

# **Rwanda National Police (RNP)**

**Strategic Plan  
(2018/2019-2022-2023)**

**October, 2018**

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## **1.0 Introduction**

Following the extraordinary recovery from a near complete political, economic and social collapse that befell Rwanda during the 1994 War and Genocide, the country's development success is now one of the most encouraging stories recorded in the recent years. The process of achieving this socio-economic upturn was backed by decisive commitments made by the Government of Rwanda, to undertake a fundamental broad-based economic and social transformation that focuses on achieving sustainable and equitable national development.

The aforementioned commitments were defined in the country's long term development agenda which seeks to transform the country from a predominantly agrarian to a middle income status economy by the year 2020. The high level development targets in this long term development agenda include among others; a raised per capita income of US Dollars 1240<sup>1</sup>, from US Dollars 220 in 2000; An average GDP growth rate of 11.5%; an increase in life expectancy from an average of 49 years in 2000 to 66 years, and a reduction of poverty levels from 60.4% of the population below poverty line to below 30%.

As the country approaches the end of the initial 2020 long term development agenda, the government has embarked on other planning instruments (both long and mid-term) and they include a Blue print of Vision 2050 and the National Strategy for Transformation and Prosperity 1 (NSTP 1) and its related sector strategic plans which are being developed to address the remaining development imperatives in Vision 2020, the country's development aspirations in the next 30 years and the next 7-year Mid-term development strategy.

As one of the Government implementing agencies, Rwanda National Police has developed its 5-year strategic plan that is aligned to the national level long and medium term development frameworks as described in next section.

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<sup>1</sup>*Revised Vision 2020*

## **2.0 Rwanda National Police Strategy Context**

### **2.1 Vision 2050**

Rwanda's long-term development agenda as enshrined in the recent version of Blue Print of Vision 2050 assigns fundamental importance to the rule of law and Justice for all. This long development plan envisions a state rooted in the rule of law with clear roles for the state, citizens, and the market; economic freedoms by strong market institutions; and robust mechanisms to hold the government, citizens, and the private sector to account.

Under this long term development framework, the Government of Rwanda aspires to move the country beyond high income to high living standards by the middle of the century. Its Income targets are to attain upper middle income country status by 2035 and high income status by 2050 with the intention of providing high quality livelihoods and living standards to Rwandan citizens by mid-century. Such level economic development goes hand in hand with strong, functional and accountable institutions.

Moreover, cognizant of the projections in the population growth by 2050 that shall result in around twenty two (22) million inhabitants in the High Growth scenario and the fact that Rwanda is projected to be a High Income Country by then, it is proposed to ensure a security and nurture joint coordinated mechanisms for ensuring sustainable security and preventing crimes.

### **2.2 Sustainable Development Goals (SDGs)**

SDGs are a summation of 17 global goals set by the United Nations in 2015. They are also known to the name of "Global Goals for Sustainable Development". The goals are broad and somewhat interdependent, yet each has a separate list of targets to achieve.

The mandate of Rwanda National Police is relevant to the Sustainable Development Goals especially Goals 16<sup>th</sup> which seeks to promote Peace, Justice and Strong

Institutions. In more clear terms, SDG 16 envisages "Promoting peaceful and inclusive societies for sustainable development provide access to justice for all and build effective, accountable and inclusive institutions at all levels."

It is pledged under this goal that reducing violent crimes, sex trafficking, forced labor, and child abuse is a priority. In Rwanda and in the rest of the World, peace, justice and calls for stronger judicial systems for enforcing laws and working towards a more peaceful and just society are highly rated development imperatives.

The strategic actions envisaged in this 5-year Strategic plan for Rwanda National Police shall directly or indirectly contribute to the delivery of Sustainable Development Goals especially Goal number 16.

### **2.3 National Strategy for Transformation and Prosperity One (NSTP 1)**

NSTP 1 builds on lessons learned, successes and challenges encountered in previous medium term development strategies (Economic Development and Poverty Reduction Strategies) implemented in framework of achieving planned development targets in Vision 2020. It therefore entails interventions to enable the transformation journey towards achieving Vision 2050.

In this development strategy NSTP 1, the Government of Rwanda, under priority area 2 of the Transformational Governance pillar, it is planned that:

- **Crime prevention through community policing will be strengthened** through working with citizens. The percentage of proportion of population with confidence in safety and security is targeted to increase from 92.62% to above 95%.The level of citizen satisfaction with personal and property security is targeted at 98.7% and 92.1% by 2024 from 98.1% and 86.1% (CRC 2015) respectively.
- **Enhancing and expanding regional and international security partnerships** to fight and prevent cross-border crimes, human and drug trafficking and cybercrimes;
- **Reinforcing values and culture of excellence, patriotism, dedication and service** while striving for dignity of the nation and putting citizens at the center of the national development agenda.

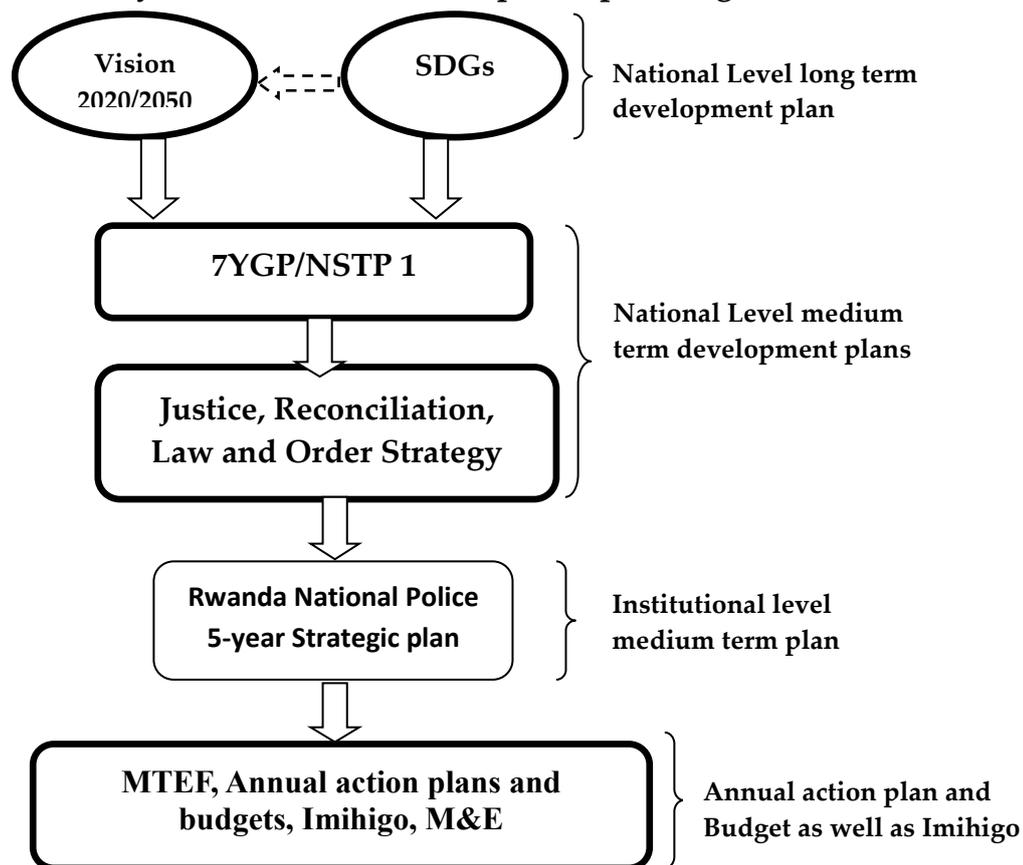
### **2.4 Justice, Reconciliation, Law and Order sector Strategy (JRLOS)**

JRLOS echoes crime prevention through community policing and enhanced regional and international security partnerships as well as improved service delivery through

strengthened capacities of institutions in the Justice, Reconciliation, Law and Order Sector.

As part of the enhancing skills and professionalism institutions in JRLLOS, Rwanda National Police is expected to enhance capacity and capabilities of the force in order to effectively deliver on its mandate of ensuring safety and security of people and their property.

**Figure 1: Summary of the National Development planning framework**



## 2.5 National Security Policy

The 5-year strategic plan of Rwanda National Police has also been developed in the framework and context of the National Security Policy. The policy identifies key strategic priorities which include;

- Ensure accountability to the Rwandan people.
- Ensure Security and public safety.
- Contribute to the good Health of the people
- From Aid dependency to mutual economic cooperation.
- Safeguard and consolidate the Unity of Rwandans.
- Economic development and poverty reduction.

The above highlighted strategic priority areas served a pivotal role in the design of both the objectives and the proposed strategic actions to be implemented by Rwanda National Police in the next 5 years.

### 3.0 Analytical tool

In order to ensure effective identification of appropriate strategic objectives and their respective strategic actions, the process was informed by National level development frameworks summarized in section 2.0 above and the summarized consolidated results SWOT analysis which was developed in consultations with the Heads of Departments, Specialized and Territorial units. The findings from the consolidated SWOT analysis are depicted in the table hereunder:

### 3.1SWOT analysis

INTERNAL ANALYSIS	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Clearly defined RNP Mandate, Vision and Mission statements and Core values;</li> <li>• Supportive leadership at Rwanda National Police</li> <li>• Successfully Nurtured organizational doctrine;</li> <li>• Existence of communication and information systems backed with related strong infrastructure;</li> <li>• Existence of various RNP basic tools to guide the process of Human Resource management,</li> <li>• Basic tools to guide the process of Crime prevention, media, community policing;</li> <li>• Availability of legal instruments and code of conduct;</li> <li>• Availability of basic police capacity and capabilities;</li> <li>• Existing framework for strengthening and sustaining public trust of Rwanda National Police (RNP);</li> <li>• Basic police infrastructure (they include premises and IT</li> </ul>	<ul style="list-style-type: none"> <li>• Limited revenue sources to support implementation of planned activities at the level of RNP;</li> <li>• Inadequate professional trainers and teaching aids in existing schools, college and training centre;</li> <li>• Inadequate specialized skilled personnel at different levels</li> <li>• Low rate of IT literacy among staff that limits its efficiency in fighting cybercrimes and other related IT related crimes</li> <li>• Inadequate modern and specialized operational equipment such as Marine and other specialized units;</li> <li>• Inadequate infrastructure especially inadequate office space which is more evident at the level of police stations and police posts;</li> <li>• Inadequate framework for curbing terrorism, Enemy networks, cybercrimes, transnational crimes, Trafficking in human, Drugs</li> </ul>

