents the performance trend of nine divisions (*Satker*) within the Police, including community guidance unit (*Binmas*), traffic control (*Lantas*), police intelligence (*Intelkam*), marine police (*Polair*), general criminal investigation (*Reskrim*), special criminal investigation (*Reskrimsus*), drugs-related crime investigation unit (*Resnarkoba*), crime prevention (*Sabhara*), human resources (*SDM*) in all Regional Police. In addition, this report also shows the rank within each Regional Police as a whole, in terms of public service as well as performance of 31 Regional Police related to their three main functions namely law enforcement, *Harkamtibmas* and *Linyomyan*.

It is important for the public to continue escorting the transformation effort undertaken – and hopefully will continue to be carried out – by the Police, including in offering constructive critics and inputs. ITK could serve as an entry point for public to continue its support as well providing critics and inputs drawn from evidenced-based studies. It is hopeful that the Police would be able to continue the next phase of its police reform process.

Monica Tanuhandaru

Executive Director

FOREWORD FROM THE PROJECT LEADER

Assalamu'alaikum Wr .Wb

Seeds to openness and transparency have been planted since reform turning point in 1998 that has demanded a good and clean government. All public elements demanded the government to become more transparent and requested participation in the government planning, decision making and oversight. The momentum of national reform has brought a paradigm shift within the Police towards an independent, professional, modern, humanist and clean civilian Police. This shift is carried out through a Police bureaucratic reform programme that targets eight areas of transformation. These areas include organisational strengthening and restructuring, governance strengthening, structuring regulations, the improvement of public service quality, re-organising of apparatus human resource management system, change management, oversight strengthening, and strengthening of performance accountability.

Police Bureaucratic Reform is an effort to renew and create fundamental transformation on the policing system, whereby the target of bureaucratic reform is to transform the mind set and culture set as well as management system of the Police. Bureaucratic reform has mostly been carried out at the macro level and associated with organisational/systemic change instead of the improvement of micro components of bureaucracy. This has become its weakness. Moreover, the reform process has been brought in from outside the Police and carried out by external actors from outside the bureaucracy itself. As a result, the reform process may not fit the real needs and the implementation could not be optimised.

The Police has undergone self-assessment from the Ministry of State Apparatus Empowerment and Bureaucratic Reform and using cascading method carry out the Police Governance Index (ITK) by partnering with the Partnership for Governance Reform (Kemitraan) for the research. ITK developed by the Police and the Partnership becomes an instrument to measure performance and

achievements of the bureaucratic reform programme by using the principles of good governance that are objective, comprehensive and evidence-based as benchmarks for progress that are achieved in an objective, fair, accurate manner and has created a sportive competitive climate among Regional Police Commands.

ITK will provide a portrait of performance and achievements of Police bureaucratic reform of nine divisions within 32 Regional Police Commands that are universally believed will contribute to the implementation of ITK. Those nine divisions are crime prevention (*Sabhara*), general criminal investigation (*Reskrimum*), special criminal investigation (*Reskrimsus*), drugs-related crime investigation unit (*Resnarkoba*), traffic control (*Lantas*), police intelligence (*Intelkam*), community guidance unit (*Binmas*), marine police (*Polair*), and human resources (*SDM*). The Police Governance Index is presented to you, readers. May all of our work with be blessed by God, the Almighty.

Wassalamu'alaikum Wr .Wb.

Head of the Police Bureaucratic Reform Bureau as the project leader,

M. NAUFAL YAHYA, M.Sc.Eng
POLICE BRIGADIER GENERAL

Head of Bureaucratic Reform,
Project Manager

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ABBREVIATION LIST

POLRI	:	Indonesian National Police
MABES	:	Police Headquarters
POLDA	:	Regional Police
BINMAS	:	Community Guidance
LANTAS	:	Traffic Police
RESKRIM	:	Crime Investigation Unit
POLAIR	:	Marine Police
SABHARA	:	Crime Prevention Unit
INTELKAM	:	Police Intelligence Unit
SDM	:	Human Resources
DSPP	:	Personnel and Equipment List
PILUN	:	Software / SOP
Kesbanglinmas	:	Welfare Development and Community Protection
KPK	:	Corruption Eradication Commission
KemenPAN	:	State Apparatus Empowerment Ministry
LSM	:	Non-Governmental Organization

I. INTRODUCTION

1. General Overview

The 1998 *Reformasi* became the starting point of Indonesia's national reform. Strong desire for change emerged from the society to establish a democratic government and create public welfare, as mandated by the Preamble of the 1945 Constitution. That moment became the genesis of a comprehensive reform for the National Police, to become a professional and independent police force, in line with the society's demand and expectation.

The National Police has launched a gradual reform program, encompassing reform in the aspects of **instruments, structures and cultural**. The entire reform program was written down in the National Police's Grand Strategy 2005–2025, and divided into three phases. The first five year, from 2005–2009, is known as the “trust building” phase; the second phase, from 2010–2014, is the “partnership building” phase; and the third phase, from 2015–2024, is the “strive for excellence” phase. The last phase comprises of two programs, i.e. the “strive for excellence” program (2015–2019) and the “excellence” program (2015–2024) as the manifestation of the Police force outstanding service.

In line with the National Bureaucracy Reform, in 2004–2009, the National Police conducted the first phase of its Bureaucratic Reform program. This encompassed five targeted sectors, i.e. the police institution, organizational culture, governance, regulation-deregulation and human resources. The program then followed by the second phase program, carried out in 2011–2014 and dealt with eight subjects: organizational restructure, standard operating procedures, regulations, personnel, monitoring, accountability, public service and personnel's mind set and culture set.

Over the ten years of its Grand Strategy's implementation, the National Police has succeeded in making progress and improving its performance. In 2010, the

National Bureaucratic Reform Independent Team examined the implementation of the National Police Bureaucratic Reform's first phase program. Four main areas were assessed: quick wins, institution, standard operating procedures and human resources. The team concluded that the National Police scored 3.63 ("Good") indicating the readiness of National Police to carry out its Bureaucratic Reform. Result of the assessment showed that National Police in average obtained "Good" score of 3.63. Hence, in sum the National Police is ready to reform its bureaucracy. The National Police's quick wins program obtained the highest score (3.88) among the three other areas (institutional program scored 3.66; human resources program scored 3.55; and standard operating procedures program scored 3.42). This showed that the National Police's quick wins program have tangible impacts that can be felt by the society. Such program emphasized on the improvement of Crime Prevention Unit's (Sabhara) quick response service, transparency of services in issuing driver's license, vehicle registration number and vehicle ownership certificate, transparency of services in conducting investigation, and transparency of services in police force recruitment. Of course, all of these elements need to be further improved. The government has provided performance incentive to support the National Police's Bureaucratic Reform program.

Meanwhile, in 2015, the National Police scored 67.23 (category "B") on the Independent Assessment on Bureaucratic Reform Implementation (PMPRB) by the Ministry of State Apparatus and Bureaucratic Reform.. As a result, the National Police received performance allowance adjustment on 1 May 2015 based on Presidential Decree number 89/VII/2015 issued on 31 July 2015 on National Police Performance Incentive.

Additionally, the National Police has received Unqualified Opinion (*Wajar Tanpa Pengecualian*) by the State Audit Agency (BPK) and also its Performance Accountability Report (AKIP) had improved from "CC" in 2013 to "good" in 2014.

Nevertheless trend in the society still shows low trust towards the National Police eventhough enhancing the public trust is one of the main goals of the reform. This goal should have been achieved by 2010 that is at the end of the first phase of bureaucratic reform. Such lack of trust has been among others seen from the increasing rate of law and order violations, use of symbols which discredit the police, media exposures on the negative conducts of both the police institution and its personnel, which further damaged the image of the National Police.

Hence there is an urgent need for a comprehensive assessment that can portray the achievement of the National Police in performing its core duties, i.e. (1) to protect, keep and serve the public; (2) maintain public order; and (3) law enforcement. In order to create clean police force that is free of corruption, collusion and nepotism, and to improve the quality of police services, as well as to improve the National Police's capacity and performance capability, we need to measure specific aspects of police governance, which could show problematic functions that need improvement.

To answer this challenge, **Police Governance Index (PGI)** is created to objectively and comprehensively assess police governance performance. PGI is an evidence-based policy making tool which has the capacity to perform as a benchmark to measure institutional achievement and compare institutional performance in an objective, fair and accurate manner. Thus, the National Police took the **initiative** to collaborate with **Kemitraan**, based on the Memorandum of Understanding No. B/55/XII/2014-005/MoU/Des/2014 dated 16 December 2014 on the Development of the Police Governance Index to Assess the Implementation Performance of Bureaucratic Reform Program.

Commencing from February to March 2015, we have assessed the performance of 31 Provincial Polices, based on seven principles of good governance, i.e. competency, responsiveness, behavior, transparency, fairness, effectiveness, and accountability. The seven principles area applied to measure the performance of the National Police in **nine divisions** which we believe contributed to the implementation of the PGI. The PGI assessed the achievement of Bureaucratic Reform targets and the National Police performance in carrying out its core duties within and outside of the police force in the following divisions: the Crime Prevention Unit, the Crime Investigation Units (General, Special and Drugs-related crimes), the Traffic Police Unit, the Police Intelligence Unit, the Community Guidance Unit, the Marine Police, and Human Resources. The seven governance principles are further broken down into **6 main issues/indicators and 142 sub-indicators**. The six main issues/indicators are: human resources, facilities and infrastructures, budget, monitoring, method system and innovation; which are then compared against the implementation of the functions of nine divisions.

2. Objectives

As part of the effort to improve police governance reform particularly in creating a clean police force free of corruption, collusion and nepotism, and to improve the quality of police service as well as police capacity and performance accountability, the objectives of publishing this executive summary of the Police Governance Index are as follow:

- a. Provide a preliminary profile of the National Police's governance performance and performance in general in the 31 Provincial Police Offices (POLDAs), through ranking based performance;
- b. Identify the strength and weaknesses in Police governance and performance;
- c. Provide holistic recommendations to the 31 POLDAs, so that they can optimize their performance in line with their duties and functions and in implementing the RBP (Police Bureaucratic Reform). This can also be utilized as the basis to compare the performance between POLDAs in an objective, fair and accurate manner.

3. Definitions

- a. Police Governance Index (PGI) is an objective and comprehensive tool to assess the performance and the achievement of RBP program through seven principles of good police governance, i.e. competence, responsiveness, behavior, transparency, fairness, effectiveness, and accountability. As such, PGI can be utilized as the basis for evidence-based policy making process, a benchmark for measuring progress of achievements, and as an objective, fair and accurate performance comparison tool.
- b. The principle of Competence refers to the capacity and ability of police officers in relevant division to perform their tasks. Indicators to assess this performance are the planned number of personnels (DSP) against the actual number of personnels , training and education, facilities and infrastructures/equipment, both planned and realized budgets as well as standard procedures.
- c. The principle of Responsiveness is the ability of division to provide quick response in performing its tasks. This principle is assessed through

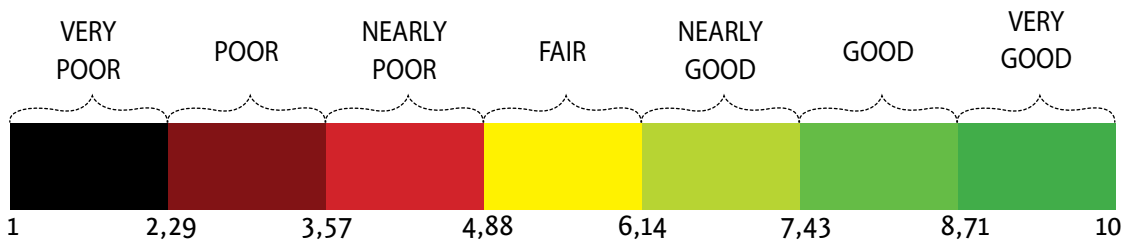
questionnaires filled out by both internal police officers and staff as well as external parties who are selected as well-informed persons (WIPs).

- d. The principle of Behavior encompasses the attitudes and actions of division in upholding the truth while performing its tasks. This principle is assessed through both objective data (secondary data) as well as subjective (perception) data. Objective data consists of documents on ethics, disciplinary and officers/staff violation rate, while subjective primary data are gathered through questionnaires related to self-perception as well as external perceptions of police integrity.
- e. The principle of Transparency is the condition whereby information related to the works of division is publicly accessible. Such data are obtained from documents on fit & proper test, recruitment process and procedures (which involve external parties), accessibility testing (uji akses), and direct observations on public services procedures and facilities (through application of the Ministry of State Apparatus and Bureaucratic Reform's tool).
- f. The principle of Fairness is the condition in which the division provides treats all stakeholders equal without exceptions or discriminations in performing its tasks. Indicators being assessed are resulted of objective data among others data on proportional number of male/female police officers/ staff being assigned through letter of assignments (sprin).
- g. The principle of Effectiveness is the level of target and objective achievements set by each division. Indicators are measured by comparing objective data such as budget to complete a case, the number of available personnel, etc.
- h. The principle of Accountability is the condition in which the performance of the division is made accountable to the public. Indicators assess the Accountability Report (LAKIP), letter of assignment and task implementation report, and the number of facilities and infrastructure registered in SIMAK BMN.

II. RESULTS

4. National Performance Trend in 31 POLDAs

PGI scores range from 1.0 (very poor) to 10.0 (very good). There are three ways to interpret the score. First, **normatively**; in this case, the score is compared to the median score, i.e. 5.50. The achievement of the respected POLDA is then corresponds to its score position within the scale. Second, **categorically**; in this case, the achievement of the POLDA corresponds to its relevant category group. Scores up to 5.50 (4.86–6.14) are categorized as “Fair” performance, while scores between 3.57 and 4.86 indicate a “Nearly Poor” performance, and scores between 6.14 and 7.43 indicate a “Nearly Good” performance. See the illustration below for further detail.



Third, **comparatively**; in this case, the score is compared with the national average score to indicate the position of each POLDA in comparison to the others. As such, we can see whether the respective POLDA scored below or above the national average.

