



**SUPPORT TO CRIME INVESTIGATION FOR FAIR  
ADMINISTRATION AND GOOD GOVERNANCE**

**2009 ANNUAL REPORT**

**15.03.2010**

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# 1 PROJECT SHEET

Project Name	Support to Crime Investigations for Fair Administration of Justice and Good Governance
Project reference documents	Formulation report Technical & Financial File
Project Code	RWA0705311
Date of signing agreement	December 19 <sup>th</sup> 2007
Budget (EUR)	4.000.000 €
Date of start project	September 2008
Date de signing CMO / Transfer to the BTC	December 20 <sup>th</sup> 2007
Date of ending project	December 18 <sup>th</sup> 2012
Sector(CAD)	Strengthening society/governance
Regie (1) / cogestion (2) /mixed (3)	Mixed (3)
Ministry responsible	Ministry of Internal Affairs (MININTER)
Counterpart	Rwandan National Police (RNP)
Managers in charge of project	DI, DELCO
Beneficiaries	<ul style="list-style-type: none"> <li>- CID, Directorate of Training, Directorate of Planning and Development, Trainers from police school and police academy</li> <li>- All police men, CID personnel, personnel from KFL</li> <li>- KFL, District police units, police stations</li> <li>- PG, Rwandan courts, Rwandan populations, Perpetrators of crime</li> </ul>
scholarships (h/m)	/
Technical assistant (h/m)	/ 48 h/m
Location of project	Rwanda, nationwide
<b>Composition of Steering Committee</b>	
MININTER	Resident representative of BTC
MINAFET	MINECOFIN
RNP	
<b>DI : Jimmy Hodari - DELCO Albert van Nunen Karioen</b>	

## 2 BRIEF FACTUAL OVERVIEW

The BTC-RNP “Support to Crime Investigations” envisages contributing – in essence through improved crime investigations – to fair administration of justice and good governance. The specific objective of the project is that the Criminal Investigation Department of the Rwandan National Police prevent, detect and investigate crime with respect for applicable laws and in a professional manner.

Main developments by the Project:

The actual beginning of the project started with the arrival of the Technical Assistant in September 2008. The last months of 2008 have been used to make preparations and arrangements for building up the project infrastructure and to identify and build a network with key players within the Rwanda National Police (RNP) and the active donors in the sector.

A first activity was to establish a network of sector partners and to seek coordination between all participants, in close cooperation with RNP and project management.

A second activity was the research on previous training and further training needs of the CID/RNP, including the identification of potential different training groups within the Criminal Investigation Department.

A third activity was the development and implementation of specific training modules and courses for the CID and forensic laboratory staff, based on international knowledge and principals.

In addition to the development of the training courses and modules the project prepared an international tender procedure for cars and motorcycles and equipment for the Kigali Forensic Laboratory and cooperated with GTZ with the set up and implementation of a basic forensic laboratory at the Kigali Forensic Laboratory.

Main developments within the project itself:

In June 2009 the project office moved from BTC office in Kiyovu to a project office in Kimihurura. For efficiency reasons this new project office is a shared with two other BTC projects.

Project staff: Apart from the engagement of two international consultants to develop and conduct training activities, the project appointed a project driver and a project accountant. And in addition to the hired project staff the RNP assigned a liaison officer to work for and on behalf of the project.

In September the Technical Assistant gave notice and resigned his position. He was replaced by end November with the arrival of the new Technical assistant.

## 3 OVERVIEW OF ACTIVITY PLANNING

### 3.1 Activity overview

1. Network building within the Police and Justice Sector and donor countries involved in training of the police;
2. Identified groups to be trained within CID / Forensic department;
3. Developed training modules for CID and KFL officers;
4. Planned and organized training for different groups for CID and KFL officers;
5. Preparation of developing a basic forensic laboratory;
6. Prepared and executed an international tender procedure for CID equipment, cars and motorcycles;
7. Discussed with CID management the development and implementation of information, communication and administrative systems for CID for criminal records and criminal intelligence.

## 3.2 Analysis of activity planning (1 page)

### Ad. 1 Network building

From the start of the project on of the first activities was to identify and build relations with national institution, donors and other relevant key players for coordination and cooperation of activities in the field of policing. The result was a complete overview of all donor activities and strengthened cooperation between all participant. This is an ongoing activity and will require permanent attention.

