

RWANDA NATIONAL POLICE



Strategic Plan
for 2009 to 2013



**THE STRATEGIC PLAN
FOR THE RWANDA NATIONAL POLICE
2009 to 2013**

was compiled and edited
for the Commissioner General of the Rwanda National Police (RNP)
by the RNP Strategic Planning Committee.

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Acknowledgements

The Commissioner General of the RNP would like to acknowledge and express gratitude for the contribution made by the following to the compiling of this Strategic Plan 2009 to 2013:

The members of the Strategic Planning Committee for the leading and coordinating role played in the development of the Strategic Plan 2009 to 2013.

The stakeholders of the RNP who were consulted during the development of the Plan and who provided valuable input, assisting the RNP in finalizing the Plan.

The RNP was assisted in the development of the Strategic Plan by the South African Police Service and the Swedish National Police Board.

The development of the Strategic Plan was sponsored by the Swedish International Development Cooperation Agency (Sida).

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Preface by the Minister of Internal Security

The Vision of the RNP is to make the people living in Rwanda feel safe, involved and reassured. This Strategic Plan shows how the RNP will pursue its vision during the course of the next five years. It is evident that in compiling this Strategic Plan the RNP has taken the priorities of Government and the Justice Sector in particular, into account in developing their strategic priorities and objectives.

The RNP is a critical part of the Justice Sector in Rwanda and the Rwanda Government's initiatives to develop a more prosperous, safe and secure country. The RNP cannot provide a policing service to the community in isolation of other Government Institutions, key stakeholders in all sectors of Rwanda and, most importantly, the community itself. The RNP must be assisted by all in its efforts to provide a safe and secure Rwanda. Cooperation between the RNP and all its stakeholders, including other Government Institutions, will be guided by this Strategic Plan as it shows the particular issues that the RNP will focus on. This cooperation is crucial as safety and security and the maintaining of law and order is important to building Rwanda not only as a nation, but also as a key role-player in the East African Community, the African Continent and the International Community.

The RNP has consulted widely in developing this Strategic Plan and has included the key issues that are important to the community on the one hand, and to Government on the other hand. These key issues are reflective of the basic functions for which the RNP is responsible such as the prevention and investigation of crime, the maintenance of law and order, the combating of terrorism and the policing of the country's roads. The RNP has, however, also prioritized the issue of community policing and the building of partnerships with all elements of society in Rwanda. This priority issue provides a platform for all citizens to become involved in assisting the RNP in policing this country and making a difference. The RNP is asking the community to get involved in making this country safer and more secure and we should all respond to this call and get involved in the community policing initiatives that the RNP is committed to developing.

I therefore urge all citizens of Rwanda to support the RNP in the implementation of this Strategic Plan and commit to this implementation, the support of the Ministry of Internal Security.

Minister of Internal Security

Foreword by the Commissioner General of the Rwanda National Police

It is an honour for me to introduce the second Strategic Plan for the RNP. This Strategic Plan will cover the period 2009 to 2013 and will provide the Government, the people of Rwanda and all the RNP's stakeholders with an indication of the strategic priorities that will be pursued by the RNP in partnership with the community and its stakeholders during this period. The Constitution of the Republic of Rwanda (2003) requires the RNP to pursue harmonious collaboration with the community it serves and account to this community for its performance. This Strategic Plan will form the foundation of future collaboration with the community and provide direction to the performance of the RNP, ensuring that available resources are directed and utilized in accordance with determined priorities, in order that accountability for the performance of the RNP is established and that any assistance to the RNP is focused on its strategic priorities.

The Strategic Plan for 2009 to 2013 builds on the initiatives of the past Strategic Plan, thereby ensuring the progression and development of policing in Rwanda. The focus of the Strategic Plan is on improving cooperation with people affected by crime in partnership with all public and private sector partners, enhancing the capability and capacity of the RNP and directing the performance of the RNP in the areas that will make a positive contribution to the Government's efforts to establish this young democracy as a key role-player on the African continent.

This Strategic Plan will be implemented by means of an Annual Implementation Plan that provides the means for the accountable measuring of the performance of the RNP in accordance with its planning and its budgetary allocation by Government. The Annual Implementation Plan will be developed by the RNP for each year of the Strategic Plan, thereby ensuring that focused implementation of the strategic direction of the RNP occurs on an annual basis, in pursuit of its strategic direction. Consultation has been a key element of the development of this Strategic Plan. The analysis of the needs of stakeholders of the RNP in addressing crime, safety and security in Rwanda have been given careful attention and included in the strategic priorities for 2009 to 2013. Through the Strategic Plan and the Annual Implementation Plan, the RNP will be in a position to plan, effectively implement and account for its performance and focus on continual improvement of the standard of its service delivery to the People of Rwanda.

This Strategic Plan is, however, only as effective as the commitment to its implementation by the police officers of the RNP and the assistance provided by the community. I can assure that all members of the RNP will focus their efforts on its implementation and urge the community in all sectors of Rwandan society, to support the RNP in achieving its priorities.

1. Introduction

A Strategic Plan for the RNP for 2004 to 2008 was developed during 2003. This was the first Strategic Plan for the then newly established RNP and was used to direct policing until 2008.

In 2007, the Commissioner General of the RNP appointed a Strategic Plan Evaluation Committee to assess the effectiveness of the implementation of the Strategic Plan 2004 to 2008. Subsequent to the report that was compiled by this Committee, the Commissioner General directed that it be reconvened as the Strategic Planning Committee¹. The newly formed Strategic Planning Committee was requested to oversee the development of a Strategic Plan to follow the Strategic Plan for 2004 to 2008. The Strategic Planning Committee commenced preparation for development of the Strategic Plan 2009 to 2013 and elicited the assistance of the South African Police Service (SAPS)² and the Swedish National Police Board (SNPB)³. The SAPS and the SNPB worked closely with the Strategic Planning Committee, facilitating them in the strategic management process. The RNP consulted widely within all sectors in Rwanda, and used the information generated to enrich the Strategic Plan where applicable.

The information that was used for this Strategic Plan was provided by the RNP Heads of Departments, taking the needs of and developments in the entire RNP into account. Extensive environmental, stakeholder and functional analyses were undertaken using the supporting information about the RNP and the community it serves that the RNP Heads of Departments had at their disposal. This information was classified into strengths, weaknesses, opportunities and threats and consolidated into a broad SWOT analysis. The Strategic Priorities and Objectives for the RNP for the period 2009 to 2013 were identified by the RNP personnel, using the information contained in the SWOT analysis.