5. Identifying the Strengths and Weaknesses of Police Governance Performance's:

a. Findings on “Reforming the Police Policies Through PGI”

Results of PGI utilizing 142 indicators spread out in nine divisions showed that the police governance performance of POLDAs across Indonesia is still in the yellow

zone, with an average score of **5.69** (on a scale of 1-10). This shows that there is still much to be improved by the police institution, including its policy-makers and supervisors, as well as its territorial units (POLDA) as the implementers and policy-makers at the provincial level.

Despite its low average score nationally, the National Police initiatives to open-up and evaluate themselves should be well recognized. Since the Indonesia National Police was established in 1946, the PGI has become a major effort to comprehensively evaluate the performance of the police's management. The assessment is also the first in terms of involving a large number of external parties.

Some of the main findings obtained from this assessment are uncovering aspects of improvement for the National Police, which so far have not yet been taken into account as priorities, among others evaluations on work functions, performance based on seven principles of police governance, and comparison between POLDAs.

b. Analysis of Police Functions: “Intensify Prevention Function to Improve the Effectiveness of Enforcement Function”

In carrying out its functions, the National Police has two types of approach, i.e. prevention and enforcement. In prevention, the function of the National Police is to maintain law & order and to provide protection and services to the people. While in the enforcement function, the National Police has the authority to conduct law enforcement as specified by the law.

To-date, enforcement function is still important due to the prevention function is yet optimized. By improving the prevention function, it is expected that the criminal and law violations rates can be suppressed or reduced.

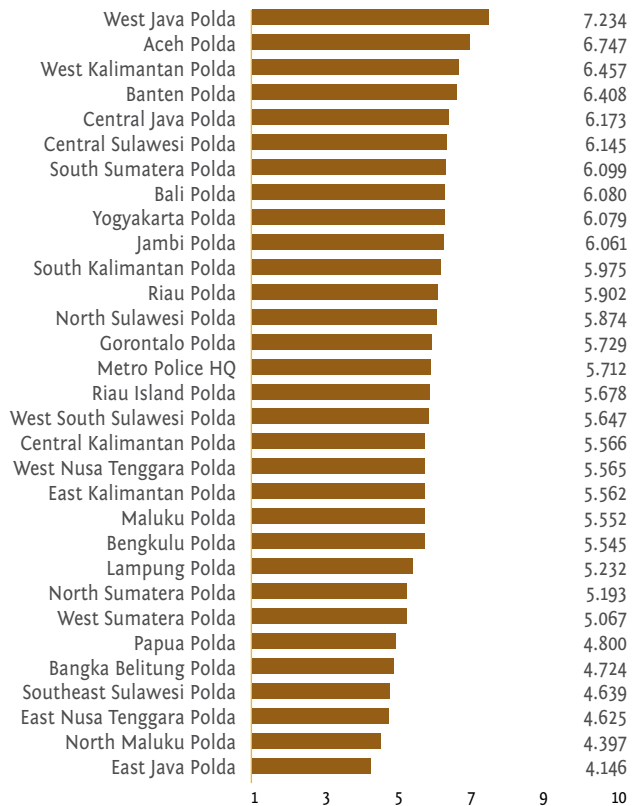
Based on the PGI results, functions obtaining the highest average scores are: the protection, safe-keeping and public services (**Linyomyan**) function with a score of **5.92**; followed by maintaining law & order (**Harkamtibmas**) function with a score of **5.63**; and, lastly, the law enforcement (**Gakkum**) function with a score of **5.53**. These achievements are acquired from the combined average score of the police divisions, among others:

APPROACH	FUNCTIONS	IMPLEMENTING DIVISIONS
Prevention (anticipation)	1. Linyomyan – Maintenance of security and public order	Community Guidance, Marine Police and Police Intelligence Units
	2. Harkamtibmas – Protection, safe-keeping and service to the community	Traffic Police, Crime Prevention and Human Resources Units
Enforcement/ Countermeasures (mitigation)	3. Gakkum – Law enforcement	General, Special and Drugs-related Crime Investigation Units

Harkamtibmas (Maintaining Law & Order): Resources Imbalance

In accordance with the National Police Act, Article 14 paragraph (1) letter c, the National Police is tasked to foster society in order to increase participation, awareness and compliance with laws and regulations. To be able to perform this function, cooperation between the National Police and the public is required. However, the assessment result showed that to-date the maintaining law & order has yet reached the ideal condition. One of the concerns was on the number of police officers who do not have yet the required competence in comply with the international standards.

Performance of Harkamtibmas Function



According to the United Nations (UN), the ideal police to public ratio is 1: 400. While Indonesia's police to public ratio is still around 1: 613 (as of January 2012).

This condition greatly affects the Community Guidance Unit (Binmas). As one of the spearheads in maintenance of law & order function, the presence of police officers within the community is needed to advise, provide counseling and guidance in order to foster the law-abiding awareness in the people's attitudes and behavior to create conducive condition.

Building partnerships with the society is one of the strategies that the National Police could be undertaken to address the ratio gap. This could be done through implementing the Community Policing program using the concept established in 2008 (Chief of Police Regulation No. 7 /2008), i.e. '**one-police one-village**'. For nearly seven years of its implementation, the target of 'one-police one-village' has yet been achieved. On the other hand, there are POLDAs that have more than one police officer in one village. PGI revealed this allocation gap in 15 (or 50%) out of 31 POLDAs.

Such wide gaps in ratio are found in Aceh, North Sumatra, Bengkulu, Gorontalo and North Maluku POLDAs, where one police officer is tasked to monitor four villages (1:4). While on the contrary, East Java has four police officers who are tasked to oversee one village or 34,033 police officers to monitor 8,579 villages (4:1). This human resources imbalance is exacerbated by the multi-duty practices. For example, in the Banten, officers for Criminal Investigation Unit are given additional functions to maintain law & order in one or two villages. The multiple job functions hindered the police officers to focus on the quality of their works.

The Police Intelligence Unit, whose officers are equipped with special talents, highly intelligent and functions to conduct early-detection, requires facilities and infrastructures to support its operations. However, the assessment found that the unit members' basic necessities have yet being fulfilled. The required facilities and infrastructures assessed are not only related to the availability of 2-wheeled, 4-wheeled or other types of vehicles, but also the need for advanced technology equipment and capacity building.

There is an indication that police officers are increasingly reluctant to become intelligence officers due to the work results are considered invisible and 'dry' (not profitable or low compensation) compared, for instance, to the Traffic Police Unit and other units which tend to be more lucrative. Such perception should be rectified by providing the necessary facilities and infrastructures in order for the unit to do its duties effectively and able to increase the security and public order in Indonesia.

A similar condition is shown by the Marine Police, an important division of the National Police, especially in maintenance law & order for successful maritime sector development - a focus of the current Indonesia's government.

One of the equipment and infrastructures that must be acquired by the Marine Police Division are ships for conducting water patrols. PGI assessment revealed that there is yet a benchmark on the number of vessels that the Marine Police ideally owned and utilized, both in the POLDAs located at land-based as well as POLDAs in the provinces having authority over marine waters or with larger water areas that are greater than their land.

Likewise, POLDAs with large waters and harbors should ideally be supported with bigger budget. For example, as a comparison, the North Maluku Provincial Police has 27 ports and body of water 106,952.79 km², while Jakarta only has 6 ports and body of water 6,977.5 km². Despite North Maluku POLDA having twice the size of body of water, its Marine Police budget in 2014 was at IDR 9,437,737,522 while in the same year Jakarta received a budget of IDR 17,310,277,095. It is no surprise that thieves could freely loot the protected Napoleon fish in North Maluku, and not concerned about being caught by the Marine Police's patrol boat because even if the patrol ship managed to chase them in the open water, they may not be able to return due to the lack of fuel reserves.

Linyomyan (Protect, Safe-keeping & Public Services): Integrity and Competence

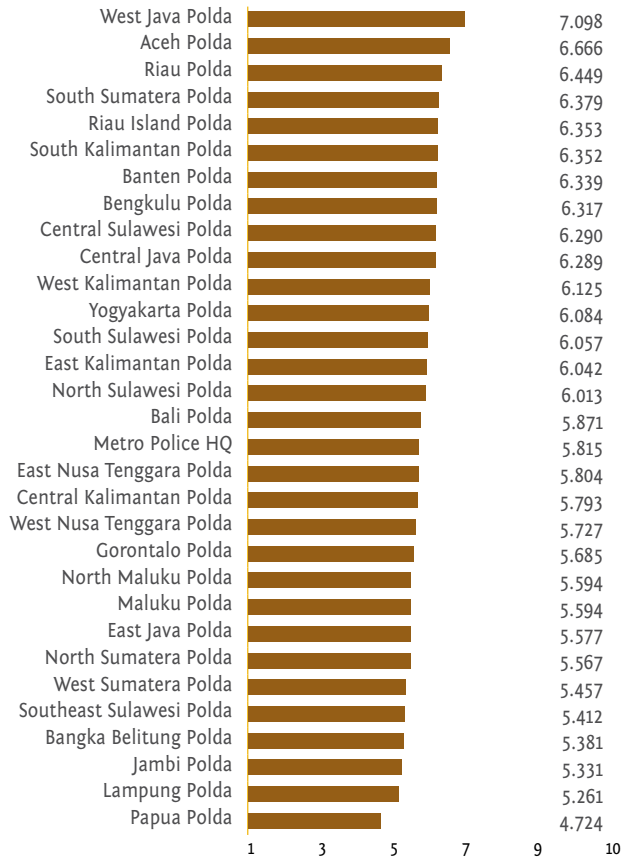
Other important task of the National Police is to protect, safe-keep and provide services to the community, as this function directly serves the needs of the society. Therefore, the overall police's performance image is strongly influenced by the performance of the divisions in charge of this function, namely the Traffic Police Unit (Lantas) and the Crime Prevention Unit (Sabhara).

Ironically, based on the perception of both internal police officers and the wider communities in 27 out of 31 POLDAs across Indonesia, the integrity of the Traffic Police Officers as part of this function is at the bottom of the nine police divisions assessed. Only the Traffic Police Unit in Southeast Sulawesi, West Java, Central Java, South and West Sulawesi achieved sufficient integrity scores, although they are still not the highest-scoring divisions.

These findings are outstanding "homework" of improvement for Traffic Police Unit to enable police officers to gradually win public trust.

The low integrity score is influenced by the rampant cases of irregularities committed by individual police officers when carrying out their functions in society. Meanwhile, with the highest number of members among all assessed divisions, the Crime Prevention Unit (Sabhara) should be able to be relied upon by the police institution to gain public sympathy. Yet, in reality, this division is often plagued with problems. The high number of Sabhara Officers who committed violations, either disciplinary or criminal conduct, is an evidence of problems in Sabhara Officers that must be urgently addressed.

Performance of Linyomnyan Function



One of the police issues that must be addressed is the competence of its personnel. Based on the PGI assessment, on average, there are less than half of the total Crime Prevention Unit officers who are certified with special required trainings. These trainings include: certified trainings on Arrangement, Guard, Escort and Patrol (Dikjur Turjawali), Minor Criminal Offenses (Dikjur Tipiring), Mass Control (Dikjur Dalmas), First Action on Crime Scene (Dikjur TPTKP) and Search and Rescue (Dikjur SAR).

On the other hand, duty transfers of police officers without considering any required trainings also potentially worsened the image of the Crime Prevention Unit. Sabhara officers who are not equipped with sufficient trainings have great potential to conduct violations. This is because in their duties, these officers interact directly with the public, for example in conducting patrols, handling minor criminal offences, as well as securing and guarding demonstration acts.

The police division which significantly contributed to officers' duty transfer process and competency development is the Human Resources Unit. This unit is responsible for police recruitment process until placement of personnels in strategic positions. To minimize misconduct in each process, the National Police has issued various regulations, including the Chief of Police Regulation (Perkap) No. 13/2010 concerning external oversight in the police recruitment process.

PGI assessment shows that the majority (20 out of 31) POLDAs have implemented the regulation on external oversight on the recruitment of brigadier and police officers. However, there are still 11 POLDAs that have yet fully complied with the external oversight regulation. This non-compliance varies from not having sufficient number of external oversight officers (i.e. maximum of 5 oversight officers) to the absence of involving external parties; the latter can be found in Papua, West Sumatra and Jambi POLDAs.

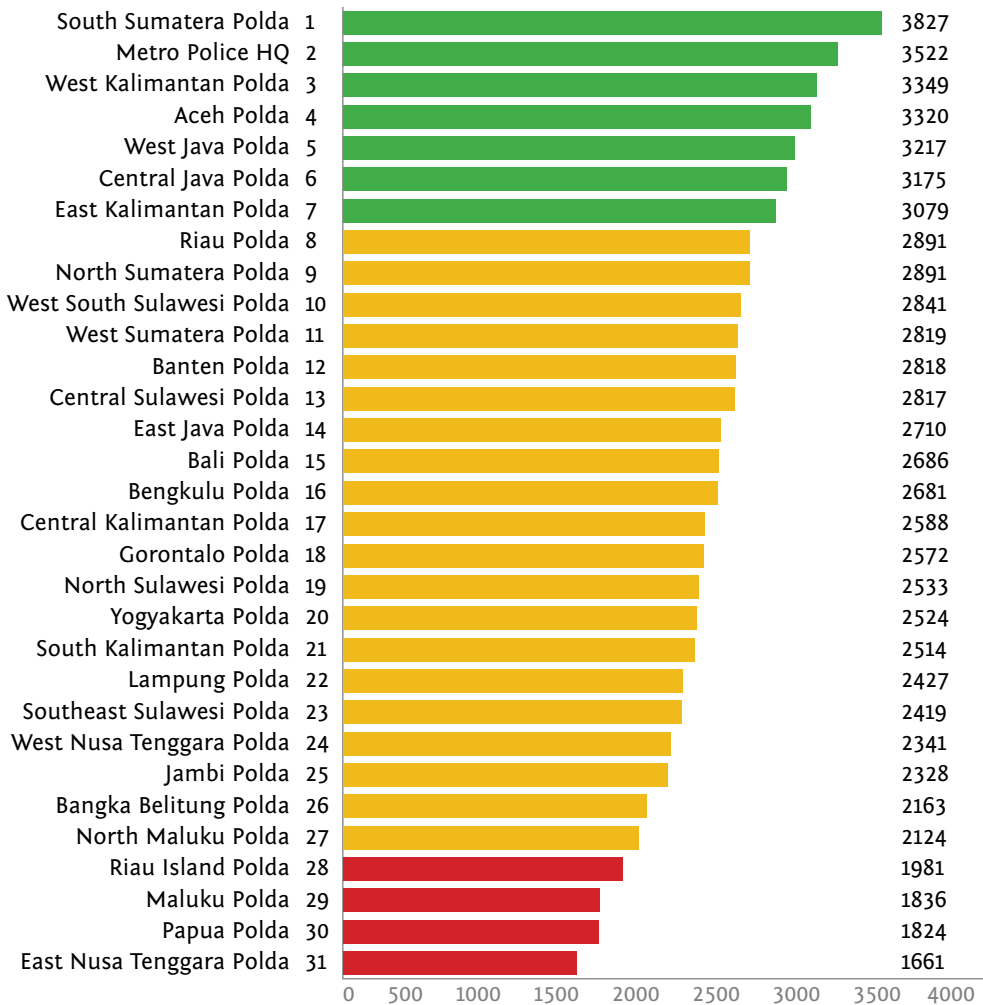
In terms of job placement, the National Police has also formulated a mechanism for fit and proper test through the creation of assessment centers in each POLDA. The aim is for the POLDAs to be able to recruit highly competent officers/staff. Nevertheless, so far only Yogyakarta and West Java POLDAs have applied innovations through publishing information regarding recruitment fit and proper test on their websites, which are accessible by concerned parties, police officers themselves, or the public at large.

