RWANDA NATIONAL POLICE

5 YEAR STRATEGIC PLAN

2023/24-2027/28

Rwanda National Police (RNP)

5 YEAR STRATEGIC PLAN

2023/24-2027/28

Our Vision

People in Rwanda are safe, involved and reassured.

July, 2023

Rwanda has made great development strides over the last couple of decades and is now at an accent point in its ambitious development agenda as reflected the Government's announced step-change in its development path as articulated in Vision 2050. This vision sets ambitious goals to move the country towards middle-income status by 2035 and to high-income status by the year 2050.

Rwanda's medium term development framework-National Strategy for Transformation (NST-1), which covers the period 2018–2024, lays down the foundations for delivering development goals and objectives enshrined in Vision 2050 under three development pillars of: (i) Economic transformation; (ii) Social transformation; and (iii) Transformational governance. In order to attain the aforementioned development goals, transformational and yet bold structural shifts will remain imperative.

Like it has always been the case, Rwanda National Police shall play a fundamental role in contributing to achievement of the development objectives and goals enshrined in country's long term and medium term development frameworks in the process of pursuing its mandate as reflected in 7-fold roles and responsibilities provided in the law establishing and determining the organization and functioning of Rwanda National Police of:

- Ensuring compliance with the law;
- Maintaining public order inside the country;
- Ensuring safety and security of persons and their property;
- Rendering assistance to any person in danger;
- Intervening in case of calamities, disasters or accidents;
- Ensuring respect of laws relating to airspace, borders and waters;
- Participating in bilateral cooperation and international peacekeeping, and humanitarian assistance

We call upon the leadership of Rwanda National Police to ensure coordinated and concerted efforts to pro-actively work with relevant public institutions at policy and decentralized levels to successfully deliver on the strategic objectives envisaged in this 5-year strategic plan. Ministry of Internal Security pledges its commitment and necessary support in the successful implementation of this strategic plan.

Hon. GASANA Alfred
Minister of Interior
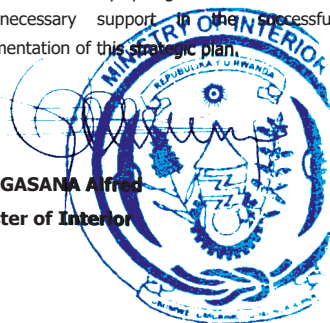
As the implementation of the Rwanda National Police Strategic plan (2018/19-2022/23) comes to an end, I take this opportunity to applaud every effort by men and women in police uniform in its successful implementation. In pursuit of delivering to its mandate, Rwanda National Police contributed in attaining the development goals and objectives envisaged in the long and medium term development frameworks (Vision 2050 and NST 1). More specifically, RNP has always kept law and order, secured tourists sites and key government installations, Community Outreach programs and also facilitated in process of holding criminals accountable.

In next 5 years of implementation of the 5th generation of RNP Strategic Plan (2023/24-2027/28), security of people and their property will be more than ever central in contributing to process of achieving ambitious development goals enshrined in the Vision 2050 and the National Strategy for Transformation One (NST 1). Rwanda National Police (RNP), which is vested with mandate of **safeguarding the rule of law and providing safe, and crime free environment for all,** will therefore play a vital role. The focus in the five (5) forthcoming years will be enhancing the capacity and capabilities of RNP in order to effectively fight crimes including among others,

cyber and counterfeit crimes, smuggling, organized trans-national crimes, vandalism of public infrastructures, Human trafficking, terrorism, and Gender Based Violence (GBV) and Child abuse.

Notably, this 5th generation of RNP strategic plan has been a result of comprehensive and candid deliberations from within all levels of Rwanda National Police and our key stakeholder institutions in the Public sector and is therefore a representation of their views and insights discussed and adopted by heads of Departments, Units and Police schools, who will champion its implementation. The active participation of every stakeholder in the design of this strategic plan will ensure improved ownership and accountability for results.

Rwanda National Police has a renewed sense of urgency to contribute to the delivery of the Government development agenda. This will require leadership of RNP to adopt agile and holistic approaches in partnership with the community to swiftly identify potential criminals and pursue them in a more coordinated and focused manner. We will also engage more closely and meaningfully with our stakeholders including among others Ministry of Interior (MININTER), Ministry of Local Government (MINALOC), Ministry of Gender and Family Promotion (MIGEPROF), Ministry of Health (MINISANTE), Ministry of Infrastructure (MININFRA) and Ministry in Charge of Emergency Management (MINEMA), Ministry of Finance & Economic Planning (MINECOFIN), Rwanda Investigation Bureau (RIB), Rwanda Development Board (RDB) in order to have shared and coordinated approaches to address factors leading to crimes.

CG
Felix NAMUHORANYE
Inspector General of Police

TABLE OF CONTENTS

AICs :　　　　Automobile Inspection Centers

BADTC:　　　　Busanza Automated Driving and Testing Center

BDF:　　　　Business Development Fund

CPCs:　　　　Community Policing Committees

EAC :　　　　East Africa Community

FPU :　　　　Formed Police Unit

ICT:　　　　Information Communication Technology

IGP:　　　　Inspector General of Police

JRLOS :　　　　Justice, Reconciliation, Law and Order Sector

MIGEPROF:　　　　Ministry of Gender and Family Promotion

MINALOC :　　　　Ministry of Local Government

MININFRA:　　　　Ministry of Infrastructure

MINISANTE:　　　　Ministry of Health

MININTER:　　　　Ministry of Interior

MINEMA:　　　　Ministry of in charge of Emergency Management

MINECOFIN:　　　　Ministry of Finance and Economic Planning

RIB:　　　　Rwanda Investigation Bureau

RDB:　　　　Rwanda Development Board

MIS :　　　　Management Information System

NISS:　　　　National Intelligence and Security Services

NST 1 :　　　　National Strategy for Transformation One;

PESTEL Analysis: Political, Economic, Sociological, Technological, Legal and Environmental analysis

RNP:　　　　Rwanda National Police

SDGs:　　　　Sustainable Development Goals

SWOT:　　　　Strength, Weaknesses, Opportunities and Threats

This 5-year strategic plan for Rwanda National Police (RNP) presents a statement of intent for repositioning itself in terms of enhancing capacity and capability of Police Officers in order to safeguard the rule of law and provide safe, and crime free environment for all and also deliver quality services to the public. The implications of repositioning RNP shall reinvent and further strengthen itself as a strategic partner in contributing to the delivery of the overarching national level development objectives and goals enshrined in Vision 2050 and National Strategy for Transformation One (NST 1).

As part of the process of developing this 5-year strategic plan, a comprehensive assessment of the implementation of the retiring Strategic plan (2018/19-2022/23) was conducted and key registered achievements, encountered challenges and lessons learnt were identified with a view to informing the formulation of the 5th generation of RNP strategic plan. The comprehensive and candid consultations with individual departments, Units and Police Schools, facilitated the process of undertaking situation analysis, more specifically identifying the results of the SWOT analysis, PESTEL analysis and Stakeholders' analysis.

Based on the results of the situation analysis and the evaluation of the implementation of retired RNP strategic plan (2018/19-2022/23), the strategic objectives and actions envisaged in the RNP strategic plan (2023/24-2027/28) were identified.

This 5- year strategic plan is anchored on 5 strategic objectives as summarized hereunder:

i. To enhance quality of services delivered by Rwanda National Police to the public. Under this strategic objective, RNP shall focus on enhancing established measures, which seek to reduce road fatalities on Rwandan Roads; strengthening capacity and capability for reducing critical incidences and promoting and embracing ICT in services delivery to the public.

ii. The second strategic objective is related to strengthening operational capabilities and harnessing working relationships with local stakeholders in order to enhance enforcement of law, public order, and safety and security. This strategic objective is oriented to securing and deploying fire and rescue equipment for prevention and swift response to fire and rescue incidences; effective response to terror threats improving quality and capacity of public order

management equipment and tools. Other strategic actions under this objective include improving canine support operations for safety and security at various public places; Securing specialized equipment and tools for counter terrorism; Identifying and securing specialized equipment for supporting marine operations at main water bodies; enhancing police mobility with a view to strengthening police operations; Procuring ICT equipment required for effective police operations; Identifying and securing air operations support equipment (Drones and helicopters); strengthening coordination of community policing committees and force multipliers in order to effectively deliver on their roles and responsibilities; and Establishing and enforcing guidelines for regulations for licensing of boat operators on Rwandan waterbodies in order to avoid accidents associated with their inadequate skills and knowledge to operate boats.

iii.   To strengthen Bilateral Cooperation and enhance capacity and capability of Rwanda National Police to participate in UN peacekeeping missions. Under this strategic objective, the leadership of RNP shall focus on strengthening capacity of police officers in order to effectively participate in bilateral and UN peacekeeping missions ; Improving readiness and operational capabilities for bilateral missions and FPUs deployed in UN peace keeping mission areas by equipping them with required Contingent Owned Equipment (COE) and strengthening internal capacity required for repair and maintenance of Contingent Owned Equipment (COE).

iv.   To enhance organizational and Human Resource capacity in order to deliver on RNP mandate. This strategic objective shall focus on identifying and recruiting more police officers with potential to improve RNP Human resource strength; enhancing operational and professional skills among the police officers with a view to delivering to the overarching goals and objectives of Rwanda National Police (RNP). Promoting the use of smart classrooms/training rooms in process of training and career development of police officers, developing and/or reviewing organizational support tools in order enhance the RNP organizational capacity; develop 5 year capacity development plan Conducting training needs assessment across Schools, Departments, and Units as well as training centers; conduct impact evaluation of capacity

development plan, capacity gaps through performance management. Reviewing and/or developing training curricula and modules tailored to the identified training needs; Organizing and conducting training of trainers/instructors on the reviewed training curricula, developed training modules and sharing a harmonized training delivery mode and Collecting and analysing feedback on trainings delivered by schools as well as increasing the capacity of the existing infrastructures used by police schools and training centers in order to host all the training activities.

v. To improve working environment and welfare of police officers in order to attract quality recruits and improve levels of commitment to their duties. This last strategic objective shall focus on procuring office equipment, furniture & fittings for Departments, Territorial and Specialized units, police schools and Training Center; Constructing and/or upgrading existing structures for hosting office premises of some Departments, Territorial and Specialized Units that have inadequate or no office space; Constructing and/or upgrading accommodation facilities for police

officers working with territorial and specialized units; improving mobility of police officers by acquiring new sufficient automobiles. Constructing and/or upgrading facilities for hosting Mess and sports facilities at the level of Units and Procuring and timely allocating police uniforms, sports kits and other required tools.

In addition, the proposed implementation arrangements for RNP Strategic Plan include a detailed implementation plan reflecting priorities, expected outputs targets and activities to be implemented by individual Departments, Units and Police schools with their respective indicative budget. Strategic plan further proposes potential sources funding to be targeted in processing of mobilizing the required financial resource for successful implementation of this Strategic Plan.

Lastly, a results monitoring framework with clear performance indicators was developed reflecting baselines and targets to be delivered on in the next 5 years of implementation of this strategic plan. The frameworks further articulates the need to periodically track implementation progress.

This strategic plan lays down the future desired image of Rwanda National Police (RNP) as a more re-vitalised organization with enhanced capacity and capability to effectively deliver on its core mandate of ensuring safety and security of people and their property.

The rationale for developing RNP strategic plan is also hinged on the need to implement the Results Based Performance Management Policy, which emphasizes the need for each public Institution (Ministries and implementing Agencies) to prepare individual Institutional Level Strategic Plans. The developed strategic plan is basically a 5-year rolling plan that is aligned to priorities envisaged in the national level development frameworks including Vision 2050; National Strategy for Transformation One (NST 1); the Strategic plan for Justice, Reconciliation, Law and Order (JRLO) and other relevant policies and programs.

The developed RNP 5-year strategic plan shall guide Departments and specialized Units, schools and the Training Center in the process of preparing their respective Annual action plans and budgets as well as performance contracts (Imihigo).

1.1 The Strategic Plan (2023/24–2027/28) formulation process

The process of developing this strategic plan involved the review of relevant literature especially the national level long and medium term development plans (Including Vision 2050 and National Strategy for Transformation 1), JRLOS strategic plan, policies and programs which directly or indirectly affect policing activities by Rwanda National Police.

The results of the review of relevant literature provided clear understanding of the national level development goals and objectives enshrined in the long and medium term national level development frameworks (Vision 2050 and NST 1) priorities that needed to be aligned to RNP Strategic plan. Efforts were also made to review international and regional level commitments envisaged in different development frameworks including the Sustainable Development Goals, African Union agenda 2063, EAC region Vision 2050 for socio-economic transformation were reviewed in order ascertain their relevance to strategic activities planned and implemented by Rwanda National Police.

The process of preparing RNP 5-year Strategic plan further involved organizing series of consultations with individual departments, Territorial and Specialized units and schools. The consultative meetings involved presentation on the results of the evaluation of the retiring strategic plan (2018/19 to 2022/2023) and identification of the priorities that will be implemented in the next 5 years. It important to note that the identified priorities at the level of each Departments, Units and Schools which underpin the current and potential future safety and security challenges that are likely to face people in Rwanda.

1.2 Organization of the 2023/24 – 2027/28 Strategic Plan

This strategic plan is strategic plan is organized in four chapters including the chapter detailing the background and development context, the one on evaluation of the retiring strategic plan of 2017-18 to 2022-23, a chapter on the Situation analysis where the results of SWOT analysis, PESTEL analysis and Stakeholder analysis are presented.

The four chapter which is the last one details proposed Rwanda National Police strategic plan reflecting the strategic objectives and their respective strategic actions, detailed implementation plan, Indicative budget and potential funding sources, and a results monitoring framework clear performance indicators.