<p>infrastructure)</p> <ul style="list-style-type: none"> <li>• Availability of Police Training Schools, College and Center (CTTC)</li> <li>• Existence of RNP Gender mainstreaming policy at levels;</li> <li>• Existing of RNP immovable and movable Assets;</li> <li>• Existing police welfare framework (this include AFOS, Health Insurance; residences; and other Intrinsic and extrinsic)</li> <li>• Existing cooperation and working arrangements with other stakeholders and partners</li> </ul>	<p>Money laundering and counterfeits</p> <ul style="list-style-type: none"> <li>• Lack of consolidated SOPs at RNP level</li> <li>• Delayed response to distress calls which tend to undermine the popularity of Rwanda National Police;</li> <li>• Existing organization inadequacies in the current RNP establishment following the recently concluded reform and restructuring of RNP;</li> <li>• Inadequate skills and required competencies to prepare, implement, monitor performance contract</li> <li>• Increasing number of corruption and other sorts of indiscipline cases that lead to high number of dismissals of police officers</li> <li>• Existing police operational environment that render officers vulnerable to corruption</li> </ul>
<b>External analysis</b>	
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Strong and supportive national leadership;</li> <li>• Good governance and decentralization policy framework that provides a conducive environment for ensuring nation security.</li> <li>• Good will from internal and external Stakeholders who are fully conversant with RNP's mandate and are supportive in terms information sharing</li> <li>• Clear national policy and legal framework that reflects development goals upon which RNP's programs are anchored;</li> <li>• Good partnership and working framework with Local government entities;</li> <li>• Existing joint coordination and collaborative framework of security organs in the country (JOC);</li> </ul>	<ul style="list-style-type: none"> <li>• Geopolitical dynamics including conflicts in the neighbouring countries</li> <li>• Porous borders that exposes the country to a risks of insecurity;</li> <li>• Security challenges that may arise and/or associated with free movement of goods and people following Rwanda's socioeconomic integration in different;</li> <li>• Limited national budget given a host of developmental needs that require resources across all sector in the country;</li> <li>• Increasing number of Sophisticated, negative and uncontrolled media outlets;</li> <li>• Emerging and Transnational crimes; they include Increased cases of terrorism and youth delinquency;</li> </ul>

<ul style="list-style-type: none"> <li>• Existing Partnership with Ministries and other implementing agencies in the country;</li> <li>• Partnership with private security companies in assuring safety and security of people and properties.</li> <li>• Potential bilateral and multilateral cooperation with regional and international police organizations and other relevant bodies</li> <li>• Existence of pool of Potential candidates with basic qualifications for RNP recruitment;</li> <li>• Availability of national level infrastructure such as Optic fibre installations across the country for IT development; Strong Road networks, among others;</li> <li>• Existing Government policy that promotes a culture of results based management (Imihigo);</li> <li>• Existing potential in partnering with Civil Society organizations (NGOs, FBOs) for sensitization in crime prevention;</li> <li>• Strongly built network of village level night patrols that is capable of and willing to provide timely information related to security and safety of people</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing influence of globalization on the Rwandan Culture which has;</li> <li>• Climate changes which highly contribute to the prominent landslides in the Northern and Western regions and floods;</li> <li>• Existence of Network of enemies;</li> <li>• Increasing risk of Cybercrimes;</li> <li>• High population density;</li> <li>• High demand of policing services</li> <li>• High Rural-urban migration rate</li> <li>• Slums and people living in high risk zones</li> <li>• Increased urbanization which in most cases goes with increased crime rates;</li> <li>• Existing Genocide ideology;</li> <li>• Human security related issues and challenges (Inflation and poverty levels)</li> </ul>
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## **RNP Vision and Mission statements**

### **Vision**

People in Rwanda are safe, involved and reassured

### **Mission**

Rwanda National Police is dedicated to deliver high quality service, accountability, and transparency, to safeguard the rule of law and provide safe and crime free environment for all.

### **Core Values**

The general core values of RNP include

- Justice and respect for Human rights
- Integrity
- Stability and social order
- Team work and partnership
- Openness
- Accountability
- Community relations focus
- Professional conduct, efficiency and effectiveness

## 4.0 Proposed strategy

This section describes 5-year future positioning of Rwanda National Police as a strategic development partner to the Government of Rwanda (GoR) and the rest of the stakeholder institutions within Rwanda and in the rest of the countries in the Region and beyond. The strategy lays down how it will align itself in terms of its own mandate to the overarching Governments' agenda of ensuring **compliance with the law and maintenance of public order and safety in the country**.

### 4.1 Strategic Objectives

Rwanda National Police seeks to achieve the specified development outcomes through the pursuit of the four identified strategic objectives, indicated in table 1 hereunder:

Strategic objectives (SOs)	Expected Outcomes (EOs)
<b>SO 1: To enhance RNP's service delivery standards in order to ensure compliance with the law and maintenance of public order and safety in the country</b>	<b>EO 1: Improved levels of service delivery standards and compliance with the law, and maintenance of public order and safety</b>
<b>SO 2: To strengthen cooperation and partnership with Regional and International institutions with shared mutual interests and stake in RNP's mandate</b>	<b>EO 2: Enhanced and sustained active participation in international cooperation and humanitarian assistance;</b>
<b>SO 3: To strengthen institutional, organizational and Human Resource capacity and capabilities in order to deliver on RNP mandate</b>	<b>EO 3: Enhanced institutional, organizational and Human capacity and capabilities required to deliver on RNP mandate</b>
<b>SO 4: To enhance police officers' welfare in order to improve the working and living conditions and ensure</b>	<b>EO 4: Improved welfare and enhanced commitment by police officers to deliver on their respective duties</b>

## **commitment towards their duties.**

By adopting development outcomes against which to measure its future performance, in the next 5 years, Rwanda National Police is expected to further enhance its commitment and focus on reducing crimes and ensuring that there is safety and security of people and their property. The envisaged outcomes are organized in a way that will cause substantive positive changes in the next 5 years in terms of reducing levels of crimes committed, increased and sustained participation of the force in international peace keeping, developing RNP capacity and capabilities spanning institutional, Organizational and Human level capacity dimensions and improving motivation of the police officers.

### **5.0 Proposed Strategic actions under each of the strategic objectives**

In the framework of delivering the above outcomes/objectives in section 3.0, the following strategic actions are envisaged under each of proposed strategic actions

#### **SO 1: To enhance RNP's service delivery standards in order to ensure compliance with the law and maintenance of public order and safety in the country**

**SA 1:** Develop and implement a strategy for securing tourists dominated sites and other potentially targeted public open places across the country. The strategy shall entail an efficient approach on handling security threats around popular and buildings as well as the most dominated tourist sites in Kigali City and in the rest of the country.

**SA 2:** Develop and implement a strategy for integrated and harmonized operational capabilities. This shall entail adopting a framework strategy of integrating and harmonizing the operational activities with other stakeholders and/or security organs with a view to ensuring enhanced operational efficiency;

**SA 3:** Review and put to use tools for improving levels of effectiveness and efficiency in running of the Joint Operation Center (JOC). In order to ensure effective

coordination of operational activities conducted at the Joint Operational Center, there is need to review the existing SOPs that guide the operations of JOC to ensure comprehensiveness and harmony in existing tools used for facilitating officers in the process of receiving and sieving information as well as preparation and sharing of briefs at various levels. Part of the tools to be reviewed JOC Operational Procedures Manual (clearly defining processes and procedures) for facilitating and guiding officers at the Center.

**SA 4:** Develop a harmonized framework and strategy for effective engagement and sustainable participation of the community in crime prevention. The strategy shall detail internal policy guidelines for establishing community policing structures, training and development, as well as retention of members of established community policing committees in crime prevention.

**SA 5:** Develop an integrated police intelligence model detailing the approach and methods of information gathering, analysis, compilation and knowledge management as well as intelligence sharing framework. In addition, the model shall clearly spell out the coordination framework entailing the mode of collection and reception of data against the identified priority areas set by the tasking and coordination officers at the level of various departments and/or external stakeholders.

**SA 6:** Develop a specific and integrated Rwanda National Police intelligence led operational framework for preventing terrorism, Enemy networks, cybercrimes, transnational crimes, and Trafficking in human. The operational framework shall entail among others operational guide, steering committee (for providing strategic guidance) and specific human resource capabilities required to effectively deliver on this agenda.

**SA 7:** To secure more number of canines with different specialized skills required in the various fields in order to sustainably enhance security at identified key public places;

**SA 8:** Enhance the technical capacity of Marine forces through securing of the modern equipment required to ensure effective operations. The process of developing this technical capacity shall include securing equipment and improving on existing skills sets.

**SA 9:** Develop and implement a strategy and implementation framework for tracking and curtailing traffickers of illicit drugs within the country. The strategy

shall identify among others “perceived hot spots” for production and/or trafficking of illicit drugs is conducted and draw-up strategies to end this vice.

**SA 10:** Review and put to use Standards Operating Procedures (SOPs) to guide operations of all Private Security Service Providers. These SOPs shall detail internal policies for guiding and harmonizing operating procedures across Private Security Service Providers. This proposed intervention is expected to consolidate and nurture their respective organization cultures with a view to delivering quality services to their respective clients.

**SA 11:** Review and implement internal training guidelines that target to enhance qualified and professional private security guards in the country. The internally developed training guide shall harmonize training delivery.

**SA 12:** Enhance the technical capacity of Police Air Wing by securing the required modern equipment and appropriate sets skills needed to operate the secured equipment

**SA 13:** Develop and implement specific RNP’s disaster management strategy clearly defining specific interventions, coordination framework stipulating roles and responsibilities of all parties involved at the level of Rwanda National Police and working arrangements with other partner institutions in the public sector, private sector and Civil Society.

**SA 14:** Improve delivery standards for fire and Rescue services across the country through establishment and operationalization of stations at the level of each District.

**SA 15:** Reduce risks of fire through public fire safety awareness and public buildings fire safety inspections in close partnership with local stakeholder institutions in the public sector and private sector.

**SA 16:**To enhance, ethical values and professional conduct of police officers through conducting awareness campaigns and holding trainings for embracing integrity and other moral values.

**SA 17:** Develop and operationalize an integrated e-services portal with capacity to provide online services such as application for Provisional Driving License assessment tests, e-registration for Driving License assessment tests; e- payment for traffic offenses and other services offered by department of Traffic and Road Safety.

**SA 18:** Enhance technical capacity of Rwanda National Police Engineering Regiment with a view to providing sustained quality services to its clients in the public sector and/or Private sector. The process of improving the capacity of the engineering regiment shall involve securing required quality equipment and sets of technical skills needed to deliver on the expectations of their clients.

**SA 19:** Develop and implement various internal policies including Human Resource development policy, training policy, Peace support operations policy and fleet management policy to guide various functional processes run in the framework of these policies.

**SA 20:** Conduct research in various fields related to policing activities in the country with a view to improving planning and budgeting as well as availing data for informed decision making. The envisaged areas of research in the next 5 years include (i) Importance of peace support operations; to the participating state, to host country and to individual Formed up Police Unit (FPU), Individual Police Officers (IPOs) and Professionals reflecting among others in-Mission and out of mission activities and (ii) Causes of increased levels of desertion of police officers and other human resources challenges.

**SA 21:** Increase the number of female police officers to constitute 30% of the entire Rwanda National Police force and this is in line with the constitutional requirements

**SO 2: To strengthen cooperation and partnership with local, Regional and International institutions with shared mutual interests and stake in RNP's mandate**

**SA 1:** Develop and implement RNP strategy for guiding activities in regard to promoting International and regional Cooperation as well as ensuring effective conduct of protocol. This strategy shall serve as a guiding tool in terms of identified areas of partnership and cooperation vis a vis Rwanda National Police development agenda for the next five (5) years and beyond.

**SA 2:** To enhance regional and international cooperation with a view to pursuing collective security as well as fighting transnational crimes through establishment of formal working arrangements such as signing of bidding Memorandum of Understanding (MoUs) with countries and international and/or regional bodies involved crime prevention.

**SA3:** Enhance local institutional and organizational level partnerships with organizations in the public sector, private sector and Civil Society working in the country;

**SA4:** Review existing bilateral and multilateral areas of cooperation and devise strategies for strengthening and upholding them, and further identify new areas for partnership and cooperation;

**SA 5:** Develop and adopt procedures manual for RNP protocol and events management entailing clearly defined processes and procedures for guiding and handling management of protocol and major events organized by Rwanda National Police.

**SO 3: To strengthen institutional, organizational and Human Resource capacity and capabilities in order to deliver on RNP mandate**

For Rwanda National Police to effectively deliver on its mandate, strengthening its capacity spanning Institutional, Organizational and Human Resources Capacity remains an indispensable ingredient required to effectively and sustainably deliver to its development goals and objectives. In next 5 forthcoming years, Rwanda National Police envisages the following capacity development interventions under each of the capacity dimensions as detailed hereunder:

**Institutional capacity dimension**

**SA1:** Review Policy, legal and regulatory framework for Rwanda National Police with a view to strengthening its institutional capacity in order to enhance its level of service delivery standards. Albeit the newly promulgated law determining the organization and functioning of Rwanda National Police (RNP), there is need to comprehensively undertake a thorough review of its policy, legal and regulatory framework in the context of the recently concluded reform and restructuring.

**Organizational Capacity Dimension**

**SA 2:** Undertake a comprehensive restructuring of Rwanda National Police Departments, Specialized and Territorial Units and the process shall include among others clearly redefining roles and responsibilities of departments, Specialized and territorial Units in order to ensure that their duties are aligned to the current mandate defined in the law number N° 09/2017 of 20/03/2017. Furthermore, the review and restructuring of RNP shall involve drawing a line of demarcation

between roles and responsibilities of Rwanda Investigation Bureau and Rwanda National police and also identifying working arrangements/relationships between the two institutions.

**SA 3:** Develop and implement a change management strategy that is meant to provide clear orientation and fix the gaps in following the reform and restructuring that left RNP mandate affected.

**SA 4:** Develop consolidated SOPs for Rwanda National Police detailing processes and procedures for guiding various operational activities across all departments, Specialized and Territorial Units;

**SA 5:** Develop and implement an Information, Communication and Education strategy reflecting detailed types of media RNP should use to increase its level of visibility and accountability;

**SA 6:** Secure modern media equipment required to facilitate and elevate communication and various forms of media at Rwanda National Police these shall include but not limited to cameras, wireless, and recorders;

**SA 7:** To secure adequate specialized equipment's for Clinic and laboratory as well as other required equipment for enhancing the health of trained canines used in ensuring security at key public places.

**SA8:** Enhance institutional capabilities in terms of securing the modern equipment required by each and every Department, Territorial and Specialized Units in order to effectively deliver on their roles and responsibilities;

**SA 9:** Increase compliance levels in relation with Public Finance Management systems and international accounting standards

**SA10:** Digitalize personnel management at Rwanda National Police including its officers at the level of specialized and Territorial Units;

**SA 11:** Enhance value for money practices in all Rwanda National Police transactions

**SA 12:** Improve the credibility of Rwanda National Police Medium Term Expenditure Framework (MTEF) to guide annual spending.

### **Human Resource Capacity Dimension**

**SA 12:** Recruit more police officers with a view to improving the police/population ratio and enhanced quality service standards

**SA 13:** Conduct a comprehensive training needs assessment across all departments and Specialized and Territorial units. The comprehensive Training Needs Assessment (TNA) report shall serve as an indispensable ingredient in the design and/review of training curricula and/or modules that guide training interventions conducted at the level of training school, College and the Training Center at Mayange.

**SA 14:** Develop a comprehensive internal training policy that can guide short, medium and long term trainings that are tailored to the identified training needs across the all Departments, Specialized and Territorial units of Rwanda National Police;

**SA15:** Review and/or develop training Curricula and related training modules for short, medium and long term trainings that are tailored to the identified training needs.

**SA 16:** Conduct the Training of Trainers (ToT); there is need to assess levels of competencies for the existing trainers/teachers at Gishari Police Training School, Mayange CTC and National Police college with a view to laying down strategies to sustainably address trainers' gaps;

**SA 17:** Develop training plans/schedules and deliver short, medium and long term trainings to various officers in different departments, Specialized and Territorial units;

**SA 18:** Develop and put to use harmonized training evaluation templates for the short, medium and long term training interventions conducted at the various National police training Centers (including Training school, College and Mayange CT Center);

**SO 4: To enhance police officers' welfare in order to improve their working and living conditions and ensure commitment towards their duties**

**SA 1:** Construct more structures for provision of adequate residences to officers serving at RNP headquarters, Specialized and Territorial units.

**SA 2:** Advocate for increase in RCA to ensure that it is in consonance with the current market prices;

**SA 3:** Advocate for increased access to subsidized products and services offered by Armed Forces Shop (AFOS);

**SA 4:** Enhance increased access to credit schemes offered by CSS

**SA 5:** Enhance sports and recreation activities among the officers of Rwanda National Police;

**SA 6:** Increase access to quality health care and health services to all officers;

## 6.0 Proposed implementation arrangements and plan

The implementation of this strategy shall require solid and coordinated implementation efforts from all involved parties and local stakeholders and relevant Development partners. Significant inputs in terms of financial and human resources are required to support the implementation of various proposed interventions in each of the four identified strategic objectives. It is therefore important to put in place solid Monitoring and Evaluation for tracking periodic implementation progress and ensure smooth and effective implementation arrangements. The table below details implementation schedules for the proposed strategic actions.

Strategic Objectives	Proposed strategic actions	Year 1				Year 2				Year 3				Year 4				Year 5			
		Q <sub>1</sub>	Q <sub>2</sub>	Q <sub>3</sub>	Q <sub>4</sub>	Q <sub>1</sub>	Q <sub>2</sub>	Q <sub>3</sub>	Q <sub>4</sub>	Q <sub>1</sub>	Q <sub>2</sub>	Q <sub>3</sub>	Q <sub>4</sub>	Q <sub>1</sub>	Q <sub>2</sub>	Q <sub>3</sub>	Q <sub>4</sub>	Q <sub>1</sub>	Q <sub>2</sub>	Q <sub>3</sub>	Q <sub>4</sub>
SO 1: To enhance RNP's service delivery standards in order to ensure compliance with the law and maintenance of public order and safety in the country																					
	Develop and implement a strategy for securing high value targets and tourists dominated sites across the country. The strategy shall entail an efficient approach on handling security threats around popular public places and buildings as well as the most liked tourist sites in Kigali City and in the rest of the country																				
	Develop and implement a strategy for integrated and harmonized operational																				

Strategic Objectives	Proposed strategic actions	Year 1				Year 2				Year 3				Year 4				Year 5			
		Q 1	Q 2	Q <sub>3</sub>	Q <sub>4</sub>	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q <sub>4</sub>
	capabilities. This shall entail adopting a framework strategy of integrating and harmonizing the operational activities with other stakeholders and/or security organs with a view to ensuring enhanced operational efficiency																				
	Develop and put to use tools for improving levels of effectiveness and efficiency in running of the Joint Operation Center (JOC). In order to ensure effective coordination of operations related activities conducted at the Joint Operational Center, there is need for comprehensive and harmonized tools for facilitating officers in the process of receiving and sieving information as well as preparation of briefs at various levels. As part of the tools to be developed, JOC Operational Procedures Manual (clearly defining processes and procedures) for facilitating and guiding																				

Strategic Objectives	Proposed strategic actions	Year 1				Year 2				Year 3				Year 4				Year 5			
		Q 1	Q 2	Q <sub>3</sub>	Q <sub>4</sub>	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q <sub>4</sub>
	officers at the Center shall be developed and adopted by various stakeholders																				
	Develop a harmonized framework and strategy for effective engagement and sustainable participation of the community in crime prevention. The strategy shall provide internal policy guidelines for establishing community policing structures, training and retaining members of community level policing committees in crime prevention																				
	Develop an integrated police intelligence model detailing the approach and methods of information gathering, analysis, compilation and knowledge management as well as intelligence sharing framework.																				
	Develop a specific and integrated Rwanda National Police intelligence led operational framework for curbing terrorism, Enemy																				

Strategic Objectives	Proposed strategic actions	Year 1				Year 2				Year 3				Year 4				Year 5			
		Q 1	Q 2	Q <sub>3</sub>	Q <sub>4</sub>	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q <sub>4</sub>
	networks, cyber crimes, transnational crimes, and Trafficking in human. The operational framework shall entail among others operational guide, steering committee (for providing strategic guidance) and specific human resource competencies required to effectively deliver on this agenda.																				
	To secure more number of police dog teams required at different fields in order to sustainably enhance security at identified key public places																				
	Enhance the technical capacity of Marine forces through securing of the modern equipment used to ensure effective operations																				
	Develop and implement a strategy and implementation framework for tracking and curtail traders and users of drugs																				

Strategic Objectives	Proposed strategic actions	Year 1				Year 2				Year 3				Year 4				Year 5			
		Q 1	Q 2	Q <sub>3</sub>	Q <sub>4</sub>	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q <sub>4</sub>
	within the country																				
	Review and put to use Standards Operating Procedures (SOPs) to guide operations of all Private Security Service Providers. These SOPs shall detail internal policies for guiding and harmonizing operating procedures across Private Security Service Providers. The intervention is expected to consolidate and nurture their respective organization culture with a view to delivering quality services to their respective clients																				
	Review and implement internal training guidelines that target to enhance qualified and professional private security guards in the country																				
	Develop and implement a specific RNP's disaster management intervention strategy clearly defining specific interventions,																				

Strategic Objectives	Proposed strategic actions	Year 1				Year 2				Year 3				Year 4				Year 5			
		Q 1	Q 2	Q <sub>3</sub>	Q <sub>4</sub>	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q <sub>4</sub>
	coordination framework stipulating roles and responsibilities of all parties involved at the level of Rwanda National Police and working arrangements with other partner institutions in the public sector, private sector and Civil Society																				
	Develop and operationalize an integrated e-services portal with capacity to provide online services such as application for Provisional Driving License assessment tests, e-registration for Driving License assessment tests; e- payment for traffic offenses and other services offered by department of Traffic and Road Safety																				
	Enhance technical capacity of Rwanda National Police Engineering Regiment with a view to providing sustained quality services to its clients in the public sector and/or Private sector																				

Strategic Objectives	Proposed strategic actions	Year 1				Year 2				Year 3				Year 4				Year 5			
		Q 1	Q 2	Q <sub>3</sub>	Q <sub>4</sub>	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q <sub>4</sub>
	Develop and implement various internal policies including Human Resource development policy, training policy, Peace support operations policy and fleet management policy																				
	Conduct research in various fields related to policing activities in the country with a view to improving planning and budgeting as well as availing data for informed decision making. The envisaged areas of research in the next 5 years include (i) Importance of peace support operations; to the participating state, to host country and to individual FPU/IPO reflecting among others in Mission and out of mission activities and (ii) Causes of increased levels of desertion of police officers and other human resources challenges																				
	Increase the number of female police officers to constitute 30% of the entire																				

Strategic Objectives	Proposed strategic actions	Year 1				Year 2				Year 3				Year 4				Year 5			
		Q 1	Q 2	Q <sub>3</sub>	Q <sub>4</sub>	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q <sub>4</sub>
	Rwanda National Police force and this is in line with the constitutional requirements																				
SO 2: To strengthen cooperation and partnership with Local, Regional and International institutions with shared mutual interests and stake in RNP's mandate																					
	Enhance local institutional and organizational level partnerships with organizations in the public sector, private sector and Civil Society working in the country;																				
	Develop and implement RNP strategy for effective International Cooperation and protocol. A strategy for guiding daily activities of the department that has cooperation under its ambit																				
	To enhance regional and international cooperation in crime prevention especially for transnational organized crimes through establishment of formal working arrangements with the international and/or																				

Strategic Objectives	Proposed strategic actions	Year 1				Year 2				Year 3				Year 4				Year 5			
		Q 1	Q 2	Q <sub>3</sub>	Q <sub>4</sub>	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q <sub>4</sub>
	regional bodies in crime prevention																				
	Review existing bilateral and multilateral areas of cooperation and devise strategies for strengthening and sustaining them, and further identify new areas for partnership and cooperation																				
	Develop and adopt procedures manual for RNP protocol and events management entailing processes and procedures for guiding and handling management of protocol and major events organized by Rwanda National Police																				
SO 3: To strengthen institutional, organizational and Human Resource capacity and capabilities in order to deliver on RNP mandate																					
	Institutional capacity dimension																				
	Review Policy, legal and regulatory framework for Rwanda National Police with a view to strengthening its institutional capacity in order to enhance																				

Strategic Objectives	Proposed strategic actions	Year 1				Year 2				Year 3				Year 4				Year 5			
		Q 1	Q 2	Q <sub>3</sub>	Q <sub>4</sub>	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q <sub>4</sub>
	its level of delivery. Albeit the newly promulgated law determining the organization and functioning of Rwanda National Police (RNP), there is need to comprehensively undertake the review of its policy, legal and regulatory framework																				
Organizational Capacity Dimension																					
	Undertake a comprehensive restructuring of Rwanda National Police Departments, Specialized and Territorial Units and this shall include clearly redefining their respective roles and responsibilities in order to ensure that their duties are aligned to the current mandate defined the law number																				
	Develop and implement a change management strategy that is meant to further orient and fix the gaps																				
	Develop consolidated SOPs for Rwanda																				

Strategic Objectives	Proposed strategic actions	Year 1				Year 2				Year 3				Year 4				Year 5			
		Q 1	Q 2	Q <sub>3</sub>	Q <sub>4</sub>	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q <sub>4</sub>
	National Police detailing processes and procedures for guiding various operational activities across all departments, Specialized and Territorial Units																				
	Develop and implement an Information, Communication and Education strategy reflecting details forms of media RNP should use to increase its level of visibility and accountability																				
	Secure modern media equipment required to facilitate and elevate communication and media at Rwanda National these shall include but not limited to cameras, wireless, and recorders																				
	To secure adequate specialized equipment's for Clinic and laboratory as well as other required equipment for enhancing the health of trained dogs used in ensuring security at key public places																				

Strategic Objectives	Proposed strategic actions	Year 1				Year 2				Year 3				Year 4				Year 5			
		Q1	Q2	Q3	Q4																
	Digitalize personnel management at Rwanda National Police including its officers at the level of specialized and Territorial Units																				
	Increase compliance levels in relation with PFM systems and international accounting standards																				
	Enhance value for money practices in all Rwanda National Police transactions																				
	Improve the credibility of Rwanda National Police Medium Term Expenditure Framework (MTEF) to guide annual spending																				
	Human Resource Capacity dimension																				
	Conduct a comprehensive training needs assessment across all departments and Specialized and Territorial units. The comprehensive Training Needs																				

Strategic Objectives	Proposed strategic actions	Year 1				Year 2				Year 3				Year 4				Year 5			
		Q 1	Q 2	Q <sub>3</sub>	Q <sub>4</sub>	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q <sub>4</sub>
	Assessment (TNA) report shall serve as an indispensable ingredient in the design and/review of training curricula and/or modules that guide training interventions conducted at the level of training school, College and the Training Center at Mayange.																				
	Review and/or develop training Curricula and related training modules for short, medium and long term trainings that are tailored to the identified training needs. It be best practice																				
	Conduct the Training of Trainers (ToT); there is need to assess levels of competencies for the existing trainers/teachers at Gishari Police Training School, Mayange CTC and National Police college with a view to laying down strategies to sustainably address trainers'																				

Strategic Objectives	Proposed strategic actions	Year 1				Year 2				Year 3				Year 4				Year 5			
		Q 1	Q 2	Q <sub>3</sub>	Q <sub>4</sub>	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q <sub>4</sub>
	gaps																				
	Develop training plans/schedules and deliver short, medium and long term trainings to various officers in different departments, Specialized and Territorial units																				
	Develop and put to use harmonized training evaluation templates for the short, medium and long term training interventions conducted at the various National police training and school, College and Mayange CT Center																				
SO 4: To enhance police officers' welfare in order to improve the working and living conditions and ensure commitment towards their duties																					
	Construct more structures for provision of adequate residences to officers serving at RNP head quarters, Specialized and Territorial units																				
	Advocate for increased RCA to ensure that																				

Strategic Objectives	Proposed strategic actions	Year 1				Year 2				Year 3				Year 4				Year 5			
		Q 1	Q 2	Q <sub>3</sub>	Q <sub>4</sub>	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q <sub>4</sub>
	it is consonance with the current market prices																				
	Advocate for increased access to subsidized products and services offered by AFOS																				
	Procure and ensure timely supply of the Uniforms and other related accessories used by officers in the various departments, Specialized and Territorial Units																				
	Advocate for increased access to credit schemes offered by CSS																				
	Enhance sports and recreation activities among the officers of Rwanda National Police																				
	Increase access to quality health care and health services to all officers																				

**7.0 Indicative Budget**

Strategic Objectives	Major Activities	Indicative budget
<p><b>SO 1: To enhance RNP’s service delivery standards in order to ensure compliance with the law and maintenance of public order and safety in the country</b></p>	<p>1.1 Develop and implement a strategy for securing high value targets and tourists dominated sites across the country.</p>	<p>150,000,000</p>
	<p>1.2 Develop and implement a strategy for integrated and harmonized operational capabilities. This shall entail adopting a framework strategy of integrating and harmonizing the operational activities with other stakeholders and/or security organs with a view to ensuring enhanced operational efficiency</p>	<p>150,000,000</p>
	<p>1.3 Develop and put to use tools for improving levels of effectiveness and efficiency in running of the Joint Operation Center (JOC). In order to ensure effective coordination of operations related activities conducted at the Joint Operational Center, there is need for comprehensive and harmonized tools for facilitating officers in the process of receiving and sieving information as well as preparation of briefs at various levels. As part of the tools to be developed, JOC Operational Procedures Manual (clearly defining processes and procedures) for facilitating and guiding officers at the Center shall be developed and adopted by various stakeholders</p>	<p>150,000,000</p>
	<p>1.4 Develop a harmonized framework and strategy for effective engagement and sustainable participation of the community in crime prevention. The strategy shall provide internal policy guidelines for establishing community policing structures, training and retaining members of community level policing committees in crime prevention</p>	<p>150,000,000</p>

	<p>1.5 Develop an integrated police intelligence model detailing the approach and methods of information gathering, analysis, compilation and knowledge management as well as intelligence sharing framework. In addition, the model shall clearly spell out the coordination framework entailing the mode of collection and reception of data against the identified priority areas set by the tasking and co-ordination officers at the level of various departments and/or external stakeholders</p>	<p>150,000,000</p>
	<p>1.6 Develop a specific and integrated Rwanda National Police intelligence led operational framework for curbing terrorism, Enemy networks, cyber crimes, transnational crimes, and Trafficking in human. The operational framework shall entail among others operational guide, steering committee (for providing strategic guidance) and specific human resource competencies required to effectively deliver on this agenda.</p>	<p>3.500,000,000</p>
	<p>1.7 To secure more number of police dog teams required at different fields in order to sustainably enhance security at identified key public places</p>	<p>2.800,000,000</p>
	<p>1.8 Enhance the technical capacity of Marine forces through securing of the modern equipment used to ensure effective operations</p>	<p>1.400,000,000</p>
	<p>1.9 Develop and implement a strategy and implementation framework for tracking and curtail traders and users of drugs within the country</p>	<p>3.800,000,000</p>

	1.10 Develop and put to use Standards Operating Procedures (SOPs) to guide operations of all Private Security Service Providers. These SOPs shall detail internal policies for guiding and harmonizing operating procedures across Private Security Service Providers. The intervention is expected to consolidate and nurture their respective organization culture with a view to delivering quality services to their respective clients	1.800,000,000
	1.11 Develop and implement internal training guidelines that target to enhance qualified and professional private security guards in the country	1.200,000,000
	1.12 Develop and implement a specific RNP's disaster management intervention strategy clearly defining specific interventions, coordination framework stipulating roles and responsibilities of all parties involved at the level of Rwanda National Police and working arrangements with other partner institutions in the public sector, private sector and Civil Society	2.900,000,000
	1.13 Develop and operationalize an integrated e-services portal with capacity to provide online services such as application for Provisional Driving License assessment tests, e-registration for Driving License assessment tests; e-payment for traffic offenses and other services offered by department of Traffic and Road Safety	1.900,000,000
	1.14 Enhance technical capacity of Rwanda National Police Engineering Regiment with a view to providing sustained quality services to its clients in the public sector and/or Private sector	7.200,000,000
	1.15 Develop and implement various internal policies including Human Resource development policy, training policy, Peace support operations policy and fleet management policy	800,000,000

	1.16 Conduct research in various fields related to policing activities in the country with a view to improving planning and budgeting as well as availing data for informed decision making. The envisaged areas of research in the next 5 years include (i) Importance of peace support operations; to the participating state, to host country and to individual FPU/IPO reflecting among others in Mission and out of mission activities and (ii) Causes of increased levels of desertion of police officers and other human resources challenges	900,000,000
	1.17 Increase the number of female police officers to constitute 30% of the entire Rwanda National Police force and this is in line with the constitutional requirements	3.200,000,000
<b>Sub-Total</b>		
<b>SO 2: To strengthen cooperation and partnership with Regional and International institutions with shared mutual interests and stake in RNP's mandate</b>	2.1 Develop and implement RNP strategy for effective International Cooperation and protocol. A strategy for guiding daily activities of the department that has cooperation under its ambit	3.100,000,000
	2.2 To enhance regional and international cooperation in crime prevention especially for transnational organized crimes through establishment of formal working arrangements with the international and/or regional bodies in crime prevention	2.800,000,000
	2.3 Review existing bilateral and multilateral areas of cooperation and devise strategies for strengthening and sustaining them, and further identify new areas for partnership and cooperation	1.300,000,000
	2.4 Develop and adopt procedures manual for RNP protocol and events management entailing processes and procedures for guiding and handling management of protocol and major events organized by Rwanda National Police	900,000,000

Sub-Total		
<p style="text-align: center;"><b>SO 3: To strengthen institutional, organizational and Human Resource capacity and capabilities in order to deliver on RNP mandate</b></p>	<p><b>Institutional capacity dimension</b></p>	
	<p>3.1 Review Policy, legal and regulatory framework for Rwanda National Police with a view to strengthening its institutional capacity in order to enhance its level of delivery. Albeit the newly promulgated law determining the organization and functioning of Rwanda National Police (RNP), there is need to comprehensively undertake the review of its policy, legal and regulatory framework</p>	<p style="text-align: center;">1.800,000,000</p>
	<p><b>Organizational Capacity Dimension</b></p>	
	<p>3.2 Undertake a comprehensive restructuring of Rwanda National Police Departments, Specialized and Territorial Units and this shall include clearly redefining their respective roles and responsibilities in order to ensure that their duties are aligned to the current mandate defined the law number</p>	<p style="text-align: center;">2.400,000,000</p>
	<p>3.3 Develop and implement a change management strategy that is meant to further orient and fix the gaps</p>	<p style="text-align: center;">900,000,000</p>
	<p>3.4 Develop consolidated SOPs for Rwanda National Police detailing processes and procedures for guiding various operational activities across all departments, Specialized and Territorial Units</p>	<p style="text-align: center;">700,000,000</p>
	<p>3.5 Develop and implement an Information, Communication and Education strategy reflecting details forms of media RNP should use to increase its level of visibility and accountability</p>	<p style="text-align: center;">900,000,000</p>
	<p>3.6 Secure modern media equipment required to facilitate and elevate communication and media at Rwanda National these shall include but not limited to cameras, wireless, and recorders</p>	<p style="text-align: center;">2.400,000,000</p>

	3.7 To secure adequate specialized equipment's for Clinic and laboratory as well as other required equipment for enhancing the health of trained dogs used in ensuring security at key public places	1.800,000,000
	3.8 Increase compliance levels in relation with PFM systems and international accounting standards	1.700,000,000
	3.9 Digitalize personnel management at Rwanda National Police including its officers at the level of specialized and Territorial Units	600,000,000
	3.10 Enhance value for money practices in all Rwanda National Police transactions	400,000,000
	3.11 Improve the credibility of Rwanda National Police Medium Term Expenditure Framework (MTEF) to guide annual spending	200,000,000
	<b>Human Resource Capacity dimension</b>	
	3.12 Conduct a comprehensive training needs assessment across all departments and Specialized and Territorial units. The comprehensive Training Needs Assessment (TNA) report shall serve as an indispensable ingredient in the design and/review of training curricula and/or modules that guide training interventions conducted at the level of training school, College and the Training Center at Mayange	700,000,000
	3.13 Review and/or develop training Curricula and related training modules for short, medium and long term trainings that are tailored to the identified training needs. It be best practice	600,000,000
	3.14 Conduct the Training of Trainers (ToT); there is need to assess levels of competencies for the existing trainers/teachers at Gishari Police Training School, Mayange CTC and National Police college with a view to laying down strategies to sustainably address trainers' gaps	2.500,000,000

	3.15 Develop training plans/schedules and deliver short, medium and long term trainings to various officers in different departments, Specialized and Territorial units	350,000,000
	3.16 Develop and put to use harmonized training evaluation templates for the short, medium and long term training interventions conducted at the various National police training and school, College and Mayange CT Center	150,000,000
	3.17 Secure and deliver all required training equipment and materials to RNP College, School and Training Center (Mayange)	180,000,000
<b>Sub-Total</b>		
<b>SO 4: To enhance police officers' welfare in order to improve the working conditions and ensure commitment towards their duties</b>	Construct more structures for provision of adequate residences to officers serving at RNP head quarters, Specialized and Territorial units	15,000,000,000
	Advocate for increased RCA to ensure that it is in consonance with the current market prices	
	Advocate for increased access to subsidized products and services offered by AFOS	1,000,000,000
	Procure and ensure timely supply of the Uniforms and other related accessories used by officers in the various departments, Specialized and Territorial Units	200,000,000
	Increase means of transport for all officers required to facilitate them to commute to and fro their respective areas work	5,500,000,000
	Increase access to quality health care and health services to all officers	1.500,000,000
<b>Grand total</b>		

## 8.0 Results Monitoring Framework

Results	Indicator	Baseline	Target	Means of verification	Frequency of Data Collection	Assumptions	Stakeholders involved
<b>OUTCOME 1: Improved levels of service delivery standards and compliance with the law, and maintenance of public order and safety</b>							
A strategy for securing tourists dominated sites and other potentially targeted public open places across the country developed and implemented	Number of strategy document developed and adopted	0	01	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Availability of resources required for developing and implementing the strategy	Departments of Operation and intelligence.
A strategy for integrated and harmonized operational capabilities developed and implemented	Number of strategy document developed and adopted	0	01	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Availability of resources required for developing and implementing the strategy	Departments of Operation and intelligence as well as external stakeholders such as RDF and NSS
Tools for improving levels of effectiveness and efficiency in running of the Joint Operation Center (JOC) developed and adopted	Number of tools developed	02	03	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Availability of resources required for developing and implementing the strategy	Relevant Departments at RNP as well as external stakeholders such as RDF and NSS
A strategy with harmonized framework for effective engagement and sustainable participation of the community in crime prevention developed and implemented	Strategy document developed and adopted by stakeholders	0	05	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Availability of resources required for developing and implementing the strategy	Departments of Community policing, Intelligence, Operations,

Results	Indicator	Baseline	Target	Means of verification	Frequency of Data Collection	Assumptions	Stakeholders involved
							cooperation and Protocol, and Public relations and Media
An integrated police intelligence model developed and adopted.	Number of integrated intelligence model developed	0	01	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Availability of resources required for developing and implementing the strategy	Departments of Community policing, Intelligence, Operations and Counter Terrorism
A specific and integrated Rwanda National Police intelligence led operational framework for preventing serious crimes developed and implemented	A specific and integrated Rwanda National Police intelligence led operational framework for preventing serious crimes adopted	0	1	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Availability of resources required for developing the intelligence led operational framework	Departments of Community policing, Intelligence, Operations and Counter Terrorism
Canines team with different specialized skill secured	Number of canines trained in specific specialized skills	50	55	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Availability of resources required to secure and train canines	Canines brigade and Departments of Operations, Intelligence and SAPU
Technical Capacity of Marine forces enhanced	Number of required equipment secured	40%	80%	RNP quarterly and/or annual	Quarterly and/or annually	Availability of resources required to	Marine forces and Departments

Results	Indicator	Baseline	Target	Means of verification	Frequency of Data Collection	Assumptions	Stakeholders involved
	No of staff trained in required courses	102	200	implementation reports		secure equipment and train staff	of Operations and Intelligence
A strategy for improved tracking and curtailing traffickers of illicit drugs developed and implemented	Strategy document developed and adopted	0	01	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Availability of resources required to develop and implement a strategy for curtailing illicit drug traffickers	Anti-Narcotic Unit, Departments of Operations and Intelligence
Standards Operating Procedures (SOPs) to guide operations of all Private Security Service Providers developed and operationalized	Number of SOPs document developed and adopted	0	01	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Resources required to develop SOPs availed in time	Department of Private Security services Providers, Operations and Intelligence and Territorial Units
Internal training policy guidelines for private security guards developed and adopted	Number of training Policy developed and adopted	0	01	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Resources required to develop internal training policy guidelines for training and developing private security guards	Department of Private Security services Providers, Operations and Intelligence and Territorial Units
Technical capacity of Police Air Wing Enhanced	Number of staff trained Number of required equipment secured	03 Pilots 01	06 04	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Availability of resources required to secure equipment and train staff	PAW, Department Operations and Intelligence

Results	Indicator	Baseline	Target	Means of verification	Frequency of Data Collection	Assumptions	Stakeholders involved
		Engineer					
A specific RNP's disaster management strategy developed and adopted	A disaster management strategy document	0	01	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Availability of resources required to develop and implement a disaster management strategy	Fire and RescueBde, department of Operations and/or Territorial Units
Delivery standards for fire and Rescue services across the country improved	Number of Districts with operational fire and rescue services stations	15	22	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Availability of resources required to establish fire and rescue service stations in each District	Fire and RescueBde, department of Operations and/or Territorial Units
Public fire safety awareness and inspectionpublic buildings raised	Number of people trained in fire safety	19,005	25,000	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Resources required to conduct trainings of the public on fire safety availed	Fire and RescueBde, department of Operations and/or Territorial Units
Ethical values and professional conduct of police officers on embracing integrity and moral values enhanced	Number of officers trained Ethical values and professional conduct	8,456	16,912	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Officers trained in Ethical values and professional conduct are willing to comply change behaviors	Departments of Inspectorate of services, Human Resources Management, and Department of Training and Development

Results	Indicator	Baseline	Target	Means of verification	Frequency of Data Collection	Assumptions	Stakeholders involved
An integrated e-services portal with capacity to provide online services established and operationalized	Number of e-services sustainably offered traffic and road safety department	07	10	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Resources for securing e-services portal availed	Department of Traffic and Road safety, Operations and Territorial Units
Technical capacity of Rwanda National Police Engineering Regiment enhanced	Number of required equipment secured Number of staff trained in the required skills	12	32	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Availability of resources required to secure equipment and train staff	Departments of Engineering Regiment, and the Department of Logistics and Finance
Internal policies developed and implemented	Number of internal policies developed and adopted	01	05	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Availability of resources required to develop internal policies availed	Department of Policy and Strategy, Departments of Cooperation and Protocol and Finance Department
Research in various fields activities conducted and approved	Number of research conducted and findings approved	01	05	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Availability of resources required to develop internal policies	Department of Policy and Strategy, Departments of Cooperation and Protocol and Finance Department

Results	Indicator	Baseline	Target	Means of verification	Frequency of Data Collection	Assumptions	Stakeholders involved
Female police officers increased	%age of female police officers increased	21%	30%	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Women and girls with minimum entry requirements willing to join RNP	Office of IGP, Departments of HRM and Training and Development
<b>OUTCOME 2: Enhanced and sustained active participation in international cooperation and humanitarian assistance</b>							
A strategy for guiding activities in regard topromoting International and regional Cooperation developed and adopted	An adopted strategy for guiding international & regional cooperation	0	02	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Availability of resources required to conduct research availed	Department of Policy and Strategy, Departments of Cooperation and Protocol and Finance Department
Regional and/or international cooperation in crime prevention especially for transnational organized crimes enhanced	Number of MoU's signed	0	5	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Regional and/international bodies are willing cooperate	Department of cooperation and Protocol, Office of IGP, Departments of Operations and Intelligence
A review of the existing bilateral and multilateral areas of cooperation	Number of MoU signed as bidding frameworks resulting from the new identified areas of cooperation	0	5	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Existing bilateral and multilateral entities willing to cooperate in new	Department of cooperation and Protocol, Office of IGP, Departments of

Results	Indicator	Baseline	Target	Means of verification	Frequency of Data Collection	Assumptions	Stakeholders involved
						areas	Operations and Intelligence
Procedures manual for RNP protocol and events management developed and adopted	Procedures manual for guiding protocol and events management	0	01	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Officers at Cooperation and Protocol Department willing to be guided by the manual developed	Department of cooperation and Protocol
<b>OUTCOME 3: Enhanced institutional, organizational and Human capacity and capabilities required to deliver on RNP mandate</b>							
The current Policy, legal and regulatory framework governing Rwanda National Police reviewed and institutional further strengthened	Number of policies and/or legal instruments governing RNP reviewed	0	1	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Availability of resources required to carry out the review process	Department of Policy and strategy and the Unit in charge of legal affairs at RNP
Reform and Restructuring of Rwanda National Police Departments, Specialized and Territorial Units conducted	Number of departments, Specialized and Territorial Units with reviewed roles and responsibilities	0	1	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	All departments, Specialized and Territorial Units willingly support the reform and restructuring process	Office of the IGP, All Departments, Specialized and Territorial Units
Change management strategy developed and implemented	Change management strategy developed and adopted	0	01	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Availability of resources required to develop the strategy	Department of Human Resource Management, Finance department and

Results	Indicator	Baseline	Target	Means of verification	Frequency of Data Collection	Assumptions	Stakeholders involved
							the Office of the IGP
Consolidated SOPs for Rwanda National Police detailing processes and procedures for guiding various operational activities developed and adopted	Consolidated SOPs document	0	01	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Availability of resources required to develop consolidated RNP SOPs	Department of Human Resources Management and other departments and specialized units
An Information, Communication and Education strategy for increasing RNP visibility and accountability developed and adopted	An adopted ICE strategy document	0	1	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Availability of resources required to develop ICE strategy availed	Department of Public Relations and Media and the department of Operations and Community Policing
Modern media equipment required secured	Number of required equipment secured	04	12	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Availability of resources required to secure required media equipment	Department of Public Relations and Media and the department of Logistics, and Community Policing
Compliance levels in relation with Public Finance Management systems and international accounting standards improved	%age of Financial operations/processes that comply with PFM and/or international	75%	100%	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Trained staff in PFM practices are able and willing to comply with PFM	Finance Department and all other departments,

Results	Indicator	Baseline	Target	Means of verification	Frequency of Data Collection	Assumptions	Stakeholders involved
	accounting standards					requirements and standards	Specialized and Territorial Units
Process of personnel management at Rwanda National Police digitized	%age of personnel that under digital management arrangement	70%	100%	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Officers whose management is digitized are willing to comply with the new framework	Human resources Management
Value for money practices in all Rwanda National Police transactions enhanced	Number of conducted transactions with value for Money practices	96%	100%	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Officer in Finance department training in the practices for promoting value for money and they willing uphold the values and practices	Department of Finance and other departments, specialized and Territorial units
Rwanda National Police Medium Term Expenditure Framework (MTEF) respected in terms of guiding annual spending	Number of departments and specialized units that spend as per the MTEF	20	25	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Departments and Specialized willing to be guided by the MTEF in their annual spending	Department of Finance and other departments, specialized and Territorial units
A comprehensive training needs assessment across all departments and Specialized and Territorial units conducted	Training needs assessment report	0	5	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Officers across all departments, Specialized and Territorial Units are willing to give genuine training gaps	All departments, Specialized and Territorial Units

Results	Indicator	Baseline	Target	Means of verification	Frequency of Data Collection	Assumptions	Stakeholders involved
Training Curricula and related training modules for short, medium and long term trainings that are tailored to the identified training needs reviewed and/or developed	Reviewed training curricula and/modules	26	20	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Required resources to review and/or develop training curricula and training modules	Department of Training and development and Police training schools
Training of Trainers (ToT) for all trainers/teachers organized and conducted	Number of trainers/teacher/lecturers trained	295	200	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Trained trainers are able to learn and willing to transfer skills and knowledge to learners	Department of Training and development and Police training schools
Training plans/schedules for delivering short, medium and long term trainings to various officers in different departments, Specialized and Territorial units developed and approved	Number of Approved training plans approved	0	01	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Training plans are respected by all training schools and the rest of the concerned RNP fraternity	Department of Training and development and Police training schools
Practical equipment required to facilitate practical training secured and installed at RNP schools	Number of required equipment for practical training installed	113	130	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Resources for securing and installing equipment for facilitating practical training availed	Departments of Training and development, Logistics as well as Police training schools
Harmonized training evaluation templates for the short, medium and long term developed	Number of RNP trainers that use training evaluation templates after training	0	295	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Trainers and trainees are willing to use the evaluation templates	Departments of Training and development and Police

Results	Indicator	Baseline	Target	Means of verification	Frequency of Data Collection	Assumptions	Stakeholders involved
							training schools
<b>OUTCOME 4: Improved welfare and enhanced commitment by police officers to deliver on their respective duties</b>							
More residential structures for RNP officers constructed	Number of officers that put up in RNP owned residences	48.1%	70%	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Resources required for construction of RNP residential structures availed	Finance Department, Engineering Regiment, and rest of other departments and Units
Advocacy on the increase of RCA to ensure that it is in consonance with the current market prices conducted	The amount of RCA apportioned to individual police officer	20,000	25,000	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	MINICOFIN and other relevant stakeholders are willing to support the initiative	Department of Finance
Improved access to subsidized products and services offered by Armed Forces Shop (AFOS);	Number of branches of AFOS operationalized	10	20	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Government willing to continue supporting the initiative	Finance department, HRM department and other relevant stakeholders
Timely supply of quality Uniforms and other related accessories used by officers upheld	Number of officers with enough pairs of quality uniforms	02	03	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Resources for securing Uniforms and other related accessories availed	Department of Logistics and Department of Finance

Results	Indicator	Baseline	Target	Means of verification	Frequency of Data Collection	Assumptions	Stakeholders involved
Sustained Quality health care and health services extended to all officers	Number of officers covered under MMI Health Insurance scheme	14,000	20,000	RNP quarterly and/or annual implementation reports	Quarterly and/or annually	Resources for required to facilitate police officers to access sustained quality health services availed	Departments for HRM, Finance and other relevant stakeholders

### 9. 0 Key Strategic Plan Targets with Estimated Cost

S	Priority Activity	Baseline	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL	Responsible
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N			Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	
<b>SO 1: To enhance RNP's service delivery standards in order to ensure compliance with the law and maintenance of public order and safety in the country</b>									
1	Develop a strategy for securing tourists dominated sites and other potentially targeted public open places across the country	0			1			1	Departments of Operation, Counter terrorism unit, and intelligence
					30,000,000			30,000,000	
2	Develop a strategy for RNP integrated and harmonized operational capabilities	0		1				1	Departments of Operation and intelligence
				30,000,000				30,000,000	
3	Develop tools for improving levels of effectiveness and efficiency in running of the Joint Operation Center (JOC)	1			1			1	Relevant Departments at RNP as well as external stakeholders such as RDF and NSS
					30,000,000			30,000,000	

S N	Priority Activity	Baseline	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL	Responsible
			Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	
4	Develop a strategy for curtailing illicit drug traffickers	0				1		1	Anti-Narcotic Unit, Departments of Operations and Intelligence
						30,000,000		30,000,000	
5	Conduct joint targeted operations (JTO) to detect drugs	734	834	934	1034	1134	1234	5,170	Fire and Rescue Bde, Traffic police, and department of Operations/or Territorial Units
		1,916,250,000	1,992,900,000	2,072,616,000	2,155,610,640	1,989,621,360	1,823,632,080	10,034,380,080	
6	Conduct research in various fields	0		2	2	1		5	Dptt of Policy and Strategy, Cooperation and Protocol
		0		60,000,000	60,000,000	30,000,000		150,000,000	

S N	Priority Activity	Baseline	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL	Responsible
			Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	
									and Finance
7	Develop a consolidated RNP SOPs detailing processes and procedures for guiding various operational activities					1		1	Dpt of HRM, other departments and specialized units
						40,000,000		40,000,000	
8	Develop a strategy document for effective engagement and sustainable participation of the community in crime prevention			1				1	Departments of Community policing, Intelligence, Operations
				30,000,000				30,000,000	
9	Develop an integrated police intelligence model	0	0		1			1	Departments of Community policing, Intelligence, Operations
					30,000,000			30,000,000	
10	Develop the intelligence led operational	0	0		1			1	Departments of

S N	Priority Activity	Baseline	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL	Responsible
			Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	
	framework for preventing serious crimes	0	0	0	35,000,000	0		35,000,000	Community policing, Intelligence, Counter Terro, Operations
11	Increase the number of police dog teams in different fields	55	10	30	30	31	32	32	Canine Bde, Operation, Finance
		484,000,000	490,050,000	509,652,000	530,038,080	551,239,603	573,289,187	2,654,268,871	
12	Develop and implement a Communication, Information and Education (CIE) strategy for increasing RNP visibility and accountability	0			1			1	Dpt of Public Relations and Media, Operations and Community Policing
				400,000,000	480,000,000	576,000,000	691,200,000	2,147,200,000	
13	Develop a strategy for curtailing illicit drug	0			1			1	Anti-Narcotic

S N	Priority Activity	Baseline	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL	Responsible
			Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	
	traffickers document				40,000,000			40,000,000	Unit, Departments of Operations and Intelligence
14	Develop SOPs for all Private Security Service Providers	0					1	1	Dpt of Private Security services Providers, Operations and Intelligence and Territorial Units
							40,000,000	40,000,000	
15	Provide e-services portal for online Traffic Police services delivery	7			4		3	7	Traffic police, CIS, Operations/or Territorial Units
		1,540,000,000			2,887,500,000.00		962,500,000	3,850,000,000	

S N	Priority Activity	Baseline	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL	Responsible
			Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	
16	Ensure police force timely respond to the incidence (Min)	25	24	24	23	22	22	22	Fire and Rescue Bde, Traffic police, Marine and department of Operations/or Territorial Units
		270,000,000	280,800,000	292,032,000	303,713,280	315,861,811	328,496,284	1,520,903,375	
17	Conduct joint targeted operations(JTO) by RNP & RDF to detect drugs	734	834	934	1034	1134	1234	5,170	Traffic police, and department of Operations/or Territorial Units
18	Increase mobile lane operations in provinces	88,990 vehicles inspected/2017/2018	95,714 inspections	103,371 inspections	111,641 inspections	120,572 inspections	130,218 inspections	561,516 inspections	Traffic police

S N	Priority Activity	Baseline	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL	Responsible
			Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	
19	Increase mobile traffic patrols in highways throughout the years	28 fatalities per 10,000 vehicles occurred in 2017/2018	27 fatalities per 10,000 vehicles occurred						
20	Training of Police Air Wing	3		2	2		2		PAW, Department Operations and Intelligence
		48,050,000		98,022,000	98,022,000		98,022,000	294,066,000	
21	Conduct trainings of the public on fire safety	23,648					25,000	25,000	Fire and Rescue Bde, department of Operations and/or Territorial Units
		13,450,000					20,175,000	20,175,000	
22	Conduct a comprehensive training	0			1		1	2	All departments

S N	Priority Activity	Baseline	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL	Responsible
			Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	
	needs assessment across all departments and Specialized and Territorial units				40,000,000		40,000,000	80,000,000	, Specialized and Territorial Units
23	Develop RNP internal policies	1		1		1		2	Dptt of Policy and Strategy, Cooperation and Protocol and Finance
		15,000,000		30,000,000		35,000,000		65,000,000	
24	Conduct research in various fields activities	0			1	2	2	5	Dptt of Policy and Strategy, Cooperation and Protocol and Finance
					35,000,000	70,000,000	70,000,000	175,000,000	
25	Train Police officers in Ethical values and professional conduct	1,733		4500	5200	5500	6,200	21,400	Dpt of Inspectorate of services, HRM, and Department of Training
		5,000,000		10,000,000	10,400,000	10,816,000	11,248,640	42,464,640	

S N	Priority Activity	Baseline	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL	Responsible
			Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	
									and Developmen t
26	Train staff in Public Finance Management systems (PFM) and international accounting standards	70%			100%			100%	Finance Department and all other departments
					20,000,000			20,000,000	
27	Training on value for money practices in all Rwanda National Police transactions Money practices	96%				4%		100%	Dpt of Finance, other departments , specialized and Territorial units
		18,000,000				10,000,000		10,000,000	
28	Develop training plans/schedules for delivering short, medium and long term trainings to various officers in different departments,	1		1	1	1	1	4	Department of Training and developmen t and Police training
					15,000,000	15,600,000	16,224,000	46,824,000	

S N	Priority Activity	Baseline	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL	Responsible
			Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	
	Specialized and Territorial units								schools
29	Develop harmonized training evaluation templates for the short, medium and long term	0		1				1	Departments of Training and development, Logistics as well as Police training schools
				1,000,000				1,000,000	
30	Review Training Curricula and related training modules for short, medium and long term trainings that are tailored to the identified training needs	26		1	1	1	1	4	Department of Training and development and Police training schools
		7,430,000		10,000,000	10,400,000	10,816,000	11,248,640	32,064,640	
31	Develop internal training policy guidelines for	0					1	1	Department of Training

S N	Priority Activity	Baseline	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL	Responsible
			Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	
	training and developing private security guards						20,000,000	20,000,000	& Private security
32	Develop the RNP change management strategy document	0				1		1	Dpt of HRM, Finance and the Office of the IGP
						30,000,000		30,000,000	
33	Reform and Restructuring of Rwanda National Police Departments, Specialized and Territorial Units	0					1	1	Office of the IGP, All Departments , Specialized and Territorial Units
							40,000,000	40,000,000	
34	Develop a Human Resource development policy	0			1			1	Dpt of HRM, Finance and the Office of
					30,000,000				

S N	Priority Activity	Baseline	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL	Responsible
			Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	
								30,000,000	the IGP
35	Develop Peace support operations policy	0				1		1	Office of the IGP, PSO, Finance
						30,000,000		30,000,000	
36	Develop fleet management policy	0			1			1	Office of the IGP, Logistic, Finance
		0			30,000,000			30,000,000	
<b>SO 2: To strengthen cooperation and partnership with Local, Regional and International institutions with shared mutual interests and stake in RNP's mandate</b>									
37	Cooperate in new areas with existing bilateral and multilateral entities	3	3	3	3	3	3	15	Department of cooperation and Protocol, Office of IGP, Dpt of Operations, Intelligence, cooperation
		5,000,000	5,200,000	5,408,000	5,624,320	5,849,293	6,083,265	28,164,877	

S N	Priority Activity	Baseline	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL	Responsible
			Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	
									and Protocol
38	Cooperate with International and regional bodies in order to prevent crimes	3	3	3	3	3	3	15	Department of cooperation and Protocol, Office of IGP, Dpt of Operations, Intelligence, cooperation and Protocol
		10,000,000	10,400,000	10,816,000	11,248,640	11,698,586	12,166,529	56,329,755	
39	Develop a strategy for guiding activities in regard to promoting International and regional Cooperation	0			1			1	Dpt of Policy and Strategy, Cooperation and Protocol and Finance
					30,000,000			30,000,000	
40	Develop procedures manual guiding protocol	0		1				1	Dpt of Policy and

S N	Priority Activity	Baseline	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL	Responsible
			Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	
	and events management			30,000,000				30,000,000	Strategy, Cooperation and Protocol and Finance
41	Operational framework for the Center of Excellence/KICD developed and launched	0			1			1	
					30,000,000			30,000,000	
42	Develop a new Law governing Private Security Service Providers in Rwanda	0					1	1	Dpt of Private Security Service Providers
							31,043,000	31,043,000	,Legal Directorate (RNP), MINUJUST and RLRC
43	Develop procedures manual guiding protocol	0	1				1	2	Department of

S N	Priority Activity	Baseline	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL	Responsible
			Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	
	and events management		15,054,600				15,656,784.00	30,711,384	cooperation and Protocol
44	Develop and implement operational framework for the Center of Excellence/KICD	0	1					1	RNP, MIGEPROF AND MINJUST
			30,000,000						30,000,000
<b>SO 3: To strengthen institutional, organizational and Human Resource capacity and capabilities in order to deliver on RNP mandate</b>									
45	Recruitment of new police officers	1023	1320	2500	2000	1900	3000	10,720	Department of Training and development
		1,206,657,144	1,556,976,960	2,948,820,000	2,359,056,000	2,241,103,200	3,538,584,000	12,644,540,160	
46	Review and develop different syllabi in RNP schools	6	10	15	18	17	15	75	Department of Training and development and Police training
			80,000,000	120,000,000	144,000,000	136,000,000	140,000,000	620,000,000	

S N	Priority Activity	Baseline	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL	Responsible
			Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	
									schools
47	Conduct Training of Trainers (ToT) in different disciplines across RNP	142	200	200	150	180	160	890	Department of Training and development and Police training schools
			37,800,000	39,312,000	30,750,000	34,980,000	32,160,000	175,002,000	
48	Enroll police officers enrolled to different colleges and universities	18	24	30	35	40	40	169	Department of Training and development
								-	
49	Counter Terror (CT) SWAT Team Training	0	30	30	30	30	30	150	Department of CT, Dpt of training, Schools and finance
			82,800,000	86,112,000	89,556,480	93,138,739	96,864,289	448,471,508	
50	CT Intelligence training	26		10	25	20	20	75	CT Dept, Intell Dept,

S N	Priority Activity	Baseline	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL	Responsible
			Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	
				134,000,550	278,721,144	268,001,100	268,001,100	948,723,894	Schools and Dept of training
51	Explosive Ordnance Disposal Training (EODT)	2		10	5	5	5	25	CT Dept, TRG Dept, and Finance Dept
				20,123,000	20,927,920.00	21,765,036.80	22,635,638.27	85,451,595	
52	CT Equipment Acquisition	0		10	5	5	5	25	
53	Training in countering Violent Extremism	0		2,000,000,000	1,477,815,895	1,477,815,895	1,477,815,895	6,433,447,684	
				134,000,550	67,000,275.00	69,680,286.00	72,467,497.44	343,148,608	
54	Conduct Counter Terrorism CPX and FTX exercises	1		2	2	2	2	8	CT Dept, Intell Dept, C/OPO, CIS Dept, LOG Dept, Finance Dept,
				253,239,450	263,369,028	273,903,789	284,859,941	1,075,372,208	

S N	Priority Activity	Baseline	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL	Responsible
			Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	
									Schools and Dept of training
55	Development (CT) Standard Operation Procedure (SOP)	0				1		1	Department of CT
						45,000,000		45,000,000	
56	Conduct campaigns against Violent Extremism & Radicalization Ideology	50		65	75	80	80	300	Department of CT and Dpt of Community Policing
				15,056,000	15,658,240	16,284,569.60	16,935,952.38	63,934,762	
57	Establishment of De- Radicalization center or Rehabilitation center	0					1	1	Department of CT and Departments of Finance
							567,004,560	567,004,560	
58	Technical Trainings Of Engineering Regiment	25		26	36	36	36	134	Department of Engineering Regiment,

S N	Priority Activity	Baseline	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL	Responsible
			Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	
				15,000,000	15,600,000	16,224,000	16,872,960.00	63,696,960	and the department of logistics and Finance
59	Rehabilitation and construction of RNP police station	10	10	23	25	25	93	176	Finance Department, Engineering Regiment
			1,265,000,662	1,328,250,695	1,394,663,230	1,464,396,391	1,537,616,211	6,989,927,189	
60	Construction of Automated Driving License Testing Center (ADLTC)		15%	45%	100%			100%	Finance Department, Engineering Regiment
		-	1,000,000,000	2,000,000,000	3,720,865,482			6,720,865,482	
61	RNP schools Police band and DASSO training base						1	1	Police Band, Finance Department, Engineering Regiment
		-					496,456,703	496,456,703	
62	Canine brigade on border	0	0		2	2	2	6	Finance Department,

S N	Priority Activity	Baseline	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL	Responsible
			Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	
					200,000,000	208,000,000	216,320,000	624,320,000	Engineering Regiment and Canine
63	Increase the number of dog trainers	2		2	2	2	2	8	Canines brigade and Departments of Operations, Intelligence and SAPU
		0		82,500,000	85,800,000	89,232,000	92,801,280	350,333,280	
64	Training of Marine Bde	102		50	50	50	50	200	Marine forces and Departments of Operations and Intelligence
				9,345,600	9,719,424.00	10,108,200.96	10,512,529.00	39,685,754	
65	Purchase training specialized equipment for dogs				18,425,000			18,425,000	Canine Bde & Finance

S N	Priority Activity	Baseline	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL	Responsible
			Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	
66	Dogs training	55		20		32	40	92	Canine Bde & Department of training
		0		34,000,000		35,360,000	36,774,400	106,134,400	
67	Construction of CTTC Mayange training facilities(villages & obstacles)	10%		30%	50%	75%	100%	100%	CTTC Mayange, opeartions, specialized units, Finance
				117,917,418	117,917,418	117,917,418	117,917,418	471,669,672	
68	Construction of CTTC Mayange Entertainment and recreation centers	0%			30%	60%	100%	100%	CTTC Mayange, HRM, Finance
		0%			47,836,810	47,836,810	63,782,414	159,456,034	
69	Construction of CTTC Mayange Computer lab	-			1			1	CTTC Mayange, Engineering Regimenet, CIS, Finance
		-			360,567,000			360,567,000	
70	Acquisition of CTTC				50%	100%		100%	CTTC

S N	Priority Activity	Baseline	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL	Responsible
			Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	
	Mayange Computer lab equipment	-	80,000,000						Mayange, Engineering Regiment, Finance
					40,000,000	40,000,000		80,000,000	
71	Construction of CTTC Mayange library	0%				50%	100%	100%	CTTC Mayange, CIS, PRM, Finance
		-				55,170,100	55,170,100	110,340,200	
72	Acquisition of CTTC Mayange library equipment & books	0%				30%	100%	100%	CTTC Mayange, Engineering Regiment, Finance
						82,729,320	193,035,080	275,764,400	
73	Construction of CTTC Mayange standard range ground and installation of Range cards	2 Range grounds of 130m			Range ground of 300m	a		-	CTTC Mayange, Engineering Regiment, Finance
					356,756,600			356,756,600	
74	Construction of CTTC Mayange martial art	0%				40%	100%	100%	CTTC Mayange,

S N	Priority Activity	Baseline	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL	Responsible
			Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	
	ground				-	34,000,000.00	51,000,000.00	85,000,000.00	Engineering Regiment, Finance
75	Expanding internal road network & paving the existing road of CTTC Mayange	Unpaved roads 5.6Km			5.6km tarmac road			-	CTTC Mayange, Engineering Regiment, Finance
								-	
76	Train & sensitize existing Community policing Committees	74,848 CPC's established by Ministerial order No 02 of 18/10/2007, trained on basic course)	12,000	15,712	15,712	15,712	15,712	74,848	Community Policing DPT
		135,000,000	135,000,000	135,000,000	135,000,000	135,000,000	135,000,000	675,000,000	
77	Establish and sensitize	1,335	150	100	75	50	30	405	

S N	Priority Activity	Baseline	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL	Responsible
			Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	
	Anti-crime Clubs	(2017/18)							
		20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000	
78	Enhance participation and awareness campaign in crime prevention through outreach programmes	4	4	4	4	4	4	20	
		5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000	
79	Train and sensitize Youth Volunteers	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000	
80	Acquisition of Police Airwing equipment	1					4	4	Police Airwing, Finance
								-	
81	Improve Airworthiness of Police Airwing helicopters	500,000,000	600,000,000	720,000,000	864,000,000	1,036,800,000	1,244,160,000	4,464,960,000	Police Airwing, Finance

S N	Priority Activity	Baseline	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL	Responsible
			Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	
82	Train Police Airwing	5	5					5	PAW, Department Operations and Intelligence, Finance
		182,640,000	516,000,000					516,000,000	
83	Establish fire and rescue service stations in each District			347,005,600				347,005,600	Fire and Rescue Bde, department of Operations and/or Territorial Units
		70%	75%	80%	85%	90%	100%	4	
84	Digitalize RNP personnel management							-	Human resources Management , CIS
		4,736	1,100	1,100	1,100	1,100	1,100	5,500	
85	Provide equipment for facilitating practical training in RNP schools	40%	50%	60%	70%	80%	90%	90%	Dpt of Training and developmen t, Logistics

S N	Priority Activity	Baseline	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL	Responsible
			Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	
									as well as Police training schools
		1,200,000,000	300,000,000	300,000,000	300,000,000	300,000,000	300,000,000	1,500,000,000	
86	Construction of District Police Units	-	-		5	5	5	15	Finance Department, Engineering Regiment
				0	1,739,296,791	1,913,226,470	2,104,549,117	5,757,072,378	
87	Expansion of CTTC Mayange training ground/Land expropriation (Ha)	23ha						-	Finance Department, Engineering Regiment
			0	1,000,000,000	1,133,134,788	1,266,269,576		3,399,404,364	
88	Acquisition of engineering equipment for construction, machineries, transport and workshop acquired	5%	20%	46%	69%	86%	100%	100%	Finance Department, Engineering Regiment
		149,455,595	597,822,378	793,152,677	701,481,033	511,188,321	441,456,556	3,045,100,965	

S N	Priority Activity	Baseline	2018/19	2019/20	2020/21	2021/22	2022/23	TOTAL	Responsible
			Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	Target/Budget	
89	To facilitate all Police officers accessing MMI Health Insurance scheme	14,000	15,200	16,600	17,800	19,000	20,000	88,600	Departments for HRM, Finance and other relevant stakeholders