The Strategic Priorities and Objectives were then used as the foundation for the development of the Annual Implementation Plan for 2009 where detailed information on the steps that will be taken to address the Strategic Priorities and Objectives during 2009 is contained. The Annual Implementation Plan will be compiled prior to the onset of each of the five years that the Strategic Plan will remain in effect.

The Strategic Plan 2009 to 2013 provides current and future stakeholders of the RNP with information on the direction that the RNP will pursue for the following five years. No organization can function in isolation and the RNP will require assistance with the implementation of this Strategic Plan from various sectors in Rwanda, including our Development Partners, Government and the Justice Sector and the community the RNP serves.

1. Chief Superintendent of Police F. Namuhoranye, Superintendent of Police J. Hodari, Superintendent of Police A. Nzabonimpa, Inspector of Police G. Mpayimana, and Assistant Inspector of Police C. R. Kayiranga
2. SAPS members: Deputy National Commissioner (Dr) V. Singh, Assistant Commissioner G. E. Moorcroft, Director J. Griesel, Senior Superintendent J. Koen and Senior Superintendent C. Mitchell.
3. SNPB member: Head of Strategic Planning and Development, T. Bringholm

2. Vision, Mission, Core Values, Service Delivery Principles and Objectives of the Rwanda National Police

2.1 VISION OF THE RNP

“ Make the people living in Rwanda feel safe, involved and reassured.”

2.2 MISSION OF THE RNP

2.2.1 “The Rwanda National Police is dedicated to deliver high quality service, accountability, transparency, safeguard the rule of law, and strive to provide a safe and secure environment for all.”

2.3 CORE VALUES

2.3.1 The RNP will pursue the following Core Values, developed on the basis of the broad functions of policing as prescribed by Article 171 of the Constitution of the Republic of Rwanda (2003), in pursuing its Vision, Mission and Strategic Direction. These Core Values describe the way in which every member of the RNP will respond to the community we serve:

- Justice and respect for human rights, including gender sensitivity.
- Integrity.
- Stability and social order.
- Teamwork and partnership.
- Openness.
- Accountability.
- Community relations focus.
- Professional conduct, efficiency and effectiveness.



2.4 SERVICE DELIVERY PRINCIPLES

2.4.1 The Service Delivery Principles have been aligned with the Core Values of the RNP and are in many respects very similar. The Service Delivery Principles provide a framework of principles that all RNP personnel members can aspire to when providing policing services, irrespective of where they work in the RNP or what it is they do.

2.4.2 The Service Delivery Principles are:

- **Consultation** - The public must be consulted about the level and quality of the service they receive.
- **Service Standards** - The public must be told what the standards of services they are entitled to will be.
- **Access** - The public must have equal access to the services to which they are entitled.
- **Courtesy** - The public must be treated with courtesy and consideration.
- **Information** - The public must be given full, accurate information about the services they are entitled to receive.
- **Openness and Transparency** - The public must be informed of the manner in which the RNP is managed.
- **Redress** - If the promised standard of service is not delivered, the public must be offered a full explanation and a speedy and effective remedy.
- **Value for Money** - Members of the RNP must provide services economically and efficiently.
- **Gender Equality** - The public shall be served without gender discrimination or bias as provided for the Law.



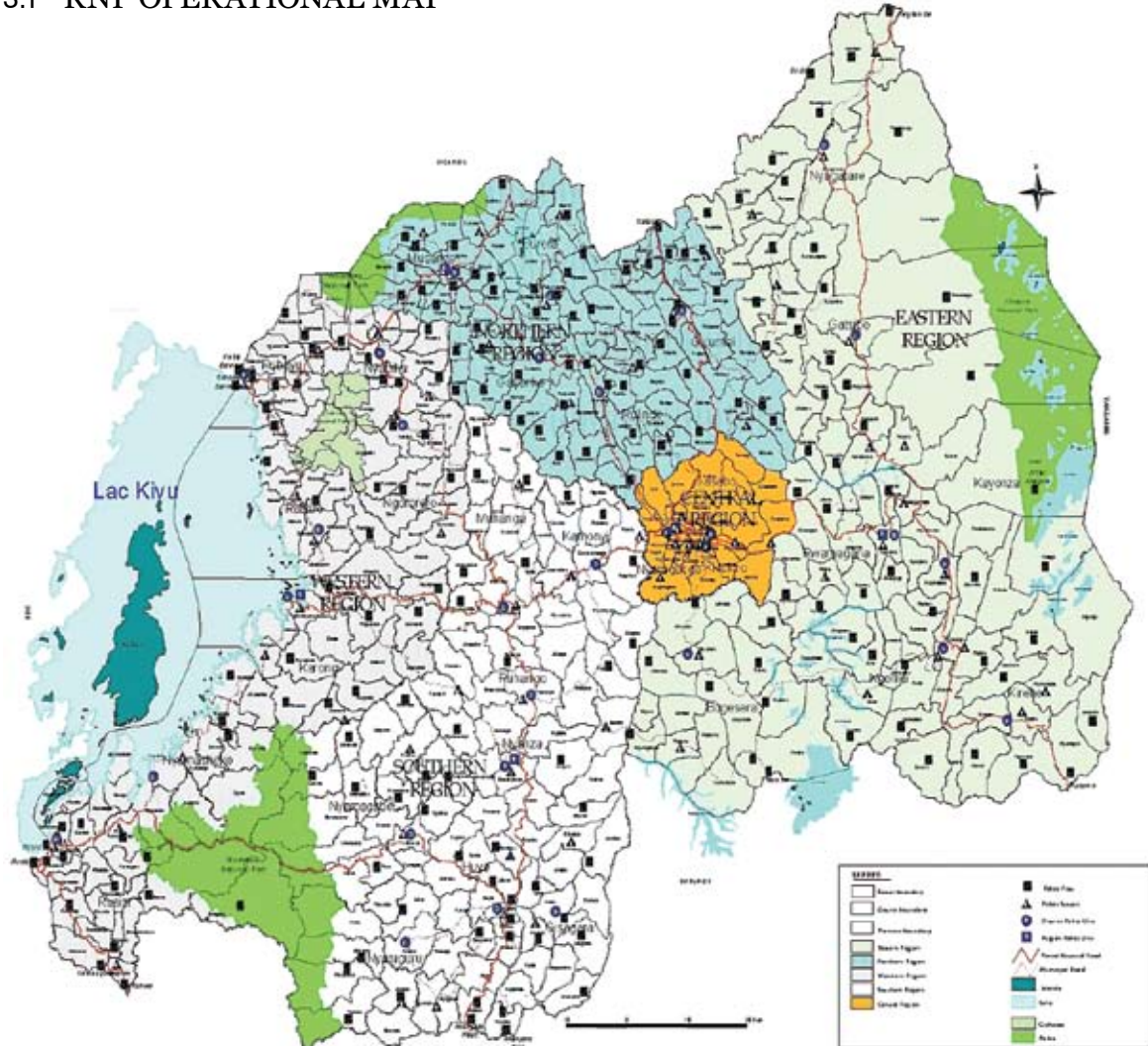
2.5 OBJECTIVES OF THE RNP (BASED ON THE CONSTITUTIONAL MANDATE)