### Ad 2 – 4 Training activities:

The project, in cooperation with CID management, started an action plan based on both the RNP strategic plan and the project TTF in order to train CID officers in the various districts in the country. A modular training programme for basic investigation skills has been drafted to train CID officers on crime scene management, interview techniques, reporting skills and other important aspects for crime investigations.

The first activity in April 2009 was to organize a workshop for station commanders from the central region to explain them the content of the training modules and inform them about their responsibilities to implement the effects of the training.

Result: workshop station commanders finished (11 officers)

In cooperation with the British Embassy the project organized April a basic training for Intelligence officers.

Result: 26 CID offers were trained by two British Police officers.

In May a group of 19 officers have been selected and trained in methods of instruction for a ToT training. At the end of this first part of ToT training a group of 14 officers were selected for the second part of the ToT training. Result: ToT selection and training of 19 officers, continued ToT training with 14 officers.

In September the second phase of the ToT training was completed in combination with an intensive and interactive course on crime scene management modules. After finishing this course a group of 10 officers were considered capable of training other CID officers in the different districts of the country. In cooperation with CID management it was decided to start the basic crime scene management training with a pilot in the central district.

Result: 10 trainers completely prepared to train CID officers in the basic crime scene management course.

In October the project started with the pilot training on crime scene management for the central district. The training was conducted by the trained Rwandese trainers under the supervision of the international consultant. Part of the course – the gender based violence module – was organized in cooperation with GTZ.

Result: 77 trainees have completed the course successfully and were certified in: crime scene management, reporting and registration, witness interview, fingerprints, suspect photography, body search, house search and gender based violence.

In March, after establishing a photo laboratory – in cooperation with GTZ - at the Kigali Forensic Laboratory, the project started a training in forensic photography for forensic officers at the Kigali Forensic Laboratory.

Result: 13 officers (7 CID and 6 KFL) trained in forensic photography.

In June the project organized a specialized forensic course for 13 officers on the technical aspects of detecting, collecting and securing finger prints, shoe- and tire prints and DNA traces.

Result: 13 forensic officers (7 CID and 6 KFL) trained and certified on suspect and crime scene photography, fingerprinting shoe and tire prints and the collection of DNA traces.

In July the project trained KFL staff in a additional training on specialist level on the technical aspects of forensic photography and the use of specialized computer software and the classification of fingerprints.

Result: 6 forensic officers from KFL were trained and certified in technical aspects of: fingerprint classification module, photoshop module, advanced photography module and polylight module.

#### General capacity building activities for CID

The project discussed the planning of specialized training courses. It was discussed that the first priority to train all CID officers in the basic investigation course. Other specialized courses will be developed in cooperation with CID management and are depending on the development and implementation of computerized information systems and availability of international consultants.

Result: discussions on and prioritizing of specialized training courses, the project organized study visit for senior management to three European countries in order to study modern police management and options for computerized information, communication and administration systems.



#### Ad 5 establishment of basic forensic laboratory

The project plan consist of establishing a modern basic forensic laboratory in Kigali (KFL). In 2009 the project started with the supply of basic forensic equipment, a photo laboratory (in cooperation with GTZ) and fraud (polylight) detection equipment. Further activities with regards to the establishment of the new forensic laboratory have been delayed and are depending on the decision of the RNP to build a complete new infrastructure for the Jigali forensic laboratory. The planning is to organize a short term need analysis assignment for the establishment of a new basic forensic laboratory in 2010.

#### Ad 6 International tender for CID equipment, cars and motorcycles

In cooperation with the police tender office and the Rwanda Public Procurement office, the project launched an international tender procedure for 30 police vehicles and 69 motorcycles. In addition to the initial order the project added 6 more police vehicles and 13 motorcycles. Delivery of the cars and motorcycles with a total value of over 600 million RWT is expected in the beginning of 2010.

#### Ad 7 development of information, communication and administrative systems

Computerized systems for information, communication and administrative purposes are considered a crucial and necessary tool for the CID. The project gathered information abroad an organized discussions with CID management on specific requirements. The next step is to form a working group to investigate the requirements and possibilities for the developments of these computerized systems. Further progress in this process has been delayed due to the lack of international consultant to assist the RNP with the development and implementation.

#### General conclusion on activities:

Not all training activities were conducted due to fact that recruitment of international experts was delayed.