Additional Survey: Performance of Procedural Public Services

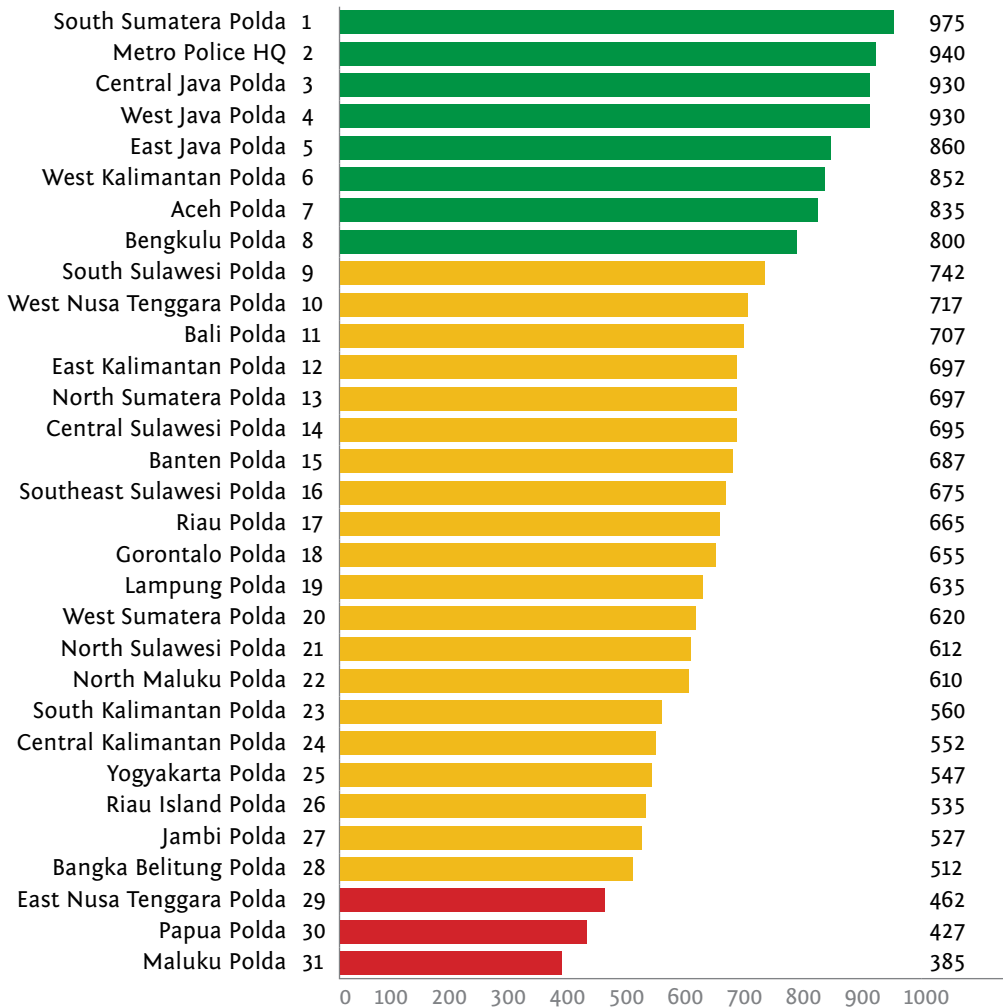
In parallel with the PGI assessment ranking process, a **Public Services Survey** was also held based on the regulation the Regulation of Ministry of State Apparatus and Bureaucratic Reform (Permenpan) No. 38/2012 on Public Services Performance. Such instrument is aimed at assessing the minimum procedural standard of services.

There are 31 indicators in the survey using a set of different scoring scale to that of PGI, with a range between 0-1000 for each service. This instrument is used to check the availability of basic information in compliance with the procedures in service counters, SOPs, facilities and evaluation results of customer satisfaction (IKM). The table below ranks the overall performance of Traffic Police Unit in delivering public services, i.e. in issuing Driver's License (SIM), Vehicle Registration Number (STNK), Vehicle Ownership Certificate (BPKB); as well as the performance of the Police Intelligence Unit in delivering public services; i.e. in producing Police Clearance Report (SKCK).

Graphic of Traffic Police and Police Intelligence Units's Public Services Performance

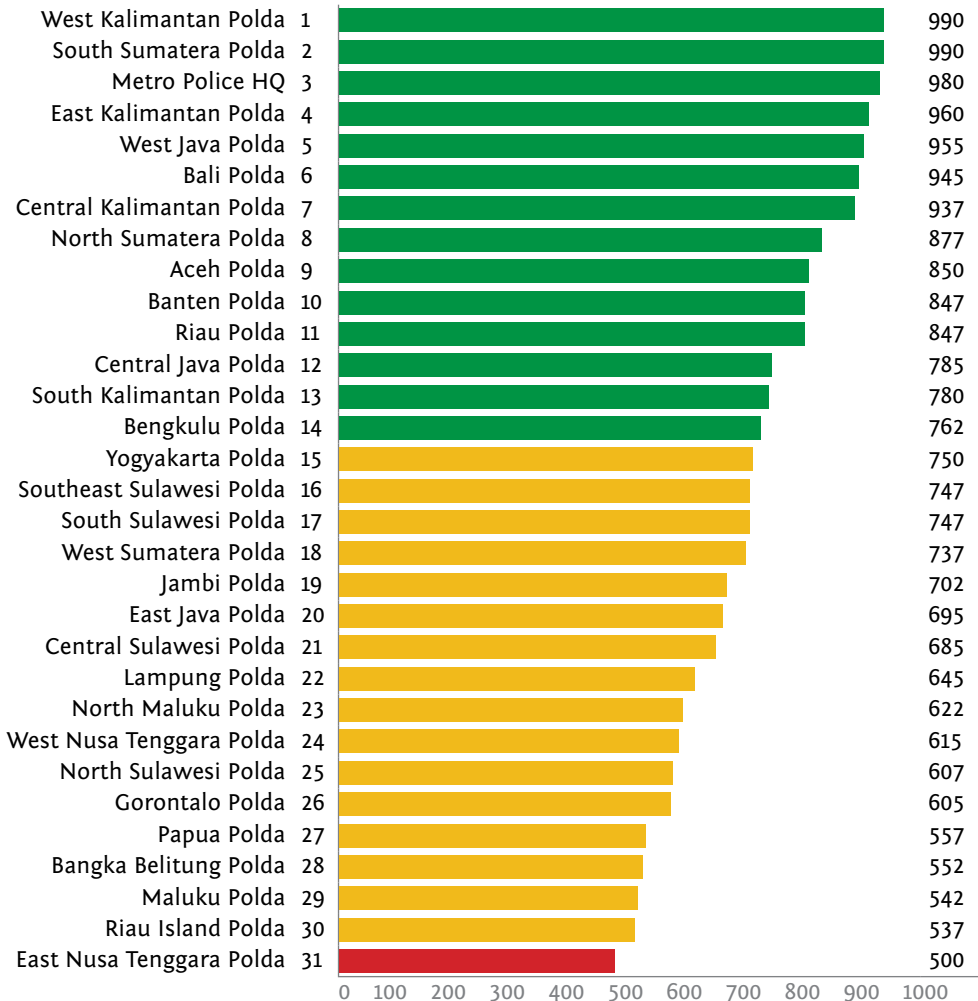


Graphic of Public Service Performance in Issuing Driver's License



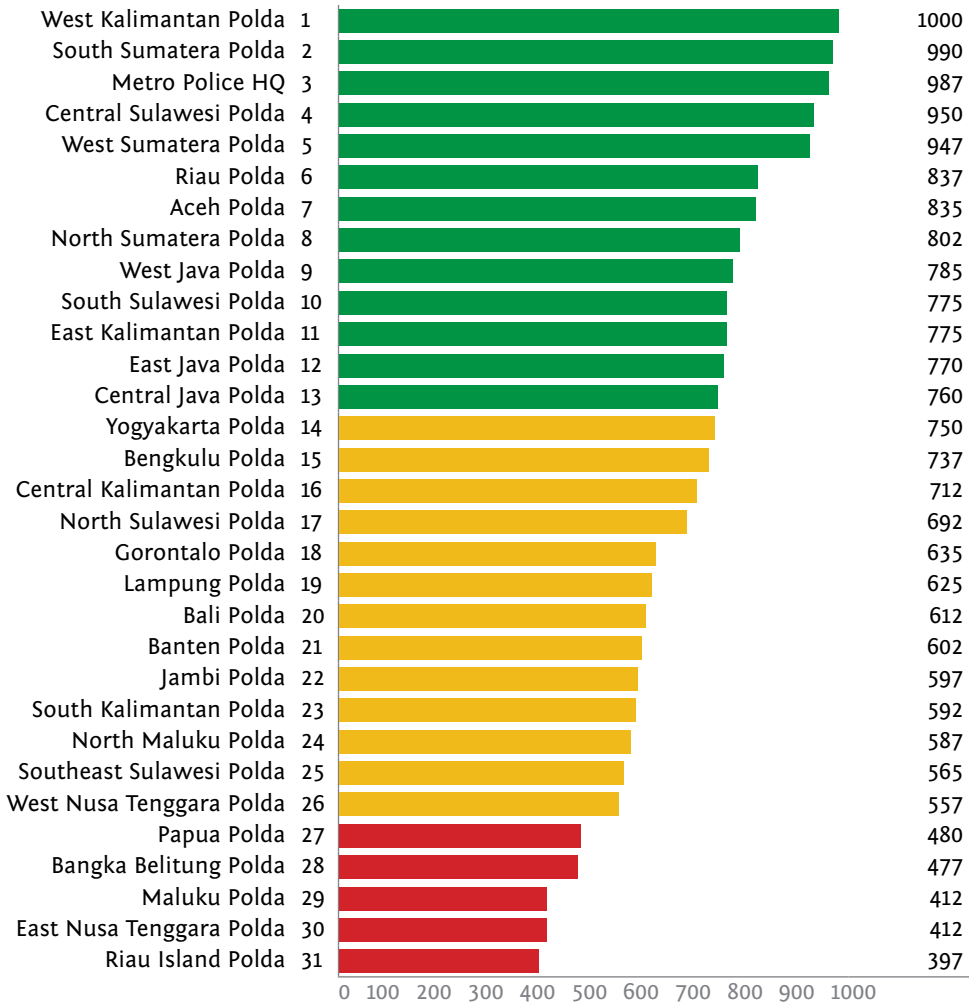
With regards to performance in Driver's License issuance services, three POLDAs achieved the highest scores, namely: South Sumatra, Jakarta and Central Java with an average score above 900. This indicates that the three POLDAs have surpassed the minimum requirements for providing public services information and procedures. Meanwhile East Nusa Tenggara, Papua and Maluku Provincial Police Offices obtained the lowest scores, with an average score of below 500. This indicates the absence of the minimum public services standard.