- 2.5.1 The core objectives of the RNP, derived from Articles 170.1 and 171 of the Constitution of the Republic of Rwanda (2003), are the following:
- 2.5.1.1 Article 170: The National Police exercises its authority over the entire national territory. It must serve the people particularly on the basis of the following principles:
- Safeguarding the fundamental rights guaranteed by the Constitution and the law.
 - Harmonious collaboration between the National Police and the community that it serves.
 - The accountability of the National Police to the community
 - Informing the population on how the Police is fulfilling its mission.
- 2.5.1.2 Article 171: The National Police has the following functions:
- Ensuring compliance with the law.
 - Maintenance of public order.
 - Ensuring security of persons and property.
 - Providing urgent humanitarian assistance in case of disasters, calamities and accidents.
 - Ensuring respect for the law relating to air space, borders and waters.
 - Combating terrorism.
 - Participating in international peace keeping missions, humanitarian assistance and training.
- 2.5.2 The RNP is required to administer or implement the following national legislation:
- 2.5.2.1 The Criminal Procedure Law 13 of 2003.
- 2.5.2.1.1 The Criminal Procedure Law provides for the Judicial Police mandate of the RNP which are to:
- Investigate criminal cases.
 - Collect evidence from the scene of crime.
 - Search where this is necessary.
 - Arrest suspects where this is necessary
- 2.5.2.2 Establishing and determining the organization and functioning of Local Defence. Law 25 of 2004.
- 2.5.2.2.1 Article 17 of Law 25 of 2004 indicates that the RNP shall be the custodian of firearms given to Local Defense structures.

3. Organizational Profile

* All statistical Information in the Organizational Profile valid as at September 2008

3.1 RNP OPERATIONAL MAP



3.2 THE FOLLOWING INFORMATION PROVIDES AN OVERVIEW OF THE RNP:

Rwanda Surface Area	:	26 338 km ²
Population of Rwanda	:	Approximately 9 million
Police / Population Ratio	:	1:1 600
Police Regions	:	5
Police Districts	:	30
Police Stations	:	69
Police Posts	:	229
Personnel Strength	:	6 515

3.3 PERSONNEL PROFILE

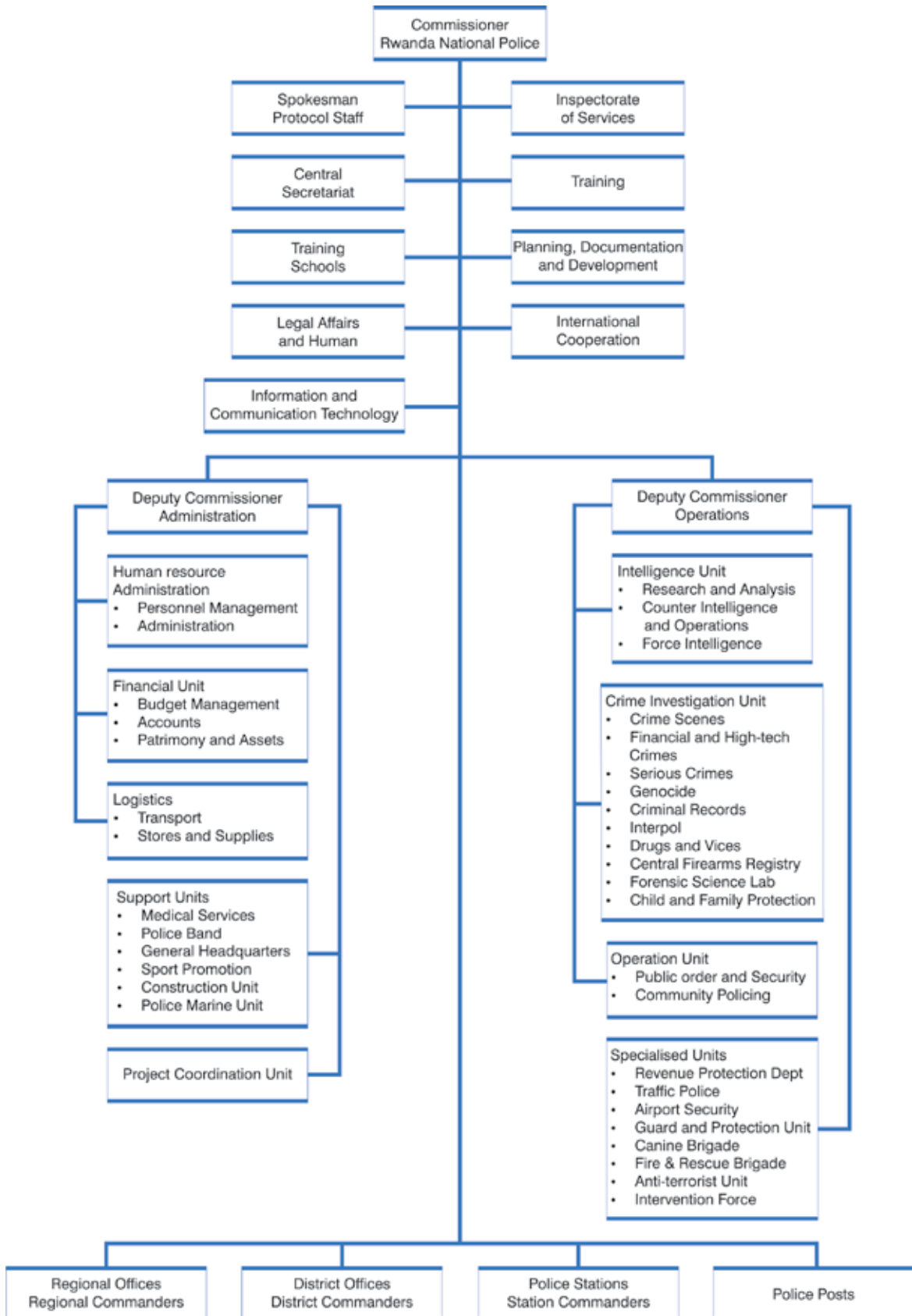
RANK DESCRIPTION	MALE	FEMALE	TOTAL
Commissioner General	0	0	0
Deputy Commissioner General	1	0	1
Commissioner	1	1	2
Assistant Commissioner	6	0	6
Chief Superintendent	13	0	13
Superintendent	77	1	78
Chief Inspector	58	0	58
Inspector	109	8	117
Assistant Inspector	336	37	373
Chief Sergeant	178	2	180
Sergeant	1 472	33	1 505
Corporal	402	81	483
Constable	2 296	403	2 699
TOTAL	5 949	566	6 515