Further progress on the establishment of a basic forensic laboratory in Kigali is depending on decision of RNP to build new infrastructure and the availability of a international consultant for a needs assessment on requirement for infrastructure and equipment. Due to resigning of former Technical assistant and the arrival of the new technical assistant in late November the recruitment of international consultant has been delayed.

Development of computerized information, communication and administration systems is depending on availability of international consultant. Due to resigning of former Technical assistant and the arrival of the new technical assistant in late November the recruitment of international consultant has been delayed

## 4 FINANCIAL OVERVIEW

### 4.1 Overview of expenditure versus financial planning

Budget vs Actuals (Year to Month, by Quarter) of RWA0705311												
Project Title : <b>Support to crime investigations for fair administration of justice and good governance</b>												
Budget Version : <b>C02</b> Year to month : 31/12/2009												
Currency : <b>EUR</b>												
YIM : <b>Report includes all closed transactions until the end date of the closed closing</b>												
2009												
Status	Fin Mode	Amount	2008	Q1	Q2	Q3	Q4	Total	Total Exp.	Balance	% Exec	
<b>A CID PREVENT, DETECT AND</b>		<b>2.973.170,00</b>	0,00	985,39	7.689,20	77.531,89	741.970,41	828.176,89	<b>828.176,89</b>	2.144.993,11	<b>28%</b>	
01 CID personnel possess the		1.136.800,00	0,00	1.520,48	57.496,73	65.919,70	124.936,90	124.936,91	1.011.863,09	11%		
01 Organise BIC for 450 CID	REGIE	720.000,00	0,00				27.876,43	27.876,43	692.123,57	4%		
02 Organise BIC for 450 CID	COGEST	92.000,00	0,00				861,77	861,77	91.138,23	1%		
03 Organise BIC for 450 CID	COGEST	220.000,00	0,00		46.130,93	15.994,52	62.125,45	62.125,45	157.874,55	28%		
04 Coach and monitor BIC	COGEST	6.400,00	0,00		11.365,80		11.365,80	11.365,80	-4.965,80	178%		
05 Organise specialised	COGEST	93.600,00	0,00	301,79			21.186,99	21.488,78	72.111,22	23%		
06 Organise specialised	COGEST	4.800,00	0,00	1.218,68				1.218,68	3.581,32	25%		
02 CID has in place the		305.570,00	0,00	1.900,74	5.048,98	13.949,55	20.899,27	20.899,27	284.670,73	7%		
01 Develop and operationalize	REGIE	140.000,00	0,00					0,00	140.000,00	0%		
02 Develop and operationalize	COGEST	20.000,00	0,00				1,24	1,24	19.998,76	0%		
03 Develop and operationalize	COGEST	40.000,00	0,00					0,00	40.000,00	0%		
04 Coach and monitor - on the	COGEST	0,00	0,00					0,00	0,00	7%		
05 Organise int visit to	COGEST	86.000,00	0,00	1.900,74			13.872,30	15.773,04	70.226,96	18%		
06 Strengthen the coord and	COGEST	19.570,00	0,00		5.048,98	76,01	5.124,99	5.124,99	14.445,01	26%		
03 Police personnel tasked		10.000,00	0,00					0,00	10.000,00	0%		
01 Develop a curriculum and	COGEST	10.000,00	0,00					0,00	10.000,00	0%		
04 CID personnel possess the		0,00	0,00	3.033,26	882,91			3.916,17	3.916,17	-3.916,17	7%	
REGIE		1.785.132,00	81.363,57	39.525,51	37.320,78	42.897,43	56.545,49	176.289,21	257.652,78	1.527.479,22	14,00	
COGEST		2.214.868,00	11,79	5,44	7.703,27	81.204,45	718.896,24	807.809,40	807.821,19	1.407.046,81	36,00	
<b>TOTAL</b>		<b>4.000.000,00</b>	<b>81.375,36</b>	<b>39.530,95</b>	<b>45.024,05</b>	<b>124.101,88</b>	<b>775.441,73</b>	<b>984.096,61</b>	<b>1.065.473,97</b>	<b>2.934.526,03</b>	<b>27,00</b>	



## 4.2 Analysis of financial planning (1 page)

### Annual Planning vs Actuals (Year to Month) of RWA0705311

Project Title : **Support to crime investigations for fair administration of justice and good governance**