Graphic of Public Service Performance in Issuing Vehicle's Registration Number



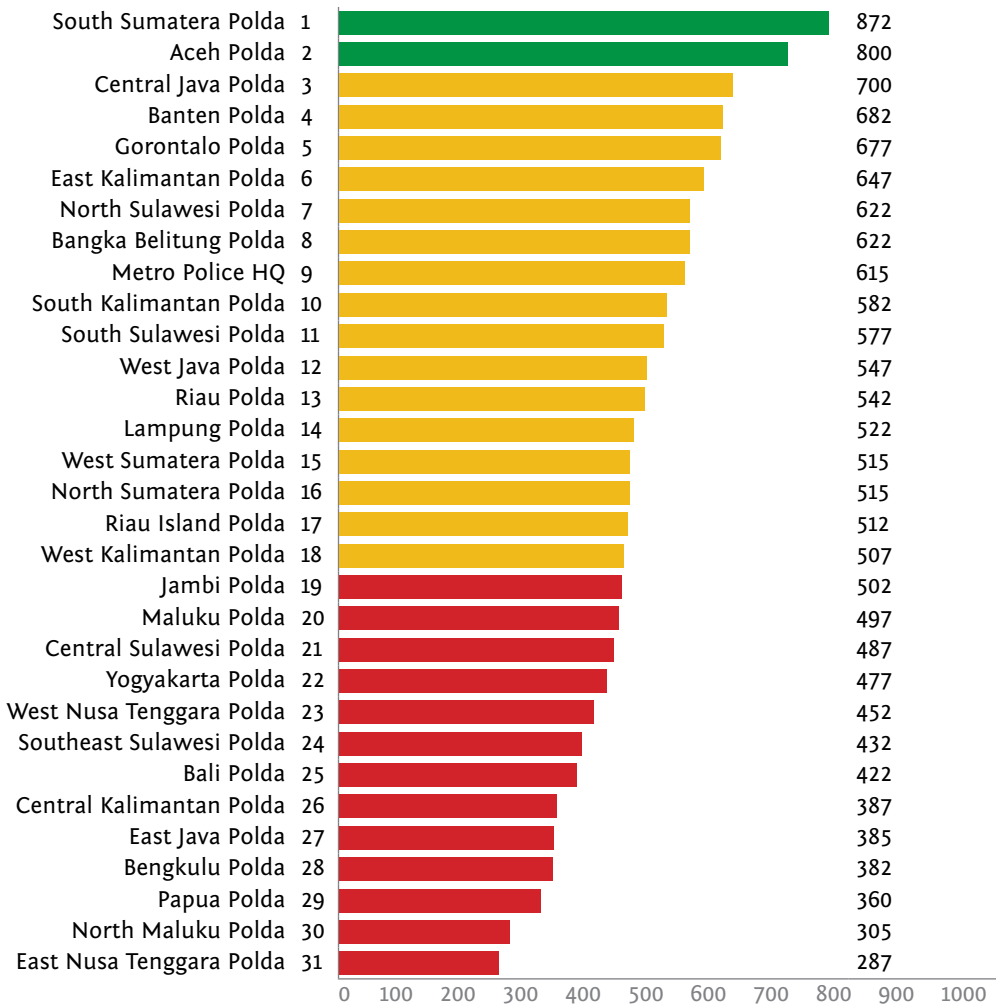
On the performance of issuing Vehicle's Registration Number (STNK), the top three performances belonged to West Kalimantan, South Sumatra and Jakarta POLDAs with an almost perfect average score. This score indicates that the three POLDAs are ready to embark on a more professional service, aiming at increasing the level of customer satisfaction. Meanwhile, the three lowest performers are Maluku, Riau Islands and East Nusa Tenggara POLDAs. Such low scores are caused by the absence of ISO-related system, complaint system, customer satisfaction survey, and set out target-based performance services.

Graphic of Public Service Performance in Issuing Vehicle's Ownership Certification



While for the performance of issuing vehicle ownership certification (BPKB), the three highest ranks are West Kalimantan, South Sumatra and Jakarta POLDAs with an almost perfect score. West Kalimantan POLDA even obtained a perfect score which indicates that it is ready to conduct self-evaluation of their performance and capable of improving their quality of services. As for the bottom three in this category are: Maluku, East Nusa Tenggara and Riau Islands POLDAs with scores of less than 450.

Survey Score for Public Service in Issuing Police Clearance Report



The Police Clearance Report (SKCK) is produced by the Police Intelligence Unit. The three highest performers for delivering such services in this category are: South Sumatra, Aceh and Central Java POLDAs with an average score of 850. This score indicates that there is still room for improvement in the POLDA's systems and procedures to improve such services. The three lowest performers are: Papua, North Maluku and East Nusa Tenggara POLDAs with an average score of less than 400. This score suggests the absence of basic information, facilities and infrastructures for the services.

The Limping Law Enforcement Function

Based on 2015 Central Bureau of Statistics data, the top five provinces in Indonesia with the highest level of crime are: Jakarta, North Sumatra, South Sumatra, Central Java and West Sumatra. This data reassert the findings of PGI assessment on Law Enforcement (Gakkum) function, in which the 5 POLDAs mentioned above obtained poor scores and ranked middle and bottom.

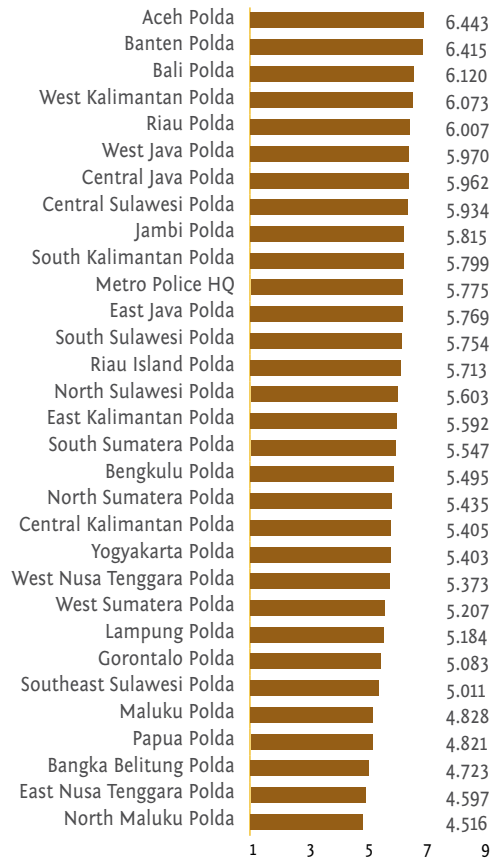
In a comprehensive view, the lack of performance on the police prevention function has caused low Gakkum performance. However, factors that particularly lower the Gakkum score is the low scores of accountability, competence and fairness principles.

As a result of the poor performance in these three principles, the effectiveness of law enforcement activities also becomes low. This is

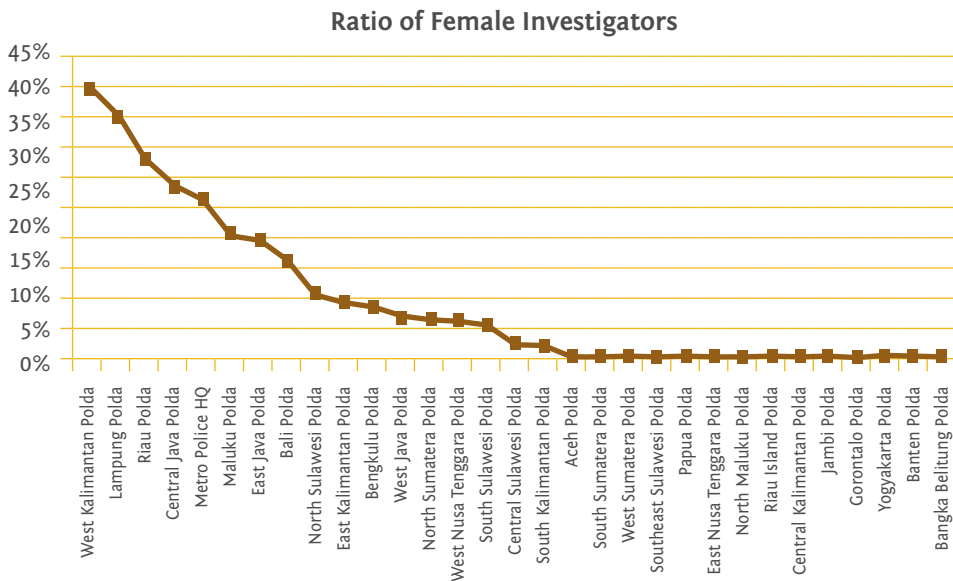
reflected on the low number of cases that have successfully brought into court (P21), with the average number for General Crime cases at 56% of the 19,670 total cases (with the absence of East Nusa Tenggara data), while the Special Crime cases only reached 32% of the total 4,329 cases in 2014. Overall, the effectiveness of law enforcement functions is low because there are only around 44% of the total reported cases that could be followed up. For Drugs-related Crime Unit, from the total 14,653 drug-related crime cases, only 4,135 cases were handled and 3,906 went to trial.

Furthermore, the lack of applying fairness principle in those three divisions (General Crime, Special Crime and Drugs-related Crime Unit) is highly related with the limited number of female investigators compared to the number of male investigators. Based on the 2014 data, the highest number of female

Law Enforcement Function



investigators at General Crime Unit is 32% in Bali POLDA, while the lowest percentage is 0% in East Nusa Tenggara POLDA. Despite of that, East Nusa Tenggara POLDA apparently has the highest number of female investigators in Drugs-related Crime Unit, with 50% of the total investigators, while the lowest is 0% in West Kalimantan POLDA. Similarly perplexing, the West Kalimantan POLDA has the highest percentage of female investigators in its Special Crime Investigation Unit, which constitutes 40% of the total number of investigators, while the lowest at 0% is Aceh POLDA.



In carrying out its function, the number of male and female investigators are still imbalance. Only three POLDAs, namely West Kalimantan, Lampung and Riau, have in fact over 30% of female investigators. While 13 POLDAs only have an average of 10% female investigators and 13 other POLDAs even have no female investigators.

Increasing the number of female investigators is a concrete step that must be followed up by these three divisions. This is because there is an increasing trend of crimes against women, as well as those involving women. One example is the data from National Commission on Violence against Women (Komnas Perempuan) which indicated that in the past three years the numbers of violence against women – especially sexual-related violence has increased significantly, from 119,107 cases in 2011 to double the number in 2012 (216,156 cases), and as many as 279,760 cases in 2013.

If this is not immediately addressed, it will hinder the police law enforcement functions. It could even further increase the trauma experienced by female victims, especially in cases of domestic violence, rape and similar offences.

ANALYSIS OF POLICE GOVERNANCE PRINCIPLES
NATIONAL TREND IN POLICE GOVERNANCE INDEX 2015
AVERAGE SCORES BY PRINCIPLE

DIVISION	TOTAL INDEX BY DIVISION	POLICE GOVERNANCE PRINCIPLES						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	6,17	4,93	5,81	7,77	4,72	6,06	6,53	4,81
Traffic Police Unit	6,71	5,03	7,32	8,27	9,02	4,41	5,02	4,78
Police Intelligence Unit	5,52	5,43	6,50	7,19	6,23	4,31	3,69	4,79
Marine Police	5,20	2,83	5,98	7,06	5,06	7,14	6,13	4,77
General Crime Investigation Unit	5,24	4,87	5,79	7,56	4,58	4,88	4,09	4,74
Special Crime Investigation Unit	5,74	5,00	6,34	7,63	5,45	5,05	5,53	4,75
Drugs-related Crime Investigation Unit	5,60	4,33	6,30	7,62	5,45	4,85	5,18	4,78
Crime Prevention Unit	5,39	4,51	7,09	7,46	5,06	3,43	2,54	4,79
Human Resources	5,65	5,16	5,55	7,87	6,72	4,76	4,78	5,01
National Average	5,69	4,68	6,30	7,60	5,81	4,99	4,83	4,80
Note: PGI used 90% objective data and 10% subjective data (well-informed persons perceptions and researchers' observations). All data obtained are 2014-based POLDAs data.								

The National Trends of Police Governance Index 2015 are analyzed through two dimensions, i.e. based on governance principles and based on the police Division’s performance (Satker).

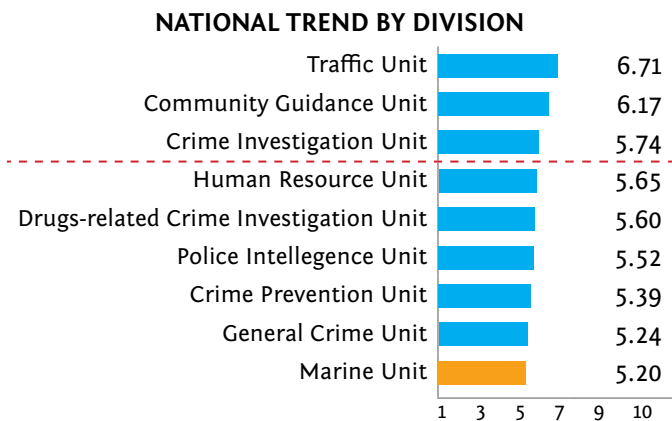
Based on the analysis of the **seven principles of police governance**, three principles obtained the highest scores are: Behavior (7.6), Responsiveness (6.3) and Transparency (5.81); while the principles obtained the lowest scores are: Competence (4.68), Accountability (4.8), Effectiveness (4.83), and Fairness (4.99). If all scores below 5 are considered as red-marks, then Accountability is the principle obtaining the most red-marks. However, if we analyze the results based on the national average score, the lowest national average is Competence which only scored an average of **4.68**.

Hence, the National Police should focus on improving **Competence, Accountability, Effectiveness and Fairness** in its priority program.

Based on the performance analysis of the division, according to the index scoring scale, the performance of the police divisions nationally (between 5.20 to 6.71) is categorized as **Medium**

to Good performance.

Among all police divisions, the ones who achieved above average score are: the Traffic Police Unit, the Community Guidance Unit and the Special Crime Investigation Unit. The rest scored below the national average.



Behavior vs. Accountability: The Challenge in Cultivating Integrity

Among the seven police governance principles, the Behavior principle scored the highest in the national average. It obtained the highest national average score of **7.60**. On the contrary, Competence principle obtained the lowest score (**4.68**). However, if we analyze the index further, Accountability principle has the most number of red-marks (scores below 5). Although Behavior principle scored the highest, its assessment indicators, among others integrity scored lower than the indicator on “number of officers who committed violations”.

Moreover, we also found interesting aspects that need special attention. Under Behavior principle, Traffic Police Unit obtained the highest score (8.27). Nevertheless, surveys in 27 POLDAs found that Traffic Police Unit scored lower in integrity compared to other police divisions. This is peculiar, as integrity is one of the indicators in the Behavior principle. This serves as a warning for decision makers within the National Police, as the image of the National Police is determined by this division spearheading public services. If these divisions behave poorly, any internal reform efforts will not be taken into consideration by the public in general.

Therefore, it is very important to understand how these principles are assessed. Data used for the PGI are objective data, which consist of document on violations and integrity survey (through the responses of well informed persons as respondents) which involved internal and external parties. In this case, the number of internal respondents was proportionally higher as we took into consideration the National Police's initiative to build a culture of internal evaluation.