3.4 RNP VEHICLE FLEET PROFILE

VEHICLE	SOUND	FAIR	POOR	TOTAL
Lorries	10	1		11
Fire Fighting Trucks	2			2
Rescue Trucks		1		1
Water Tank Trucks			1	1
Pick-ups	30	48	47	125
Breakdown Trucks			1	1
Cars (sedan)	3	3	11	17
Minibuses	2			2
Jeeps	1			1
Scene of Crime Vans	2			2
Ambulances	1			1
Total motor vehicles	51	53	60	164
Motorcycles	48	12	167	227
Boats	5			5
TOTALS OF VEHICLES : CONDITION	104	65	227	396

4. Organizational Structure

* As at September 2008



5. Strategic Direction

5.1 STRATEGIC PRIORITIES AND OBJECTIVES

- 5.1.1 The Strategic Priorities and Objectives of the RNP are applicable to the period 2009 to 2013 and provide the broad, strategic direction that will be pursued by the RNP. The Strategic Priorities and Objectives have been divided into two categories, namely: Operational and Administrative.
- 5.1.2 The Priority Crimes are those crimes that the RNP will focus on as a result of their reported incidence and impact on the community, without neglecting other crimes. The priority crimes may change from year to year and are reflected in the Annual Implementation Plan. It is important to note that the Priority Crimes also address the issue of crimes that are perpetrated against women and children, as they are a particularly vulnerable sector of Rwandan society.

STRATEGIC PRIORITIES AND OBJECTIVES

OPERATIONAL

Community Policing:	<ul style="list-style-type: none"> - To prevent and reduce crime through partnership with the Community
Crime Prevention, Public Order and Safety:	<ul style="list-style-type: none"> - To reduce the incidence of all crime, focusing on priority crime - To maintain law and order, including the policing of major events and gatherings - To effectively manage firearms
Road Safety:	<ul style="list-style-type: none"> - To improve road safety in the country - To inspect vehicles for roadworthiness with the aim of reducing road accidents
Disaster Management:	<ul style="list-style-type: none"> - To ensure preparedness and effective response to disasters
Investigation of Crime:	<ul style="list-style-type: none"> - To detect and / or investigate crime with the focus being on Priority Crimes
Crime Intelligence:	<ul style="list-style-type: none"> - To support police operations in crime prevention / investigation by providing crime intelligence - To combat terrorism and contribute to anti-terrorism initiatives

ADMINISTRATIVE

Capacity Building:	<ul style="list-style-type: none"> - To enhance the professional capacity of RNP personnel (human resource development and management) - To ensure that the RNP is adequately equipped - To acquire and maintain RNP infrastructure
Information and Communication Technology:	<ul style="list-style-type: none"> - To improve Information and Communication Technology in the RNP
Financial Management:	<ul style="list-style-type: none"> - To effectively and efficiently manage the budgetary allocation of the RNP as well as external funding

STRATEGIC PRIORITIES AND OBJECTIVES

ADMINISTRATIVE

Structure and Functioning:	<ul style="list-style-type: none"> - To assess the suitability of the current RNP organizational structure
Planning:	<ul style="list-style-type: none"> - To facilitate the planning process in the RNP
Cooperation between the RNP and Development Partners:	<ul style="list-style-type: none"> - To coordinate partnerships between the RNP and its Development Partners - To coordinate and manage donor supported projects in line with the RNP Strategic Plan
Service Delivery Improvement, including respect for the Law and Human Rights:	<ul style="list-style-type: none"> - To enhance RNP service delivery - To ensure RNP compliance with the Law and respect of Human Rights
Forensic and Medical Services:	<ul style="list-style-type: none"> - To strengthen and provide forensic medical services
Fighting against HIV / Aids and Opportunistic Diseases in the RNP:	<ul style="list-style-type: none"> - To reduce HIV / Aids incidence and prevalence in the RNP - To provide care, including ARV treatment, to HIV / Aids infected police officers, LDs and CPCs

5.2 GOVERNMENT AND REGIONAL (EAPCCO) OBJECTIVES

The RNP contributes to the overall objectives of Government by ensuring safety and security in the country through effective policing that targets the crimes that pose a threat to the development of society and the economic growth in Rwanda.

5.2.1 Justice Sector Priorities within the Economic Development and Poverty Reduction Strategy (EDPRS)

5.2.1.1 The Justice Sector brings together the key national institutions involved in the Justice System in Rwanda in an effort to coordinate the priorities and functions of these institutions, to improve the overall effectiveness of the Justice System. The RNP is located within the Ministry of Internal Security and, given its mandated functions in terms of the Constitution of the Republic of Rwanda (2003), is a key role-player in the Justice System. It is essential that the RNP aligns its own priorities with those of the other institutions in the Justice Sector and to achieve this integration, these priorities have been taken into account during the identification of the Strategic Priorities and Objectives of the RNP.

5.2.1.2 The aligning of the Justice Sector priorities, which are reflected in the Justice Sector's Logframe of Outputs, with those of the RNP was achieved by taking these Outputs into account during the environmental analysis that led to the identification of the RNP's Strategic Priorities and Objectives. It is specifically Output 5 of the Justice Sector's priorities that impacts directly on the RNP as it relates to safety and security in Rwanda; however, the Strategic

Priorities and Objectives of the RNP indirectly support all of the Outputs within the Justice Sector’s Logframe. The table provided below indicates the alignment of Justice Sector Outputs with the Strategic Priorities and Objectives of the RNP.

JUSTICE SECTOR LOGFRAME OF OUTPUTS	STRATEGIC PRIORITIES AND OBJECTIVES OF THE RNP
Output 1: Universal Access to Justice	Community Policing: To implement community policing Policing of Priority Crimes: To reduce the incidence (rate) of Priority Crimes. Investigation of Crime: To investigate crime with the focus being on Priority Crimes. Respect for the law and human rights: To ensure RNP compliance with the Law and respect of Human Rights
Output 2: Eradicating Genocide ideology and building the culture of the rule of Law	Policing of Priority Crimes: To reduce the incidence (rate) of Priority Crimes. Investigation of Crime: To investigate crime with the focus being on Priority Crimes. Public order and security: To maintain law and order
Output 3: Transparency in decision-making	Community Policing: To implement community policing Service Delivery Improvement: To enhance RNP service delivery
Output 4: Reinforce mediation, unity and reconciliation mechanisms in conflict resolution	Community Policing: To implement community policing
Output 5: Safety and security maintained and enhanced	Community Policing: Crime prevention and reduction through partnership with the community Crime Prevention, Public Order and Security: To maintain law and order Road Safety: To improve road safety in the country Disaster Management: To ensure preparedness and effective response to disasters Investigation of Crime: To detect and / or investigate crime with the focus being on Priority Crimes Crime Intelligence: Support police operations in crime prevention / investigation by providing crime intelligence

5.2.2 East African Police Chiefs Coordination Organization (EAPCCO)

5.2.2.1 The RNP is a member of the EAPCCO with the Commissioner General representing both Rwanda and the RNP at this forum. The priorities of EAPCCO have been taken into consideration in the development of this Strategic Plan. These priorities are therefore addressed by the Strategic Priorities and Objectives that have been included in this Strategic Plan, confirming the RNP’s commitment to cooperation between Police Chiefs in the East African community.

5.2.2.2 EAPCCO focuses on promoting regional cooperation to combat the following, aimed at improving safety and security in the East African region:

- Criminal organizations.
- Financial and high-tech crimes.
- Fugitives from the Law.
- Trafficking in human beings.
- Corruption.

5.3 POLICY DEVELOPMENTS / IMPROVEMENTS AND KEY LEGISLATIVE CHANGES

5.3.1 Policy Development / Improvements

5.3.1.1 Community Policing

5.3.1.1.1 Community Policing emphasizes the establishment of the police community partnership and a problem-solving approach that is responsive to the needs of the community. It is based on the assumption that the objectives of the RNP can only be achieved through the collaborative efforts of the RNP, other government institutions and individual citizens.

5.3.1.1.2 The Constitution requires harmonious collaboration between the RNP and the community. The institutionalizing of community policing as an approach to policing in Rwanda will assist in achieving this directive. The RNP has made significant gains in this regard with policy and procedure on community policing having been established and improving the capacity of RNP personnel to apply community policing having been a key area within the training focus of the RNP.

5.3.1.1.3 The RNP policy on Child, Domestic, Sexual and Gender-based Violence puts the focus on police human resource capacity building, a partnership-based approach, improving infrastructure and community awareness.

5.3.1.2 Organizational Restructuring

5.3.1.2.1 The RNP is a relatively young institution that will be required to periodically review its structure in order to ensure that it is in line with Government policy and a developing Rwandan economy and population. The focus of restructuring will be to ensure the continuous effectiveness and efficiency of the RNP's utilization of resources in response to the demands of Government and the people of Rwanda.

5.3.1.3 Improving Forensic Capacity

5.3.1.3.1 The RNP will strive to establish an effective forensic capacity. This forensic capacity will include the comprehensive analysis of the scene of crime, the scientific gathering of evidence, biological evidence analysis, scientific evidence analysis, ballistic examinations, handwriting examinations, fingerprint identification, analysis and archive management. This will require a medium-term approach due to the restricted availability of funds and the need to prioritize allocated budgets over the medium-term in line with identified Strategic Priorities and Objectives.

5.3.1.4 Human Resource Development

5.3.1.4.1 The RNP currently has 6 515 personnel and is required to police a population of an estimated 9 million people. A comparison of RNP personnel strength with the population of Rwanda reveals that the police to population ratio is 1 to every 1 600 inhabitants. This calls for a robust process of capacity development in terms of recruitment and training in a bid to create and retain a professional police service. The RNP would seek to improve the police to population ratio to 1/1000 in the next 5 years. This implies an increase in personnel strength of approximately 5000.

The policy of gender balance is embedded in the RNP and the focus is to expedite the process of addressing the existing imbalance by increasing the number of women police personnel at all levels. The RNP has a female representivity level of 9.7%. Addressing levels of gender representivity involves a change of mindset and substantial financial resources and can only be addressed over the medium-term using gender-sensitive recruitments, transfers and promotions within the RNP.

5.3.1.5 Information and Communication Technology

5.3.1.5.1 The RNP's ICT Plan identifies three key areas of development that will be addressed by the Strategic Plan:

- Establishing IT infrastructure within the RNP;
- High Frequency and Very High Frequency Communication Networks; and
- Establishing adequate telephony in the RNP.

5.3.1.6 Equipment

5.3.1.6.1 The equipment that RNP has at its disposal may be broadly categorized as follows: vehicles, equipment critical to operational policing and office equipment (excluding technological needs). The RNP does not have sufficient numbers of physical resources, particularly at station level, and those that are in use, are old and will have to be replaced within the foreseeable future. The vehicle fleet is ageing with 53,3% of RNP vehicles currently in use in a poor condition, i.e. the vehicles are older than five years and have traveled in excess of 150 000 kms, requiring an increasingly higher level of maintenance

5.3.2 Key Legislative Changes

5.3.2.1 The Constitution of the Republic of Rwanda was promulgated in 2003 and the RNP was established as an organization in 2000. All acts and key policy that regulates the functioning of the RNP must therefore be urgently reviewed in order to ensure compliance with the Constitution. This includes:

- The Rwanda National Police Act, Act 9 of 2000;
- The Police Statutes as reflected in Presidential Order 155 / 01, December 2002;
- The Police Code of Conduct; and
- Various internal orders will have to be addressed in order to align these orders with changes to legislation and policy.

6. Programs, Purpose, Sub-programmes and Outcomes

6.1 PURPOSE OF THE PROGRAMMES

- 6.1.1 Purposes have been determined for each of the Programmes in the RNP. The Programmes indicate the primary budget allocations in respect of the basic functions of the RNP. This allows for the measuring of the impact of expenditure and the performance of the RNP within these Programmes, in accordance with the Strategic Priorities and Objectives of the RNP. The Strategic Priorities and Objectives are applicable to each of the Programmes.

PROGRAMMES	PURPOSE
General Operations	Ensure that the RNP promotes safety and security and provide for interventions and the policing of Rwanda's territory.
Detective Service and Crime Intelligence	Enable the investigation and detection of crime by the RNP, including the managing of crime intelligence and providing of technical support for investigation to all units responsible for operations.
Administration	Develop departmental policy and manage the RNP.

- 6.1.2 Each of the three Programmes that is described below comprises a table that reflects the key objective or purpose of the Programme, the Sub-programmes that comprise each of the Programmes, the outcome, or the impact that the Programme is desired to have, and the estimated cost associated with the implementation of each of the Programmes.

6.2 PROGRAM 1: GENERAL OPERATIONS

The General Operations Programme provides for Operations, Road Safety, Specialized Services and Emergency Services.

PURPOSE	SUB-PROGRAMMES	OUTCOMES	ESTIMATED COST
Ensure that the RNP promotes safety and security and provide for interventions and the policing of Rwanda's territory.	General operations	Reduced opportunity to commit crime (percentage reduction in crime to be determined annually)	3 849 678 100 Frws
	Road safety	Improved road safety through reduced road accidents (percentage reduction in road accidents to be determined annually)	931 814 300 Frws

PURPOSE	SUB-PROGRAMMES	OUTCOMES	ESTIMATED COST
	Emergency Services	Persons and property protected during emergencies	745 000 000 Frws
	Specialized services	Improved operations and investigations due to specialized support	630 870 000 Frws

6.3 PROGRAM 2: CRIME INVESTIGATIONS AND CRIME INTELLIGENCE SERVICES

The Detective Service, and Crime Intelligence Programme provides for the investigation of crime, crime intelligence and anti-terrorism in the RNP.

PURPOSE	SUB-PROGRAMMES	OUTCOMES	ESTIMATED COST
Enable the investigation and detection of crime by the RNP, including the managing of crime intelligence and providing of technical support for investigation to all units responsible for operations.	Detective service and criminal investigations	Effective investigation of crime	10 985 847 600 Frws
	Crime Intelligence	Improved crime intelligence	10 451 870 200 Frws
	Anti-terrorism	Prevention of terrorist activities	213 000 700 Frws

6.4 PROGRAM 3: ADMINISTRATION

The Administration Programme funds all the support activities within the RNP, i.e. the activities that support the performing of operational functions such as operations, crime investigation and crime intelligence.

PURPOSE	SUB-PROGRAMMES	OUTCOMES	ESTIMATED COST
Develop departmental policy and manage the RNP.	Human Resource Development	Skills provided to support policing (increased police to population ratio from 1/1600 to 1/1000 in 5 years)	750 000 000 Frws
	Human Resource management	Improved Human Resource Management	55 641 393 400 Frws
	Infrastructure	Constructed and rehabilitated RNP infrastructure	73 363 255 000 Frws

PURPOSE	SUB-PROGRAMMES	OUTCOMES	ESTIMATED COST
	Logistics	Adequate logistical resources	33 170 345 000 Frws
GRAND TOTAL			190 733 074 300 Frws

6.5 ESTIMATED COST

It is important to note that the “Estimated Cost” as indicated in the tables above is the financing that it is anticipated the RNP will require in order to implement the Strategic Plan over the five-year period. The “Estimated Cost” is not the actual budgetary allocation to the RNP over this five-year period. The estimated cost of implementation of the RNP Strategic Plan will exceed the budget that is allocated to the RNP by the Government. The RNP is committed to secure additional support from its development partners to fill the gap.

6.6 INFRASTRUCTURE AND LOGISTICAL REQUIREMENTS

The RNP has identified the following medium to long-term infrastructure and logistical development requirements. This is required in order to improve the quality of the policing service rendered by the RNP.

BROAD INFRASTRUCTURE DEVELOPMENT REQUIREMENTS	<ul style="list-style-type: none"> - Rehabilitate 69 Police Stations - Construct an average of three Police Posts per Station - Rehabilitate 30 District Offices - Rehabilitate 5 Regional Offices - Ensure the timely and effective relocation of the RNP Head Quarters in Kigali
BROAD LOGISTICAL REQUIREMENTS	<ul style="list-style-type: none"> - Acquire 123 additional vehicles, 520 additional motorcycles and 10 additional boats by December 2013 over and above the normal replacement of written off vehicles

7. Implementation of the RNP Strategic Plan and the Strategic Planning Process

7.1 IMPLEMENTATION OF THE RNP STRATEGIC PLAN

- 7.1.1 The Strategic Plan 2009 to 2013 provides the broad, strategic direction of the RNP for this period. Effective implementation of the strategic direction is, however, crucial as a plan is only as effective as its implementation. The Strategic Plan will form the basis for all planning in the RNP at all levels. This will be achieved by developing an Annual Implementation Plan at national level to focus each year of the implementation of the Strategic Plan 2009 to 2013. This Annual Implementation Plan will ensure the linking of the strategic priorities to the annual budgetary process, and will highlight the specific, high-level objectives that the RNP will pursue during a specific year.
- 7.1.2 The Annual Implementation Plan will be compiled on a yearly basis with the progress achieved during previous years and the resources at the disposal of the RNP being taken into account during the development of the Annual Implementation Plan for a given year. The various Police Departments, Units, Regions, Districts and Stations will all develop action plans to implement the RNP's Annual Implementation Plan, thereby ensuring a link between planning at all levels in the RNP and the RNP's Strategic Plan 2009 to 2013. The monitoring and evaluation of the Annual Implementation Plan will be achieved by means of quarterly and annual reports, based on the priorities, indicators and targets contained in the Annual Implementation Plan. The information used to compile the quarterly and annual reports will be gathered and consolidated by the various heads of departments within the RNP. The RNP will also use external surveys of public perception to evaluate the extent of the improvement of RNP's service delivery.
- 7.1.3 Capacity building is a key enabler of the implementation of the RNP's Strategic Plan and Annual Implementation Plan. The RNP has an established Training Plan that includes approximately 50 different courses structured to meet the training needs of Commissioned Officers, Non-commissioned Officers and specialized capacities within both the operational and administrative environments. The RNP is assisted in its capacity building endeavours by various foreign agencies, however, this assistance is provided in line with the strategic capacity developments identified by the RNP.

7.2 STRATEGIC PLANNING PHASES

- 7.2.1 There are three phases in the Strategic Planning Process. These phases are:
- The Planning Phase, during which the Annual Implementation Plan is developed.
 - The Implementation and Monitoring Phase, during which the Annual Implementation Plan is implemented, the progress regarding implementation is monitored and corrective steps are taken if required.

- The Evaluation Phase, during which information on implementation that is based on the Performance Standards (indicator, baselines and targets) is gathered, verified and reported.

7.2.2 The phases in the Strategic Planning Process comprise a number of individual steps. These steps are the following:

PROCESS FOR DEVELOPING THE ANNUAL IMPLEMENTATION PLAN	
PLANNING PHASE	1. The preparing of the planning environment, including the briefing of management and relevant role players and stakeholders on the broad planning methodology to be applied.
	2. The analyzing of the internal and external environment using the SWOT Analysis.
	3. The identifying of priorities, objectives, actions and performance indicators, baselines and targets in a draft Annual Implementation Plan using the SMART principles to develop the performance indicators.
	4. The developing of the Service Delivery Charter.
	5. The consulting of the Annual Implementation Plan.
	6. The approving and adoption of the Annual Implementation Plan.
	7. The finalizing of the Annual Implementation Plan.
	8. The distribution of the Annual Implementation Plan to role-players and stakeholders.
IMPLEMENTATION AND MONITORING PHASE	9. The developing of action plans, support and operational, to address priorities within the Annual Implementation Plan.
	10. The communicating and marketing of the Annual Implementation Plan.
	11. The linking of the Annual Implementation Plan to the action plans of the Police Departments, Units, Regions, Districts and Stations to ensure accountability.
	12. The monitoring of the implementation of the Annual Implementation Plan on a monthly, quarterly and annual basis, focussing on objectives, action steps, performance indicators, baselines and targets.
	13. Identify and implement corrective actions where performance indicators, baselines and targets are not being achieved.
	14. The updating of the Annual Implementation Plan where required.
	15. The updating of the action plans of the Police Departments, Units, Regions, Districts and Stations.

PROCESS FOR DEVELOPING THE ANNUAL IMPLEMENTATION PLAN

EVALUATION PHASE	16. The gathering and verifying of information for the quarterly and annual reports, focussing on the performance indicators, baselines and targets.
	17. The review of quarterly and annual performance and financial expenditure trends.
	18. The compiling of quarterly and annual reports.
	19. The reporting of quarterly and annual reports.

7.2.3 RNP management is responsible for implementing the Annual Implementation Plan by developing Actions Plans at each level. The process that must be followed to develop, implement, monitor and evaluate the Action Plans is described in paragraph 7.2.2 above. The RNP Head Office will provide an example of an Action Plan that must be used by RNP management at all levels to develop Action Plans to implement the RNP's Annual Implementation Plan.

7.2.3.1 It is important to note that the RNP Regions will develop Action Plans to implement the Annual Implementation Plan. The RNP Regions will provide their action plans to each of their Districts. The Districts will use the Regional Plan to develop an Action Plan for the District and then provide this Action Plan to their Stations. The Stations will use the District Action Plan to develop an Action Plan for the Station. This will ensure that the RNP's Annual Implementation Plan is implemented at all levels.

7.2.4 The proper planning of the Action Plan is crucial and RNP management must involve all key members when developing the Action Plan. The implementation of the Action Plan is the most important part of the Strategic Planning process. RNP management must ensure that all responsible members understand what is required of them to implement the part of the Action Plan that is applicable to them. The Commanders who report to RNP management at all levels must also develop their own Action Plan to implement the parts of the Departmental, Unit, Regional, District or Station Action Plan that are relevant to them.

8. Information and Communication Technology Plan

8.1 Establishing IT infrastructure with the RNP

- 8.1.1 The establishing of an adequate IT infrastructure in the RNP will focus on securing Internet Protocol based technology. This will improve the transfer of information between all levels within the RNP and will require the identifying, purchasing and installation of the required IT equipment, including routers, servers, switches and operating systems. Considerable progress has been made to date in this regard and this activity should be finalized by the end of 2009.
- 8.1.2 The RNP has determined that significant numbers of items of IT equipment are required in order to bolster its current IT infrastructure, e.g. Computers and accessories – 100, Laptops – 50, copiers – 100. The RNP's budget is, however, not adequate to address its ICT needs.
- 8.1.3 It will be necessary for the RNP to develop the IT capacity of its specialized IT personnel through capacity building programmes involving assistance from various countries. This will be necessary in order that the RNP remains abreast of developments within the IT field and is able to implement the priorities of the Rwanda Information Technology Agency and Justice Sector programmes that require electronic interaction between the key departments in the Sector.

8.2 Establishing High Frequency and Very High Frequency Communications Networks

- 8.2.1 The RNP is currently engaged in establishing trunking technology within the existing High Frequency (HF) and Very High Frequency (VHF) communication system. The RNP will, as a result of this development, be required to increase the number of radio control centers, improve the capacity of its HF and VHF technicians, and ensure the proper maintenance of the upgraded HF and VHF communications network. A key aspect of the HF and VHF priority will be the acquiring of generators to ensure that the service provided by the network is not interrupted resulting in compromises to service delivery.

8.3 Establishing a detailed Information and Communication Technology Architecture

- 8.3.1 The RNP is currently focusing on establishing a fundamental IT network, however, it intends developing a comprehensive IT Architecture Plan that will encompass all elements of technology and communication required by the RNP over the medium-term.

9. Capital, Physical and Financial Resources

9.1 OVERVIEW OF EXPENDITURE TRENDS OVER THE MEDIUM-TERM

PROGRAMME	TOTAL (FRW)
2007	8 902 836 557
2008	9 412 174 604
Semester 1 2009	6 037 639 344
2009/2010	13 163 878 680
2010/2011	13 824 572 614
2011/2012	14 515 676 245

- 9.1.1 The financing of the RNP Strategic Plan 2009 to 2013 will be provided for primarily from the budget allocated to the RNP by the Rwandan Government. The RNP has, however, secured a certain amount of current donor funding, which will also be used to augment the budget allocated to the RNP in implementing the Strategic Plan. In addition to the current donor funding, international donors may use the Strategic Plan to allocate additional funding to the RNP, based on its stated strategic priorities and objectives. The RNP will rigorously maintain the principle of ensuring that current and future donor funding be directed specifically towards the achieving of its strategic priorities and objectives.

9.2 OVERVIEW OF EXPENDITURE TRENDS PER PROGRAMME

9.2.1 General Operations

PROGRAMME	GENERAL OPERATIONS & ROAD SAFETY (FRW)
2007	354 498 315
2008	511 000 000
Semester 1 2009	233 842 064
2009/2010	464 081 378
2010/2011	521 539 492
2011/2012	564 853 774

9.2.2 Detective Service and Crime Intelligence

PROGRAMME	DETECTIVE SERVICE & CRIMINAL INVESTIGATIONS (FRW)
2007	285 116 766
2008	264 500 000
Semester 1 2009	826 099 000

PROGRAMME	DETECTIVE SERVICE & CRIMINAL INVESTIGATIONS (FRW)
2009/2010	1 123 198 000
2010/2011	1 137 273 000
2011/2012	310 353 750

9.2.3 Administration

PROGRAMME	ADMINISTRATION (FRW)
2007	6 972 221 476
2008	7 736 674 604
Semester 1 2009	4 977 698 280
2009/2010	9 046 599 302
2010/2011	9 509 260 122
2011/2012	10 851 143 721

9.2.4 Capital Development

PROGRAMME	ADMINISTRATION (FRW)
2007	1 291 000 000
2008	900 000 000
Semester 1 2009	-
2009/2010	2 530 000 000
2010/2011	2 656 500 000
2011/2012	2 789 325 000

9.3 OVERVIEW OF CURRENT DONOR ASSISTANCE

- 9.3.1 The RNP has received assistance in the establishing of a democratic, community-based policing service in Rwanda from a number of donor countries. This assistance augments the RNP's budgetary allocation, enabling the RNP to move funds to Strategic Priorities and Objectives such as infrastructure development, improving physical and technological resources and the capacity of RNP personnel members. Please note that exchange rates for August 2008 were used for all amounts indicated below.

NO.	NAME OF PROJECT AND DONOR	FOCUS AREA	BUDGET TO 2008	2008 ONWARDS
1.	Programme for Democratic Policing – Sweden, Sida	<ul style="list-style-type: none"> - Crime Scene investigations - Police Accountability - Police Management - Community Policing - Basic Training - RNP Women Empowerment 	<p>From May 2005 to May 2008</p> <p>US \$ 1 200 000</p>	<p>From June 2008 to June 2009</p> <p>US \$ 967 741</p>
2.	Support to Crime Investigations for Fair Administration of Justice and Good Governance – Belgium, BTC	<p>Investigation of Crime</p> <ul style="list-style-type: none"> - Basic Investigation courses - Equipment - Forensic Laboratory - Training of forensic lab technicians - Equipment 	Nil	<p>From 2008 to 2012</p> <p>4 M Euros</p>
3.	Support to the Rule of Law – European Commission	<p>Investigation of Crime</p> <p>Specialized training</p> <ul style="list-style-type: none"> - Criminology - Crime Investigations - Arson investigations - Cyber crime investigations - Financial crime investigation 	Nil	<p>From 2008 to 2009</p> <p>600 000 Euros</p>
4.	Strengthening the capacities of RNP for increased Human Rights and Law enforcement - UNDP	Community Policing	Nil	<p>From 2008 to 2009</p> <p>150 000 US \$</p>
5.	Reinforcement of the Functionality of the RNP – GTZ	Rehabilitation of the Police Academy, Musanze Forensic Laboratory Equipment, Kigali	470 000 Euros	Increasing engagement to be planned
6.	Belgium (BTC / CTB)	Investigation of crime Forensic laboratory, Kigali	1 271 680 Euros	-
7.	European Commission	Crime investigation and local defence	317 882 Euros	-
8.	UNIFEM	Crime investigation Gender-based violence	302 752 US \$	-
9.	UNDP	Community Policing	150 000 US \$	-

The Way Forward

This Strategic Plan will enable an improvement in the planning of the RNP and its ability to respond to the various factors that undermine levels of stability, safety and security in Rwanda. The Government and people of Rwanda have high expectations of the RNP in contributing to the continuous development of this democracy by ensuring stability, safety and security. Furthermore, the Strategic Plan is evidence of the fact that the RNP takes this responsibility very seriously and has a focussed plan in place to ensure that every effort is made to accept and realise this responsibility. This Strategic Plan will be the focus of planning at all levels within the RNP, ensuring that Government's vision for stability and security in the country is achieved.

There is a firm commitment from the leadership, management and personnel of the RNP to implement the Strategic Plan over this period and account to its stakeholders for its performance within the scope of this strategic direction.

The Strategic Plan 2009 to 2013 will direct the implementation of the Annual Implementation Plan. The Annual Implementation Plan will be compiled for each year of the Strategic Plan and will be available by the start of every financial year. The Annual Implementation Plan for 2009 / 2010 has been developed and will start the implementation of this five-year strategic plan. It is important that one takes note of the Annual Implementation Plan in order to understand and contribute meaningfully to the effective implementation of this Strategic Plan.





RWANDA NATIONAL POLICE
Strategic Plan for 2009 to 2013