Planning Version: **2009Q1**

End date last closing : **31/12/2009**

Currency : **EUR**

	Status	Fin Mode	Forecast 2009 (version 2009Q1)	Actual Expenses YTM	Planning vs actuals	% Exec
<b>A CID PREVENT, DETECT AND INVESTIGATE CRIME WITH</b>			<b>1.509,00</b>	<b>828,19</b>	<b>741,71</b>	<b>53%</b>
01 CID personnel possess the tactical knowledge and skills			152,40	124,85	27,45	82%
01 Organise BIC for 450 CID personnel - international expert		REGIE	40,00	27,88	12,12	70%
02 Organise BIC for 450 CID personnel - material, hand out,		COGES	40,00	0,88	39,14	2%
03 Organise BIC for 450 CID personnel- cost of running		COGES	25,00	62,13	-37,13	249%
04 Coach and monitor BIC skills on the job		COGES	0,00	11,37	-11,37	?
05 Organise specialised training courses		COGES	45,00	21,49	23,51	48%
06 Organise specialised training courses		COGES	2,40	1,22	1,18	51%
02 CID has in place the information communication and			39,50	20,89	18,61	53%
01 Develop and operationalize standards, procedures, rules		REGIE	0,00	0,00	0,00	?
02 Develop and operationalize standards, procedures, rules		COGES	5,00	0,00	5,00	0%
03 Develop and operationalize standards, procedures, rules		COGES	10,00	0,00	10,00	0%
04 Coach and monitor - on the job and through assessment-		COGES	0,00	0,00	0,00	?
05 Organise int visit to exchange experience on onfor comm		COGES	24,50	15,77	8,73	64%
06 Strengthen the coord and harmonisation of donor		COGES	0,00	5,12	-5,12	?
03 Police personnel tasked with first response roles			3,00	0,00	3,00	0%
01 Develop a curriculum and train trainers for a basic forensic		COGES	3,00	0,00	3,00	0%
04 CID personnel possess the forensic knowledge and skills			0,00	3,92	-3,92	?
		REGIE	258,09	178,29	81,80	68%
		COGEST	1.511,90	807,81	704,09	53%
		<b>TOTAL</b>	<b>1.769,99</b>	<b>984,10</b>	<b>785,89</b>	<b>58%</b>



## 5 MONITORING OF THE INDICATORS

See annex on monitoring

### 5.1 Specific objective

### 5.2 Results

### 5.3 Indicator evolution (chart)

## 6 ASSESSMENT OF MONITORING CRITERIA

6.1 Efficiency

6.2 Effectiveness

6.3 Sustainability

## 7 MEASURES AND RECOMMENDATIONS

7.1 Overview of the assessment criteria

7.2 Recommendations

## 8 PLANNING FOR THE UPCOMING YEAR (YEAR N+1)

### 8.1 Activity planning year N+1

1. Continuation of training basic investigation course in central region and the other regions in the rest of the county
2. Recruitment of 3 long term consultants (2 x 12 months and 1 x 6 months)
3. development and implementation of specialized tactical training modules for CID
4. development and implementation of specialized technical training modules for CID and KFL
5. development and implementation of computerized information, communication and administrative systems for CID
6. Recruitment of short term consultant for needs assessment for new forensic laboratory in Kigali
7. Support and assistance with establishment of new forensic laboratory in Kigali
8. Procurement of equipment for CID and training purposes
9. Long term training of 5 RNP officers in UK
10. Work- and study visit to Belgium and the Netherlands on exchange of expertise, expert support, computerized data systems, training systems and in general to expand and broaden the cooperation with the Belgium Federal Police and the Netherlands Police
11. Coordination and cooperation of donors with RNP
12. Capacity building and coordination of training activities with regular police training institutions

## 8.2 Financial planning year N+1

Financial Planning of RWA0705311													
Project Title : <b>Support to crime investigations for fair administration of justice and good governance</b>													
Fin Plan Version: <b>2010Q1</b>													
Budget Version: <b>C02</b>													
Donor: <b>DGD</b>													
Currency: <b>EUR</b>													
Amounts in 1000 EUR													
	Status	Fin Mode	Budget	TtY-1	Balance	2010				2011 to end	Est. end Proj. Bal.	Est. % exec.	
						Q1	Q2	Q3	Q4				Total
<b>A CID PREVENT, DETECT AND</b>			2.973,17	828,19	2.144,98	58,00	264,00	749,28	121,00	1.192,28	678,20	274,50	91%
<b>01 CID personnel possess the</b>			1.136,80	124,95	1.011,85	42,00	114,00	91,00	104,00	351,00	500,00	160,85	86%
01 Organise BIC for 450 CID		REGIE	720,00	27,88	692,12	0,00	63,00	60,00	64,00	187,00	370,00	135,12	81%
02 Organise BIC for 450 CID		COGEST	92,00	0,86	91,14	5,00	5,00	0,00	0,00	10,00	45,00	36,14	61%
03 Organise BIC for 450 CID		COGEST	220,00	62,13	157,87	5,00	30,00	15,00	20,00	70,00	85,00	2,87	99%
04 Coach and monitor BIC skills on		COGEST	6,40	11,37	-4,97	0,00	0,00	0,00	0,00	0,00	0,00	-4,97	178%
05 Organise specialised training		COGEST	93,60	21,49	72,11	32,00	16,00	16,00	20,00	84,00	0,00	-11,89	113%
06 Organise specialised training		COGEST	4,80	1,22	3,58	0,00	0,00	0,00	0,00	0,00	0,00	3,58	25%
<b>02 CID has in place the information</b>			305,57	20,89	284,68	16,00	3,00	2,00	17,00	38,00	143,00	103,68	66%
01 Develop and operationalize		REGIE	140,00	0,00	140,00	0,00	2,00	1,00	1,00	4,00	105,00	31,00	78%
02 Develop and operationalize		COGEST	20,00	0,00	20,00	0,00	0,00	0,00	0,00	0,00	10,00	10,00	50%
03 Develop and operationalize		COGEST	40,00	0,00	40,00	0,00	0,00	0,00	0,00	0,00	13,00	27,00	33%
04 Coach and monitor - on the job		COGEST	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	7%
05 Organise int visit to exchange		COGEST	86,00	15,77	70,23	15,00	0,00	0,00	15,00	30,00	15,00	25,23	71%
06 Strengthen the coord and		COGEST	19,57	5,12	14,45	1,00	1,00	1,00	1,00	4,00	0,00	10,45	47%
<b>03 Police personnel tasked with</b>			10,00	0,00	10,00	0,00	0,00	0,00	0,00	0,00	5,50	4,50	55%
01 Develop a curriculum and train		COGEST	10,00	0,00	10,00	0,00	0,00	0,00	0,00	0,00	5,50	4,50	55%
<b>04 CID personnel possess the</b>			0,00	3,92	-3,92	0,00	0,00	0,00	0,00	0,00	0,00	-3,92	7%
01 CID personnel possess the		COGEST	0,00	3,92	-3,92	0,00	0,00	0,00	0,00	0,00	0,00	-3,92	7%
<b>05 KFL staff possesses the forensic</b>			130,00	7,79	122,21	0,00	42,00	45,00	0,00	87,00	23,00	12,21	91%
01 Train - on the job - and monitor		REGIE	75,00	0,99	74,01	0,00	35,00	35,00	0,00	70,00	0,00	4,01	95%
02 Train - on the job - and monitor		COGEST	40,00	6,80	33,20	0,00	5,00	5,00	0,00	10,00	15,00	8,20	80%
		REGIE	1.785,13	257,67	1.527,46	50,18	169,68	147,68	114,18	481,72	900,45	145,29	92%
		COGEST	2.214,87	807,82	1.407,05	62,00	168,00	657,28	60,00	947,28	242,70	217,07	90%
		<b>TOTAL</b>	<b>4.000,00</b>	<b>1.065,49</b>	<b>2.934,51</b>	<b>112,18</b>	<b>337,68</b>	<b>804,96</b>	<b>174,18</b>	<b>1.429,00</b>	<b>1.143,15</b>	<b>362,36</b>	<b>91%</b>



Financial Planning of RWA0705311 Printed on zondag 14 maart 2010

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## 9 CONCLUSIONS

### 9.1 Activities and Finance

Not all planned training activities were conducted due to the fact that the recruitment of international experts was delayed.

Planning of procurement was not properly executed due to misconception on proper procedure.

Activities in general were delayed due to changing and absence of technical assistant for over two months



## 9.2 Monitoring criteria

9.2.1 Efficiency

9.2.2 Effectiveness

9.2.3 Sustainability

## 9.3 Advice of the JLCB on the recommendations

9.3.1 Recommendations on activity planning

9.3.2 Recommendations on financial planning

9.3.3 Recommendations on Logical Framework

9.3.4 Other recommendations

## 10 ANNEXES

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