2.1 Introduction

This section of the strategic plan presents background and development context in terms of the policy and legal frameworks which provide guidance to not only Rwanda National Police (RNP) but also other security organs and the rest of the public institutions and organizations that contribute to the delivery of the envisaged national level overarching goals and objectives enshrined in both long and medium term development frameworks as well as the legal frameworks. The results of the reviewed national level development and legal frameworks are presented hereunder:

2.2 The Constitution

Article 24 of the Constitution of the Republic of Rwanda as amended to date provides for the Rights to liberty and security of a person. The constitution further provides that a person's liberty and security are guaranteed by the State and that no one shall be subjected to prosecution, arrest, detention or punishment unless provided for by laws in force at the time the offence was committed.

Moreover, article 34 of the constitution of the Republic of Rwanda articulates the full individual rights to private property where everyone has the right to private property, whether individually or collectively owned. Private property, whether owned individually or collectively, is inviolable. The right to property shall not be encroached upon except in public interest and in accordance with the provisions of the law.

In addition, article 160 of the constitution provides for the establishment of Rwanda National Police, which generally be responsible for ensuring security of persons and their property throughout the country. Therefore, the establishment of Rwanda National Police was anchored on the overarching goal of ensuring safety and security of people and their property.

2.3 Rwanda National Police Act 2010

Article 7 of law n° 46/2010 of 14/12/2010 determining the powers, responsibilities, organization and functioning of the Rwanda National Police (RNP) is modified and complemented as follows: "Rwanda National Police has the following main roles and responsibilities including:

Ensuring compliance with the law; maintaining public order inside the country; ensuring the safety and security of persons and their property; rendering assistance to any person in danger; immediately intervening in case of calamities, disasters or accidents; ensuring respect of laws relating to airspace, borders and waters; and participating in international peacekeeping, humanitarian assistance and training operations".

2.4 Sustainable Development Goals (SDGs)

SDGs are a summation of 17 global goals established 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."

The interventions by Rwanda National Police appropriately align to some other Sustainable Development Goals including 3, 13 and 14. Goal number 3 relates to reduction on the number of deaths and injuries from road accidents while goal 13 relates to the combating climate changes and its impact. Moreover, RNP interventions aligns with SDG 14, which is associated with conserving, and efficiently use marine resources for sustainable development including regulated harvesting of fish and fighting against illegal, unreported and unregulated fishing and destructive fishing practices.

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

2.5 African Union (AU) Agenda 2063

The African Union Agenda 2063 is the blueprint and master plan for transforming Africa into the global powerhouse of the future. It is the strategic framework for delivering on Africa's goal for inclusive and sustainable development and is a concrete manifestation of the Pan-African drive for unity, self-determination, freedom, progress and collective prosperity pursued under Pan-Africanism and African revitalization. There are 5 targeted development goals that seek to socioeconomically transform Africa and they include:

- A high standard of living, quality of life and well-being for all citizens
- Well educated citizens and skills revolution underpinned by science, technology and innovation
- Healthy and well-nourished citizens
- Transformed economies
- Peace, security and stability preserved

It should however be noted that security organs by nature and mandate happen to directly or indirectly contribute to the delivery of the aforementioned goals. This is because safety and security of people and their property is a cross cutting ingredient in the process of delivering the goals enshrined in the AU agenda 2063. Therefore, like any other security organ with a mandate similar to that one of Rwanda National Police, it shall always uphold the principle of ensuring safety and security of people and their belongings.

More specifically, Rwanda National Police has been and will still contribute to the delivery of goal number 5 of preserved peace, security and stability in Rwanda and also directly and indirectly contribute to the delivery of the rest of the goals in AU agenda 2063.

2.6 East Africa Community (EAC) Vision 2050

The East African Community (EAC) Vision 2050 articulates the Community's desired future state. The Vision serves to provide an architecture around which EAC should concentrate its energies for economic and social development. This vision is a portrait of what EAC as a region will be over time, a view of what it wants to be known for, and a statement of how it wants to be perceived. The design

of the EAC Vision 2050 was anchored on the 6 development pillars and their corresponding goals including:

a. Access to affordable and efficient transport, energy, and communication for increased regional competitiveness

b. Enhanced agricultural productivity for food security and a transformed rural economy

c. Structural transformation of the industrial and manufacturing sector through value addition and product diversification based on comparative advantage for regional competitive advantage;

d. Effective and sustainable use of natural resources with enhanced value addition and management

e. Leverage on the tourism and services value chain and building on the homogeneity of regional cultures and linkages

f. Well educated and healthy human resources.

In addition to the envisaged goals, the Vision 2050 emphasizes the need to mainstream cross cutting issues into all its development initiatives. This is because inattention to certain cross cutting issues can lead to ineffectiveness, and worse, to inability to implement. A number of cross cutting issues were identified as essential to enabling the implementation of Vision 2050 and they include **good governance; peace & security, gender and women empowerment**. The EAC Vision 2050 attaches greater importance on preserving peace and security, which forms part of the enablers for successful implementation of the rest of the development goals and objectives of the community.

The EAC Vision 2050 reiterates the importance of Peace and security as an ingredient in process of achieving other development imperatives enshrined in this Vision. "Peace and security cuts across national borders. Without peace, there can be no development". Therefore, the EAC developed a regional approach to promoting democracy, political stability, governance and accountability, justice and fairness. For example, the planned common defence system with harmonized regional security intelligence structures and institutions.

2.7 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.

2.8 National Strategy for transformation (NST1)

NST 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 NSTP1, 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.

2.9 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 for 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.

3.1 Introduction

This chapter provides an overview of the implementation of the Rwanda National Police Strategic Plan 2018–2023. Particularly, the chapter underlines the key achievements, challenges encountered, lessons learned, and proposed recommendations to address the identified a challenges in the path of implementation of the phasing out strategic plan for 2018/19-2022/23.

3.2 Strategic Objectives, achievements and challenges encountered

3.2.1 Strategic Objectives of envisaged in RNP Strategic Plan (2018/19-2022/23)

The envisaged strategic objectives of RNP 5-year retiring strategic plan 2018/19-2022/23 focused on contributing to some goals enshrined in 7-year Government Program-National Strategy for Transformation (NST1) which is implementing the 1st phase of Rwanda's long term development agenda reflected in Vision 2050. The NST1 priorities to which RNP delivers on are mainly stated in Pillar2 (Transformational Governance), especially in its priority areas 2 and 3 as summarized in table 1 below.

Table 1: NST1 Priority Areas and Key Interventions Areas for the RNP

No.	Priority Area	Key Interventions
1	**Priority Area 2 (Ensure peace and security ofpeople and property)**	■ Strengthen Crime prevention through community policing by working with citizens; ■ Strengthen the capacity of all security organs (Armed Forces, NISS, and security companies) for effective discharge of their functions; ■ Enhance and expand regional and international security partnerships to fight and prevent cross-border crimes, human and drug trafficking, and cybercrimes.
2	**Priority Area 3 (Strengthen diplomatic and international cooperation to accelerate Rwanda and Africa's development)**	■ Continue contributing to peace and security in Africa and globally while ensuring that Rwandan Peacekeepers maintain a culture of excellence in humanitarian and peacekeeping activities.

The identified four (4) broad strategic objectives under the retiring RNP strategic plan were designed to steer the delivery on its institutional mandate. The following were the strategic objectives pursued by RNP leadership during the implementation of phased out 5-years strategic plan:

a. To enhance RNP's service delivery standards in order to ensure compliance with the law and maintenance of public order and safety in the country;

b. To strengthen cooperation and partnership with Regional and International institutions with shared mutual interests and stake in RNP's mandate;

c. To strengthen institutional, organizational and Human Resource capacity and capabilities in order to deliver on the RNP mandate;

d. To enhance police officers' welfare in order to improve the working and living conditions and ensure commitment towards their duties.

3.2.2 Registered achievements after successful implementation of RNP strategic plan 2018/19-2022/23

Strategic Objective 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.

The NST1 Transformational Governance Pillar in its Priority Area 5 reiterates the need for Improved Service Delivery and Accountability within Public Institutions. The RNP rolled out a number of interventions designed to improve its internal performance as well as uplifting the level and quality of services delivered to the general public as outlined below.

a) **Enhanced use of ICT-Based Service Delivery –** During the implementation of the Strategic Plan 2018/19-2022/23, the RNP fostered the use of various ICT-driven solutions to improve the quality and efficiency of services as elaborated here below:

i) **Application of ICT in payment of RNP services –** The application of ICT in paying for RNP Services including the issuance of provisional and definitive driving tests, automobile inspection services; and traffic fines, and payment of definitive driving and provisional driving permits are 100% processed and paid using ICT supported systems.

ii) **Application of ICT in RNP work and internal process –** in or-

der for RNP to facilitate its internal systems and processes , different software were rolled out including human resources management software and other internal processes such as exhbits & traffic fines , Road accident investigation system ; balanced score card ; logistics management software.

iii) **Decentralization of Online Provisional Driving and Testing Centers –** In the effort to simplify the complex process of physical sitting for provisional driving tests, the RNP in collaboration with BDF introduced 18 online provisional driving and testing services at BDF Centres across the country. Similarly, Busanza Automated Driving and Testing Center (BADTC) is expected to offer online provisional driving testing services **–** it is fitted with a digital provisional driving and testing room which has a sitting capacity of 100 candidates which is open 24h/7. The online provisional driving testing centers provide convenience and improved service to the patrons.

iv) **Use of ICT Solutions in the enforcement of COVID-19 guidelines –** The unprecedented events of COVID-19 required innovative solutions to effectively enforce the measures put in place to contain its virulent spread. Among the ICT innovations deployed to effectively enforce the COVID-19 measures include; the Electronic Bracelet Systems used in tracking the isolated COVID-19 positive cases outside hospital facilities; and the introduction of an Online Movement Clearance System designed to facilitate movements for people who needed essential services or traveling to and from Kigali International Airport including the departing and arriving passengers.

v) **ICT Capacity Development –** The successful transitions towards the adoption of full-scale ICT-based service delivery required skilled personnel (Police officers) in various ICT disciplines. Consequently, the RNP through the Department of ICT embarked on various training programs dedicated to honing skills in designing and operationalization of ICT solutions. The police officers were trained as follows:

- 330 Police were trained in running of COVID-19 Movement Clearance system;

- 210 Police officers were trained in the management of Traffic fines management information system (MIS);

- 104 Police Officers were trained in Electronic bracelet management system

- 36 Police Officers were trained on the Traffic enforcement systems;
- All new Police Officers were trained in software development;
- 08 Police Officers were given and intermediate-level training in Network Engineering;
- 40 Police Officers were trained on the use of the online exam centers system;
- 1500 Police Officers were trained on cybercrime awareness.

b) Response Time to Critical Incidents

Rwanda National Police has the mandate to ensure that Rwandans and other people living in the country, and their property are safe. In order to effectively deliver on this objective, the time taken to respond to critical incidents including road accidents, rescue and fire incidents, and water accidents is integral. During the implementation of the retiring 5-year strategic plan, the aggregate time taken by the Marine, Traffic, and Road Safety (TRS), and Fire and Rescue Brigade to respond to critical incidents decreased from 27.2 to 23 minutes.

c) Automation of Driving Testing Services

Driving and testing services has consistently emerged as one of the services highly demanded in the country,

over 80,000 candidates apply and undertake driving and testing exams/assessments annually. The previous practices for conducting driving and testing called for periodic schedules and long hours of waiting. Currently, Rwanda National Police initiated a state-of-the-art Automated Driving and Testing Center in the City of Kigali located in Busanza in Kicukiro District where candidates will use one (1) hour to complete the scheduled driving and testing assessments. The Center is expected to operate 24/7, with at least 344 candidates tested every day at their time of convenience. It offers a conducive testing environment characterized by high testing standards and time-saving facilities.

d) Community Engagement in Crime Prevention and Reporting

Safety and Security are pre-requisites in every society that seeks to make socio-economic progress, a responsibility that is often under the mandate of law enforcement organs. The government of Rwanda flagged the community-policing model as an ideal strategy to enhance crime prevention and reporting as envisaged in NST1 priority area 2. In the last 5 years, the RNP implemented a number of strategic actions that sought to engage and enhance community participation in crime prevention and reporting from the grassroots as summarized in table 2 below:

Table 2: The implemented community policing initiatives

No.	Initiative	Achievement
1	Training of Community Policing ToTs (RCEROs and DECROs)	5 Regional Political and Civic Education Officers attached to the RNP Regional offices and 30 District Political and Civic Education Officers at level of DPUs were trained as CPCs Training of Trainers Country-wide.
2	Training of community policing committees (CPCs)	Out of the 74,765 community committees (CPCs) established at the village and cell levels[1], 68,798 CPCs were trained on different concepts intended to enhance their skills and knowledge in crime detection, reporting, and prevention.
3	Establishment and training of Anti-Crime Clubs across the country	During the implementation of the 2018-2023 RNP 5-year strategic plan, 2,163 anti-crime clubs were established and trained in the effort to prevent and report crimes, especially in schools and along the porous borderlines.
4	Training of Youth Volunteers on community policing concepts	The involvement of youth in crime prevention, reporting, and maintenance of law and order has gained pace, especially after the outbreak of the COVID-19 pandemic. In the course of the implementation of RNP SP (2018-2023), a total of 105,445 Youth Volunteers were trained and played a pivotal role in the enforcement of COVID-19 guidelines established by the Government to contain its spread.
5	Conduct the anti-illicit drug awareness campaigns.	The RNP under the Community Policing framework rolled-out awareness campaigns against the manufacturing, trading, and use of illicit drugs. During the implementation of phasing out 5-year SP, 540 campaigns were conducted using live talk shows aired on radio stations and organized community meetings.
6	Police Month Campaign	During implementation of police month program, the following achievements were registered: ■ In collaboration with City of Kigali a vehicle worth RwF 21 Million was awarded to the best sector to support security operations and cleanliness activities. ■ RNP constructed 11 village offices and provided the accompanying furniture and fittings, ■ 09 bridges linking sectors were constructed in different parts of the country; ■ 36 homes and 198 toilets for vulnerable people were constructed across the country ■ 3,475 Mutuelle des santé were provided to vulnerable families ■ 11,656 solar home systems were provided to vulnerable families and ■ 19,400 trees were planted across the country.

e) Vehicle Technical Inspection Services

The RNP operates Automobile Inspection Centers (AICs) that use high-tech software to inspect critical areas of motor vehicles, which include wheel balance and alignment, suspensions, brakes, axle play, and headlights among others to ensure both public and private vehicles are in the right conditions thus curtailing the possibility of accidents arising from vehicle mechanical faults.