The assessment on Behavior derived from the average result of primary data from 58 selected well-informed persons in each POLDA which consists of 36 POLDAs (62%), 17 community representatives (29%) and 5 inmates (9%). 84 items are asked to measure the level of public tolerance, abuse of power, attitude of police officers toward corrupt practices, and external parties' experience toward police services and behavior. In total, we gathered responses from 1,649 well informed persons (1,039 internal and 610 external parties) in 31 provinces. Another interesting aspect we found was the fact that Traffic Police Unit obtained the highest score due to the division's perceived good behavior in other provinces outside of Jakarta; while in Jakarta (the Metro Police Headquarters); the division actually scored the lowest among other divisions with a score of 4.63. Several other divisions in Jakarta also obtained a red-mark, namely: Special Crime Investigation Unit (5.88), Crime Prevention Unit (4.90), and Drugs-related Crime Investigation Unit (4.88). Their low scores can be attributed to the responses of internal and external parties, who believed these divisions were laden with bribery, abuse of power and violence.

With regard to violation indicator (ethical, disciplinary and criminal violation), during our focused group discussions (FGD) we found an interesting phenomenon concerning treatment of police institution towards police officer who committed violations. We found that such officer tend to be transferred to Crime Prevention

Unit (Sabhara). This explains the high number of violations in that division, and the relatively low number of violations in other divisions.

When we talk about accountability, we refer to a set of high-integrity behavior that can be cultivated into an *esprit de corps* within the National Police and translated into a system-based and evidence-based work standard.

In this regard, the Accountability principle obtained the lowest score, despite only having one basic indicator, i.e. the Performance Accountability (AKIP) Score produced by the Ministry of State Apparatus and Bureaucratic Reform. The scoring consisted of: quality of Planning (35%), Assessment (20%), Reporting (15%), Evaluation (10%), and Achievement (20%).

In practice--bearing in mind the institutional characteristics of the National Police that tend to favor field-work-- the management factor is often neglected. Therefore, attitude and recognition towards internal coordination roles and adherence to administrative procedures are often neglected. This is regrettable, as the police chain of command characteristic and its immense level of authority require a systematized working culture. We found that the low level of accountability of the POLDA is due to the lack of quality in planning, the absence of a monitoring mechanism and required SOPs, as well as a sound evaluation and reporting system. With the PGI, we hope administrative and managerial capacities can be improved.

Competence and Effectiveness: Carrying Out Functions with only Minimum Standard of Competence

Another interesting finding from PGI is the carrying out functions only with minimum standard of competence. We can observe this problem from the Competence score (**4.68**), which obtained the lowest national average score. Moreover, **none of the divisions scored above 6** for this particular principle. The three highest scoring divisions for this principle are: Police Intelligence Unit (5.43), Human Resources (5.16) and General Crime Investigation Unit (4.87); while the lowest-scored divisions are: Crime Prevention Unit (4.51), Drugs-related Crime Investigation Unit (4.33) and Marine Police (2.83).

Analyzing the PGI scores on Competence principle, we found that divisions with low competence score are contributed by its indicators being measured, namely: the number of officer exceeding the Personnel and Equipment List (DSPP),

incomplete documentation of certified trainings, inadequate percentage of facilities (two-wheeled and four-wheeled vehicles), and insufficient compliances of implementing systems and procedures to the National Police Headquarters, as well as the low level of self-initiated systems and procedures. This finding is in line with the priority issue of the police force, i.e. Human Resources. Therefore, improvement in police governance must start from the improvement in the quality of its human resources.

In light of the National Policy to restore the nation's maritime strength, this may still be very difficult objective to achieve, as the Marine Police scored the lowest national average on Competence with 2.83. This extremely low score indicated that this division requires serious attention in its human resources development as well as its facilities and infrastructure development. The ratio between the available boats utilized by the Marine Police and the body of water to cover is extremely imbalanced.

Equipped with aging boats, the Marine Police has to patrol thousands of kilometers of water and often could not chase criminal in the open water. The average number of crimes at sea identified by Marine Police is 20 cases per year per POLDA. Extreme cases of inadequate facilities and infrastructures can be seen in islands with wide coverage body of water. For example, South Sumatera POLDA (24 cases) covers more than 99,000 km² body of water with only 14 boats; Riau Islands POLDA (40 cases) covers more than 575,000 km² body of water with only 13 boats; and the East Nusa Tenggara POLDA (19 cases) covers more than 191,000 km² body of water with mere 13 boats.

A contrast example is Maluku POLDA (2 cases) covers only 527 km² body of water with 22 boats. However local media reported that Mollucas water is festered with criminal activities, as well as fishing and oil mafia practices, which lead to cases such as the Benjina Case investigated by the National Police Crime Investigation Unit several months ago. These examples showed massive challenges that need to be tackled, not only by the Marine Police but also the National Police in carrying out its function in maintaining law and order as well as preserving Indonesia's maritime sovereignty.

7. PGI Recommendations based on the Chief of National Police's Priority Programs

Taking into consideration the priority issues of reform for the National Police, the PGI provided more specific areas of improvement. PGI's recommendations are as follow:

a. Human Resources

The combination of three aspects, i.e. Competence, Responsiveness and Behavior, contributed to 50% of the PGI. Several recommendations on this area are:

- 1) Improve the planning of DSP by determining the benchmark for human resources, in line with institutional needs. PGI assessment found the DSP has yet referred to the real conditions. Sufficient number of officers must be fulfilled first before any improvement in human resources can take place. Competence scored the lowest among all other governance principles. The three divisions with the lowest competence score are: Marine Police, Drugs-related Crime Investigation Unit and Crime Prevention Unit.
- 2) Improve the police force function in maintaining law and order, particularly with regard to the roles of divisions working on land and at sea.
- 3) Improve the quality and administration of Certified Training and Education Programs, particularly in divisions that are tasked to maintain law and order, such as: the Community Guidance Unit, the Police Intelligence Unit and the Marine Police.
- 4) Policies on transfer of duty must take into consideration the required competence or competence readiness of the personnel in his/her new unit. Avoid rotating officers without readiness in the required competence. Even in emergency conditions, the officers should complete his/her relevant trainings and education prior to working in the new position.
- 5) Improve the welfare of National Police officers/staff based on performance. Connect performance evaluation result with incentive.

b. Improvement of Facilities and Infrastructures

Planning of facilities and infrastructures is yet referred to the real needs. On the contrary, we found the following:

- 1) Planning of facilities and infrastructures is carried out for mere personal or institutional benefit. Ideally, the National Police should map out the type and quantity of facilities and infrastructures needed by each division, particularly for those tasked with prevention functions, such as Patrol.
- 2) A balanced ratio between the number of police officers and the facilities and infrastructures required to support policing tasks.

c. Budget

- 1) Formulate the budget in line with the required competence.
- 2) Impose a mandatory requirement for all divisions within the Police institution to announce each Division's Budget Execution Document (DIPA).
- 3) Ease access of information regarding each Division's Budget Execution Document (DIPA)
- 4) Improve the institution's financial planning to avoid under-utilization or over-consumption of budget.

d. Monitoring

- 1) Strengthen the case handling monitoring system through the use of IT (Information Technology).
- 2) Improve internal monitoring function, both towards monitoring of manner and behavior as well as budget monitoring.
- 3) Uniformized standard procedure towards audit and Performance Accountability Report (LAKIP).

e. Method System

- 1) Tidy-up the administration of systems and procedures, which are still scattered and not compiled into one system/hub. POLDA's compliances toward National Headquarter's regulations must be monitored and traceable at any time.
- 2) Evaluate the implementation of POLDA's systems and procedures including the self-initiated systems and procedures..

- 3) Make the socialization of systems and procedures to be systematic and interesting.
- 4) Improve the POLDA administration.

f. Innovation

- 1) Develop an E-monitoring system, particularly related to budgeting and achievements.
- 2) Systematize the PGI into a form of E-evaluation.
- 3) Explore the use of social media. For example, develop public complaint apps that can be managed by police officers.

ANNEX

PGI METHODOLOGY

Background

The 1998 *Reformasi* had reborned the principle of democracy in our civic life and re-established the National Police institution as one of the main actors of law enforcement, in collaboration with the Public Prosecutors' Office and the Court.

In a country undergoing democratic transition such as Indonesia, the rule of law is an important factor that determines the implementation of democratic principles. According to O'Donnell (2004), without a strong rule of law supported by an independent judiciary, the rights and equality of all citizens are not guaranteed.¹

Therefore, a consistent implementation of rule of law and law enforcement is crucial for Indonesia. Both cannot take place in the absence of professional law enforcement agencies that are capable of responding to changes.

The National Police, as one of our law enforcement institution, sought effort to answer such challenge through its three core functions, namely: (1) protection, safe-keeping and service to the community (Linyomyan); (2) maintenance of law and order (Harkamtibmas); and (3) law enforcement (Gakkum), as stipulated in Law No. 2/2002 on the Indonesia's National Police.

To better perform its core duties, the National Police designed the Police Bureaucratic Reform program, which has three main focuses, i.e. (1) structural aspect; (2) instruments aspect; and (3) cultural aspect. The improvements in these three focuses are further detailed as follow:

¹ O'Donnell, Guillermo. 2004. The Quality of Democracy: Why The Rule of Law Matters. Journal of Democracy, Vol. 15, Number 4 pp. 34

1. Structural Aspect (internal and external) is related to the revision of the National Police's position and relationship with other government agencies. Internal reform means improving the organizational structure, authority and functions of the National Police.
2. Instruments Aspect refers to revisions in any form of police curriculum, ethics, regulations, procedures, symbols and SOPs that are no longer compatible (due to their militaristic overtone) with the current situation of the National Police, following its separation from the Indonesia's Military.
3. Cultural Aspect, refers to all efforts to change the habit, assumption, perception, behavior pattern, working motive or even false beliefs that are no longer compatible or proper to be associated with the National Police, in its effort to transform into a reformed institution.

The three aspects mentioned above aim to produce National Police Officers who are humane, anti-corrupt, anti-collusive and anti-nepotism, and professional.²

However, to this day, the National Police has no assessment instrument that involves both internal and external parties in evaluating the performance of its divisions, which in turn contributes to the performance quality of the National Police. The National Police realizes that a comprehensive evaluation mechanism can speed-up the process of bureaucratic reform, particularly its cultural aspect. Therefore, for the first time in the history of police governance, the National Police took the initiative to incorporate evaluation mechanism as an integral part of its internal reform process.

Why Index?

Due to its centralized system, the National Police Institution requires an instrument that can quickly capture the trend in each tier – each having its own characteristic and authority – that can serve as the basis for recommendations in evidence based policy making.

The Index shall serve to answer this challenge, and provide early indications as to how far the National Police has implemented governance principles in carrying out its institutional mandate. With the combination of objective data and expert opinions, an Index can be a stepping stone towards change in the mindset, culture set and institutional culture. Through an impartial, objective

2 Based on the Police Bureaucratic Reform Road Map 2009-2014 document

and evidence based approach, we can produce an assessment that demonstrates the National Police achievement vis-à-vis its reform goals.

If this assessment is carried out consistently, and supported by strong initiatives within the Police force themselves, the index will enable to change the public's perception towards police reform, such as closed, too procedural and not-monitored in its process. The Police Governance Index is aimed at answering the needs in every tier and still taking into account policies of the Headquarter (MABES). In this case, the National Police follows the government's governance structure, with a National Police Headquarter (MABES), the Provincial Police (POLDA), the District Police (POLRES) and the Sub-district Police (POLSEK).

PGI as a Complementary Tool to Internal Evaluation System

Previously, the National Police monitored the implementation of police governance using a self-assessment method, which tends to be one-way and has no cross-check mechanism. In general, internal evaluation only focuses on the procedural aspect, the results are only being disclosed to decision makers, and do not touch upon the aspects of police performance in delivering services to the public.

The National Police realized the need for an alternative approach to complement existing internal evaluation method. Hence, an assessment requires the involvement of internal as well as external parties. PGI assessment can hopefully complement existing internal evaluation system.

Scope of Index

The National Police's organizational structure reflects the structure of the administrative government. The National Police has representatives in each province, i.e. the Provincial Police (POLDA), which is led by Head of Provincial Police (Kapolda). Each POLDA has the authority to arrange representatives at the district/city level in accordance with the respective provincial's needs. In general, police offices can be found at the district or city level (POLRES) and at the sub-district level (POLSEK).³

3 Cohen, David. 2011. Rule of Law Untuk Hak Asasi Manusia di Kawasan ASEAN: Studi Data Awal

As a baseline or point of reference for this first assessment, PGI's unit of analysis is at the provincial level (POLDA). Apart from being able to coordinate and monitor units under its jurisdiction, POLDA is also authorized to develop policies or introduce breakthrough related to public services. Additionally, POLDA is the representative of the National Police in the region.

POLDA consists of many divisions which carry out the National Police's three core duties. PGI selected nine divisions that are directly connected to public needs and interests, namely: Community Guidance Unit (Binmas), Traffic Police Unit (Lantas), Marine Police (Polair), Police Intelligence Unit (Intelkam), Crime Prevention Unit (Samapta Bhayangkara/Sabhara), Human Resources, General Crime Investigation Unit (Reskrim), Special Crime Investigation Unit (Reskrimsus), and Drugs-related Crime Investigation Unit (Res Narkoba).

Assessment Framework

The PGI is developed with reference to various evaluation instruments available in various countries, including the United Kingdom, New Zealand and South Africa (Eupolsa Index). Literature study in those countries showed that assessment of police performance is based on the scope of work, duties and functions of police forces in each country by taking into account the implementation of good governance principles.

As a result of the literature study above, we identified police assessment principles that are mostly suitable to be adopted in Indonesia to assess the governance of the Indonesia's police. According to Mastrofski (1999)⁴, there are 6 principles of police governance performance as follows:

Literature studies in those countries also identified an assessment reference that can be used to measure Police Governance. Mastrofski (1999) identified six principles of governance that can be used to measure police performance, namely:

- Attentiveness: a visible police presence
- Reliability : quick, predictable response
- Responsiveness: attempts to satisfy people's requests and explain reasons for actions and decisions

⁴ Mastrofski, Stephen D., "Policing for People," *Ideas in American Policing*, Washington, D.C.: Police Foundation, March 1999. As of March 27, 2012:<http://www.policefoundation.org/pdf/Mastrofski.pdf>

- Manner: treat all people with respect
- Competence: know how
- Fairness: equitable treatment

Apart from these literature studies, PGI is also formulated based on mapping study on the National Police conducted by several institutions, among others: the Ministry of State Apparatus and Bureaucratic Reform, the Corruption Eradication Commission, the Supreme Audit Agency, UNODC and Kemitraan. Based on the findings of previous research, one of the crucial issues in assessing police governance is to identify the level of achievement to the Police Bureaucratic Reform program, which attempts to improve the three aspects, i.e. structures, instruments and cultural.

