Rwanda National Police
(RNP)

Strategic Plan

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\(^1\), 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.

\(^1\text{Revised Vision 2020}\)
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 16th 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 JRLOS, 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**

![Diagram showing the National Development planning framework](image)

**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:

3.1 SWOT analysis

<table>
<thead>
<tr>
<th>INTERNAL ANALYSIS</th>
<th>WEAKNESSES</th>
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<tbody>
<tr>
<td><strong>STRENGTHS</strong></td>
<td><strong>WEAKNESSES</strong></td>
</tr>
<tr>
<td>• Clearly defined RNP Mandate, Vision and Mission statements and Core values;</td>
<td>• Limited revenue sources to support implementation of planned activities at the level of RNP;</td>
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<tr>
<td>• Supportive leadership at Rwanda National Police</td>
<td>• Inadequate professional trainers and teaching aids in existing schools, college and training centre;</td>
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<tr>
<td>• Successfully Nurtured organizational doctrine;</td>
<td>• Inadequate specialized skilled personnel at different levels</td>
</tr>
<tr>
<td>• Existence of communication and information systems backed with related strong infrastructure;</td>
<td>• Low rate of IT literacy among staff that limits its efficiency in fighting cybercrimes and other related IT related crimes</td>
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<tr>
<td>• Existence of various RNP basic tools to guide the process of Human Resource management,</td>
<td>• Inadequate modern and specialized operational equipment such as Marine and other specialized units;</td>
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<tr>
<td>• Basic tools to guide the process of Crime prevention, media, community policing;</td>
<td>• Inadequate infrastructure especially inadequate office space which is more evident at the level of police stations and police posts;</td>
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<tr>
<td>• Availability of legal instruments and code of conduct;</td>
<td>• Inadequate framework for curbing terrorism, Enemy networks, cybercrimes, transnational crimes, Trafficking in human, Drugs</td>
</tr>
<tr>
<td>• Availability of basic police capacity and capabilities;</td>
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<tr>
<td>• Existing framework for strengthening and sustaining public trust of Rwanda National Police (RNP);</td>
<td></td>
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<tr>
<td>• Basic police infrastructure (they include premises and IT</td>
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</tbody>
</table>
- Availability of Police Training Schools, College and Center (CTTC)
- Existence of RNP Gender mainstreaming policy at levels;
- Existing of RNP immovable and movable Assets;
- Existing police welfare framework (this include AFOS, Health Insurance; residences; and other Intrinsic and extrinsic)
- Existing cooperation and working arrangements with other stakeholders and partners

<table>
<thead>
<tr>
<th>Money laundering and counterfeits</th>
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<tr>
<td>Lack of consolidated SOPs at RNP level</td>
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<tr>
<td>Delayed response to distress calls which tend to undermine the popularity of Rwanda National Police;</td>
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<tr>
<td>Existing organization inadequacies in the current RNP establishment following the recently concluded reform and restructuring of RNP;</td>
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<tr>
<td>Inadequate skills and required competencies to prepare, implement, monitor performance contract</td>
</tr>
<tr>
<td>Increasing number of corruption and other sorts of indiscipline cases that lead to high number of dismissals of police officers</td>
</tr>
<tr>
<td>Existing police operational environment that render officers vulnerable to corruption</td>
</tr>
</tbody>
</table>

### External analysis

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Strong and supportive national leadership;</td>
<td>- Geopolitical dynamics including conflicts in the neighbouring countries</td>
</tr>
<tr>
<td>- Good governance and decentralization policy framework that provides a conducive environment for ensuring nation security.</td>
<td>- Porous borders that exposes the country to a risks of insecurity;</td>
</tr>
<tr>
<td>- Good will from internal and external Stakeholders who are fully conversant with RNP’s mandate and are supportive in terms information sharing</td>
<td>- Security challenges that may arise and/or associated with free movement of goods and people following Rwanda’s socioeconomic integration in different;</td>
</tr>
<tr>
<td>- Clear national policy and legal framework that reflects development goals upon which RNP’s programs are anchored;</td>
<td>- Limited national budget given a host of developmental needs that require resources across all sector in the country;</td>
</tr>
<tr>
<td>- Good partnership and working framework with Local government entities;</td>
<td>- Increasing number of Sophisticated, negative and uncontrolled media outlets;</td>
</tr>
<tr>
<td>- Existing joint coordination and collaborative framework of security organs in the country (JOC);</td>
<td>- Emerging and Transnational crimes; they include Increased cases of terrorism and youth delinquency;</td>
</tr>
<tr>
<td>Existing Partnership with Ministries and other implementing agencies in the country;</td>
<td>Increasing influence of globalization on the Rwandan Culture which has;</td>
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<tr>
<td>Partnership with private security companies in assuring safety and security of people and properties.</td>
<td>Climate changes which highly contribute to the prominent landslides in the Northern and Western regions and floods;</td>
</tr>
<tr>
<td>Potential bilateral and multilateral cooperation with regional and international police organizations and other relevant bodies</td>
<td>Existence of Network of enemies;</td>
</tr>
<tr>
<td>Existence of pool of Potential candidates with basic qualifications for RNP recruitment;</td>
<td>Increasing risk of Cybercrimes;</td>
</tr>
<tr>
<td>Availability of national level infrastructure such Optic fibre installations across the country for IT development; Strong Road networks, among others;</td>
<td>High population density;</td>
</tr>
<tr>
<td>Existing Government policy that promotes a culture of results based management (Imihigo);</td>
<td>High demand of policing services</td>
</tr>
<tr>
<td>Existing potential in partnering with Civil Society organizations (NGOs, FBOs) for sensitization in crime prevention;</td>
<td>High Rural-urban migration rate</td>
</tr>
<tr>
<td>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</td>
<td>Slums and people living in high risk zones</td>
</tr>
<tr>
<td>Increasing influence of globalization on the Rwandan Culture which has;</td>
<td>Increased urbanization which in most cases goes with increased crime rates;</td>
</tr>
<tr>
<td>Climate changes which highly contribute to the prominent landslides in the Northern and Western regions and floods;</td>
<td>Existing Genocide ideology;</td>
</tr>
<tr>
<td>Existence of Network of enemies;</td>
<td>Human security related issues and challenges (Inflation and poverty levels)</td>
</tr>
</tbody>
</table>
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:

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

SA 15: 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.