In the effort to bring RNP services closer to the intended patrons as one of the strategies to enhance the quality and timeliness of service delivery, additional 3 AICs were established in Eastern, Northern, and Southern provinces in the districts of Rwamagana, Musanze, and Huye respectively. Overall, during the implementation of the 2018/19-2022/23 Strategic Plan, 206,856 vehicle inspection services were provided across the country.

> **Strategic Objective 2: To strengthen cooperation and partnership with local, regional, and international institutions with shared mutual interests and stake in RNP's mandate.**

The key intervention to deliver on this priority called for the RNP to continue contributing to peace and security in Africa and globally while ensuring that Rwandan Peacekeepers maintain a culture of excellence in humanitarian and peacekeeping activities. The following achievements were registered during the implementation of the RNP phasing out 5-year strategic plan:

Rwanda National Police Officers under peacekeeping missions played a critical role in restoring peace and order in different parts of Africa, in the last 5 years, 3,977 Police Officers (77% male and 23% female) spread in 6 rotational cohorts; 8 Professional Police Officers; and 285 Individual Police Officers (IPOs) were deployed in countries including Haiti, South Sudan, and the Central African Republic. Under the bilateral agreement between the Republic of Rwanda and Mozambique, 1322 Police Officers were deployed in Cabo Delgado province to restore peace and security, following the rising of insurgency perpetuated by Islamic jihadists.

In the last five (5) years heavy investments were made towards building the capacity of RNP Police Officers and Capability to effectively deliver on its mandate.

a) Capacity Development of RNP officers

The RNP registered significant strides in building the capacity of its staff in technical and specialized areas, and substantial efforts and resources were invested into improving the capacity of schools and training centers, especially, NPC Musanze, PTS Gishari, and CTTC Mayange in order to further enhance their respective internal capacity required to provide quality trainings and specialized skills.

The National Police College (NPC) provided career development training courses including; Junior supervisory courses, Intermediate command, and Staff courses as well as senior command and staff courses. Equally, the College runs a number of specialized academic programs in two (2) fields: Professional police studies in collaboration with University of Rwanda in Criminology, and Law studies.

Gishari Police Training School provided training programs in five (5) sections including; Basic Police Course, Cadet Course, Peace Support Training (FPU and Individual Police Officers), Gishari Integrated Polytechnic, and other Specialized Programs. During the implementation of the phasing out 5-year strategic plan (2018/19-2022/23), the RNP training policy was reviewed, 45 syllabi were reviewed and updated, and 15 new syllabi were developed in order to ensure quality training programs that are appropriately tailored to dynamic policing challenges. Table 3 below summarizes key training undertaken to build the capacity of RNP officers:

Table 3: Summary of RNP Capacity Development Achievements

No.	Training Programs	Achievement
I.	**BASIC COURSES**	
1	Basic police course recruits	8,366
2	Police Cadets	1,850
II.	**PROFESSIONAL TRAINING COURSES**	
1	Police Senior Command and Staff Course (PSCSC)	100
2	Police Junior Command and Staff Course (JSCSC)	170
3	Police Tactical Commanders Course (PTCC)	175
4	Company Commanders Course	15
5	Platoon Commanders Course	15
6	Company Sergeant Major Course	10
7	Platoon Sergeant Course	10
8	NCO's Training	504
9	Refresher Training	365
10	Drill and Duties	160
11	VIP Course	750
12	English Langue/ SAPU	125
III.	**SPECIALIZED TRAINING**	
a)	**INTERNAL**	
1	Post Mission FPU Training	2010
2	Explosive Ordnance Disposal Level (1, 2, 3 & 4) Training	210
3	Advanced Intelligence Training	750
4	Advanced Marine Diving Training	60
5	Basic Special Operations Training	150
6	SWAT Course	220
b)	**EXTERNAL**	
1	High-Risk Operation Training	40
2	Counter Terrorism Course	20
3	Explosive Ordinance Disposal and Post blast analysis	20
4	Combating Economic Crimes	10
5	Ushikilano Imara	44
6	UN Related Peacekeeping Training	10

No.	Training Programs	Achievement
IV.	ACADEMIC PROGRAMS	
a)	In-country delivered trainings	
1	Ph.D.	09
2	Under Graduate (NPC)	561
3	Under Graduate (UR)	08
4	IPRC Gishari	210
b)	Trainings Conducted Abroad (Outside the Country)	
1	First Level Administrator Training & Master Program/ Turkey	04
2	Specialist Degree in Legal Found for Maintenance of National Security/ Russia	01
3	Specialist Degree in Forensic	01
4	Air wing Experts / Ethiopia	03
5	Bachelor's Degree in Law/ Russia	01

b) Infrastructure Development

The RNP envisages the importance of putting in place enabling infrastructure to support the effective delivery of its mandate. During the implementation of the 2018/19 – 2023/24 strategic plan, the RNP accomplished the following infrastructure projects:

- Construction of Counter Terror Training Center (CTTC) Mayange - Phase I;

- Construction and installation of Automated Driving Testing Center (BADTC) – Busanza;

- Construction of National Emergency Command Center (NECC);

- Construction of PTS facilities (Cadet accommodations, Classrooms, and Basic police mess and auditorium);

- Refurbishment of National Police College Musanze;

- Construction of Smart classrooms for Senior and Junior Command courses, Tactical Command Courses, and for the admitted undergraduate Students;

- Construction of 4 Regional Police Headquarters (North, South, East, and West) and 10 District Police Units (Kicukiro, Nyarugenge, Gasabo, Kamonyi, Rwamagana, Kayonza, Nyagatare, Huye, Musanze, and Rubavu);

- Police Intelligence HQs were constructed at Gikondo;

- Construction of Special Intervention Force (SIF) HQs;

- Construction of Police Command and Coordination Center;

- Construction of Canine Unit HQs and Dog training grounds;

- Construction of 13 accommodation facilities at NPC Musanze, PTS Gishali, Muhoza, Rubavu, Kicukiro, Nyarugenge (Rwezemenyo), Kamonyi, Huye, Kayonza, Ngoma, Kirehe, Cyumba, and Kaniga;

- Construction of Automobile Inspection Centers – 3 automobile inspection centers were decentralized in the Districts of Rwamagana, Huye and Musanze;

- Construction of police border accommodations – 03 border police accommodations facilities were constructed in the Districts of Kirehe, Rusizi and Rubavu).

- Construction and rehabilitation of Police stations – 22 and 64 police stations were constructed and rehabilitated respectively.

c) Equipment Capabilities

The RNP acquired multiple equipment to enhance its operational capacity and quality of service delivery. The availability of modern and appropriate policing and administrative equipment plays a significant role in RNP performance and the quality of service delivered. The capabilities acquired during the implementation of the 2018/2019 – 2023/24 strategic plan include:

- Fire and rescue capability – 12 fire engines, 02 rescue trucks, 01 Crane, and 01 Bronto were acquired;

- 11 marine boats were acquired to enhance marine operational capacity;

- Canine brigade increased its dogs to 113– (75 Explosive detector dogs, 2 Sniffer dogs, 8 COVID-19 detector dogs, 4 Vapor wake dogs, and 31 Drug detector dogs);

- 10 QPS fixed and 01 mobile walkthrough detection scanners were acquired to enhance search activities at meetings and conferences venues, and other major events in the country;

- Road safety enforcement systems (cameras) – in the effort to strengthen road safety 507 road safety enforcement systems were installed (384 fixed cameras, 58 red light cameras, 30 mobile cameras, 30 light bar cameras, and 5 trailers);

- 138 vehicles were acquired to enhance RNP operations, especially during the enforcement of unprecedented events of COVID-19;

- Multiple equipment and materials were acquired for different specialized units and schools including anti-riot equipment and kits, Marine diving equipment and kits, TRS kits and equipment, Counter-terror equipment and kits, Canine brigade kits, Band equipment, Air wing equipment, Special Intervention Force equipment and kits, Schools/ PTS and NPC requirements and materials.

a) Gender Mainstreaming

Gender Equity, Equality, and Women Empowerment remains a central and strategic pillar in the Constitution of Rwanda and different development frameworks including NST1 and Vision 2050. In the last 5 years, Rwanda National Police implemented a number of actions in line with gender mainstreaming, equity, and equality as outlined below:

- Gender policy was drafted to fast-track gender mainstreaming and equality in Rwanda National Police;

- 62 Gender focal persons deployed in Regional and District Police Units, Specialized Units, and Departments were trained annually for the last 5 years;

- 1,050 police officers from all units attended the previous 3 annual Women Conferences;

- 35 Police Officers were trained on EAPCCO Gender Training Manual;

- 242 Police Officers participated in Gender sensitization meetings organized at Regional police units;

- 100 Female Police Commanders participated in a mentorship workshops designed to improve their effectiveness and excellence;

- 54 Administrative Officers were trained on Gender Mainstreaming;

- 50 Female Police Officers were trained on SAAT and pre-SAAT to increase the representation of female police peacekeepers;

- 987 Female Police Officers have participated in UN peacekeeping missions, including 448 under female-dominated FPUs.

b) Police Welfare

A number of initiatives were made to uplift the welfare of Police Officers. Some of the initiatives implemented during the last 5 years include the improved accommodation facilities at RNP colleges and training schools (NPC, PTS, and CTTC Mayange), Regional Police Units, newly constructed DPUs and Police stations; provision of Ph.D., Masters, and Undergraduate study opportunities to RNP officers; improved Police mess facilities and effective management of RCA; Health insurance; Access to regular health checks; Police Officers with severe health problems were facilitated to seek treatment outside the country; Zigama CSS financial services helped to improve access to finance and savings for Police Officers; Armed Forces Shops (AFOS) framework facilitated Police Officers to purchase commodities at subsidized prices.

c) Enforcement of COVID-19 guidelines

The outbreak of the COVID-19 pandemic called for strong collaborative efforts to effectively contain its virulent spread. Rwanda National Police in collaboration with other relevant stakeholders played an essential role in ensuring that COVID-19 preventive measures recommended by the Cabinet and MoH are adhered to. The RNP implemented the following actions to enforce COVID-19 preventive guidelines:

- Restriction of unnecessary travel movements during the lockdown and curfew hours;
- Manning and enforcement of travel restrictions between the City of Kigali and other Provinces, inter-district movements, and other specific areas that needed special movement restrictions;
- Escorting cargo trucks from and back to Rusumo and Kagituma borders;
- Management of transition centers for the isolated drivers of cargo trucks;
- Enforcement of the use of electronic cargo tracking system;
- Regular inspection of hotels and restaurants in collaboration with Rwanda Development Board and other stakeholders to ensure that they adhered to established COVID-19 preventive measures;
- Tracking of isolated COVID-19 positive cases and management of electronic tracking bracelets;
- Enforcement of COVID-19 guidelines at markets, taxi parks, shopping centers, and other areas that attracted masses;
- In collaboration with relevant stakeholders conducted inspection and approval of activities to be re-opened (places of worship, hotels and restaurants);
- Developed and managed an e-movement clearing system designed to facilitate movements for people who needed access to essential services;
- Facilitated movements to and from Kigali International Airport;
- Played a vital role in the distribution of food to vulnerable groups affected by the COVID-19 pandemic;
- RNP played an important role during the construction of classrooms needed to reduce overcrowding in schools. Specifically, the RNP transported all construction material to designated sites across the country.

3.2.2 Encountered Challenges

The following were the challenges encountered by the Rwanda National Police during the implementation period of the phasing out 5-year strategic plan:

- Inadequate equipment especially for specialized units such as Marine and Fire and Rescue;

- Lack of coordinated system to track the evolution of crimes needed to guide proper planning and determination of targets on crime reduction;

- The culture of crime reporting is still on the back-foot, especially in cases of domestic violence and Gender Based Violence;

- In adequate training infrastructure to enable desired recruitment and training capacity at the RNP college and schools;

- Inadequate and appropriate accommodation facilities and working environment especially at DPUs and Police Stations;

- High rate of police turnover due to indiscipline cases that lead to dismissal and desertion of police officers.