Nevertheless, in reality the cultural aspect is the only aspect that shows slow progress. Improvement in structural and instrumental aspects can be achieved from the top, either through regulations or instructions, but this is not the case for cultural aspect. Bearing in mind that this aspect emphasizes on institutional culture and police officer's behavior, improvements require change in police force culture set and mind set. This often requires willingness and robust effort and could take a relatively long period of time.

In this context, it is thus very important for this assessment to be able to capture not only structural and instrumental aspects, but also portrays regular cultural change.

Therefore, the assessment should be able to capture the following four crucial elements regarding the National Police:

- The National Police core functions based on Law No. 2/2002;
- The targets of Police Bureaucratic Reform;
- Police governance;
- The performance of Divisions within the Police Institution.

Consequently, the Indonesia's National Police (INP) took the initiative to assess its achievements in this **Police Governance Index (PGI)**. The assessment is carried out at the POLDA level, as the quality of PGI at this level significantly contributes to the success of the Police reform program at institutional level.

Additionally, the creation of PGI is also based on the results of research on Indonesia Governance Index (IGI) done by Kemitraan (Partnership for Governance Reform).

IGI's actionable indicators are in fact able to quickly identify the strengths and weaknesses in governance in a particular region. With IGI's support, the region can thus quickly improve its performance based on the assessed indicators.

Taking into account all of these factors, we made several fundamental changes to Mastrofksi's principles and definitions in order to better portray police governance performance in Indonesia. One of the changes we made was combining the principles of **Attentiveness** and **Reliability** into **Responsiveness**, which has a wider definition. We also modified **Manner** principle into **Behavior** principle, which encompasses manners, feelings, emotions, etc. Apart from that, we also added three crucial governance principles which we believe can boost the performance of the National Police, i.e. Transparency, Effectiveness and Accountability. In sum, the seven PGI principles we apply to assess Police governance are as follows:

1. **Competence:** measuring the capacity and capability to carry out duties and functions
2. **Responsiveness:** measuring the level of responsiveness to public demand
3. **Behaviour:** measuring the manner and actions which uphold the principles of **human rights**
4. **Transparency:** measuring public's accessibility of data, information and documentation to support their duties and functions
5. **Fairness:** measuring the level of non-discriminatory actions in carrying out their duties and functions
6. **Effectiveness:** measuring the achievement in compliance with the stipulated targets and objectives in line with its planning mechanism
7. **Accountability:** answerability to the public in implementing their duties and functions

The selection of divisions within POLDA is based on the division's universal contribution to achieving the Police Bureaucratic Reform targets, and providing police services in line with the National Police's core duties in the areas of Linyomyan, Harkamtibmas and Gakkum, as mandated by Law No. 2/2002 on the Indonesia's National Police. Based on this consideration, nine divisions were chosen to be assessed: the Crime Prevention Unit, the General Crime Investigation Unit, the Special Crime Investigation Unit, the Drugs-related Crime Investigation Unit, the Traffic Police Unit, the Police Intelligence Unit, the Community Guidance Unit, Marine Police, and Human Resources.

The following is the assessment framework of PGI POLDA Level:

DIVISION	PGI PRINCIPLES						
	Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit							
Traffic Police Unit							
Police Intelligence Unit							
Marine Police							
General Crime Investigation Unit							
Special Crime Investigation Unit	142 Assessment Indicators Issues: Human resources, Facilities and infrastructures, Budget, Monitoring, Method System, Innovation						
Drugs-related Crime Investigation Unit							
Crime Prevention Unit							
Human Resources							

Selection of Indicators

Other than referring to the Police Bureaucratic Reform targets, the development of PGI indicators are also based on the Police main principles, among others: human resources, facilities and infrastructures, budget, monitoring, method system and innovation. This method is underlying the selection of indicators.

There are **three types of data**, namely: 1) Objective data, which consist of secondary data of relevant division, such as budget, number of personnel, LAKIP,

etc.; 2) Subjective data, which consists primary data in the form of responses from internal POLDA members and public concerning the performance of the POLDA; and 3) Observation towards public services units (Vehicle Registration Number/STNK, Vehicle Ownership Book/BPKP, Driver's License/SIM, and Police Clearance Report/SKCK) using the instruments outlined in the Minister of Administrative Reform and Bureaucracy Reform Regulation No. 38/2012 on Guideline to assess the performance of public services units. Each type of data has different contribution to the PGI score, as follows: objective data (70%), subjective data (15%) and observation data (15%).

In the process, indicators were selected by putting relevant indicators based on their hierarchy of significance. As such, we could identify indicators with strong explanatory and discriminatory power and avoid overlap between indicators as well as unnecessary triangulation or repetition. These indicators were developed based on the functions and authority of the POLDA and their relevance to governance issues or process. Each indicator is also equipped with detailed criteria through considerations related to its **significance, relevance, data availability, discriminating power and commonality across POLDAs**.

Source and Type of Data

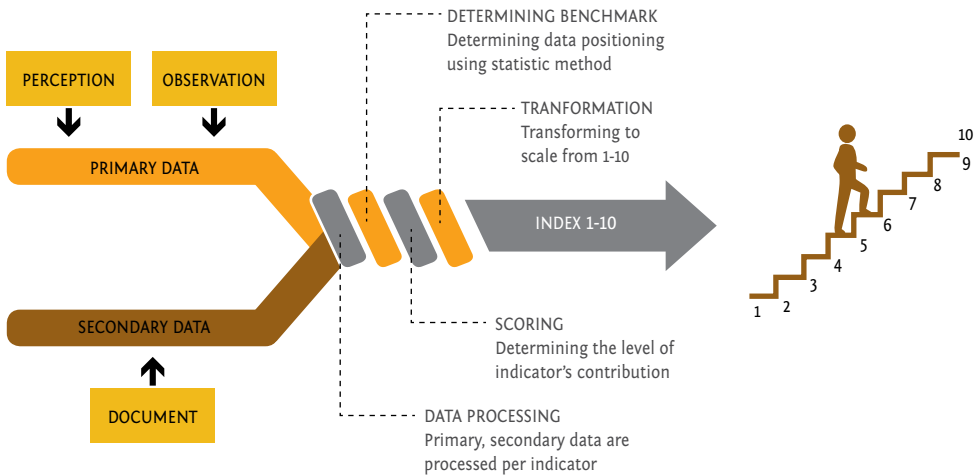
PGI is a combination of two types of data, i.e. objective (secondary) data and perception/subjective (primary) data. Objective data consists of documents published by each of the POLDA assessed. Subjective data were obtained through questionnaires filled out by respondents which consists internal and external respondents selected based on well-informed persons criteria. Internal respondents consist of representatives from each tier and division in each of the POLDA assessed. While external parties are representatives of local stakeholders, i.e. non-government organizations, academe, observers, activists, etc. Subjective data are utilized to assess indicators that could not be obtained through objective data, particularly of which are related to behavior and integrity principles.

Subjective data from the questionnaire are enriched with direct observations done by the research team. Observations conducted towards several indicators related to public services using references produced by the Ministry of State Apparatus Empowerment and Bureaucracy Reform. Accessibility testing was also carried out by our research team to assess the level of public accessibility of several required documents. All of these data complement each other to produce a comprehensive PGI.

During data collection, the research team – which consists of combined personnel from the Police Headquarters and Kemitraan – were deployed to each POLDA. Each team actively involved in primary and secondary data collection and as facilitator during focused group discussion (FGD) and in writing up the PGI report for each POLDA.

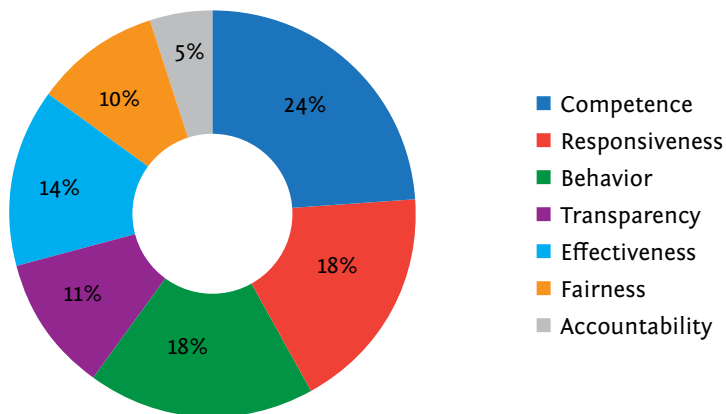
Processing Data into Index

In the processing of data into index, three types of data are combined, coded and weighted before transformed into index. The flow of data processing can be seen in the diagram below:



Below is the weight of contribution of each PGI principle

Average Score of the 7 Principles of PGI



Weight of the 7 Principles Per Division

GENERAL CRIME INVESTIGATION UNIT	100.00%
Competence	25.86%
Responsiveness	21.72%
Transparency	17.73%
Fairness	14.09%
Behavior	10.49%
Effectiveness	6.75%
Accountability	3.37%

SPECIAL CRIME INVESTIGATION UNIT	100.00%
Competence	27.23%
Fairness	21.90%
Behavior	17.89%
Responsiveness	13.64%
Effectiveness	10.08%
Transparency	6.29%
Accountability	2.98%

CRIME PREVENTION UNIT	100.00%
Competence	24.04%
Responsiveness	23.56%
Behavior	19.25%
Fairness	12.45%
Effectiveness	10.37%
Transparency	6.36%
Accountability	3.98%

HUMAN RESOURCES	100.00%
Fairness	25.87%
Competence	21.88%
Transparency	18.23%
Responsiveness	13.71%
Behavior	10.28%
Accountability	6.80%
Effectiveness	3.23%

COMMUNITY GUIDANCE UNIT	100.00%
Behavior	27.37%
Competence	20.38%
Responsiveness	18.77%
Fairness	13.87%
Effectiveness	10.19%
Transparency	6.33%
Accountability	3.10%

MARINE POLICE	100.00%
Competence	27.44%
Responsiveness	16.36%
Transparency	15.42%
Fairness	13.69%
Behavior	12.67%
Effectiveness	7.85%
Accountability	6.58%

DRUGS-RELATED CRIME INVESTIGATION UNIT	100.00%
Competence	26.24%
Behavior	22.21%
Fairness	18.02%
Responsiveness	14.04%
Effectiveness	10.53%
Transparency	6.01%
Accountability	2.96%

TRAFFIC POLICE UNIT	100.00%
Behavior	23.22%
Responsiveness	21.04%
Competence	19.58%
Transparency	12.95%
Fairness	9.50%
Effectiveness	9.37%
Accountability	4.34%

POLICE INTELLIGENCE UNIT	100.00%
Competence	26.69%
Responsiveness	19.80%
Effectiveness	17.89%
Behavior	14.30%
Accountability	11.83%
Transparency	6.34%
Fairness	3.15%

ANNEX

POLICE GOVERNANCE INDEX

WEST JAVA REGIONAL POLICE

Rank number 1 : 6,767

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	7,87	6,54	8,25	9,28	4,00	9,42	6,45	7,35
Traffic Police	7,18	4,18	8,21	8,86	9,87	4,60	5,61	7,72
Police Intelligence Unit	7,16	7,21	9,15	7,84	8,50	4,87	3,72	8,02
Marine Police	6,67	3,93	7,97	7,36	10,00	8,97	1,00	7,69
General Crime Investigation Unit	5,22	4,96	6,91	5,33	4,00	6,00	1,81	5,93
Special Crime Investigation Unit	6,11	4,42	8,94	7,74	4,00	5,80	5,88	6,22
Drugs-related Crime Investigation Unit	6,58	6,79	9,17	7,88	4,00	5,16	3,65	7,14
Crime Prevention Unit	5,81	4,29	7,42	8,04	10,00	4,00	1,00	6,02
Human Resources	8,31	7,59	8,17	9,11	10,00	7,38	10,00	7,88

ACEH REGIONAL POLICE
Rank number 2: 6,619

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	6,53	6,51	6,71	8,99	7,24	4,46	2,01	6,45
Traffic Police	7,34	6,04	7,76	8,48	9,87	3,73	6,60	7,11
Police Intelligence Unit	6,90	6,46	7,51	6,62	8,50	4,10	6,27	8,01
Marine Police	6,82	3,31	5,98	9,01	10,00	7,89	8,69	7,35
General Crime Investigation Unit	6,21	5,49	4,98	8,01	10,00	5,31	1,36	7,65
Special Crime Investigation Unit	6,81	6,84	8,32	8,74	10,00	4,03	5,34	6,88
Drugs-related Crime Investigation Unit	6,30	5,59	4,51	8,28	10,00	4,11	7,72	7,12
Crime Prevention Unit	5,67	5,80	7,65	4,94	10,00	3,63	1,00	8,29
Human Resources	6,99	6,46	6,64	7,95	10,00	5,71	1,00	7,48

BANTEN REGIONAL POLICE
Rank number 3 : 6,387

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	6,74	4,57	5,82	9,13	7,24	4,68	8,98	6,22
Traffic Police	6,93	5,29	8,54	8,85	6,92	4,00	5,28	6,20
Police Intelligence Unit	6,19	7,11	8,05	7,24	5,50	4,41	2,51	6,15
Marine Police	6,29	3,30	6,45	8,21	10,00	8,10	3,24	5,88
General Crime Investigation Unit	5,39	4,31	8,11	7,49	4,00	4,97	1,72	6,13
Special Crime Investigation Unit	6,95	6,92	6,58	9,03	10,00	4,49	7,57	6,11
Drugs-related Crime Investigation Unit	6,90	5,31	9,03	8,96	10,00	4,40	6,40	6,09
Crime Prevention Unit	5,78	6,09	7,68	7,38	4,00	3,86	1,00	6,17
Human Resources	6,31	5,93	8,53	8,93	6,32	4,92	2,34	6,30