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Proposed strategic actions</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>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</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
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<td></td>
<td>Develop and implement a strategy for integrated and harmonized operational</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
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<td>Strategic Objectives</td>
<td>Proposed strategic actions</td>
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<td>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</td>
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<td>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.</td>
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<td>Develop a specific and integrated Rwanda National Police intelligence led operational framework for curbing terrorism, Enemy</td>
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<td>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.</td>
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<td>To secure more number of police dog teams required at different fields in order to sustainably enhance security at identified key public places</td>
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<td>Enhance the technical capacity of Marine forces through securing of the modern equipment used to ensure effective operations</td>
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<td>Develop and implement a strategy and implementation framework for tracking and curtail traders and users of drugs</td>
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<td>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</td>
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<td>Review and implement internal training guidelines that target to enhance qualified and professional private security guards in the country</td>
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<td>Develop and implement a specific RNP’s disaster management intervention strategy clearly defining specific interventions,</td>
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<td>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</td>
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<td>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</td>
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<td>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</td>
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<td>Develop and implement various internal policies including Human Resource development policy, training policy, Peace support operations policy and fleet management policy</td>
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<td>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</td>
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<td>Increase the number of female police officers to constitute 30% of the entire</td>
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<td>SO 2: To strengthen cooperation and partnership with Local, Regional and International institutions with shared mutual interests and stake in RNP’s mandate</td>
<td>Rwanda National Police force and this is in line with the constitutional requirements</td>
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<td>Enhance local institutional and organizational level partnerships with organizations in the public sector, private sector and Civil Society working in the country;</td>
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<td>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</td>
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<td>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</td>
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<td>Institutional capacity dimension</td>
<td>Review Policy, legal and regulatory framework for Rwanda National Police with a view to strengthening its institutional capacity in order to enhance</td>
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<td>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</td>
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<td>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</td>
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**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
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<td>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</td>
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<td>Organizational Capacity Dimension</td>
<td>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</td>
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<td>Develop and implement a change management strategy that is meant to further orient and fix the gaps</td>
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<td>Develop consolidated SOPs for Rwanda</td>
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<td>Communication and Education strategy reflecting details forms of media RNP should use to increase its level of visibility and accountability</td>
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<td>Secure modern media</td>
<td>equipment required to</td>
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<td>facilitate and elevate</td>
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<td></td>
<td>communication and media at Rwanda National these shall include but not limited to cameras, wireless, and recorders</td>
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<td>To secure adequate</td>
<td>specialized equipment’s</td>
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<td>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</td>
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<tr>
<td>Strategic Objectives</td>
<td>Proposed strategic actions</td>
<td>Year 1</td>
<td>Year 2</td>
<td>Year 3</td>
<td>Year 4</td>
<td>Year 5</td>
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<td></td>
<td>Digitalize personnel management at Rwanda National Police including its officers at the level of specialized and Territorial Units</td>
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<td></td>
<td>Increase compliance levels in relation with PFM systems and international accounting standards</td>
<td>Q_1</td>
<td>Q_2</td>
<td>Q_3</td>
<td>Q_4</td>
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<td></td>
<td>Enhance value for money practices in all Rwanda National Police transactions</td>
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<td></td>
<td>Improve the credibility of Rwanda National Police Medium Term Expenditure Framework (MTEF) to guide annual spending</td>
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<tr>
<td>Human Resource Capacity dimension</td>
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<td></td>
<td>Conduct a comprehensive training needs assessment across all departments and Specialized and Territorial units. The comprehensive Training Needs</td>
<td>Q_1</td>
<td>Q_2</td>
<td>Q_3</td>
<td>Q_4</td>
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<tr>
<td>Strategic Objectives</td>
<td>Proposed strategic actions</td>
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<td></td>
<td>Assessment (TNA) report shall serve as an indispensible 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.</td>
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<td></td>
<td>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.</td>
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<td></td>
<td>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’</td>
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<tr>
<td>Strategic Objectives</td>
<td>Proposed strategic actions</td>
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<td>gaps</td>
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<td></td>
<td>Develop training plans/schedules and deliver short, medium and long term trainings to various officers in different departments, Specialized and Territorial units</td>
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<tr>
<td></td>
<td>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</td>
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<tr>
<td>SO 4: To enhance police officers’ welfare in order to improve the working and living conditions and ensure commitment towards their duties</td>
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<td></td>
<td>Construct more structures for provision of adequate residences to officers serving at RNP head quarters, Specialized and Territorial units</td>
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<td></td>
<td>Advocate for increased RCA to ensure that</td>
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<tr>
<td>Strategic Objectives</td>
<td>Proposed strategic actions</td>
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<td></td>
<td>it is consonance with the current market prices</td>
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<td></td>
<td>Advocate for increased access to subsidized products and services offered by AFOS</td>
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<tr>
<td></td>
<td>Procure and ensure timely supply of the Uniforms and other related accessories used by officers in the various departments, Specialized and Territorial Units</td>
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<td></td>
<td>Advocate for increased access to credit schemes offered by CSS</td>
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<td></td>
<td>Enhance sports and recreation activities among the officers of Rwanda National Police</td>
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<td></td>
<td>Increase access to quality health care and health services to all officers</td>
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</tbody>
</table>
### Strategic Objectives

**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**

<table>
<thead>
<tr>
<th>Major Activities</th>
<th>Indicative budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Develop and implement a strategy for securing high value targets and tourists dominated sites across the country.</td>
<td>150,000,000</td>
</tr>
<tr>
<td>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</td>
<td>150,000,000</td>
</tr>
<tr>
<td>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</td>
<td>150,000,000</td>
</tr>
<tr>
<td>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</td>
<td>150,000,000</td>
</tr>
</tbody>
</table>
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.  

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.

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.

1.8 Enhance the technical capacity of Marine forces through securing of the modern equipment used to ensure effective operations.

1.9 Develop and implement a strategy and implementation framework for tracking and curtail traders and users of drugs within the country.
<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 |</p>
<table>
<thead>
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</thead>
<tbody>
<tr>
<td><strong>1.16</strong> 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</td>
<td>900,000,000</td>
</tr>
<tr>
<td><strong>1.17</strong> 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</td>
<td>3,200,000,000</td>
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<tr>
<td><strong>Sub-Total</strong></td>
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<tr>
<td><strong>SO 2: To strengthen cooperation and partnership with Regional and International institutions with shared mutual interests and stake in RNP’s mandate</strong></td>
<td></td>
</tr>
<tr>
<td><strong>2.1</strong> 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</td>
<td>3,100,000,000</td>
</tr>
<tr>
<td><strong>2.2</strong> 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</td>
<td>2,800,000,000</td>
</tr>
<tr>
<td><strong>2.3</strong> 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</td>
<td>1,300,000,000</td>
</tr>
<tr>
<td><strong>2.4</strong> 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</td>
<td>900,000,000</td>
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<tr>
<td>Sub-Total</td>
<td>Institutional capacity dimension</td>
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<tr>
<td>SO 3: To strengthen institutional, organizational and Human Resource capacity and capabilities in order to deliver on RNP mandate</td>
<td>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</td>
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<tr>
<td></td>
<td>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</td>
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<td>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</td>
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<td>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</td>
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<td>1.800,000,000</td>
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<tr>
<td>3.7</td>
<td>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</td>
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<tr>
<td>3.8</td>
<td>Increase compliance levels in relation with PFM systems and international accounting standards</td>
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<td>3.9</td>
<td>Digitalize personnel management at Rwanda National Police including its officers at the level of specialized and Territorial Units</td>
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<tr>
<td>3.10</td>
<td>Enhance value for money practices in all Rwanda National Police transactions</td>
</tr>
<tr>
<td>3.11</td>
<td>Improve the credibility of Rwanda National Police Medium Term Expenditure Framework (MTEF) to guide annual spending</td>
</tr>
</tbody>
</table>

**Human Resource Capacity dimension**

| 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 |
| SO 4: To enhance police officers’ welfare in order to improve the working conditions and ensure commitment towards their duties | 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 |
| | **Sub-Total** |  |
| | 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 |
| | **Grand total** |  |
### 8.0 Results Monitoring Framework

<table>
<thead>
<tr>
<th>Results</th>
<th>Indicator</th>
<th>Baseline</th>
<th>Target</th>
<th>Means of verification</th>
<th>Frequency of Data Collection</th>
<th>Assumptions</th>
<th>Stakeholders involved</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUTCOME 1: Improved levels of service delivery standards and compliance with the law, and maintenance of public order and safety</td>
<td>Number of strategy document developed and adopted</td>
<td>0</td>
<td>01</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Availability of resources required for developing and implementing the strategy</td>
<td>Departments of Operation and intelligence.</td>
</tr>
<tr>
<td>A strategy for securing tourists dominated sites and other potentially targeted public open places across the country developed and implemented</td>
<td>Number of strategy document developed and adopted</td>
<td>0</td>
<td>01</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Availability of resources required for developing and implementing the strategy</td>
<td>Departments of Operation and intelligence as well as external stakeholders such as RDF and NSS</td>
</tr>
<tr>
<td>A strategy for integrated and harmonized operational capabilities developed and implemented</td>
<td>Number of strategy document developed and adopted</td>
<td>0</td>
<td>01</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Availability of resources required for developing and implementing the strategy</td>
<td>Departments of Operation and intelligence as well as external stakeholders such as RDF and NSS</td>
</tr>
<tr>
<td>Tools for improving levels of effectiveness and efficiency in running the Joint Operation Center (JOC) developed and adopted</td>
<td>Number of tools developed</td>
<td>02</td>
<td>03</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Availability of resources required for developing and implementing the strategy</td>
<td>Relevant Departments at RNP as well as external stakeholders such as RDF and NSS</td>
</tr>
<tr>
<td>A strategy with harmonized framework for effective engagement and sustainable participation of the community in crime prevention developed and implemented</td>
<td>Strategy document developed and adopted by stakeholders</td>
<td>0</td>
<td>05</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Availability of resources required for developing and implementing the strategy</td>
<td>Departments of Community policing, Intelligence, Operations,</td>
</tr>
<tr>
<td>Results</td>
<td>Indicator</td>
<td>Baseline</td>
<td>Target</td>
<td>Means of verification</td>
<td>Frequency of Data Collection</td>
<td>Assumptions</td>
<td>Stakeholders involved</td>
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<tr>
<td>An integrated police intelligence model developed and adopted.</td>
<td>Number of integrated intelligence model developed</td>
<td>0</td>
<td>01</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Availability of resources required for developing and implementing the strategy</td>
<td>Departments of Community policing, Intelligence, Operations and Counter Terrorism</td>
</tr>
<tr>
<td>A specific and integrated Rwanda National Police intelligence led</td>
<td>A specific and integrated Rwanda National Police intelligence led</td>
<td>0</td>
<td>1</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Availability of resources required for developing the intelligence led operational framework</td>
<td>Departments of Community policing, Intelligence, Operations and Counter Terrorism</td>
</tr>
<tr>
<td>operational framework for preventing serious crimes developed</td>
<td>operational framework for preventing serious crimes adopted</td>
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<tr>
<td>and implemented</td>
<td>Number of canines trained in specific specialized skills</td>
<td>50</td>
<td>55</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Availability of resources required to secure and train canines</td>
<td>Canines brigade and Departments of Operations, Intelligence and SAPU</td>
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<tr>
<td>Canines team with different specialized skill secured</td>
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<tr>
<td>Technical Capacity of Marine forces enhanced</td>
<td>Number of required equipment secured</td>
<td>40%</td>
<td>80%</td>
<td>RNP quarterly and/or annual</td>
<td>Quarterly and/or annually</td>
<td>Availability of resources required to</td>
<td>Marine forces and Departments</td>
</tr>
<tr>
<td>Results</td>
<td>Indicator</td>
<td>Baseline</td>
<td>Target</td>
<td>Means of verification</td>
<td>Frequency of Data Collection</td>
<td>Assumptions</td>
<td>Stakeholders involved</td>
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<tr>
<td>No of staff trained in required courses</td>
<td>No of staff trained in required courses</td>
<td>102</td>
<td>200</td>
<td>implementation reports</td>
<td></td>
<td>secure equipment and train staff</td>
<td>of Operations and Intelligence</td>
</tr>
<tr>
<td>A strategy for improved tracking and curtailing traffickers of illicit drugs developed and implemented</td>
<td>Strategy document developed and adopted</td>
<td>0</td>
<td>01</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Availability of resources required to develop and implement a strategy for curtailing illicit drug traffickers</td>
<td>Anti-Narcotic Unit, Departments of Operations and Intelligence</td>
</tr>
<tr>
<td>Standards Operating Procedures (SOPs) to guide operations of all Private Security Service Providers developed and operationalized</td>
<td>Number of SOPs document developed and adopted</td>
<td>0</td>
<td>01</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Resources required to develop SOPs availed in time</td>
<td>Department of Private Security services Providers, Operations and Intelligence and Territorial Units</td>
</tr>
<tr>
<td>Internal training policy guidelines for private security guards developed and adopted</td>
<td>Number of training Policy developed and adopted</td>
<td>0</td>
<td>01</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Resources required to develop internal training policy guidelines for training and developing private security guards</td>
<td>Department of Private Security services Providers, Operations and Intelligence and Territorial Units</td>
</tr>
<tr>
<td>Technical capacity of Police Air Wing Enhanced</td>
<td>Number of staff trained</td>
<td>03 Pilots</td>
<td>06</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Availability of resources required to secure equipment and train staff</td>
<td>PAW, Department Operations and Intelligence</td>
</tr>
<tr>
<td></td>
<td>Number of required equipment secured</td>
<td>01</td>
<td>04</td>
<td>RNP quarterly and/or annual implementation reports</td>
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<td>Results</td>
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<td>Frequency of Data Collection</td>
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<tr>
<td>A specific RNP’s disaster management strategy developed and adopted</td>
<td>A disaster management strategy document</td>
<td>0</td>
<td>01</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Availability of resources required to develop and implement a disaster management strategy</td>
<td>Fire and RescueBde, department of Operations and/or Territorial Units</td>
</tr>
<tr>
<td>Delivery standards for fire and Rescue services across the country improved</td>
<td>Number of Districts with operational fire and rescue services stations</td>
<td>15</td>
<td>22</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Availability of resources required to establish fire and rescue service stations in each District</td>
<td>Fire and RescueBde, department of Operations and/or Territorial Units</td>
</tr>
<tr>
<td>Public fire safety awareness and inspection public buildings raised</td>
<td>Number of people trained in fire safety</td>
<td>19,005</td>
<td>25,000</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Resources required to conduct trainings of the public on fire safety availed</td>
<td>Fire and RescueBde, department of Operations and/or Territorial Units</td>
</tr>
<tr>
<td>Ethical values and professional conduct of police officers on embracing integrity and moral values enhanced</td>
<td>Number of officers trained Ethical values and professional conduct</td>
<td>8,456</td>
<td>16,912</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Officers trained in Ethical values and professional conduct are willing to comply change behaviors</td>
<td>Departments of Inspectorate of services, Human Resources Management, and Department of Training and Development</td>
</tr>
<tr>
<td>Results</td>
<td>Indicator</td>
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<tr>
<td>An integrated e-services portal with capacity to provide online services established and operationalized</td>
<td>Number of e-services sustainably offered traffic and road safety department</td>
<td>07</td>
<td>10</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Resources for securing e-services portal availed</td>
<td>Department of Traffic and Road safety, Operations and Territorial Units</td>
</tr>
<tr>
<td></td>
<td>Number of required equipment secured</td>
<td>12</td>
<td>32</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Availability of resources required to secure equipment and train staff</td>
<td>Departments of Engineering Regiment, and the Department of Logistics and Finance</td>
</tr>
<tr>
<td></td>
<td>Number of staff trained in the required skills</td>
<td>07</td>
<td>10</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Availability of resources required to develop internal policies availed</td>
<td>Department of Policy and Strategy, Departments of Cooperation and Protocol and Finance Department</td>
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<tr>
<td>Technical capacity of Rwanda National Police Engineering Regiment enhanced</td>
<td>Number of internal policies developed and adopted</td>
<td>01</td>
<td>05</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Availability of resources required to develop internal policies</td>
<td>Department of Policy and Strategy, Departments of Cooperation and Protocol and Finance Department</td>
</tr>
<tr>
<td>Internal policies developed and implemented</td>
<td>Number of research conducted and findings approved</td>
<td>01</td>
<td>05</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Availability of resources required to develop internal policies</td>
<td>Department of Policy and Strategy, Departments of Cooperation and Protocol and Finance Department</td>
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<td>Results</td>
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<tr>
<td>Female police officers increased</td>
<td>%age of female police officers increased</td>
<td>21%</td>
<td>30%</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Women and girls with minimum entry requirements willing to join RNP</td>
<td>Office of IGP, Departments of HRM and Training and Development</td>
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<td>OUTCOME 2: Enhanced and sustained active participation in international cooperation and humanitarian assistance</td>
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<tr>
<td>A strategy for guiding activities in regard to promoting International and regional Cooperation developed and adopted</td>
<td>An adopted strategy for guiding international &amp; regional cooperation</td>
<td>0</td>
<td>02</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Availability of resources required to conduct research availed</td>
<td>Department of Policy and Strategy, Departments of Cooperation and Protocol and Finance Department</td>
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<tr>
<td>Regional and/or international cooperation in crime prevention especially for transnational organized crimes enhanced</td>
<td>Number of MoU’s signed</td>
<td>0</td>
<td>5</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Regional and/international bodies are willing cooperate</td>
<td>Department of cooperation and Protocol, Office of IGP, Departments of Operations and Intelligence</td>
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<tr>
<td>A review of the existing bilateral and multilateral areas of cooperation</td>
<td>Number of MoU signed as bidding frameworks resulting from the new identified areas of cooperation</td>
<td>0</td>
<td>5</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Existing bilateral and multilateral entities willing to cooperate in new</td>
<td>Department of cooperation and Protocol, Office of IGP, Departments of Operations and Intelligence</td>
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<tr>
<td>Procedures manual for RNP protocol and events management developed and adopted</td>
<td>Procedures manual for guiding protocol and events management</td>
<td>0</td>
<td>01</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Officers at Cooperation and Protocol Department willing to be guided by the manual developed.</td>
<td>Operations and Intelligence</td>
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<td>OUTCOME 3: Enhanced institutional, organizational and Human capacity and capabilities required to deliver on RNP mandate</td>
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<tr>
<td>The current Policy, legal and regulatory framework governing Rwanda National Police reviewed and institutional further strengthened</td>
<td>Number of policies and/or legal instruments governing RNP reviewed</td>
<td>0</td>
<td>1</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Availability of resources required to carry out the review process</td>
<td>Department of Policy and strategy and the Unit in charge of legal affairs at RNP</td>
</tr>
<tr>
<td>Reform and Restructuring of Rwanda National Police Departments, Specialized and Territorial Units conducted</td>
<td>Number of departments, Specialized and Territorial Units with reviewed roles and responsibilities</td>
<td>0</td>
<td>1</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>All departments, Specialized and Territorial Units willingly support the reform and restructuring process</td>
<td>Office of the IGP, All Departments, Specialized and Territorial Units</td>
</tr>
<tr>
<td>Change management strategy developed and implemented</td>
<td>Change management strategy developed and adopted</td>
<td>0</td>
<td>01</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Availability of resources required to develop the strategy</td>
<td>Department of Human Resource Management, Finance department and</td>
</tr>
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<td>Results</td>
<td>Indicator</td>
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<tr>
<td>Consolidated SOPs for Rwanda National Police detailing processes and procedures for guiding various operational activities developed and adopted</td>
<td>Consolidated SOPs document</td>
<td>0</td>
<td>01</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Availability of resources required to develop consolidated RNP SOPs</td>
<td>Department of Human Resources Management and other departments and specialized units</td>
</tr>
<tr>
<td>An Information, Communication and Education strategy for increasing RNP visibility and accountability developed and adopted</td>
<td>An adopted ICE strategy document</td>
<td>0</td>
<td>1</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Availability of resources required to develop ICE strategy availed</td>
<td>Department of Public Relations and Media and the department of Operations and Community Policing</td>
</tr>
<tr>
<td>Modern media equipment required secured</td>
<td>Number of required equipment secured</td>
<td>04</td>
<td>12</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Availability of resources required to secure required media equipment</td>
<td>Department of Public Relations and Media and the department of Logistics, and Community Policing</td>
</tr>
<tr>
<td>Compliance levels in relation with Public Finance Management systems and international accounting standards improved</td>
<td>%age of Financial operations/processes that comply with PFM and/or international</td>
<td>75%</td>
<td>100%</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Trained staff in PFM practices are able and willing to comply with PFM</td>
<td>Finance Department and all other departments,</td>
</tr>
<tr>
<td>Results</td>
<td>Indicator</td>
<td>Baseline</td>
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<td>Means of verification</td>
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<tr>
<td>Process of personnel management at Rwanda National Police digitized</td>
<td>%age of personnel that under digital management arrangement</td>
<td>70%</td>
<td>100%</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Officers whose management is digitized are willing to comply with the new framework</td>
<td>Specialized and Territorial Units</td>
</tr>
<tr>
<td>Value for money practices in all Rwanda National Police transactions</td>
<td>Number of conducted transactions with value for Money practices</td>
<td>96%</td>
<td>100%</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Officer in Finance department training in the practices for promoting value for money and they willing uphold the values and practices</td>
<td>Department of Finance and other departments, specialized and Territorial units</td>
</tr>
<tr>
<td>Rwanda National Police Medium Term Expenditure Framework (MTEF) respected</td>
<td>Number of departments and specialized units that spend as per the MTEF</td>
<td>20</td>
<td>25</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Departments and Specialized willing to be guided by the MTEF in their annual spending</td>
<td>Department of Finance and other departments, specialized and Territorial units</td>
</tr>
<tr>
<td>A comprehensive training needs assessment across all departments and</td>
<td>Training needs assessment report</td>
<td>0</td>
<td>5</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Officers across all departments, Specialized and Territorial Units are willing to give genuine training gaps</td>
<td>All departments, Specialized and Territorial Units</td>
</tr>
<tr>
<td>Specialized and Territorial units conducted</td>
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<tr>
<td>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</td>
<td>Reviewed training curricula and/modules</td>
<td>26</td>
<td>20</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Required resources to review and/or develop training curricula and training modules</td>
<td>Department of Training and development and Police training schools</td>
</tr>
<tr>
<td>Training of Trainers (ToT) for all trainers/teachers organized and conducted</td>
<td>Number of trainers/teacher/lecturers trained</td>
<td>295</td>
<td>200</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Trained trainers are able to learn and willing to transfer skills and knowledge to learners</td>
<td>Department of Training and development and Police training schools</td>
</tr>
<tr>
<td>Training plans/schedules for delivering short, medium and long term trainings to various officers in different departments, Specialized and Territorial units developed and approved</td>
<td>Number of Approved training plans approved</td>
<td>0</td>
<td>01</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Training plans are respected by all training schools and the rest of the concerned RNP fraternity</td>
<td>Department of Training and development and Police training schools</td>
</tr>
<tr>
<td>Practical equipment required to facilitate practical training secured and installed at RNP schools</td>
<td>Number of required equipment for practical training installed</td>
<td>113</td>
<td>130</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Resources for securing and installing equipment for facilitating practical training availed</td>
<td>Departments of Training and development, Logistics as well as Police training schools</td>
</tr>
<tr>
<td>Harmonized training evaluation templates for the short, medium and long term developed</td>
<td>Number of RNP trainers that use training evaluation templates after training</td>
<td>0</td>
<td>295</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Trainers and trainees are willing to use the evaluation templates</td>
<td>Departments of Training and development and Police</td>
</tr>
<tr>
<td>Results</td>
<td>Indicator</td>
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<td>Means of verification</td>
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<td>training schools</td>
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<td>OUTCOME 4: Improved welfare and enhanced commitment by police officers to deliver on their respective duties</td>
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<tr>
<td>More residential structures for RNP officers constructed</td>
<td>Number of officers that put up in RNP owned residences</td>
<td>48.1%</td>
<td>70%</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Resources required for construction of RNP residential structures availed</td>
<td>Finance Department, Engineering Regiment, and rest of other departments and Units</td>
</tr>
<tr>
<td>Advocacy on the increase of RCA to ensure that it is in consonance with the current market prices conducted</td>
<td>The amount of RCA apportioned to individual police officer</td>
<td>20,000</td>
<td>25,000</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>MINICOFIN and other relevant stakeholders are willing to support the initiative</td>
<td>Department of Finance</td>
</tr>
<tr>
<td>Improved access to subsidized products and services offered by Armed Forces Shop (AFOS);</td>
<td>Number of branches of AFOS operationalized</td>
<td>10</td>
<td>20</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Government willing to continue supporting the initiative</td>
<td>Finance department, HRM department and other relevant stakeholders</td>
</tr>
<tr>
<td>Timely supply of quality Uniforms and other related accessories used by officers upheld</td>
<td>Number of officers with enough pairs of quality uniforms</td>
<td>02</td>
<td>03</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Resources for securing Uniforms and other related accessories availed</td>
<td>Department of Logistics and Department of Finance</td>
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<td>Results</td>
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<tr>
<td>Sustained Quality health care and health services extended to all officers</td>
<td>Number of officers covered under MMI Health Insurance scheme</td>
<td>14,000</td>
<td>20,000</td>
<td>RNP quarterly and/or annual implementation reports</td>
<td>Quarterly and/or annually</td>
<td>Resources for required to facilitate police officers to access sustained quality health services availed</td>
<td>Departments for HRM, Finance and other relevant stakeholders</td>
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**9.0 Key Strategic Plan Targets with Estimated Cost**

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<td><strong>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</strong></td>
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<td>Develop a strategy for securing tourists dominated sites and other potentially targeted public open places across the country</td>
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<td>Departments of Operation, Counter terrorism unit, and intelligence</td>
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<td>2</td>
<td>Develop a strategy for RNP integrated and harmonized operational capabilities</td>
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<td>Departments of Operation and intelligence</td>
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<td>Develop tools for improving levels of effectiveness and efficiency in running of the Joint Operation Center (JOC)</td>
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<td>Relevant Departments at RNP as well as external stakeholders such as RDF and NSS</td>
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<td>Develop a strategy for curtailing illicit drug traffickers</td>
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<td>1,989,621,360</td>
<td>1,823,632,080</td>
<td>10,034,380,080</td>
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<td>Conduct joint targeted operations (JTO) to detect drugs</td>
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<td>Fire and Rescue Bde, Traffic police, and department of Operations/or Territorial Units</td>
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<td>6</td>
<td>Conduct research in various fields</td>
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<td>7</td>
<td>Develop a consolidated RNP SOPs detailing processes and procedures for guiding various operational activities</td>
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<td>Dpt of HRM, other departments and specialized units</td>
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<td>Develop a strategy document for effective engagement and sustainable participation of the community in crime prevention</td>
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<td>Develop an integrated police intelligence model</td>
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<td>framework for preventing serious crimes</td>
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<td>Increase the number of police dog teams in different fields</td>
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<td>10</td>
<td>30</td>
<td>30</td>
<td>31</td>
<td>32</td>
<td>32</td>
<td>2,654,268,871 Canine Bde, Operation, Finance</td>
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<td>Develop and implement a Communication, Information and Education (CIE) strategy for increasing RNP visibility and accountability</td>
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<td>Develop a strategy for curtailing illicit drug</td>
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<td>traffickers document</td>
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<td>Develop SOPs for all Private Security Service Providers</td>
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<td>Provide e-services portal for online Traffic Police services delivery</td>
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<td>Ensure police force timely respond to the incidence (Min)</td>
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<td>Fire and Rescue Bde, Traffic police, Marine and department of Operations/o r Territorial Units</td>
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<td>328,496,284</td>
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<td>17</td>
<td>Conduct joint targeted operations(JTO) by RNP &amp; RDF to detect drugs</td>
<td>734</td>
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<td>5,170</td>
<td>Traffic police, and department of Operations/o r Territorial Units</td>
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<td>18</td>
<td>Increase mobile lane operations in provinces</td>
<td>88,990</td>
<td>95,714</td>
<td>103,371</td>
<td>111,641</td>
<td>120,572</td>
<td>130,218</td>
<td>561,516</td>
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<td>vehicles inspected/2017/2018</td>
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<td>Increase mobile traffic patrols in highways throughout the years</td>
<td>28 fatalities per 10,000 vehicles occurred in 2017/2018</td>
<td>27 fatalities per 10,000 vehicles occurred</td>
<td>27 fatalities per 10,000 vehicles occurred</td>
<td>27 fatalities per 10,000 vehicles occurred</td>
<td>27 fatalities per 10,000 vehicles occurred</td>
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<td>27 fatalities per 10,000 vehicles occurred</td>
<td>PAW, Department Operations and Intelligence</td>
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<td>Training of Police Air Wing</td>
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<td>294,066,000</td>
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<td>21</td>
<td>Conduct trainings of the public on fire safety</td>
<td>23,648</td>
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<td>Fire and Rescue Bde, department of Operations and/or Territorial Units</td>
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<td>Conduct a comprehensive training</td>
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<td>23</td>
<td>needs assessment across all departments and Specialized and Territorial units</td>
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<td>Develop RNP internal policies</td>
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<td>Conduct research in various fields activities</td>
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<td>Train Police officers in Ethical values and professional conduct</td>
<td>1,733</td>
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<td>26</td>
<td>Train staff in Public Finance Management systems (PFM) and international accounting standards</td>
<td>70%</td>
<td>100%</td>
<td>20,000,000</td>
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<td>Finance Department and all other departments</td>
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<td>Training on value for money practices in all Rwanda National Police transactions Money practices</td>
<td>96%</td>
<td>4%</td>
<td>10,000,000</td>
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<td>Dpt of Finance, other departments, specialized and Territorial units</td>
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<td>Develop training plans/schedules for delivering short, medium and long term trainings to various officers in different departments,</td>
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<td>Develop harmonized training evaluation templates for the short, medium and long term</td>
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<td>Departments of Training and developmen t, Logistics as well as Police training schools</td>
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<td>Review Training Curricula and related training modules for short, medium and long term trainings that are tailored to the identified training needs</td>
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**SO 3: To strengthen institutional, organizational and Human Resource capacity and capabilities in order to deliver on RNP mandate**

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<td></td>
<td>93</td>
<td>Finance Department, Engineering Regiment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Target/Budget</td>
<td>15,000,000</td>
<td>15,600,000</td>
<td>16,224,000</td>
<td>16,872,960.00</td>
<td>63,696,960</td>
<td>176</td>
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<td></td>
<td></td>
<td>1,265,000,662</td>
<td>1,328,250,695</td>
<td>1,394,663,230</td>
<td>1,464,396,391</td>
<td>1,537,616,211</td>
<td>6,989,927,189</td>
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<tr>
<td>60</td>
<td>Construction of Automated Driving License Testing Center (ADLTC)</td>
<td>15%</td>
<td></td>
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<td></td>
<td></td>
<td>100%</td>
<td>Finance Department, Engineering Regiment</td>
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<td></td>
<td>Target/Budget</td>
<td>1,000,000,000</td>
<td>2,000,000,000</td>
<td>3,720,865,482</td>
<td>6,720,865,482</td>
<td>6,720,865,482</td>
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<tr>
<td>61</td>
<td>RNP schools Police band and DASSO training base</td>
<td>-</td>
<td></td>
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<td></td>
<td></td>
<td>1</td>
<td>Police Band, Finance Department, Engineering Regiment</td>
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<td>-</td>
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<td></td>
<td></td>
<td></td>
<td>496,456,703</td>
<td>496,456,703</td>
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<tr>
<td>62</td>
<td>Canine brigade on border</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2</td>
<td>Finance Department,</td>
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<td>Target/Budget</td>
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<td></td>
<td>Engineering Regiment and Canine</td>
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<td>Target/Budget</td>
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<td></td>
<td>Canines brigade and Departments of Operations, Intelligence and SAPU</td>
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<td>Marine forces and Departments of Operations and Intelligence</td>
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<td></td>
<td>Canine Bde &amp; Finance</td>
</tr>
<tr>
<td>63</td>
<td>Increase the number of dog trainers</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>8</td>
<td>350,333,280</td>
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<tr>
<td>64</td>
<td>Training of Marine Bde</td>
<td>102</td>
<td>50</td>
<td>50</td>
<td>50</td>
<td>50</td>
<td>200</td>
<td>39,685,754</td>
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</tr>
<tr>
<td>65</td>
<td>Purchase training specialized equipment for dogs</td>
<td>18,425,000</td>
<td></td>
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<td>18,425,000</td>
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<tr>
<td>66</td>
<td>Dogs training</td>
<td>55</td>
<td>20</td>
<td>32</td>
<td>40</td>
<td>92</td>
<td></td>
<td></td>
<td>Canine Bde &amp; Department of training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0</td>
<td>34,000,000</td>
<td>35,360,000</td>
<td>36,774,400</td>
<td>106,134,400</td>
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<tr>
<td>67</td>
<td>Construction of CTTC Mayange training facilities(villages &amp; obstacles)</td>
<td>10%</td>
<td>30%</td>
<td>50%</td>
<td>75%</td>
<td>100%</td>
<td>100%</td>
<td>471,669,672</td>
<td>CTTC Mayange, operations, specialized units, Finance</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>117,917,418</td>
<td>117,917,418</td>
<td>117,917,418</td>
<td>117,917,418</td>
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<tr>
<td>68</td>
<td>Construction of CTTC Mayange Entertainment and recreation centers</td>
<td>0%</td>
<td>30%</td>
<td>60%</td>
<td>100%</td>
<td>100%</td>
<td></td>
<td></td>
<td>CTTC Mayange, HRM, Finance</td>
</tr>
<tr>
<td></td>
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<td>0%</td>
<td>47,836,810</td>
<td>47,836,810</td>
<td>63,782,414</td>
<td>159,456,034</td>
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<tr>
<td>69</td>
<td>Construction of CTTC Mayange Computer lab</td>
<td>-</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td></td>
<td>CTTC Mayange, Engineering Regiment, CIS, Finance</td>
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<td></td>
<td></td>
<td></td>
<td>360,567,000</td>
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<td></td>
<td>360,567,000</td>
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</tr>
<tr>
<td>70</td>
<td>Acquisition of CTTC</td>
<td>50%</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td>100%</td>
<td></td>
<td>CTTC</td>
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<tr>
<td>S N</td>
<td>Priority Activity</td>
<td>Baseline</td>
<td>2018/19 Target/Budget</td>
<td>2019/20 Target/Budget</td>
<td>2020/21 Target/Budget</td>
<td>2021/22 Target/Budget</td>
<td>2022/23 Target/Budget</td>
<td>TOTAL Target/Budget</td>
<td>Responsible</td>
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<tr>
<td>76</td>
<td>Priority Activity: <strong>Baseline</strong></td>
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<tr>
<td>71</td>
<td>Construction of CTTC Mayange library</td>
<td>0%</td>
<td></td>
<td></td>
<td>50%</td>
<td>100%</td>
<td>100%</td>
<td>110,340,200</td>
<td>CTTC Mayange, Engineering Regiment, PRM, Finance</td>
</tr>
<tr>
<td>72</td>
<td>Acquisition of CTTC Mayange library equipment &amp; books</td>
<td>0%</td>
<td></td>
<td></td>
<td>30%</td>
<td>100%</td>
<td>100%</td>
<td>275,764,400</td>
<td>CTTC Mayange, Engineering Regiment, Finance</td>
</tr>
<tr>
<td>73</td>
<td>Construction of CTTC Mayange standard range ground and installation of Range cards</td>
<td>2 Range grounds of 130m</td>
<td></td>
<td>Range ground of 300m</td>
<td>a</td>
<td></td>
<td></td>
<td></td>
<td>CTTC Mayange, Engineering Regiment, Finance</td>
</tr>
<tr>
<td>74</td>
<td>Construction of CTTC Mayange martial art</td>
<td>0%</td>
<td></td>
<td></td>
<td>40%</td>
<td>100%</td>
<td>100%</td>
<td></td>
<td>CTTC Mayange, Engineering Regiment, Finance</td>
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<tr>
<td>75</td>
<td>Expanding internal road network &amp; paving the existing road of CTTC Mayange</td>
<td>Unpaved roads 5.6Km</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>34,000,000.00</td>
<td>51,000,000.00</td>
<td>85,000,000.00</td>
<td>Engineering Regiment, Finance</td>
</tr>
<tr>
<td>76</td>
<td>Train &amp; sensitize existing Community policing Committees</td>
<td>74,848 CPC's established by Ministerial order No 02 of 18/10/2007, trained on basic course</td>
<td>12,000</td>
<td>15,712</td>
<td>15,712</td>
<td>15,712</td>
<td>15,712</td>
<td>74,848</td>
<td>Community Policing DPT</td>
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<td></td>
<td></td>
<td>135,000,000</td>
<td>135,000,000</td>
<td>135,000,000</td>
<td>135,000,000</td>
<td>135,000,000</td>
<td>675,000,000</td>
<td></td>
</tr>
<tr>
<td>77</td>
<td>Establish and sensitize</td>
<td>1,335</td>
<td>150</td>
<td>100</td>
<td>75</td>
<td>50</td>
<td>30</td>
<td>405</td>
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</tr>
<tr>
<td>78</td>
<td>Anti-crime Clubs (2017/18)</td>
<td>20,000,000</td>
<td>20,000,000</td>
<td>20,000,000</td>
<td>20,000,000</td>
<td>20,000,000</td>
<td>20,000,000</td>
<td>20,000,000</td>
<td>100,000,000</td>
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<td>5,000,000</td>
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<td>5,000,000</td>
<td>5,000,000</td>
<td>25,000,000</td>
</tr>
<tr>
<td>79</td>
<td>Enhance participation and awareness campaign in crime prevention through outreach programmes</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>20</td>
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<td>5,000,000</td>
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<td>5,000,000</td>
<td>25,000,000</td>
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<tr>
<td>80</td>
<td>Train and sensitize Youth Volunteers</td>
<td>10,000,000</td>
<td>10,000,000</td>
<td>10,000,000</td>
<td>10,000,000</td>
<td>10,000,000</td>
<td>10,000,000</td>
<td>50,000,000</td>
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<tr>
<td>81</td>
<td>Acquisition of Police Airwing equipment</td>
<td>1</td>
<td></td>
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<td></td>
<td>4</td>
<td>Police Airwing, Finance</td>
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<td></td>
<td></td>
<td>500,000,000</td>
<td>600,000,000</td>
<td>720,000,000</td>
<td>864,000,000</td>
<td>1,036,800,000</td>
<td>1,244,160,000</td>
<td>4,464,960,000</td>
<td>Police Airwing, Finance</td>
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<td>Baseline</td>
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<td>Target/Budget</td>
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</tr>
<tr>
<td>82</td>
<td>Train Police Airwing</td>
<td>5</td>
<td>5</td>
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<td>5</td>
<td>PAW, Department Operations and Intelligence, Finance</td>
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<td></td>
<td></td>
<td>182,640,000</td>
<td>516,000,000</td>
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<td>516,000,000</td>
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<tr>
<td>83</td>
<td>Establish fire and rescue service stations in each District</td>
<td>347,005,600</td>
<td></td>
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<td></td>
<td></td>
<td>347,005,600</td>
<td>Fire and Rescue Bde, department of Operations and/or Territorial Units</td>
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<td>84</td>
<td>Digitalize RNP personnel management</td>
<td>4,736</td>
<td>1,100</td>
<td>1,100</td>
<td>1,100</td>
<td>1,100</td>
<td>1,100</td>
<td>5,500</td>
<td>Human resources Management, CIS</td>
</tr>
<tr>
<td>85</td>
<td>Provide equipment for facilitating practical training in RNP schools</td>
<td>40%</td>
<td>50%</td>
<td>60%</td>
<td>70%</td>
<td>80%</td>
<td>90%</td>
<td>90%</td>
<td>Dpt of Training and development, Logistics</td>
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<td>Target/Budget</td>
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<tr>
<td>86</td>
<td>Construction of District Police Units</td>
<td>-</td>
<td>-</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>15</td>
<td>Finance Department, Engineering Regiment</td>
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<td></td>
<td></td>
<td>0</td>
<td>1,739,296,791</td>
<td>1,913,226,470</td>
<td>2,104,549,117</td>
<td>5,757,072,378</td>
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<tr>
<td>87</td>
<td>Expansion of CTTC Mayange training ground/Land expropriation (Ha)</td>
<td>23ha</td>
<td>0</td>
<td>1,000,000,000</td>
<td>1,133,134,788</td>
<td>1,266,269,576</td>
<td>3,399,404,364</td>
<td>-</td>
<td>Finance Department, Engineering Regiment</td>
</tr>
<tr>
<td>88</td>
<td>Acquisition of engineering equipment for construction, machineries, transport and workshop acquired</td>
<td>5%</td>
<td>20%</td>
<td>46%</td>
<td>69%</td>
<td>86%</td>
<td>100%</td>
<td>100%</td>
<td>Finance Department, Engineering Regiment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>149,455,595</td>
<td>597,822,378</td>
<td>793,152,677</td>
<td>701,481,033</td>
<td>511,188,321</td>
<td>441,456,556</td>
<td>3,045,100,965</td>
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<tr>
<td>89</td>
<td>To facilitate all Police officers accessing MMI Health Insurance scheme</td>
<td>14,000</td>
<td>15,200</td>
<td>16,600</td>
<td>17,800</td>
<td>19,000</td>
<td>20,000</td>
<td>88,600</td>
<td>Departments for HRM, Finance and other relevant stakeholders</td>
</tr>
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</table>