3.2.3 Lessons Learnt

During the implementation of the RNP 2018–2023 Strategic Plan, among others, the following are some of the key lessons learned:

- To effectively detect and combat emerging crimes especially cyber-crimes and economic crimes, there is a need for enhanced specialized trainings in that capacity;

- Enhanced use of security surveillance cameras which have proved to be vital in mapping crime hotspots and guiding of operations;

- Community involvement in crime prevention under Community Policing is critical maintenance of law and order and security of people and their property;

- Use of technology is effective in combating crime and quality of service delivery, there is a need to leverage the use of ICT in the delivery of RNP strategic objectives;

- The involvement of Youth Volunteers in police interventions proved to be vital, especially during the enforcement of Covid-19 guidelines;

- The introduction of road safety enforcement cameras registered positive behavioral change towards over speeding and violation of other traffic offences;

- To enable effective review and fast-track the implementation of planned activities in the Strategic Plan, Monitoring and Evaluation must be prioritized at all levels;

- Engagement of Stakeholders and other partners in implementing the

planned activities is vital to support and accelerate implementation of envisioned programs;

- The Joint Operation Center (JOC) initiative made a significant improvement in the coordination of security activities and information sharing;

- The rate at which District Police Units and Police Stations are constructed does not match the pressing needs for these facilities;

- The dynamic nature of crimes calls for tailored capacity development and modern tools to effectively combat emerging crimes;

- There is a need for Rwanda National Police to scale up its research and development activities to inform policy, planning, budgeting, and decision making;

- Private security companies play a vital role in the security field, thus need for enhanced coordination and standardization of their operations.

4.1 Introduction

The situation analysis section of this strategic plan was conducted using frameworks adopted to analyse internal and external factors affecting Rwanda National Police (RNP) in its pursuit to delivering to its mandate. The strategic frameworks that were used included the SWOT and PESTEL analysis. The results of these strategy frameworks were solicited from the reviewed literature and consultative meetings conducted with RNP individual Departments, Specialized and Territorial Units as well as schools and the training center.

4.1.1. SWOT Analysis

In terms of the results of the SWOT analysis, the assessment focused mainly on internal factors including the perceived internal strengths and weaknesses. The rationale for identifying the strengths and weaknesses was meant to constitute a springboard for formulation of the 5th generation of Rwanda National Police (RNP) 5-year strategic plan. The compilation of the results of the SWOT analysis further tackled the external factors, which inclined more on the identification of opportunities that need to be exploited and an outline of the threats that may undermine performance of RNP in process of delivering to its mandate. A summary of the results of the SWOT analysis are presented in a quadrant table under section 4.2 here under:

Table 4: Results of the SWOT Analysis

STRENGTHS	WEAKNESSES
INTERNAL ANALYSIS	
■ Existence of policy and legal framework that determines the organization and functioning of RNP	■ Limited budgetary resources for supporting the implementation of all planned activities at the level of RNP;
■ Clearly defined Mandate, Vision and Mission as well as Core organization values;	■ Inadequate professional trainers and teaching aids in existing schools, college and training centre;
■ Supportive leadership at Rwanda National Police	■ Inadequate specialized skilled personnel at different levels
■ Successfully Nurtured RNP organizational doctrine;	■ Low levels of IT literacy among the police officers which tend to limit its efficiency in fighting cybercrimes and other operational needs that require ICT;
■ Existence of communication and information systems backed with ICT infrastructure;	■ Inadequate modern and specialized operational equipment such as Marine and other specialized operations;
■ Existence of various RNP basic tools and resources for guiding the process of Human Resource management and development,	■ Inadequate infrastructure especially inadequate office space which is more evident at the level of police stations and police posts;
■ Existence of inbuilt strategies for Crime prevention including community policing strategies;	■ Inadequate internal capacity and capability for curbing terrorism, Enemy networks, cybercrimes, transnational crimes, Trafficking in human, Drugs, Money laundering and counterfeits;
■ Availability of legal instruments and code of conduct for instilling and/or enforcing organization values among the police officers;	■ Lack of updated and consolidated SOPs at the level of departments, Units and schools and training center;
■ Availability of basic police officers' capacity and capabilities;	■ Delayed response to distress calls which tend to undermine the image of Rwanda National Police;
■ Existing framework for strengthening and sustaining public trust of Rwanda National Police (RNP);	■ Existing organization inadequacies in RNP establishment following the initiation and implementation of reforms and restructuring of RNP;
■ Existence of Police Training Schools, College and training Center (CTTC) for enhancing the professional capacities of police officers;	■ Inadequate skills and required competencies to prepare, implement, monitor performance contracts in the various departments, units and schools;
■ Existence of RNP Gender mainstreaming policy at levels;	■ Increasing number of corruption and other sorts of indiscipline cases that lead to high number of dismissals of police officers;
■ Existing of RNP immovable and movable Assets;	■ Existing police operational environment that render officers vulnerable to corruption;
■ Existing police welfare framework (this include AFOS, Health Insurance; residences; and other Intrinsic and extrinsic motivators)	■ Inadequate budgetary resources for improving police officers welfare including infrastructure for accommodation, hosting of officers' mess, and RCA given the current increasing trend of market prices.
■ Existing cooperation and working arrangements with other stakeholders and partners	

OPPORTUNITIES	THREATS
EXTERNAL ANALYSIS	

<table>
<tr><td>

- Strong and supportive national leadership;
- Good governance and decentralization policy framework that provides a conducive environment for ensuring nation security.
- Good will from internal and external Stakeholders who are fully conversant with RNP's mandate and are supportive in terms information sharing
- Clear national policy and legal framework that reflects development goals upon which RNP's programs are anchored;
- Good partnership and working framework with Local government entities;
- Existing Joint Coordination and collaborative framework of security organs in the country (JOC);
- Existing Partnership with Ministries and other implementing agencies in the country;
- Partnership with private security companies in assuring safety and security of people and properties.
- Potential bilateral and multilateral cooperation with regional and international police organizations and other relevant bodies
- Existence of pool of Potential candidates with basic qualifications for RNP recruitment;
- Availability of national level infrastructure such Optic fibre installations across the country for IT development; Strong Road networks, among others;
- Existence of Government policy that promotes a culture of Results Based Management (Imihigo);
- Existing potential in partnering with Civil Society organizations (NGOs, FBOs) for sensitization in crime prevention through revitalised Community Policing approaches;
- Strongly built network of village level night patrols as part of the force multipliers that is capable of and willing to provide timely information related to security and safety of people

</td><td>

- Geopolitical dynamics including conflicts in the neighbouring countries;
- Porous borders that exposes the country to risks of insecurity;
- Security challenges that may arise and/or associated with free movement of goods and people following Rwanda's socioeconomic integration in different regional blocs;
- Limited national budget given a host of competing developmental needs that require huge amounts of financial resources across all development sectors in the country;
- Increasing number of Sophisticated, negative and uncontrolled media outlets;
- Emerging and Transnational crimes; they include Increased cases of terrorism and youth delinquency;
- Increasing influence of globalization on the Rwandan Culture;
- Climate changes which highly contribute to the prominent landslides and floods in the Northern and Western regions;
- Increasing Networks of enemies in the region;
- Increasing risk of Cybercrimes and other technological incited crimes;
- High population density and the current population growth rate;
- Increasing demand of policing services across the country
- High rate of Rural-urban migration which more anchored on the search for employment opportunities;
- Increased urbanization which in most cases goes with increased crime rates;
- Increasing number of people with Genocide ideology within and outside the country;
- Existence of Human security related issues and challenges (including Inflation and poverty levels)

</td></tr>
</table>

4.1.2. Results of the PESTEL analysis

In addition to the foregoing results of SWOT analysis, an attempt was made to assess the Political, Economic, Social, Technological, Environmental and Legal factors (PESTEL) that may have direct and/or indirect influence on activities executed by Rwanda National Police in its pursuit of ensuring safety and security of people and their property. With the results of the PESTEL, an understanding of the general context was drawn and it practically contributed to the formulation of RNP 5-year strategic plan.

Table 5: Results of the PESTEL analysis

Factor/Segment	Results under each factor/segment
Political	■ Strong political will and commitment by the government to ensure security of people and their belongings as well as deliver excellent service to citizens; ■ Geopolitical dynamics including consistent conflicts in the neighboring countries for instance in the neighboring Democratic Republic of Congo (DRC); ■ Reconciliation and Social harmony have taken roots following the 1994 Genocide against Tutsis
Economic	■ Youth unemployment remains consistent; ■ The current increasing prices of commodities on the World market especially the acute increase in petroleum and gas prices that has caused negative impact on the increasing prices at the local markets; ■ Higher interest rates that tend to make borrowing from commercial Banks expensive for many Rwandans who would wish to invest and increase their incomes; ■ Continued efforts to promote and implement MICE (Meetings, Incentives, and Conferences & Exhibitions) program shall create more opportunities in the Tourism industry in terms of creating more jobs and elevating levels of incomes for active investors in this sector. In the context of ensuring security and safety of people, RNP shall step-up its capacity and capability required to secure important events and meetings that will be hosted in Rwanda.

Factor/Segment	Results under each factor/segment
Social	■ Increasing rate of rural-urban immigration especially for the youth looking for employment opportunities (greener pastures) in urban areas which later incite crimes among the unemployed including theft, drug abuse, increased rate of prostitution, delinquency, vandalism of public installed infrastructures, among others;
	■ High increase in population size which is currently estimated to be 2.6% per annum and this is automatically going to increase pressure on the use of the small plots of land currently owned by individual households across the country; a potential source of family level disputes and a contribution to increased levels of poverty given the level (over 70%) of dependence on agriculture and livestock farming for livelihood;
	■ Increasing rate of school dropouts and early pregnancy among young girls which potentially contribute to a vicious cycle of delinquency and street kids;
	■ Increasing rates of Gender Based Violence and child abuse among the Rwandan households;
	■ Existence of slums in urban settings and people living in high risk zones where in some cases result into loss of property and lives;
	■ Emerging crop of radicalism among the people, which can be partially associated with various emerging religious beliefs and/or use of drugs.
Technological	■ Increasing rate penetration in the use of advanced technology in socioeconomic activities including ICT has tremendously facilitated quality service delivery but has also ushered in a wave of associated crimes including cybercrimes, Money laundering and counterfeits;
	■ Emerging technologies that can effectively and efficiently facilitate delivery of services including registration, assessment and issuance of Driving licenses; Motor vehicle inspection services; automobile verification services, among others;
	■ Increasingly emerging sophisticated, negative and unregulated social media platforms currently being used by all age groups especially the youths.
Environmental	■ Under this factor/segment, in Rwanda's context, the environmental factor can be associated with all sorts of natural disasters as a result of changes in weather patterns including floods, landslides and prolonged droughts in some parts of the country;
	■ Environmental degradation as a result of human activities through depletion of resources such as air, water and soil; the destruction of ecosystems and the extinction of wildlife. It can succinctly be defined as any disturbance to the environment perceived to be deleterious or undesirable.
	■ The deleterious human activities common in Rwanda include among others overfishing on water bodies; encroaching on swamps, natural and artificial forests, buffer zones of water bodies including rivers and lakes.
Legal	■ Continuous legal and regulatory reforms in all sectors has closed a lot of gaps in terms of solving socioeconomic issues on a wide horizon. This strong legal framework requires strong enforcement where RNP plays a fundamental role.

4.2 KEY STAKEHOLDERS' ANALYSIS

The process of conducting the stakeholder analysis involved the following steps:

4.2.1 Identification of the stake-holders

Under this step, a comprehensive list of all stakeholders that directly affect or have influence or interest in the activities of Rwanda National Police in pursuit of delivering to its core mandate of ensuring safety and security of people and their property was drawn. Some of these institutions and organizations included policy level institutions (Ministries), public institutions, local government entities, education and training institutions, relevant international development agencies, citizens, volunteer organizations, force multipliers including Rwanda Defense Forces, private security organizations, and DASSO and "Irondo ry'Umwuga".

4.2.2 Prioritization of the stake-holders

Under this stage of conducting the stakeholder analysis, the process involved assessing the level of influence and the level of interest for each of the identified stakeholders in the activities performed by Rwanda National Police in pursuit of its mandate. The Stakeholder Power Interest Grid is the most important tool in visually assessing key stakeholders. The position allocated to a stakeholder on the grid provides an idea on how RNP would relate with one of these stakeholders.

- High power, highly interested stakeholders: Fully engage and make the greatest efforts to satisfy them.

- High power, less interested stakeholders: Keep these stakeholders satisfied and avoid boredom in the process of informing them.

- Low power, highly interested stakeholders: Adequately inform these stakeholders and engage them with a view to ensuring that there are no major issues arising.

- Low power, less interested stakeholders: Again, monitor these stakeholders and avoid boring them with excessive communication.

Table 6: Prioritization of the stakeholder

Keep Satisfied	Actively Engage
■ Citizens ■ Community level partners and other relevant stakeholders ■ Police officers	■ Ministry of Internal Security; ■ Ministry of Local Government and Territorial Administration (MINALOC); ■ Ministry of Defence (MoD); ■ Ministry of Justice; ■ Ministry of Gender and Family Promotion; ■ Local Government entities (Provinces, Districts, Sectors, Cells and Villages); ■ Communities; ■ Private security companies and other force multipliers including DASSO and Irondo ry'Umwuga; ■ Youth Volunteer groups; ■ All created anti-crimes clubs ■ Development Partners/Donors ■ Academic and Training Institutions with RNP within and outside Rwanda; ■ International levels organizations involved fighting transnational crimes
Monitor	**Keep Informed**
■ Associations/organizations involved in cross border trade; ■ Education and training institutions including tertiary level education and training institutions; ■ Financial institutions which use sophisticated technology; ■ ICT companies and innovation labs especially the innovations that seek to support safety and security of people and their property	■ Media; ■ Communities and the general public.

Level of Influence — High / Low (vertical axis)

Low — High (horizontal axis)

CHAPTER 5: PROPOSED STRATEGY

5.1 Introduction

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 the country 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' development agenda of ensuring **compliance with the law and maintenance of public order and safety in the country**.

5.2 Vision and Mission Statements

5.2.1 Vision

People in Rwanda are safe, involved and reassured

5.2.2 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.