WEST KALIMANTAN REGIONAL POLICE
Rank number 4 : 6,218

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	7,11	5,44	6,91	9,21	7,24	4,84	8,76	5,20
Traffic Police	7,69	5,95	7,99	8,92	9,87	6,54	6,87	5,40
Police Intelligence Unit	6,12	7,13	7,34	7,72	5,50	4,79	2,98	5,30
Marine Police	6,14	1,34	6,17	8,12	10,00	7,93	9,83	5,10
General Crime Investigation Unit	5,31	5,41	4,50	8,89	4,00	4,44	7,27	5,23
Special Crime Investigation Unit	7,54	7,73	6,31	8,43	4,00	8,65	7,57	5,06
Drugs-related Crime Investigation Unit	5,37	5,26	6,30	6,72	4,00	4,53	3,84	5,36
Crime Prevention Unit	5,63	3,57	8,82	8,76	4,00	3,66	1,00	4,95
Human Resources	5,05	3,83	5,87	8,99	2,46	5,15	10,00	5,59

CENTRAL JAVA REGIONAL POLICE**Rank number 5 : 6,141**

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	7,18	5,85	8,02	7,87	4,00	9,20	5,73	6,77
Traffic Police	6,66	2,86	7,41	8,46	9,87	4,58	6,17	6,48
Police Intelligence Unit	6,18	6,52	6,89	8,68	5,50	4,77	2,82	7,03
Marine Police	5,17	2,82	6,25	8,10	4,00	8,30	1,71	6,94
General Crime Investigation Unit	5,22	4,59	6,02	8,62	4,00	4,54	3,85	6,31
Special Crime Investigation Unit	5,85	3,80	6,09	6,63	4,00	8,11	5,58	6,96
Drugs-related Crime Investigation Unit	6,82	5,98	8,69	7,38	4,00	8,88	3,28	6,86
Crime Prevention Unit	5,49	4,39	7,41	8,00	4,00	4,15	1,00	6,87
Human Resources	6,72	5,78	8,16	8,44	6,32	7,02	1,00	6,95

CENTRAL SULAWESI REGIONAL POLICE
Rank number 6 :6,123

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	7,27	6,45	6,29	8,83	5,62	8,54	7,70	1,00
Traffic Police	7,12	6,18	8,09	7,92	9,87	3,75	7,38	1,00
Police Intelligence Unit	5,47	6,57	6,97	8,86	5,50	4,10	2,62	1,00
Marine Police	5,70	3,00	5,90	5,28	10,00	7,21	8,30	1,00
General Crime Investigation Unit	6,40	6,47	6,25	7,75	10,00	4,38	2,01	1,00
Special Crime Investigation Unit	5,68	5,59	6,26	6,27	10,00	4,44	5,50	1,00
Drugs-related Crime Investigation Unit	5,72	4,32	6,14	8,17	10,00	3,99	5,32	1,00
Crime Prevention Unit	5,55	4,66	7,45	7,57	10,00	3,50	1,00	1,00
Human Resources	6,20	5,33	6,30	6,14	10,00	5,28	8,80	1,00

RIAU REGIONAL POLICE
Rank number 7 : 6,119

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	6,05	5,86	5,09	7,39	4,00	3,90	8,53	6,88
Traffic Police	6,59	3,62	6,23	8,25	9,87	5,22	6,02	7,21
Police Intelligence Unit	6,41	5,96	7,06	6,76	8,50	3,77	5,20	7,31
Marine Police	5,25	3,50	4,40	7,97	4,00	6,25	8,01	6,95
General Crime Investigation Unit	5,38	6,74	4,24	7,26	4,00	4,42	5,58	7,25
Special Crime Investigation Unit	7,13	5,39	7,81	8,45	10,00	7,43	6,08	7,38
Drugs-related Crime Investigation Unit	5,51	4,33	5,90	6,53	10,00	3,28	6,57	7,04
Crime Prevention Unit	5,74	5,83	6,36	7,02	4,00	2,93	5,69	7,10
Human Resources	7,02	6,34	7,37	8,38	7,09	7,07	4,35	7,27

CENTRAL KALIMANTAN REGIONAL POLICE
Rank number 8 : 6,042

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	5,67	4,48	5,15	6,41	5,62	6,79	5,41	5,99
Traffic Police	7,42	6,66	7,71	8,57	9,87	5,95	4,94	4,65
Police Intelligence Unit	5,66	5,30	6,88	7,40	5,50	4,39	4,21	4,90
Marine Police	6,60	3,68	8,20	8,79	7,00	7,88	7,95	5,38
General Crime Investigation Unit	5,81	4,47	6,81	8,20	7,00	4,75	2,74	6,38
Special Crime Investigation Unit	5,78	5,25	6,36	6,72	7,00	4,42	6,75	6,40
Drugs-related Crime Investigation Unit	5,81	4,89	8,38	5,45	7,00	4,21	7,67	5,26
Crime Prevention Unit	5,31	5,32	7,43	5,44	7,00	3,71	1,00	5,74
Human Resources	6,32	4,11	5,91	8,20	8,55	5,58	10,00	6,46

BALI REGIONAL POLICE
Rank number 9 : 6,024

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	7,33	6,10	7,34	8,87	4,00	9,18	7,08	1,00
Traffic Police	6,83	5,93	8,41	8,66	6,92	4,12	5,94	1,00
Police Intelligence Unit	5,41	6,71	7,02	6,52	5,50	6,41	3,50	1,00
Marine Police	5,50	3,57	6,26	8,90	4,00	7,87	7,80	1,00
General Crime Investigation Unit	6,98	7,55	8,73	8,69	4,00	8,24	4,68	1,00
Special Crime Investigation Unit	5,35	4,24	4,60	8,74	4,00	6,29	3,40	1,00
Drugs-related Crime Investigation Unit	6,04	5,22	5,08	7,48	4,00	8,00	5,51	1,00
Crime Prevention Unit	5,83	6,27	7,79	8,41	4,00	3,79	1,00	1,00
Human Resources	4,96	5,76	4,69	8,68	4,77	4,60	1,00	1,00

SOUTH SUMATERA REGIONAL POLICE
Rank number 10 : 6,008

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	6,85	5,17	6,12	7,50	4,00	8,35	9,73	6,33
Traffic Police	7,55	6,37	8,08	8,24	9,87	3,58	8,19	6,94
Police Intelligence Unit	6,47	6,13	6,10	6,34	7,00	5,92	7,43	6,41
Marine Police	4,98	1,44	6,90	6,81	4,00	6,94	7,29	6,91
General Crime Investigation Unit	4,62	4,97	4,08	7,82	4,00	4,14	1,93	6,05
Special Crime Investigation Unit	5,64	6,36	6,68	7,16	4,00	3,82	4,18	7,04
Drugs-related Crime Investigation Unit	6,38	4,87	8,27	8,09	4,00	4,91	7,58	7,44
Crime Prevention Unit	5,12	4,78	6,73	7,06	4,00	3,00	1,00	7,40
Human Resources	6,47	5,91	7,86	8,55	7,09	4,24	10,00	7,44

RIAU ISLANDS REGIONAL POLICE**Rank number 11 : 5,915**

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	6,18	5,16	6,15	7,14	4,00	5,95	7,14	7,03
Traffic Police	7,25	6,09	7,53	8,25	9,87	5,26	5,07	7,05
Police Intelligence Unit	5,52	3,72	6,56	8,43	5,50	3,56	4,05	7,08
Marine Police	5,33	2,68	7,22	6,73	4,00	5,76	8,76	7,14
General Crime Investigation Unit	5,21	3,71	7,64	8,09	4,00	3,39	4,73	7,11
Special Crime Investigation Unit	6,06	5,78	8,43	7,81	4,00	3,48	7,12	7,11
Drugs-related Crime Investigation Unit	5,86	5,08	6,53	8,24	4,00	3,46	6,73	7,18
Crime Prevention Unit	6,29	4,33	7,68	7,95	10,00	2,84	6,19	7,03
Human Resources	5,52	6,05	3,48	8,23	7,09	3,18	8,21	7,18

YOGYAKARTA REGIONAL POLICE
Rank number 12 : 5,855

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	7,45	7,09	4,85	8,43	6,76	8,17	9,75	7,59
Traffic Police	6,43	5,18	7,47	8,31	6,92	3,34	4,02	7,49
Police Intelligence Unit	6,13	6,71	5,77	8,49	5,50	5,93	3,24	7,38
Marine Police	4,65	2,06	4,83	7,56	1,00	7,27	9,31	6,98
General Crime Investigation Unit	5,09	5,83	4,26	7,78	4,00	4,19	4,45	7,07
Special Crime Investigation Unit	5,54	6,05	5,56	8,34	4,00	3,72	3,61	7,17
Drugs-related Crime Investigation Unit	5,58	5,61	4,13	7,87	4,00	4,70	4,60	7,23
Crime Prevention Unit	5,52	4,67	6,54	7,99	4,00	3,14	3,66	7,42
Human Resources	6,30	7,73	3,73	8,31	8,55	4,35	1,00	7,72

POLDA SULAWESI UTARA
Rank number 13 : 5,830

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	5,94	4,42	3,79	7,23	4,00	7,62	8,42	5,95
Traffic Police	6,58	5,92	5,83	8,13	6,92	7,28	4,52	6,67
Police Intelligence Unit	6,66	8,03	6,48	8,05	5,50	3,41	4,67	6,67
Marine Police	5,02	3,84	5,22	4,61	4,00	5,37	9,53	6,58
General Crime Investigation Unit	4,76	3,36	4,90	8,25	4,00	4,61	5,90	6,13
Special Crime Investigation Unit	6,30	6,26	7,64	7,84	4,00	4,56	6,79	7,39
Drugs-related Crime Investigation Unit	5,75	4,15	6,55	8,34	4,00	3,41	7,72	7,39
Crime Prevention Unit	5,21	4,94	5,97	8,43	4,00	2,64	1,00	7,57
Human Resources	6,26	6,13	2,82	8,13	8,46	5,94	5,66	6,40

SOUTH SULAWESI REGIONAL POLICE
Rank number 14 : 5,819

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	6,50	6,10	6,85	7,09	5,62	5,95	6,34	6,45
Traffic Police	6,60	4,67	6,56	8,28	9,87	3,79	4,98	6,37
Police Intelligence Unit	5,62	6,20	6,45	8,03	5,50	3,96	2,16	5,75
Marine Police	4,82	4,35	6,46	5,15	4,00	6,13	1,00	5,89
General Crime Investigation Unit	6,17	6,87	8,43	6,88	4,00	3,84	5,90	5,74
Special Crime Investigation Unit	5,33	6,16	4,85	4,55	4,00	4,53	7,52	6,07
Drugs-related Crime Investigation Unit	5,76	4,83	7,59	7,91	4,00	4,25	4,61	5,95
Crime Prevention Unit	4,97	5,04	6,99	5,79	4,00	3,30	1,00	5,83
Human Resources	6,60	7,04	7,38	8,25	8,55	4,55	1,00	6,32

BENGKULU**Rank number 15 : 5,786**

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	6,10	5,49	7,27	8,65	4,00	4,01	2,27	6,87
Traffic Police	6,85	3,80	7,96	8,36	9,87	5,82	3,81	6,96
Police Intelligence Unit	5,30	3,59	6,25	8,17	10,00	3,76	2,05	6,89
Marine Police	5,23	1,87	5,93	8,14	4,00	7,30	8,22	7,01
General Crime Investigation Unit	4,98	3,15	7,29	7,80	4,00	4,38	3,06	6,97
Special Crime Investigation Unit	6,21	5,57	6,21	8,51	7,00	4,86	6,04	7,00
Drugs-related Crime Investigation Unit	5,30	2,77	8,42	6,66	7,00	5,20	3,28	6,97
Crime Prevention Unit	6,73	4,51	7,82	8,56	7,00	3,27	9,88	6,87
Human Resources	5,37	4,20	7,99	7,24	6,91	3,24	1,00	7,13

METRO POLICE HEADQUARTERS
Rank number 16 : 5,767

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	6,11	3,02	7,48	6,37	4,00	6,44	9,15	8,59
Traffic Police	6,71	5,81	8,22	4,63	9,87	5,98	6,28	7,59
Police Intelligence Unit	6,15	5,36	8,63	7,42	7,00	6,37	2,18	7,73
Marine Police	4,88	2,65	6,51	6,33	4,00	7,72	1,00	8,10
General Crime Investigation Unit	5,97	6,44	8,61	6,37	4,00	4,19	2,77	8,20
Special Crime Investigation Unit	6,12	4,46	8,64	5,88	4,00	7,56	5,61	6,92
Drugs-related Crime Investigation Unit	5,23	4,98	6,63	4,88	4,00	6,11	3,28	7,64
Crime Prevention Unit	4,86	1,50	6,59	4,90	4,00	3,61	9,98	6,67
Human Resources	5,88	4,34	4,45	8,71	7,09	4,94	10,00	7,78

JAMBRI REGIONAL POLICE
Rank number 17 :5,735

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	5,99	3,58	6,21	8,93	4,00	6,51	2,67	7,37
Traffic Police	7,32	5,52	8,14	8,50	9,87	5,56	4,24	8,14
Police Intelligence Unit	6,10	4,66	7,30	8,83	7,00	4,19	3,38	8,18
Marine Police	6,09	4,76	7,32	6,93	4,00	7,55	7,40	7,19
General Crime Investigation Unit	5,58	4,40	7,43	8,07	4,00	4,20	6,19	7,89
Special Crime Investigation Unit	5,69	5,47	4,79	6,77	10,00	4,05	5,65	8,24
Drugs-related Crime Investigation Unit	6,18	3,71	8,26	8,18	10,00	3,91	6,46	8,13
Crime Prevention Unit	4,34	3,71	6,40	4,30	4,00	3,56	1,00	7,82
Human Resources	4,33	4,38	4,95	7,00	2,46	3,38	4,27	7,52