5.3: 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
- Professional conduct, efficiency and effectiveness
- Community relations focus

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.**

■ **Strategic Objectives and corresponding expected outcomes**

Rwanda National Police seeks to achieve the identified outcomes following the delivery of the five (5) identified strategic objectives, indicated in table 1 hereunder:

Table 7: Strategic Objectives and Expected Outcomes

Strategic objectives (SOs)	Expected Outcomes (EOs)
SO 1: To enhance quality of services delivered by Rwanda National Police to the public	**EO 1:** Improved quality of service delivered to the public
SO 2: To strengthen operational capabilities and harness working relationships with local stakeholders in order enhance enforcement of law, public order, and safety and security.	**EO 2:** Enhanced operational capabilities for sustained Law, public order, and safety and security of people and their property
SO 3: To strengthen Bilateral Cooperation and enhance capacity and capability of Rwanda National Police to participate in UN peacekeeping missions	**EO 3:** Strengthened bilateral cooperation and sustained active participation in international cooperation and humanitarian assistance
SO 4: To enhance organizational and Human Resource capacity in order to deliver on RNP mandate	**EO 4:** Strengthened organizational and human capacity required to deliver on RNP mandate
SO 5: To improve working environment and welfare of police officers in order to attract quality recruits and improve levels of commitment to their duties.	**EO 5:** Improved welfare and enhanced commitment by police officers to deliver on their respective duties
SO 6: Enhance community engagement in prevention and reporting on crimes.	**EO 6:** Enhanced community engagement in prevention and reporting on crimes

The identification and adoption of the aforementioned expected outcomes in the table above shall serve as the basis for measuring future performance of Rwanda National Police, in the next 5 forthcoming years, RNP 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 usher in substantive positive changes in the next 5 years in terms of improved levels of quality of service delivered to the public, enhanced and sustained Law, public order, and safety and security of people and their property, Strengthened bilateral cooperation and sustained active participation in international cooperation and Peace keeping, strengthened organizational and human capacity required to deliver on RNP mandate and improved welfare and enhanced commitment by police officers to deliver on their respective duties.

5.4.1 To Improve quality of services delivered by Rwanda National Police to the public

SA 1: Establish clear performance metrics and accountability mechanisms for evaluating quality of services offered by RNP. Conduct regular assessments on quality of services in terms of time of response to incidences and time taken to conduct automobile inspection, services associated with Testing and Licensing as well as payment for penalties of committed traffic offenses in order to identify areas of improvement.

SA 2: Establish mechanisms for receiving feedback on services delivery from the community. This will be done through conducting research, surveys, workshops, meetings and other community forums in order to effectively engage citizens with a view to understanding their needs and concerns and sharing their views and opinions on better services can be improved.

SA 3: Foster positive relationships between the police and the community through regular interaction and outreach programs. The leadership of RNP shall endeavour to establish trust and open communication for improved cooperation and information sharing which would inform strategic decisions for better service delivery.

SA 4: Provide tailored training programmes to enhance the skills, knowledge, and professionalism of police officers in delivering quality services to the public. Trainings shall cover areas, which include community relations, communications skills, de-escalation techniques, cultural sensitivity, implicit bias, and conflict resolution in order to ensure that officers are well positioned to deliver on their roles and responsibilities.

SA 5: Strengthen capacity and capability for reducing on critical incidences. Efforts shall be made to ensure that potential causes of critical incidences are minimised through the use of effective crime prevention, detection and swift response. In terms of prevention, RNP shall ensure that traffic offences are minimized through sensitization of the public on safe use of roads and enforcement of established traffic management rules and regulations using fixed and mobile cameras as well as other relevant tools and equipment. The public shall also be sensitized on fire safety and other incidences that can expose people's lives to danger and offer them timely fire and rescue services.

SA 6: Promote and embrace ICT in services delivery to the public. Rwanda National Police offers a range of services including testing and licensing (TL); Moto vehicle inspection; Automobile verification in the process of transfer of ownership; Passenger screening at all airports; Licensing and ensuring compliance to the established standards by Private Security Service Providers (PSSPs); and Payment of service providers to Rwanda National Police. In order to further improve on the quality of services offered to the public, RNP envisages promoting and embracing ICT in the entire chain/process of delivering the various services rendered to the public.

> **5.4.2 To strengthen operational capabilities & harness working relationships with stakeholders in order to enhance enforcement of law, public order, and safety and security.**

SA1: Enhance police readiness in prevention and response to fire as well as ensure coordinated and effective rescue operations. This intervention shall require identifying and securing as well as decentralizing some of the equipment and human resource required at the level of the territorial units (RPUs, DPUs and Police Posts and Stations). Securing the required equipment shall call for insurmountable financial resources, which may not wholesomely be raised by Rwanda National Police through its ordinary budget. There is need therefore, for identifying collaborative and yet innovative approaches for engaging stakeholders including the local government entities such as the Districts and the leaderships of Provinces as well as potential development partners to mobilize the required financial resources for procuring the needed equipment for response to fire and rescue operational needs at the District and Provincial levels.

SA2: Improve RNP operational capability for effective public order management, Marine operations, Canine supported operations and counter terrorism operations. Albeit the efforts by the leadership of Rwanda National Police to secure equipment and tools in the last decade, there is still a

visible gap in the required equipment and tools for supporting public order management operations, Canine supported operations, Marine operations and operations for countering terrorism. Specifically, for Canines supported operations, the implementation of the project on breeding of dogs and later train them, shall have to be fast tracked in order to increase the stock of operational dogs.

SA 3: Enhance police mobility with a view to strengthening police operations. In order to improve the levels of effectiveness of police operations across the country, there is need to enhance its mobility, which will automatically reduce on the response time to distress calls and critical incidences. Improving Police mobility calls for improved transport and ease in communication equipment as well as communication platforms including social media platforms.

SA 4: Procure ICT equipment required for effective police operations. With dynamic changing nature of crimes committed and the fast changing policing approaches and methods, there will need to further adopt and enhance ICT led operations through procuring ICT equipment required in the effective police operations. This ICT equipment shall include among others CC TV cameras, fixed and mobile cameras to enforcing traffic rules and regulations, Powerful tools for analysing,

detecting and preventing cyber-attacks and improved Digital devices including laptops, PC computers and TV Screens and replacement of end of life IT Hardware infrastructures.

SA 5: Identify and secure air operations support equipment (Drones and helicopters). In order to further strengthen effectiveness of the operations conducted in ensuring the safety and security of the airports, borders and other sensitive areas in Rwanda, there is need to further identify and procure more modern equipment including the helicopters and drones, which facilitate in undertaking surveillance and reconnaissance operations.

SA 6: Establish integrated Management Information System (MIS) for collection and consolidation of data on critical incidences especially on fatal accidents. The leadership of RNP shall work closely with the Ministry of Infrastructure and the Ministry of Health with a view to establishing and operationalizing an integrated Management Information System, which will facilitate consolidation and reporting on data related to fatal accidents across the country. This integrated MIS is expected to address the gap on inadequate consolidated data and information on fatal accidents, which is one of the international annually reported on country performance indicator by the World Health Organization.

SA 7: Establish and enforce guidelines for regulations for licensing of boat operators on Rwandan waterbodies in order to avoid accidents associated with inadequate skills and knowledge. There is currently no clear rules and regulations that establishes and governs the process of licensing of boat operators in Rwanda. There is need to advocate for the establishment of a specific legal instrument and institutional arrangement vested with roles and responsibilities of enforcing the adopted guidelines for licensing of Boat operators.

SA 8: Strengthen interventions for increased protection of environment and effectively coordinate response to incidences brought by climatic changes including floods and landslides especially in the northern and western provinces of the country. In terms of protection of the environment, the leadership RNP shall step efforts in its community outreach programs that will involve environmental protection activities and also contribute to rehabilitation of biodiversity areas especially in ensuring protection of banks of rivers and lakes as well as swamps.

SA 9: Enhance and expand regional and international security partnerships to prevent and fight cross border crimes, human and drug trafficking and cybercrimes. These shall involve strengthening the existing partnerships with regional and international level security organizations like Eastern Africa Police Chiefs Cooperation Organization (EAPCCO) and INTERPOL respectively. Some of the interventions of EAPCCO shall include among others Harmonizing and strengthening cooperation and joint strategies for the management of all forms of cross border and related crimes; Preparing and disseminating relevant information on criminal activities.

5.4.3 To strengthen bilateral cooperation and enhance the capacity and capability to participate in UN peacekeeping missions

SA 1: Strengthen capacity of police officers in order to effectively participate in bilateral and UN peacekeeping missions. The leadership of Rwanda National Police shall step-up the capacity of police officer in terms of increased numbers, skills, knowledge and attitude required at international level in order effectively extend their contribution to keep peace and security at bilateral level and/or UN peacekeeping missions. The focus on strengthening the capacity of police officers shall include enhancing the communication and reporting skills as well as other required operational competencies needed among the members of RNP force.

SA 2: Improve readiness and operational capabilities for bilateral missions and FPUs deployed in UN peace keeping mission areas by equipping them with required Contingent Owned Equipment (COE). It is envisaged that the levels of readiness and operational capability shall further be strengthened with an objective of ensuring operations effectiveness of the earmarked standby forces to participate in bilateral cooperation and/or UN peacekeeping missions.

SA 3: Strengthen internal capacity required for repair and maintenance of Contingent Owned Equipment (COE). The issues of lack of internal capacity for repair and maintenance of COE, has been dragging on and on for the last one and half decade. There is deliberate need to identify trainable police officers (existing and/or those that will be recruited in the near future) and equip them with relevant technical skills and knowledge required in repair and maintenance of Contingent Owned Equipment for all the FPUs that will be participating Bilateral and/or UN peacekeeping missions. This strategic action is in the interest of upholding RNP internal policy of rotating police officers who participate in the UN Peacekeeping missions and bilateral cooperation.

5.4.4 To enhance organizational and Human Resource capacity in order to deliver on RNP mandate

SA 1: Identify and recruit more police officers with potential to further develop the professional careers in the various departments, territorial and specialized units as well as schools of Rwanda National Police (RNP). The rationale for increasing the number of police officers is tailored to the need to improve the police ratio and the time taken to respond to distress call and critical incidences. Therefore, in the next 5 forthcoming years, RNP intend to increase on the number of police officers in order to address the existing gaps in terms of enhancing the internal strengths for each of Departments, Units and schools.

SA 2: Enhance operational and professional skills among the police officers with a view to delivering to the overarching goals and objectives of Rwanda National Police (RNP). Improving operational skills and enhancing professionalism among police officers is one of the prerequisites for delivering to RNP mandate. In the next 5 years of implementation of this strategic plan, Departments, Units and schools envisage organizing and conducting various trainings that are tailored to the identified capacity gaps. The addressed capacity gaps imply improved competencies of both commissioned and non-commissioned police officers required to contribute to the delivery of the mandate of RNP.

SA 3: Promote civic education and raise awareness on laws and regulations among police officers in the context of ensuring security of people and their property. Deliberate efforts shall be made in order to cut on the levels of desertion, which is estimated to be more 2% per annum through promotion of the values related to patriotism and professional ethics in their day-to-day activities. The leadership of RNP envisages raising awareness on laws and regulations related to the security of people and their property.

SA 4: Promote the use of "smart classrooms ". The adoption of smart class/training rooms is associated with the need to embrace a technology-enhanced learning education and training where the practical style of teaching and learning is digitally empowered. Such training/learning rooms are basically integrated with digital displays, tabs, whiteboards, assistive listening devices and other audio/visual components, which simplify lectures and trainings through improved engagement and increased interaction among the trainees/learners and their respective trainers.

SA 5: Develop and/or review organizational support tools in order enhance the RNP organizational capacity. Some of the organizational support tools, which will be reviewed and/or developed,

shall include the RNP organizational structure and establishment with an objective of aligning it with changes in the roles and responsibilities of some of the departments, Units, Schools and Training Center. The other organizational tools that will be developed will include Standard Operating Procedures and other relevant internal policies for individual departments, Units and Schools. On the side of RNP schools and training centers, there will be a deliberate need to review and/or develop their respective training curricula and modules tailored to the needs of the force and partners (within or outside the country) who benefit from the trainings delivered by RNP schools.

SA 6: Conduct training needs assessment across Schools, Departments, and Units as well as training centers. It is conventional that conducting trainings for imparting skills, knowledge and appropriate attitude is preceded by undertaking a thorough training needs assessment in order to ensure that the existing typical capacity gaps at the level of different departments, Units and schools are addressed to allow police officers to effectively execute their roles and responsibilities.

SA 7: Review and/or develop training curricula and modules tailored to the identified training needs. Like any other complete/comprehensive training cycle, following

the process of conducting training needs assessment, the schools and the training center (Counterterrorism), which deliver trainings to police officers drawn from departments and Units, shall have to review the existing training curricula and training modules in order to deliver trainings that are tailored to the gaps identified.

SA 8: Organize and conduct training of trainers/instructors on the reviewed training curricula, developed training modules and share a harmonized training delivery mode in order to ensure that trainings conducted at the level of schools and the training centers are appropriately delivered in a harmonized mode/method, there is therefore need to organize for training of trainers (ToTs). The conducted ToTs will not only sharpen the training delivery skills but also transmit the message across board on the shared training delivery mode/methods.

SA 9: Uphold and promote Gender equality and women empowerment In the next 5 years, RNP leadership shall continue to uphold and promote gender equality and women empowerment principles while delivering to its core roles and responsibilities of ensuring security and safety of people and their belongings in Rwanda. It is envisaged that police officers working with various departments and Units shall be enlightened on the gender equality and women empowerment principles, guidelines for recruitment of both Cadets and NCOs shall consider gender equality principle as one of the guiding procedures in the selection and assessment of all aspiring candidates to join RNP.

Additionally, the participation of Women police officers in peacekeeping mission and other Bilateral initiatives shall be enhanced through facilitating them to be competitive in SAAT assessments by UN Mission teams. Finally, the adoption of RNP Gender policy will be fast-tracked in order to guide gender-mainstreaming initiatives in all Rwanda National Police operational and strategic functional areas.

SA 10: Collect and analyse feedback on trainings delivered by schools and Training Centers to officers drawn from Departments, Territorial and Specialized Units as well as schools. The constituted feedback on trainings shall inform the review of the training curricula and/or training modules used by police schools and trainings centers with a view to facilitating and improving the quality of trainings delivered.

SA 11: Increase the capacity of the existing infrastructures used by police schools and training centers in order to host all the training activities. With the increasing number

of police forces coupled with the need to establish specialized training wings for specific training services, there is urgent need to expand on the existing infrastructures/structures, which host the training at Police schools and its training center.

5.4.5 To improve working environment and welfare of police officers in order to attract quality recruits and improve levels of commitment to their duties

In order further, improve working and living conditions of police officers, in the next 5 forthcoming years of the implementation of this strategic plan, the Rwanda national police shall undertake the following strategic interventions:

SA 1: Procure office equipment, furniture & fittings for Departments, Territorial and Specialized units, police schools and Training Center with a view to improving working conditions of the police officers and this will thereafter improve levels of commitment to their respective roles and responsibilities. Conventionally, an improved working environment is part of the external motivators for officers serving in different capacities at the levels of Departments, territorial and Specialized Units as well as RNP schools.

SA 2: Construct and/or upgrade existing structures for hosting office premises of some Departments, Territorial and Specialized Units that have inadequate or no office space. Inadequate office space is one of the challenges faced by some departments and Units, and this undermines efforts to further improve

good working environment, which is one of the key extrinsic motivators required for increased commitment of police officers while delivering on their respective annual performance contracts.

SA 3: Construct and/or upgrade accommodation facilities for police officers working with territorial and specialized units. Inadequate accommodation facilities especially at the level of territorial units is one of the major impediments that undermine the welfare of the police officers, specifically those that are entitled to benefit from accommodation facilities in order to be facilitated to deliver on their roles and responsibilities. In the next 5 years, RNP shall extend accommodation facilities to specialized and Territorial units with a view improving the welfare of police officers.

SA 4: Construct and/or upgrade facilities for hosting Mess and sports facilities at the level of Units. In order to further improve on the welfare of police officers at different levels, there is need to construct and/or upgrade structures that host officers'

Mess and Sports facilities. With the improved structures for hosting police officers' Mess and their Sports facilities, the welfare of officers shall be taken to another level and hence the improved motivation which is one of the objectives of the leadership of Rwanda National Police.

SA 5: Procure & timely allocate police uniforms, sports kits and other required tools. Timely provision of police uniforms, sports kits and other relevant tools constitute part of motivation of police officers. Procuring and timely allocating police uniforms, sports kits and other tools shall be done in order to improve working conditions of police officers, which will contribute to their enhanced commitment to their duties.

SA 6: Devise strategies for smooth Human resource exit management and effective transition to a decent retirement of police officers. On smooth exit of human resources, the leadership of RNP shall put in place measures for ensuring that officers

exiting RNP shall have go through a smooth process that is provided in the laws and internal regulations determining organization and functioning of Rwanda National Police (RNP).

On effective transition to a decent retirement, the leadership of RNP shall lay down strategies for facilitating retirement of police officers. The laid down strategies may include but not limited to establishment of direct and formalized partnership arrangements with Reserve Force of Rwanda Defence Forces (RDF); enlarge the portfolio of Forefront Ltd to include a Private security Company to employ retired officers and offer security to organizations in the public sector, private sector and Civil society. The security company shall also recruit, train and supply specialized security services including non-uniformed and regulated private escorts/ Bodyguards and Bouncers. Important to note is that, this intervention would also help RNP to intervene in regulation the current private escorts and Bouncers operating in some Hotels, Bars and Nightclubs.

5.4.6 Enhance community engagement in prevention and reporting on crimes.

Community Policing is a concept that was adopted by Rwanda National Police in 2007 to foster community engagement in crime prevention and reporting. The Ministerial instructions No 02 of 18/10/2007 was enacted to establish structure and functions of Community Policing Committees (CPCs). Community Policing is a philosophy premised on Police-Public Partnership characterised by proactive approaches and activities that seek to prevent and timely report on crimes

Community Policing Committees (CPCs) are made up of ordinary citizens chosen by fellow residents. CPCs operate at administrative Sector, Cells and Village levels by collecting information that helps in crime prevention. Currently, there are 74,765 CPCs across the country along with other force multipliers that complement RNP in prevention and reporting on crimes across the country.

In an attempt to deepen community involvement in prevention and reporting on crimes, in the next 5 years of the implementation of this strategic plan, the Rwanda National Police shall undertake the following key strategic actions:

SA1: Develop an internal Community Policing policy/model with the aim to streamline and reinforce the contribution of community approach in crime prevention and reporting. The internal policy shall focus on among others defining the scope, levels of partnership, identifying of key players/ stakeholders, as well as adopting a structured training syllabus in order to enrich the capacity of police officers and other players involved in the implementation of various community-policing activities.

SA2: Establish a proper coordination framework for more harmonized sharing and timely reporting on crimes by all force multipliers. Over the years, force multipliers have proved to play an indispensable role in the

implementation of community policing activities. It is expected that with the right training and empowerment, improved communication channels (on and off line), harmonized reporting formats and tools, as well as, ensuring timeliness in reporting on crimes, the force multipliers will be better positioned to extend their contribution in ensuring safety and security of people and their property.

SA3: Harmonize and enrich training package (Syllabi on Political and Civic Education) on Community Policing at various levels of police Career Courses in order to improve the skills and knowledge in community policing. The community engagement is an art that entails tailored skills and knowledge in order to win the public trust and confidence required in prevention and reporting on crimes. The focus shall be on reviewing the existing teaching materials and quality of training delivery on Community Policing at RNP schools.

SA4: Establish, train and monitor force multipliers in order to ensure that they are effective in prevention and reporting on crimes. This initiative shall include DASSO, Reserve forces, CPCs, Anti-crime clubs, Youth volunteers, Imboni z'impinduka and Imboni z'Umutekano and Irondo ry'Umwuga. Effective engagement of force multipliers, training and close monitoring and evaluation of their

contribution is critical to fostering the collective implementation of the overall Community Policing goals and objectives, which relate to prevention and reporting of crimes.

SA5: Organize and hold campaigns aimed at sensitizing communities on crime prevention and reporting. The community education and awareness on existing forms of crimes is pivotal in the process of ensuring successful implementation of community policing activities of prevention and reporting on crimes. This strategic action shall involve educating the community on evolving crimes, creating and communicating the available channels of communication as well as, providing continuous feedback on registered successes and best practices recorded in this partnership with the community in preventing and reporting on crimes.

SA6: Conduct community outreach programs targeted to contribute to human security and wellbeing of people. Apart from awareness campaigns organized and held by RNP to enhance community engagement in prevention and reporting on crimes, there is need to engage the community through providing various amenities that have direct impact on their socio-economic wellbeing. Some of the outreach programmes shall include construction of accommodations and installation of solar panels for vulnerable people, payment of mutual health insurance premium (Mutuelle de santé), construction of structures for hosting offices of Village Chiefs in crime free villages, among others.

SA 7: To establish a standalone Political and Civic Education Training Wing for RNP officers and other Community Policing Actors. The successful implementation of community policing initiatives thrives on building the capacity of all relevant players including RNP officers and other involved partners. In order to effectively meet short and long-term capacity development needs in political and civic education, there is need to establish a training wing that will provide structured trainings on Community Policing.

CHAPTER 6: PROPOSED IMPLEMENTATION ARRANGEMENTS FOR RNP STRATEGIC PLAN

6.1 Introduction

Successful implementation of RNP strategic plan shall require organized and effectively coordinated efforts by all the Departments, Territorial and Specialised Units as well as schools and the training center. An effective implementation of a given institutional strategic plan requires financial resources and competent human resources. Specifically, successful implementation of RNP strategic plan, shall call for consistent focus on implementation of activities envisaged in 5-year implantation plans for individual departments, territorial and specialized units, and RNP schools.

6.2 Strategic plan implementation framework

The implementation of RNP strategic plan shall be done under stewardship of the office of the Inspector General of Rwanda National Police at strategic level and technically spearheaded by the directorate of planning under guidance of the Commissioner of Finance and Chief Budget Manager. The Directorate of planning shall, on annual basis prepare the draft consolidated performance contracts of the IGP and coordinate process of elaboration of the performance contracts of heads of the departments, units and RNP schools. In addition, the process of implementation of the 5th generation of RNP Strategic plan shall entail preparing consolidated quarter and annual implementation progress reports in order to ensure that best practices are recorded and scaled up/replicated and the encountered challenges and lessons learnt shared with concerned parties for review and further action.

6.3 The schedule and indicative budget required for implementation of Rwanda National Police (RNP) Strategic plan.

The consolidated implementation schedule for this strategic plan was prepared based on individual implementation plans for each of the departments, units and RNP schools. It further reflects among others indicative budget for the envisaged strategic actions and activities.

6.4 Potential sources of funds for successful implementation of Rwanda National Police (RNP) Strategic Plan.

The implementation of RNP strategic plan shall mainly rely on central government ordinary budget and the internally generated revenues especially from the services provided by some of the departments. There is a need however to engage and mobilize more financial and human resources from local relevant stakeholders in the public sector and multilateral and bilateral international organizations as well as non-governmental organizations that are involved in different activities related to crime prevention and reporting.

7.1 Introduction

The monitoring and evaluation of the implementation of RNP strategic plan shall be guided by a results matrix reflecting performance indicators, which will be tracked in the process of monitoring and evaluation of the envisaged strategic actions in this strategic plan. The Directorate of plans shall ensure that activities to be implemented by the various Departments, Units and Schools shall be implemented and progress tracked on quarterly and annual basis.

Table 8: Monitoring and Evaluation Framework

Results	Indicator	Base-line	Tar-get	Means of verifica-tion	Frequency of Data Collec-tion	Assumptions	Stakeholders involved
Outcome 1: Improved level of quality of service offered by RNP to the public							
Reduced cases of road fatali-ties in one year	# of road fatalities in a year			Internal quarterly and annual progress reports	Twice in a year	✓ Willingness by the Public to embrace behavioral change towards uphold-ing established traffic rules and regulations	Dept. of Operations Depts. of TRS, AI and the one of Testing and licensing
Reduced cases of critical incidences	% of critical incidences regis-tered per annum			Internal quarterly and annual progress reports	Twice in a year	✓ The established road safety rules and enforcement measures upheld	Dept. of Operations Depts. of TRS, AI and the one of Testing and licensing

Results	Indicator	Baseline	Target	Means of verification	Frequency of Data Collection	Assumptions	Stakeholders involved
Increased levels of use of ICT in the delivery of services to the public	# of services offered with support of ICT			Internal quarterly and annual progress reports	Twice in a year	✓ Availability of required resources and internal capacity to use ICT in service delivery	Dept. of Operations Department of ICT and the rest of the Departments, Units and Schools
Outcome 2: Enhanced and sustained Law, public order, and safety and security of people and their property							
Enhanced capacity and capability required for prevention and swift response to fire and rescue operations	# of DPUs with basic access to fire and rescue equipment			Internal quarterly and annual progress reports	Twice in a year	✓ Availability of resources required to secure fire and rescue equipment ✓ Local Governments entities are willing to contribute to increased equipment for fire and rescue	Dept. of Operations Dept. of Fire and rescue, Local government entities including Provinces and Districts
Improved public order management	# of successfully organized incident free events			Internal quarterly and annual implementation progress reports	Twice in a year	✓ Availability of resources to secure public order management tools and equipment	Department of Operations, SIF and Territorial Units

Results	Indicator	Base-line	Tar-get	Means of verifica-tion	Frequency of Data Collec-tion	Assumptions	Stakeholders involved
Increased canine support operations for prevention and detection of crimes	% of targeted public operation-al places deployed with canines			Internal quarterly and annual imple-mentation progress reports	Twice in a year	✓ Successful imple-mentation of Dog breeding project ✓ Availability of internal in-house capacity to suc-cessfully training puppies	Dept. of Operations Canine Brigade Unit
Reduced cases of radicalism and evolv-ing net-works and methods used by terrorists	# of emerging cases of radical-ism and terrorism			Internal quarterly and annual imple-mentation progress reports	Twice in a year	✓ Availability of re-sources to secure the modern equip-ment and tools	Dept. of Operations, Dept. of Intelligence and Dept. of Counterterrorism
Improved safety and security on waterbod-ies	# of accidents occurring on water-bodies			Internal quarterly and annual imple-mentation progress reports	Twice in a year	✓ Availability of re-sources to secure the modern equip-ment and tools.	Dept. of Operations and Marine Unit, Dept. of Intel-ligence

Results	Indicator	Base-line	Tar-get	Means of verifica-tion	Frequency of Data Collec-tion	Assumptions	Stakeholders involved
Enhanced police mobility for improved response time to distress calls	Response time to distress calls			Internal quarterly and annual imple-mentation progress reports	Twice in a year	✓ Availability of resources for improving on com-munication and transport of police officers	Dept. of operations and rest of the Depts and Units including territorial and specialized ones
Capacity of youth volun-teers and anti-crime clubs enhanced in order to effectively prevent and timely respond to crimes	# of youth volun-teers and members anti-crime clubs trained on crime preven-tion and reporting			Internal quarterly and annual imple-mentation progress reports	Twice in a year	✓ Availability of resources to organize and hold trainings and workshops for youth volunteers and anti-crime clubs on crime prevention and detection and reporting	Dept. of Operations Dept. of Community policing Dept. of Intelligence and Counterterrorism

Results	Indicator	Base-line	Tar-get	Means of verifica-tion	Frequency of Data Collec-tion	Assumptions	Stakeholders involved
Strength-ened partnership with stake-holders in sharing of data and information	Level of establish-ment of a Manage-ment In-formation Systems			Internal quarterly and annual imple-mentation progress reports	Twice in a year	✓ Willingness by all stakeholders to mobilize resource to established an integrated Man-agement Informa-tion System	Dept. of Finance at RNP MINISANTE & MININFRA
	# of crim-inals and/ or assets intercept-ed with support of regional and int. coopera-tion			Internal quarterly and annual imple-mentation progress reports	Twice in a year	✓ Willingness by all member countries to provide support in intercepting, seizing and hand-ing over criminals and/assets	INTERPOL and EAPCCO member countries, De-partment of Protocol and Cooperation
Enhanced security and safety on water-bodies in Rwanda	# of licensed Boat op-erators by competent authority			Internal quarterly and annual imple-mentation progress reports	Twice in a year	✓ Willingness to develop and adopt guidelines for guiding the pro-cess of regulation of licensing of	Marine Unit, Dept. of oper-ations, MININFRA Rwanda Natural Resources Authority

Results	Indicator	Base-line	Tar-get	Means of verifica-tion	Frequency of Data Collec-tion	Assumptions	Stakeholders involved
✓ Outcome 3: Strengthened bilateral cooperation and enhanced capacity and capability to participate in UN peace-keeping missions							
Enhanced capac-ity and readiness of police officers to participate in bilateral coopera-tion and UN peace keeping missions	# of police officers capaci-tated to serve in bilateral coopera-tion and UN Peace keeping missions			Internal quarterly and annual imple-mentation progress reports	Twice in a year	✓ Availability of resources and willingness of offi-cers to undertake the trainings for readiness to par-ticipate in bilateral cooperation and UN Peace Keeping Missions	Dept. of Peace Support and all other Depts and Units as well as schools
Enhanced readi-ness and operational capabilities for bilateral missions and FPUs deployed in UN Peace keeping missions	# of FPUs dispatched with their required Contingent Owned Equipment (COE) COEs			Internal quarterly and annual imple-mentation progress reports	Twice in a year	✓ Timely available financial resources to procure the re-quired Contingent Owned Equipment (COE)	Department of Finance, Dept. of Peace Support Op-erations, Dept. of Logistics and the Dept. of Operations

Results	Indicator	Base-line	Tar-get	Means of verifica-tion	Frequency of Data Collec-tion	Assumptions	Stakeholders involved
Strength-ened technical capacity of police officers required in repair and mainte-nance of COE	# of police officers with required technical skills to repair and maintain COE			Internal quarterly and annual imple-mentation progress reports	Twice in a year	✓ Willingness and ability of identified police officers to acquire technical skills required in repair and mainte-nance of COE	Depts of PSOs, Human resources, Training and the Dept. of Operations
Outcome 4: Enhanced organizational and Human Resource capacity in order to deliver on RNP mandate							
Improve police ratio in Rwanda	Police ratio in Rwanda			Internal quarterly and annual imple-mentation progress reports	Twice in a year	✓ Availability of re-sources to recruit and train more police officers	Depts of Human resources and all the departments, Units and schools

Results	Indicator	Base-line	Tar-get	Means of verifica-tion	Frequency of Data Collec-tion	Assumptions	Stakeholders involved
Enhanced skills and profes-sionalism among police officers	# of police trained in improved skills and profes-sionalism			Internal quarterly and annual imple-mentation progress reports	Twice in a year	✓ Availability of resources and internal capacity to train and impart skills and profes-sionalism among police officers	Depts of Human resources and all the departments, Units and schools
Enhanced ICT supported trainings promot-ed and embraced by Police schools	# of police officers trained using the smart classroom	0		Internal quarterly and annual imple-mentation progress reports	Twice in a year	✓ Availability of resources and internal capacity to train using Smart classrooms/ training rooms	Depts. of Human resources and all the rest of depart-ments, Units and schools.
Enhanced organi-zational capacity of RNP depts. Units and schools	# of orga-nizational tools devel-oped and adopted (RNP Organi-zational structure and)			Internal quarterly and annual imple-mentation progress reports	Twice in a year	✓ Availability of resources and internal capacity to review and/or develop and adopt organizational tools	Depts. of Human resources and all the rest of depart-ments, Units and schools.

Results	Indicator	Base-line	Tar-get	Means of verifica-tion	Frequency of Data Collec-tion	Assumptions	Stakeholders involved
Develop and adopt training needs as-sessment for De-partments, Units and Schools as well as training centers	Training needs as-sessment for all the depts. Units and Schools conduct-ed and adopted			Internal quarterly and annual imple-mentation progress reports	Twice in a year	✓ Availability of resources and internal capacity to conduct TNAs for all the Depts, Units and Schools	Depts. of Human resources and all the rest of depart-ments, Units and schools.
Training curric-ula and modules tailored to the identified training needs re-viewed/or developed	# of training curric-ula and modules tailored to the identified needs			Internal quarterly and annual imple-mentation progress reports	Twice in a year	✓ Availability of resources and internal capacity to conduct TNAs for all the Depts, Units and Schools	Depts. of Human resources and all the rest of depart-ments, Units and schools.

Results	Indicator	Base-line	Tar-get	Means of verifica-tion	Frequency of Data Collec-tion	Assumptions	Stakeholders involved
Trainers/instructors on training curricula and modules as well as shared a harmonized training delivery mode.	# of trainers trained on reviewed curricula and modules			Internal quarterly and annual implementation progress reports	Twice in a year	✓ Availability of resources and internal capacity to conduct ToT	Dept. of Human resources, Dept. of Training, Schools and training Center
Enhanced quality of trainings delivered by RNP schools through collected and analysed feedback on quality of trainings delivered	# of reports on trainees' feedback on the quality of training delivered			Internal quarterly and annual implementation progress reports	Twice in a year	✓ Availability of resources and internal capacity to conduct survey on trainees feedback on the quality of trainings delivered	Dept. of Human resources, Dept. of Training, and training Center

Results	Indicator	Base-line	Tar-get	Means of verifica-tion	Frequency of Data Collec-tion	Assumptions	Stakeholders involved
Capacity of the existing infrastruc-tures used by police schools and train-ing centers increased	Level construc-tion of structures hosting training activities		100%	Internal quarterly and annual imple-mentation progress reports	Twice in a year	✓ Availability of re-sources to expand the capacity of structures that host training	Dept. of Finance, Engi-neering Regiment, Dept. of Logistics and RNP schools
Outcome 5: Improved working and living conditions of police officers in order to attract quality recruits and improve levels of commitment to their duties							
Improved working and living conditions for the police officers	# of construct-ed DPUs and Police stations equipped with fur-niture and fittings			Internal quarterly and annual imple-mentation progress reports	Twice in a year	✓ Availability of resources to equip the constructed DPUs and Police stations	Dept. of Finance, Engi-neering Regiment, Dept. of Logistics and Dept. of Operations
	# of DPUs and police stations construct-ed			Internal quarterly and annual imple-mentation progress reports	Twice in a year	✓ Availability of resources to refurbish and/or construct DPUs and Stations	Dept. of Finance, Engi-neering Regiment, Dept. of Logistics and Dept. of Operations

Results	Indicator	Base-line	Tar-get	Means of verifica-tion	Frequency of Data Collec-tion	Assumptions	Stakeholders involved
	# of DPUs and Police Stations with upgraded mess and accom-modation facilities			Internal quarterly and annual imple-mentation progress reports	Twice in a year	✓ Availability of resources to refurbish and/or construct accom-modation facilities	Dept. of Finance, Engi-neering Regiment, Dept. of Logistics and Dept. of Operations

Appendix 1: RNP Strategic Plan 20123/24–2027/28 Monitoring and Evaluation Matrix

The table 9 below introduces a linkage between broader RNP Level Strategic Actions and 2nd tier Implementable Actions/ Activities for Schools, Departments and Unit that are compiled in a separate Detailed Implementation Plan document.

Table 9: Summary of annexes and submission timelines

NO.	STRATEGIC OBJECTIVE	STRATEGIC ACTION		RESPONSIBLE
1	**SO.1:** To Improve quality of services delivered by Rwanda National Police to the public	i.	Establish clear performance metrics and accountability mechanisms for evaluating quality of services offered by RNP. Conduct regular assessments on quality of services in terms of time of response to incidences and time taken to conduct automobile inspection, services associated with Testing and Licensing as well as payment for penalties of committed traffic offenses in order to identify areas of improvement.	ISE, PDU, TRS, OPNs Dept., HRM, PRM
		ii.	Establish mechanisms for receiving feedback on services delivery from the community. This will done through conducting research, surveys, workshops, meetings and other community forums in order to effectively engage citizens with a view to understanding their needs and concerns and sharing their views and opinions on better services can be improved.	PRM, ISE, TRS, Community, AI, TL, Policing, OPNs Dept.
		iii.	Foster positive relationships between the police and the community through regular interaction and outreach programs. The leadership of RNP shall endeavor to establish trust and open communication for improved cooperation and information sharing which would inform strategic decisions for better service delivery.	Community Policing Dept., PRM, TRS, AI, TL, OPNs Dept.

NO.	STRATEGIC OBJECTIVE	STRATEGIC ACTION	RESPONSIBLE
		iv. Provide tailored training programmes to enhance the skills, knowledge, and professionalism of police officers in delivering quality services to the public. Trainings shall cover areas, which include community relations, communications skills, de-escalation techniques, cultural sensitivity, implicit bias, and conflict resolution in order to ensure that officers are well positioned to deliver on their roles and responsibilities.	Training Dept., HRM, Schools, PRM
		v. Promote and embrace ICT in services delivery to the public. This includes IT platforms for payment of RNP services and fines, online testing for provisional driving permit, automated driving testing, implementing advanced crime mapping systems, using body-worn cameras for transparency and accountability, Licensing and ensuring compliance to the established standards by Private Security Service Providers (PSSPs), screening at airports, and establishing online platforms for reporting crimes or accessing police services.	ICT, CCC, TL, TRS, AI, OPNs, PRM, ASSOC, RPU, BSU, SIF, SAPU.
2	**SO.2:** To strengthen operational capabilities & harness working relationships with stakeholders in order to enhance enforcement of law, public order, and safety and security.	i. Enhance police readiness in prevention and response to fire as well as ensure coordinated and effective rescue operations. (This intervention shall require identifying and securing as well as decentralizing some of the equipment and human resource required at the level of the territorial units. There is need for identifying collaborative and innovative approaches for engaging stakeholders including the local government entities such as the Districts and the leaderships of Provinces as well as potential development partners to mobilize the required financial resources for procuring the needed equipment for response to fire and rescue operational needs at the District and Provincial levels).	FRB, TRS, Marine, Finance Dept., Logistics Dept., and Operations Dept.

NO.	STRATEGIC OBJECTIVE	STRATEGIC ACTION	RESPONSIBLE
		ii. Improve RNP operational capability for effective public order management, Marine operations, Canine supported operations and counter terrorism operations. (Albeit the efforts by the leadership of RNP to secure equipment and tools in the last decade, there is still a visible gap in the required equipment and tools for supporting public order management operations, Canine supported operations, Marine operations and operations for countering terrorism. Specifically, for Canines supported operations, the implementation of the project on breeding of dogs and later train them, shall have to be fast tracked in order to increase the stock of operational dogs).	Operations Dept., Canine, Marine, SIF, CT Dept., Finance Dept., and Logistics Dept.,
		iii. Enhance police mobility with a view to strengthening police operations. (In order to improve the levels of effectiveness of police operations across the country, there is need to enhance its mobility, which will automatically reduce on the response time to distress calls and critical incidences. Improving Police mobility calls for improved transport and ease in communication equipment as well as communication platforms including social media platforms).	OPNs Dept., Finance Dept., Logistics Dept.

NO.	STRATEGIC OBJECTIVE	STRATEGIC ACTION	RESPONSIBLE
		iv. Procure ICT equipment required for effective police operations. (With dynamic changing nature of crimes committed and the fast changing policing approaches and methods, there will be need to further adopt and enhance ICT led operations through procuring ICT equipment required in the effective police operations. This ICT equipment shall include among others CC TV cameras, fixed and mobile cameras to enforcing traffic rules and regulations, Powerful tools for analysing, detecting and preventing cyber-attacks and improved Digital devices including laptops, PC computers and TV Screens and replacement of end of life IT Hardware infrastructures).	ICT Dept., CCC, Logistics Dept., and Finance Dept.
		v. Identify and secure air operations support equipment (Drones and helicopters). (In order to further strengthen effectiveness of the operations conducted in ensuring the safety and security of the airports, borders and other sensitive areas in Rwanda, there is need to further identify and procure more modern equipment including the helicopters and drones, which facilitate in undertaking surveillance and reconnaissance operations).	CCC, ICT Dept., OPNs Dept., SIF, SAPU, Air Wing, BSU, and RPU.
		vi. Establish integrated Management Information System (MIS) for collection and consolidation of data on critical incidences especially on fatal accidents. (The leadership of RNP shall work closely with the Ministry of Infrastructure and the Ministry of Health with a view to establishing and operationalizing an integrated MIS, which will facilitate consolidation and reporting on data related to fatal accidents across the country. It is expected to address the gap on inadequate consolidated data and information on fatal accidents, which is one of the international annually reported on country performance indicator by the World Health Organization).	ICT Dept. and TRS Dept.

NO.	STRATEGIC OBJECTIVE	STRATEGIC ACTION	RESPONSIBLE
		vii. Establish and enforce guidelines for regulations for licensing of boat operators on Rwandan waterbodies in order to avoid accidents associated with inadequate skills and knowledge. (There is currently no clear rules and regulations that establishes and governs the process of licensing of boat operators in Rwanda. There is need to advocate for the establishment of a specific legal instrument and institutional arrangement vested with roles and responsibilities of enforcing the adopted guidelines for licensing of Boat operators).	Marine Unit and Legal Dept.
		viii. Strengthen interventions for increased protection of environment and effectively coordinate response to incidences brought by climatic changes including floods and landslides. (In terms of protection of the environment, the leadership RNP shall step efforts in its community outreach programs that will involve environmental protection activities and also contribute to rehabilitation of biodiversity areas especially in ensuring protection of banks of rivers and lakes as well as swamps).	OPNs Dept. and Territorial Units
		ix. Enhance and expand regional and international security partnerships to prevent and fight cross border crimes, human and drug trafficking and cybercrimes. (These shall involve strengthening the existing partnerships with regional and international level security organizations like Eastern Africa Police Chiefs Cooperation Organization (EAPCCO) and INTERPOL respectively. Some of the interventions of EAPCCO shall include among others Harmonizing and strengthening cooperation and joint strategies for the management of all forms of cross border and related crimes; Preparing and disseminating relevant information on criminal activities).	Cooperation and Protocol Dept, OPNs Dept., BSU, and Intelligence Dept.

NO.	STRATEGIC OBJECTIVE	STRATEGIC ACTION		RESPONSIBLE
3	**SO.3:** To strength-en Bilateral Cooperation and enhance capacity and capability of Rwanda National Police to partici-pate in UN peace-keeping missions	i.	Strengthen capacity of police officers in order to effectively participate in bilateral and UN peacekeeping missions. (This shall involve improving the capacity of police officer in terms of numbers, skills, knowledge and attitude required at international level in order to effectively contribute to peace keeping missions and security at bilateral level and under UN framework. The focus shall be on enhancing communication and reporting skills as well as other required operational competencies).	PSO, OPNs Dept. HRM, Training Dept. and Schools.
		ii.	Improve readiness and operational capabilities for bilateral missions and FPUs deployed in UN peace keeping mission areas by equipping them with required Contingent Owned Equipment (COE). (It is envisaged that the levels of readiness and operational capability shall further be strengthened with an objective of ensuring operations effectiveness of the earmarked standby forces to participate in bilateral cooperation and/or UN peacekeeping missions).	PSO, OPNs Dept., and Logistics
		iii.	Strengthen internal capacity required for repair and maintenance of COE. (This shall involve identifying of trainable police officers (existing and/or those that will be recruited in the near future) and equip them with relevant technical skills and knowledge required in repair and maintenance of CoE for all police officers that will be participating in Bilateral and/or UN peacekeeping missions).	PSO, OPNs Dept., and Logistics

NO.	STRATEGIC OBJECTIVE	STRATEGIC ACTION	RESPONSIBLE
4	**SO.4:** To enhance organizational and Human Resource capacity in order to deliver on RNP mandate	i. Identify and recruit more police officers with potential to further develop their professional careers in the various departments, territorial and specialized units as well as RNP schools. (The rationale for increasing the number of police officers is tailored to the need to improve the police ratio and the time taken to respond to distress call and critical incidences as well as enhancing capacity for routine operations).	HRM Dept., Training Dept., and Schools
		ii. Enhance operational and professional skills among the police officers. (This shall include conducting of capacity needs assessment, organizing and delivery of various trainings that are tailored to the identified capacity gaps).	
		i. Enhance smart learning in RNP Schools. (The enhancement of smart learning entails establishment of smart class/ training rooms and the related technology where the practical style of teaching and learning is digitally empowered. The focus shall be on establishing the necessary infrastructure and installations, capacity building in smart learning technology roll-out and maintenance).	Training Dept., and Schools
		ii. Develop and/or review organizational support tools in order enhance the RNP organizational capacity. (The tools to be developed/ reviewed shall include the RNP organizational structure and establishment, Standard Operating Procedures and other relevant internal policies for individual Departments, Units and Schools. On the side of RNP schools and Training Centres, there will be a deliberate need to review and/or develop their respective training curricula and modules tailored to the needs of the force and partners (within or outside the country) who benefit from the trainings delivered by RNP schools).	HRM Dept., Training Dept., and Schools

NO.	STRATEGIC OBJECTIVE	STRATEGIC ACTION	RESPONSIBLE
		iii. Conduct training needs assessment across Schools, Departments, and Units as well as Training Centres. (Thorough training needs assessment shall be undertaken in order to ensure that the identified typical capacity gaps at the level of different departments, Units and Schools are addressed to equip police officers with required knowledge and skills to effectively execute their roles and responsibilities).	
		iv. Review and/or develop training curricula and modules tailored to the identified training needs. (Like any other complete/comprehensive training cycle, following the process of conducting training needs assessment, the schools and the training center – Counter terrorism, which deliver trainings to police officers drawn from departments and Units, shall have to review the existing training curricula and training modules in order to deliver trainings that are tailored to the gaps identified).	
		v. Organize and conduct training of trainers/instructors. (They shall be trained on the reviewed training curricula, developed training modules and share a harmonized training delivery mode in order to ensure that trainings conducted at the level of schools and the training centers are appropriately delivered in a harmonized mode, there is therefore need to organize for training of trainers (ToTs). The conducted ToTs will not only sharpen the training delivery skills but also transmit the message across board on the shared training delivery methods).	

NO.	STRATEGIC OBJECTIVE	STRATEGIC ACTION	RESPONSIBLE
		vi. Uphold and promote Gender equality and women empowerment. (Police officers working with various departments and Units shall be enlightened on the gender equality and women empowerment principles, guidelines for recruitment of both Cadets and NCOs shall consider gender equality principle as one of the guiding procedures in the selection and assessment of all aspiring candidates to join RNP. Additionally, the participation of Women police officers in peacekeeping mission and other Bilateral initiatives shall be enhanced through facilitating them to be competitive in SAAT assessments by UN Mission teams. Finally, the adoption of RNP Gender policy will be fast-tracked in order to guide gender-mainstreaming initiatives in all RNP operational and strategic functional areas).	HRM Dept., Training Dept., Schools and PSO
		vii. Collect and analyse feedback on trainings delivered by schools and Training Centres to officers drawn from Departments, Territorial and Specialized Units as well as schools. (The appropriate feedback collection tools shall be developing, collect periodic information ongoing trainings, analysis and interpretation of training data to inform the review of the training curricula and/or training modules used by police schools and trainings Centres with a view to facilitating and improving the quality of trainings delivered).	HRM Dept., Training Dept., and Schools
		viii. Increase the capacity of the existing infrastructures used by police schools and training centres in order to host all the training activities. (The increasing number of police forces coupled with the need to establish specialized training wings for specific training services, there is urgent need to expand on the existing infrastructures/ structures, which host the training at Police schools and its training center).	Schools, CTTC Mayange, PER, CPM, and Finance Dept.

NO.	STRATEGIC OBJECTIVE	STRATEGIC ACTION	RESPONSIBLE
	SO.5: To improve working environment and welfare of police officers in order to attract quality recruits and improve levels of commitment to their duties.	i. Procure office equipment, furniture & fittings for Departments, Territorial and Specialized units, police schools and Training Centers. (This shall include preparation of technical specifications, preparation of tender documents, acquisition, storage and timely distribution of supplies and with a view to improving working conditions of the police officers and this will thereafter improve levels of commitment to their respective roles and responsibilities).	Logistics, Schools, CTTC Mayange, and Finance Dept.
		ii. Construct and/or upgrade existing structures for hosting office premises of some Departments, Territorial and Specialized Units that have inadequate or no office space. (To fast-track delivery of required infrastructure, there is need for mapping of priority areas, conduct feasibility studies, develop structural designs, mobilize resources, prepare construction tenders, and supervision of construction works).	PER, CPM, and Finance Dept.
		iii. Construct and/or upgrade accommodation facilities for police officers working with territorial and specialized units. (Inadequate accommodation facilities especially at the level of territorial units is one of the major impediments that undermine the welfare of the police officers. To fast-track delivery of required infrastructure, there is need for mapping of priority areas, conduct feasibility studies, develop structural designs, mobilize resources, prepare construction tenders, and supervision of construction works).	

NO.	STRATEGIC OBJECTIVE	STRATEGIC ACTION	RESPONSIBLE
		iv. Construct and/or upgrade facilities for hosting Mess and sports facilities at the level of Units. (In order to further improve on the welfare of police officers at different levels, there is need to construct and/or upgrade structures that host officers' Mess and Sports facilities. To fast-track delivery of required infra-structure, there is need to conduct feasibility studies, develop structural designs, mobilize resources, prepare construction tenders, and supervision of construction works).	
		v. Procure & timely allocate police uniforms, sports kits and other required tools. (Timely provision of police uniforms, sports kits and other relevant tools constitute part of motivation of police officers. Procuring and timely allo-cating police uniforms, sports kits and other tools shall be done in order to improve working conditions of police officers, which will contribute to their enhanced commitment to their duties).	Logistic Dept. and Fi-nance Dept.
6	**SO.6:** Enhance community engagement in prevention and re-porting on crimes.	i. Develop Community Policing policy/model. (The policy shall focus on defining the scope, levels of partnership, iden-tifying of key players/ stakeholders, as well as, putting in place needed infrastructure and programmes that will enrich the capacity of players involved in the implementation of various community policing initiatives).	Dept. of Community Policing, Dept. of HRM, Training Schools

NO.	STRATEGIC OBJECTIVE	STRATEGIC ACTION	RESPONSIBLE
		ii. Review Community Policing Structure in order to clarify the roles and responsibilities of police officers in charge of community policing at different levels. (Community policing approach plays an indispensable role in crime prevention and reporting at different levels. Thus, there is a need for reviewing the existing community policing structure within the RNP to ensure that positions thereof are well-aligned to the roles and responsibilities that must be performed at all levels (Departments & Territorial Units) in order to effectively contribute to the attainment of ambitious aspirations of community policing agenda).	Dept. of Community Policing and Dept. of HRM.
		iii. Harmonize and enrich training package (Syllabi on Political and Civic Education) on Community Policing at various levels of police career in order to improve the skills and knowledge in community policing. (The community engagement is an art that entails tailored skills to effectively win the public trust and community full support in prevention and reporting on crime. The focus shall be on reviewing the existing teaching materials and quality of delivery as well as creating different packages that will be taught at different levels police career).	Dept. of Community Policing, Training Dept., Schools and Dept. of HRM.
		iv. Improve the quality of trainings on community engagement at different level of Police Career courses. (Crimes are dynamic in nature, and the advancement in technology and scientific innovations has further complicated detection and prevention of emerging crimes. Thus, the effective involvement of community in crime prevention and reporting, requires tailored trainings and continuous assessment to ensure that police officers involved advancing community policing philosophy are adequately equipped with needed skills).	

NO.	STRATEGIC OBJECTIVE	STRATEGIC ACTION	RESPONSIBLE
		v. Establish, train and monitor force multipliers in order to ensure that they are effective in prevention and reporting on crimes. (These include DASSO, Reserve Forces, CPCs, Anti-crime Clubs, Youth Volunteers, Imboni Z'impinduka and Imboni Z'Umutekano, and Irondo ry'umwuga. Establishment of community policing force multipliers, training and close monitoring and evaluation of their contribution is critical to fostering the collective implementation of the overall community engagement agenda towards prevention and reporting of crimes).	Community Policing Dept. and Operations Dept.
		vi. Organize and hold campaigns aimed at sensitizing communities on crime prevention and reporting. (The community awareness on existing forms of crime and their expected contribution in prevention and reporting of these crimes is pivotal to the successful implementation of community policing agenda. This shall involve educating the community on evolving crimes, creating and communicating the available channels of communication, as well as, providing continuous feedback on registered successes in maintenance of safety and security through community partnerships).	Community Policing Dept., PRM Dept., Operations Dept., and Territorial Units
		vii. Conduct community outreach programs targeted to contribute to human security and wellbeing of people. (Apart from awareness campaigns organized and held by RNP to enhance community engagement in prevention and reporting of crimes, there is need to engage the community through providing various amenities that have direct impact on their socio-economic wellbeing. Some of the outreach programmes include construction of accommodations and installation of solar panels for vulnerable people, payment of mutual health insurance premium (Mutuelle de santé), construction of structures for hosting offices of Village Chiefs in crime free villages, among others).	

NO.	STRATEGIC OBJECTIVE	STRATEGIC ACTION	RESPONSIBLE
		viii. Establish a proper coordination framework for more harmonized sharing and timely reporting on crimes by all force multipliers. (Over years, force multipliers have proved to play an indispensable role in the implementation of community policing agenda. It is expected that with the right training, improved communication channels (on and off line), harmonized reporting formats and tools, as well as, ensuring timeliness in reporting of crimes, the force multipliers will be better positioned to extend their contribution in ensuring safety and security).	
		ix. Establish a standalone Political and Civic Education Training Wing for RNP officers and other Community Policing Actors. The successful implementation of community policing initiatives thrives on building the capacity of all relevant players including RNP officers and other involved partners. In order to effectively meet short and long term capacity development needs in political and civic education there is need to establish a standalone training wing that will provide certified trainings for community policing actors at different levels.	Dept. of Community Policing, Training Dept., and Schools and Dept.