EAST KALIMANTAN REGIONAL POLICE
Rank number 18 : 5,732

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	6,40	5,97	3,75	8,44	5,62	6,08	9,26	1,00
Traffic Police	6,56	5,33	7,56	8,29	6,92	6,05	5,19	1,00
Police Intelligence Unit	5,10	6,24	5,67	8,06	5,50	3,70	3,20	1,00
Marine Police	5,19	2,56	5,06	7,97	7,00	7,01	6,92	1,00
General Crime Investigation Unit	5,14	3,84	4,88	8,03	7,00	4,30	5,36	1,00
Special Crime Investigation Unit	5,98	4,47	7,89	8,39	7,00	4,91	6,35	1,00
Drugs-related Crime Investigation Unit	5,66	5,36	4,95	8,03	7,00	4,02	5,72	1,00
Crime Prevention Unit	6,07	4,38	6,14	8,19	7,00	3,83	9,94	1,00
Human Resources	5,50	5,03	4,34	7,88	8,55	4,35	7,45	1,00

CENTRAL KALIMANTAN REGIONAL POLICE
Rank number 19 : 5,588

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	6,46	4,80	4,04	8,58	5,62	6,10	9,26	7,44
Traffic Police	6,29	4,23	6,92	8,33	6,92	5,88	3,95	5,62
Police Intelligence Unit	5,28	6,15	5,50	6,30	5,50	3,97	2,73	5,79
Marine Police	4,96	2,30	3,91	8,58	4,00	6,70	8,41	6,22
General Crime Investigation Unit	5,12	4,20	5,25	8,05	4,00	4,65	7,38	5,62
Special Crime Investigation Unit	5,59	4,64	5,51	8,56	4,00	3,97	7,57	5,26
Drugs-related Crime Investigation Unit	5,51	3,15	5,54	8,35	4,00	5,32	6,53	5,38
Crime Prevention Unit	5,14	3,77	7,16	8,38	4,00	2,91	1,00	5,21
Human Resources	5,95	5,59	6,93	8,03	5,55	4,32	10,00	7,44

WEST NUSA TENGGARA REGIONAL POLICE
Rank number 20 : 5,555

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	6,34	5,52	6,52	8,92	4,00	4,79	5,95	1,00
Traffic Police	6,58	5,77	6,20	8,59	9,87	4,01	4,74	1,00
Police Intelligence Unit	5,22	6,25	5,13	8,91	7,00	4,49	3,10	1,00
Marine Police	5,13	2,42	5,41	7,91	4,00	8,30	9,75	1,00
General Crime Investigation Unit	5,26	6,08	3,77	8,78	4,00	5,45	6,56	1,00
Special Crime Investigation Unit	5,83	5,95	5,04	7,87	4,00	5,33	6,65	1,00
Drugs-related Crime Investigation Unit	5,02	3,88	5,04	8,19	4,00	4,63	3,53	1,00
Crime Prevention Unit	5,18	4,40	6,44	8,65	4,00	4,32	1,00	1,00
Human Resources	5,43	5,33	3,39	8,68	7,09	5,85	1,00	1,00

GORONTALO REGIONAL POLICE
Rank number 21 : 5,499

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	6,00	5,31	7,43	7,31	4,00	4,22	4,77	6,23
Traffic Police	6,30	4,07	7,19	8,19	6,92	3,58	6,18	6,43
Police Intelligence Unit	6,03	5,11	6,64	8,60	5,50	3,98	4,89	6,51
Marine Police	5,16	1,94	6,49	6,34	4,00	7,03	9,75	6,42
General Crime Investigation Unit	5,53	5,22	5,55	8,43	4,00	7,01	2,56	6,41
Special Crime Investigation Unit	4,98	4,06	5,15	8,49	4,00	4,04	3,30	6,33
Drugs-related Crime Investigation Unit	4,74	2,52	5,02	8,43	4,00	4,03	3,28	6,44
Crime Prevention Unit	5,03	3,64	8,37	5,92	4,00	3,46	1,00	6,58
Human Resources	5,72	5,05	8,48	8,35	7,09	3,17	1,00	6,55

NORTH SUMATERA REGIONAL POLICE
Rank number 22: 5,398

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	5,17	3,76	5,54	7,73	4,00	4,15	2,28	6,03
Traffic Police	6,17	3,01	8,02	8,51	6,92	3,60	4,44	6,05
Police Intelligence Unit	5,11	4,24	6,44	6,54	7,00	4,15	2,66	6,06
Marine Police	5,30	1,00	8,11	8,65	4,00	7,51	7,17	6,05
General Crime Investigation Unit	5,23	5,37	4,77	7,62	4,00	5,88	3,85	6,07
Special Crime Investigation Unit	5,77	3,79	7,56	8,84	4,00	5,02	5,93	6,07
Drugs-related Crime Investigation Unit	5,30	4,10	5,26	7,18	4,00	5,15	5,19	6,06
Crime Prevention Unit	5,43	4,98	7,10	7,89	4,00	3,59	1,00	6,06
Human Resources	5,10	5,08	5,25	4,58	7,09	4,10	1,00	6,06

MALUKU REGIONAL POLICE
Rank number 23 : 5,324

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	6,47	4,56	4,44	8,39	4,00	7,99	8,17	7,11
Traffic Police	6,28	4,49	6,18	8,13	9,87	3,19	3,21	7,51
Police Intelligence Unit	5,41	4,61	5,65	4,25	5,50	3,69	6,27	7,33
Marine Police	4,77	3,45	4,14	4,62	4,00	6,36	7,48	7,44
General Crime Investigation Unit	4,64	4,60	3,59	4,15	4,00	6,10	6,44	6,92
Special Crime Investigation Unit	5,02	3,08	4,17	7,91	4,00	6,26	3,43	7,82
Drugs-related Crime Investigation Unit	4,82	3,27	5,34	7,72	4,00	3,81	3,28	7,68
Crime Prevention Unit	5,52	5,06	7,01	7,88	4,00	3,32	1,49	7,73
Human Resources	4,99	4,09	3,47	8,29	7,09	3,33	1,00	8,50

WEST SUMATERA REGIONAL POLICE
Rank number 24 : 5,244

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	5,44	4,81	5,51	4,54	4,00	8,40	7,18	1,00
Traffic Police	6,73	6,45	6,13	8,34	9,87	3,40	6,30	1,00
Police Intelligence Unit	4,74	4,71	6,13	7,27	5,50	4,17	3,54	1,00
Marine Police	5,02	3,47	6,32	7,45	4,00	7,65	4,63	1,00
General Crime Investigation Unit	4,94	4,54	4,55	7,70	4,00	6,30	5,08	1,00
Special Crime Investigation Unit	5,09	3,73	6,05	8,08	4,00	4,31	5,75	1,00
Drugs-related Crime Investigation Unit	5,59	5,19	6,60	7,12	4,00	6,11	3,28	1,00
Crime Prevention Unit	5,17	3,81	7,33	8,72	4,00	3,60	1,00	1,00
Human Resources	4,48	4,15	5,61	8,06	2,46	4,47	9,38	1,00

LAMPUNG REGIONAL POLICE
Rank number 25 : 5,225

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	5,86	3,20	5,18	8,78	4,00	6,56	6,29	1,00
Traffic Police	6,67	4,61	7,70	8,63	9,87	3,66	5,10	1,00
Police Intelligence Unit	4,64	3,06	5,95	7,34	7,00	4,25	5,01	1,00
Marine Police	5,20	4,66	3,95	7,15	4,00	7,35	8,65	1,00
General Crime Investigation Unit	5,15	3,49	8,50	7,87	4,00	3,74	4,55	1,00
Special Crime Investigation Unit	5,90	4,22	5,53	8,59	4,00	7,93	4,35	1,00
Drugs-related Crime Investigation Unit	4,50	2,18	5,96	8,15	4,00	5,05	1,00	1,00
Crime Prevention Unit	5,04	4,09	7,15	8,07	4,00	3,36	1,00	1,00
Human Resources	4,07	4,48	3,76	7,74	4,00	3,67	1,00	1,00

EAST JAVA REGIONAL POLICE
Rank number 26 : 5,159

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	4,28	2,82	5,25	4,85	4,00	3,89	4,02	6,24
Traffic Police	6,09	1,38	7,58	8,42	9,87	3,36	4,28	6,19
Police Intelligence Unit	4,42	3,08	6,11	4,30	5,50	3,86	3,79	5,27
Marine Police	3,73	1,00	5,22	4,30	4,00	6,89	1,20	6,19
General Crime Investigation Unit	5,71	4,57	8,74	7,56	4,00	5,32	2,35	6,45
Special Crime Investigation Unit	5,52	4,39	5,15	6,62	4,00	6,36	6,33	5,18
Drugs-related Crime Investigation Unit	6,08	4,48	8,57	6,48	4,00	5,77	7,72	5,73
Crime Prevention Unit	5,24	4,46	7,46	7,14	4,00	3,24	1,00	6,82
Human Resources	5,41	1,84	4,93	6,82	7,09	7,45	1,00	5,53

SOUTHEAST SULAWESI REGIONAL POLICE
Rank number 27 : 5,021

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	4,43	2,52	4,81	4,50	2,38	4,38	8,60	4,89
Traffic Police	7,13	6,26	7,59	8,59	9,87	3,91	5,07	4,34
Police Intelligence Unit	4,95	5,17	6,11	5,79	5,50	4,08	2,84	4,61
Marine Police	4,53	3,52	4,80	5,42	4,00	7,20	2,53	4,48
General Crime Investigation Unit	4,72	4,76	3,84	7,71	4,00	5,40	2,90	5,48
Special Crime Investigation Unit	5,09	3,83	7,22	6,67	4,00	3,87	6,24	4,75
Drugs-related Crime Investigation Unit	5,22	2,87	5,41	8,14	4,00	4,01	7,72	4,20
Crime Prevention Unit	5,18	4,06	7,57	7,49	4,00	3,57	1,00	4,35
Human Resources	3,93	3,25	4,23	4,72	4,00	3,39	4,86	5,72

EAST NUSA TENGGARA REGIONAL POLICE
Rank number 28 : 5,008

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	5,85	3,66	5,21	8,58	4,00	4,04	9,14	1,00
Traffic Police	6,43	6,10	5,78	8,31	9,87	3,30	4,80	1,00
Police Intelligence Unit	3,78	3,73	4,94	4,34	5,50	3,80	3,35	1,00
Marine Police	4,24	2,48	5,33	7,26	4,00	6,31	2,90	1,00
General Crime Investigation Unit	2,79	1,26	3,45	4,15	4,00	3,32	1,00	1,00
Special Crime Investigation Unit	4,74	4,64	8,04	5,63	4,00	3,42	3,43	1,00
Drugs-related Crime Investigation Unit	6,26	5,76	3,91	8,09	4,00	7,84	6,85	1,00
Crime Prevention Unit	6,04	5,81	6,41	7,98	4,00	3,10	8,87	1,00
Human Resources	4,94	4,63	4,04	8,40	7,09	4,32	1,00	1,00

BANGKA BELITUNG REGIONAL POLICE
Rank number 29 : 4,943

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	5,14	5,28	4,31	7,10	4,00	3,45	5,35	1,00
Traffic Police	6,39	5,68	7,11	8,11	9,87	2,94	3,17	1,00
Police Intelligence Unit	4,29	4,17	5,50	4,59	5,50	3,15	4,84	1,00
Marine Police	4,74	2,38	5,83	7,75	4,00	5,61	8,96	1,00
General Crime Investigation Unit	5,20	6,66	5,25	7,92	4,00	4,38	2,23	1,00
Special Crime Investigation Unit	4,88	3,26	5,57	7,83	10,00	3,51	3,98	1,00
Drugs-related Crime Investigation Unit	4,09	2,54	4,21	6,64	10,00	3,45	1,00	1,00
Crime Prevention Unit	4,52	3,02	6,22	7,87	4,00	3,33	1,00	1,00
Human Resources	5,23	5,71	3,38	6,97	7,09	4,35	9,87	1,00

NORTH MALUKU REGIONAL POLICE
Rank number 30 : 4,836

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	5,29	3,99	4,37	8,62	7,24	3,84	2,73	1,00
Traffic Police	5,81	3,35	6,59	8,41	9,87	3,39	1,86	1,00
Police Intelligence Unit	4,24	3,84	5,15	7,25	7,00	3,81	2,68	1,00
Marine Police	3,66	2,17	4,63	4,84	4,00	6,35	1,76	1,00
General Crime Investigation Unit	4,33	3,72	3,59	8,12	4,00	5,20	3,86	1,00
Special Crime Investigation Unit	4,54	4,08	3,53	8,49	4,00	3,65	3,43	1,00
Drugs-related Crime Investigation Unit	4,68	3,03	4,49	8,42	4,00	3,76	4,14	1,00
Crime Prevention Unit	4,90	4,92	5,58	8,24	4,00	3,39	1,00	1,00
Human Resources	6,06	5,41	5,48	8,49	10,00	5,15	1,00	1,00

PAPUA REGIONAL POLICE
Rank number 31 : 4,782

Division	Total Index by Division	Police Governance Index						
		Competence	Responsiveness	Behavior	Transparency	Fairness	Effectiveness	Accountability
Community Guidance Unit	5,43	4,84	5,41	7,24	4,00	5,89	3,45	1,00
Traffic Police	5,49	4,97	6,25	7,72	6,92	3,51	1,43	1,00
Police Intelligence Unit	4,50	4,61	6,11	8,01	4,00	3,75	2,36	1,00
Marine Police	4,47	2,31	8,15	6,60	4,00	6,59	1,00	1,00
General Crime Investigation Unit	4,50	3,97	4,52	6,83	4,00	4,09	6,85	1,00
Special Crime Investigation Unit	4,84	4,43	6,18	6,94	4,00	3,70	4,59	1,00
Drugs-related Crime Investigation Unit	5,11	2,32	5,30	8,35	4,00	4,93	7,12	1,00
Crime Prevention Unit	4,86	3,62	6,99	8,23	4,00	2,86	1,00	1,00
Human Resources	3,83	3,57	4,47	7,77	2,46	3,21	8,99	1,00

Didukung oleh:

