



CTB

**AGENCE BELGE
DE DÉVELOPPEMENT**

ANNUAL REPORT 2010

PROJECT :

**“SUPPORT TO CRIME INVESTIGATIONS
FOR FAIR ADMINISTRATION OF JUSTICE
AND GOOD GOVERNANCE”**

RWA 07 053 11



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1 Project form

PROJECT NAME	“Support to Crime Investigations for Fair Administration of Justice and Good Governance” - SCI
DGDC CODE	NN 3004422
NAVISION CODE	RWA 07 053 11
SECTOR	15131 – Legal and Judicial Development
FUNDED BY	<ul style="list-style-type: none"> • Belgium • Rwanda
IMPLEMENTATION	<ul style="list-style-type: none"> • BTC • Rwanda National Police - RNP
LOCATION	<ul style="list-style-type: none"> • Nationwide
DURATION	<ul style="list-style-type: none"> • 4 YEARS WITHIN THE SC CONVENTION : 19/12/2007-18/12/2012
BUDGET	<ul style="list-style-type: none"> • Belgium contribution 4.000.000 euro • Rwanda contribution 581.070 euro

Description

The project envisages contributing – i.e. through improved crime investigations – to fair administration of justice and good governance. The specific objective is that CID prevent, detect and investigate crime with respect for applicable laws and in a professional manner. In order to reach the specific objective, three fields of intervention have been identified with the following results: Field 1: Tactical knowledge and skills Result 1.1. CID personnel possess the tactical knowledge and skills required for the correct and professional conduct of criminal investigations. Result 1.2. CID has in place the information, communication and administrative systems required for professional investigations of crime according to international standards and CID is lead and managed in a professional manner. Field 2: Technical (forensic) knowledge and skills Result 2.1. Police personnel tasked with first response roles correctly secures and protects crime scenes and potential evidence pending arrival of specialist assistance from CID and or KFL. Result 2.2. CID personnel possess the forensic knowledge and skills required for the correct and professional conduct of crime scene examinations, collection and preservation of evidence. Result 2.3. KFL staff possesses the forensic knowledge and skills required for correct examination and analysis of evidence. Field 3: Equipment support to criminal investigations Result 3.1. CID possess sufficient required equipment for effective conduct of criminal investigations as well as for the collection and preservation of evidence. Result3.2. KFL possess sufficient required equipment for correct examination and analysis of evidence.

Objectives

Main objective	To support criminal investigations for fair administration of justice and good governance in Rwanda
Specific objectives	CID prevent, detect and investigate crime with respect for applicable laws and in a professional manner.

Finance

Regie budget	1.813.132 €
Cogestion budget	2.186.868 €
Total budget	4.000.000 €

The project is focusing on training activities to improve skills and knowledge of tactical criminal and technical (forensic) investigations and to develop and implement the information, communication and administrative systems required for professional investigations of crime according to international standards while ensuring that CID is led and managed in a professional manner.

In addition to these activities the project is supporting the RNP/CID with the necessary equipment support to improve the operational capabilities of the CID and KFL¹.

¹ KFL – Kigali Forensic Laboratory

RESULTS ACHIEVED SO FAR

The project already began to train a first group of 100 Judicial Police Officers (JPOs) after having selected and trained a team of ten ToTs. Following the recruitment of 1 international expert (October 2010), further training for 350 JPO will be organized in 2011. Furthermore 5 JPOs were sent to the Teesside University in the UK in order for them to get specialized training in criminal investigation, criminology, forensic science (one year education program – MSc degree, concluded in December 2010).

In forensic area, a consultant evaluated actual needs of the CID and KFL in material and knowledge during a visit in June 2010. Following the presentation of the report produced, it was decided that a long-term planning had to be elaborated in order to spread the expenditure during 3-5 years (in process). Still in term of equipment, the project has provided 82 motorcycles and 36 vehicles to facilitate in the prevention, the detection and investigation of crimes. In 2009, a collaboration with GTZ permitted to provide some equipments to the KFL, too, and a procedure is in process in order to get IT equipments (100 computers, 33 photocopiers, 9 projectors,...), forensic equipments (142 crime scene kits, 9 scanners, 36 cameras...), some additional vehicles and other various materials.

Finally, during July and August 2010, many visits were carried out to other development partners of the Rwandan National Police in order to evaluate the actual situation of the projects led with the Police.

A study visit in the Netherlands and Belgium for 3 Senior Police Officers was conducted as well as a 8-day mission to Burundi by the project junior assistant in order to visit 3 different projects led by BTC along with the Burundian National Police.

2 Summary

2.1 Analysis of the intervention

Intervention logic	Efficiency	Effectiveness	Sustainability
Specific objective : CID prevent, detect and investigate crime with respect for applicable laws and in a professional manner	C	C	C
Field 1: Tactical Knowledge and skills			
Result 1.1: CID personnel possess the tactical knowledge and skills required for the correct and professional conduct of criminal investigations	C	C	C
Result 1.2: CID has in place the information, communication and administrative systems required for professional investigation of crime. CID is lead and managed in a professional manner.	C	C	C
Field 2: Technical (forensic) knowledge and skills			
Result 2.1: Police personnel tasked with first response roles correctly secures and protects crime scenes and potential evidence pending arrival of specialist assistance from CID and or KFL.	C	C	C
Result 2.2: CID personnel possess the forensic knowledge and skills required for the correct and professional conduct of crime scene examinations, collection and preservation of evidence	C	C	C
Result 2.3: KFL staff possess the forensic knowledge and skills required for correct examination and analysis of evidence.	C	C	C
Field 3: Equipment support for criminal investigations			
Result 3.1: CID possess sufficient required equipment for effective conduct of criminal investigations as well as for the collection and preservation of evidence	A	A	A
Result 3.2: KFL possess sufficient required equipment for correct examination and analysis of evidence.	C	C	C

Budget	Expenditure per year	Total expenditure year N (31/12/2010)	Balance of the budget	Execution rate
4,000,000 €	2009: 1,065,474 2010: 561,230	2009+2010: 1,626,704	2,373,296	41 %

2.2 Key points

Positive events/achievements:

- The project supported RNP/CID with considerable equipments, thus increasing its logistics capacity for crime investigations.
- The arrival of the new project technical assistant – Mr Simon Burton who is catching up the project implementation, putting it on track.
- Improvement on the project financial and administrative management as proven by the auditors, compared to the year before.
- Positive dialogue and partnership between BTC and RNP that increased ownership of the intervention.
- Support provided for 5 senior CID officers for long term specialised trainings abroad at a level of Masters degree in UK.

Negative events/setbacks

- Project HR high turnover: resignation of the TA/Delco within the middle of the year; replacement of the national director and liaison officer; early departure of the junior technical assistant.
- Lack of effectiveness and efficiency in the tender processes both at BTC and RNP level. As a result, trainings for CID officers couldn't be delivered as planned due to the lack of experts/trainers. In addition there was a late delivery of equipments.

2.3 Lessons learned and recommendations

The field of criminal investigations is very specific and it has been quite challenging to find on time required expertise for providing trainings as planned in the project TFF.

On the side of forensic equipments as well, several tenders couldn't get bidders and were re-launched consequently.

Considering the challenges encountered so far, RNP together with BTC have managed to make a realistic action plan for 2011-2012, in order to catch up on delayed outputs delivery.

It is therefore recommended to prevent any further project staff turnover and in particular extend the current BTC TA contract until the end of the project since he has proven his capabilities, and review the relevance of recruiting a new TA/Delco.

3 Evolution of the context

In 2010, the intervention didn't have any significant progress towards the achievements of the specific objective.

This was mainly due to the trainings activities that could not be conducted due to lack of experts – trainers.

The procurement process for training services was very much delayed and all trainings activities are rephrased in 2011-2012.

With regards to the relevance of the intervention, Rwanda National Police is a key actor in the whole justice sector in Rwanda. Founded in 2000 – has celebrated its 10th anniversary in June 2010, it has still a long way to go for strengthening its capacity in order to fulfil its mission.

BTC being one of its major development partner, the project being implemented is found very relevant as it contributes to the very needs and key priorities of RNP, in such a way that it becomes challenging to manage expectations since its resources are limited vis-à-vis RNP demands.

The collaboration and dialogue between BTC and RNP is positive, as the Steering committee provides a space of discussing and solving any problems that may arise time to time.

4 Analysis of the intervention

4.1 Institutional anchoring and execution modalities

The project is anchored within Rwanda National Police, which in turn is under the Ministry of Internal Affairs (MININTER).

The Permanent Secretary (PS) of MININTER acts as the “Ordonnateur” and in that capacity is the one who signs on all public tenders documents, contracts and payments.

The fact that RNP which is directly involved in the implementation activities doesn't have the signatory authority except up to the ceiling allowed to the Director of Intervention has hampered the smooth project implementation as many delays resulted in trying to obtain signatures from the PS.

A delegation of signatory authority from MININTER to RNP would very much allow to speed up several administrative processes.

With regards to the execution modalities, the budget line A-01-01 related to the recruitment of experts, was initially on Regie; however for some recruitments, to allow more ownership by RNP, it was decided to follow the national procurement modalities.

However, experience has shown that for some local procurements, the Belgian law allows more flexibility and is more efficient. The project management has identified and aligned the execution modalities according to the procurement plan to ensure efficiency and a budget modification will be made to reflect those changes.

Score for Institutional Anchorage : not very appropriate

Score for execution modalities: appropriate

4.2 Specific objective

4.2.1 Indicators

Specific objective: CID prevent, detect and investigate crime with respect for applicable laws and in a professional manner					Progress: C
Indicators	E	G	Baseline	Progress year N	Comments
CID have standards, rules and procedures for effective, transparent and accountable investigation of crime		X			No baseline data available, nor quantified data for progress made during year N
Respect for the rights of the suspect(s) and the effective protection of the needs of the victim(s) during crime investigations		X			
CID produces correct, coherent and complete case files of criminal investigations		X			
Decrease in the number of case files rejected by the prosecution for reasons of incompleteness or insufficient evidence to prosecute,		X			
Increased development cooperation between RNP and its stakeholders on the basis of quarterly meetings		X			

4.2.2 Analysis of progress made

1. Relations between the results and the specific objective:

By end of 2010, the project is in its half time life span. Unfortunately, no tangible results are achieved, except the result 1.1 and 3.1 related respectively to BIC training and the supply of equipments to CID. It is therefore too early to comment on any development towards achieving the specific objective.

2. Sensitive (success or failure) factors and influencing factors:

This situation is due – as explained above – to a high turnover of the project management team and the unsuccessful procurement process of required expertise for various trainings.

3. Unexpected results:

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4. “harmo” dynamics:

In 2009, the collaboration between the project and GTZ was quite positive for KFL program. With regards to the ownership of the partner, it is worth to mention the procurement processes that are owned by the RNP tender council, though significant delays were recorded and improvement on efficiency and effectiveness are needed.

5. Gender and environmental integration:

One major weakness of the project – that needs to be improved on – is the M&E system which is lacking so far, to be able to monitor the progress on indicators as well as the integration of gender and environment.

4.2.3 Risks and Assumptions

- Risk of significant deviation from the TFF as RNP has set as priority the forensic field against the BIC. BTC expect that RNP will remain in an open dialogue with BTC and that only decisions that will be taken in the steering committees will be implemented.

4.2.4 Quality criteria

	Score	Comments
Effectiveness	C	Planned activities such as trainings could not be delivered, except 5 JPOs supported for long term trainings and provision of equipments (vehicles, motorcycles etc.)
Efficiency	D	No efficiency at all as the procurement of goods and services lunched mid-2010 were completed beginning 2011 (over than 6 months)
Sustainability	A	The project is sustainable in itself as it intends to strengthen the RNP institutional and organisational capacity
Relevance	A	The intervention is relevant as it does respond to the needs of RNP

4.2.5 Impact

It's too early to comment on any impact, however the midterm review planned in 2011 will provide some indications

4.2.6 Lessons learned and recommendations

The high turn over of the project management team and unavailability of required expertise on board has hampered the project implementation.

It is recommended for 2011 – which is now done – to recruit necessary experts, put in place a catch up plan and

improve effectiveness & efficiency in the implementation

It is also crucial to improve on the procurement processes to be able to deliver quality goods and services on schedule.

4.3 Result 1.1

4.3.1 Indicators

Result 1.1: CID personnel possess the tactical knowledge and skills required for the correct and professional conduct of criminal investigations					Progress: C
Indicators	E	G	Baseline	Progress year N	Comments
Number of JPO trained in BIC			-	23	Out of 450 JPOs targeted to be trained during the whole project life, 67 were trained in 2009 and 23 in 2010 making 100.
Number of JPOs trained in specialised trainings				5	5 Police officers attended a MSc degree at Teesside University in Uk
Number of specialised training courses provided (topics)				2	3 in criminal investigations and 2 in criminology

N.B: The project's logical framework provides only under this result 22 indicators, which are quite a lot for proper monitoring and data collection. In this report, we have only provided indicators on which information's are available. The complete list of indicators is provided in the annex related to the logical framework.

4.3.2 Evaluation of activities

Activities	Progress:				Commentaires (only if the value is -)
	++	+	+/-	-	
1. rganize BIC for 350 CID officers				x	Only 23 CID officers were trained in 2010 due to lack of experts.
2. rganize specialised training courses		x			On schedule, the 5 CID officers completed their MSc degree

4.3.3 Analysis of progress made

Activities as planned are in relation to the result. Out of 450 JPOs targeted to be trained, 100 have been trained (22 %) in BIC and 5 in long and specialised training. Failure factors are due to lack of experts-trainers in 2010.

4.3.4 Risks and Assumptions

BIC is considered by the partner as not a priority for the being supported by the project. There is a high demand towards specialised trainings; it is assumed that RNP and BTC will agree on priorities to avoid any deviation from the expected result

4.3.5 Quality criteria

Idem as for 4.2.4 above.

4.3.6 Budget execution

Refer to the annex on budget execution

4.3.7 Lessons learned and recommendations

To respond to the demand of RNP for more specialised training courses, since the project has still sufficient funds, it is recommended – and this is already included in the 2011 action plan – to develop partnerships or contracts with international specialised institutions eg. Teesside University to deliver such trainings

4.4 Result 1.2

4.4.1 Indicators

Result 1.2: CID has in place the information, communication and administrative systems required for professional investigation of crime according to international standards and CID is led and managed in a professional manner					Progress: C
Indicators	E	G	Baseline	Progress year N	Comments
Changes in organizational structure			-	-	Since the project did very limited intervention under this field – only the international study tour – it's very difficult to comment on any progress towards achieving the result.
crime intelligence unit is established at HQ level for purposes of collection, analysis and interpretation of criminal intelligence from regions, districts, stations and posts				-	
CID is represented at Police regional offices through a designated JPO who is liaison to the Regional Commander				-	
Requests from CID for training and or assistance in this area				1	One week international visit was organized for 3 senior police commanders in the Netherlands and Belgium
Etc. Too many indicators (16)					

4.4.2 Evaluation of activities

Activities	Progress:				Commentaires (only if the value is -)
	++	+	+/-	-	
Develop and operationalise standards, procedures, rules etc				-	No physical achievement so far. The expert is on board since only October 2010. A plan has been developed to be implemented in 2011
Organise international visit to exchange experiences on information, communication, administration and management		+			
Strengthen the coordination and harmonisation of donor interventions with RNP				-	No achievement made so far Preparations were initiated with the Junior TA, but was not completed due to the project mgt turn over

4.4.3 Analysis of progress made

The international expert for this specific result has been recruited late 2010. More activities that will contribute to the achievement of the 1.2 result will therefore be implemented in 2011. Very little progress, as explained above is achieved so far.

4.4.4 Risks and Assumptions

There is a high demand – and without prerequisite conditions and capacity – for an IT based crime information and recording systems. The risk is that the proposal by the expert might not be accepted due to those expectations. It is assumed that the expert will be able to demonstrate and convince RNP on what is feasible and realistic

4.4.5 Quality criteria

Idem as 2.2.4

4.4.6 Budget execution

Refer to annex on budget execution

4.4.7 Lessons learned and recommendations

It is recommended to conduct a baseline study on existing capacity for an IT based crime recording and information system as well as its feasibility before embarking on it.

4.5 Result 2.1

4.5.1 Indicators

Result 2.1: Police personnel tasked with first response roles correctly					Progress: C
Indicators	E	G	Baseline	Progress year N	Comments
Level of integration of technical knowledge and skills in the police academy and training school					No baseline data available, and only the forensic training needs assessment was conducted
Quality of trainers					
Quality of technical training modules for police personnel					
Integration of acquired skills and procedures in daily practice					
Improved crime scene management					

4.5.2 Evaluation of activities

Activities	Progress:				Commentaires (only if the value is -)
	++	+	+/-	-	
Develop a curriculum and train trainers for a basic forensic course to introduce in the police academy and school					Forensic training needs assesment was made One month International consultancy. Lack of experts to further develop the curriculum

4.5.3 Analysis of progress made

Very little progress as explained above.

4.5.4 Risks and Assumptions

There is a demand for specialised forensic training abroad. Yet necessary equipments are not in place to practice or use the knowledge to be acquired. There is a risk that RNP would consider the project not relevant and supporting in this field. It is assumed that constant dialogue and explanations will be provided by BTC TA on what is useful and not.

4.5.5 Quality criteria

Idem as 2.2.4

4.5.6 Budget execution

Refer to annex on budget execution

4.5.7 Lessons learned and recommendations

Despite the high demand for specialised trainings in the field of forensic it is recommended to provide trainings that can be practiced, starting by basic forensic trainings.

4.6 Result 2.2

4.6.1 Indicators

Result 2.2: CID personnel possess the forensic knowledge and skills required for the correct and professional conduct of crime scene examinations, collection and preservation of evidence					Progress: C
Indicators	E	G	Baseline	Progress year N	Comments
Quality of technical training modules in BIC (see under result 1.1.)					No proper evaluation of the BIC training module was conducted
Integration of acquired skills and procedures in daily practice by CID personnel					

4.6.2 Evaluation of activities

Activities	Progress:				Commentaires (only if the value is -)
	++	+	+/-	-	
BIC training for 350 CID officers			x		Only 23 trained in 2010

4.6.3 Analysis of progress made

Too little in 2010 (only 23 trained)

4.6.4 Risks and Assumptions

The risk regarding the preference of specialised trainings against BIC can be reduced since funds are available for both BIC and specialised trainings ones.

4.6.5 Quality criteria

Idem as 2.2.4

4.6.6 Budget execution

Refer to annex on budget execution

4.6.7 Lessons learned and recommendations

It is recommended to catch up on this activity in 2011 since the expertise is now available.

4.7 Result 2.3

4.7.1 Indicators

Result 2.3: KFL staff possesses the forensic knowledge and skills required for correct examination and analysis of evidence					Progress: C
Indicators	E	G	Baseline	Progress year N	Comments
Quality of forensic training courses conducted					No baseline data available nor a M&E system in place, it's difficult to date to comment on progress towards indicators
Number of examination and analysis services received and well analysed by KFL					
Number of cases handled per annum on basis of KFL analysis					
Etc. rfr to logical framework					

4.7.2 Evaluation of activities

Activities	Progress:				Commentaires (only if the value is -)
	++	+	+/-	-	
Training of KFL staff				-	No training delivered in 2010, except the training needs assesment, due to delays in recruitment of experts. Rephased in 2011

4.7.3 Analysis of progress made

Very little progress – training needs assessment only due to lack of experts-trainers. Activity rephrased into 2011

4.7.4 Risks and Assumptions

The trainings and forensic needs assessment report produced by the consultant raised significant expectations and ambitions by RNP for a modern forensic lab, exceeding the project financial capacity. It is expected that RNP will raise additional funds it wants to implement that program, and that it will receive technical advice on how better it can go on step by step starting with available means.

4.7.5 Quality criteria

Idem as 2.2.4

4.7.6 Budget execution

Refer to annex on budget execution

4.7.7 Lessons learned and recommendations

Idem as 4.6.7

4.8 Result 3.1

4.8.1 Indicators

Result 3.1: CID possesses sufficient required equipment for effective conduct of criminal investigations as well as for collection and preservation of evidence					Progress: B
Indicators	E	G	Baseline	Progress year N	Comments
Increased number of investigated cases					No baseline data available. Significant equipments were delivered but there is not yet a M&E systems in place to monitor the progress on set indicators
Increased quality of case files					
Increased evidence gathering					
Increased access to scenes of crime					
Increased (quality and quantity) information exchange between different levels of CID					
Etc. rfr to logical framework					

4.8.2 Evaluation of activities

Activities	Progress:				Commentaires (only if the value is -)
	++	+	+/-	-	
Purchase equipments for CID		+			

4.8.3 Analysis of progress made

Significant logistic equipments have been provided to CID such as cars, motorcycles, computers etc. It is obvious that CID logistic capacity has been strengthened but an M&E system needs to be put in place to be able to assess the progress on indicators.

4.8.4 Risks and Assumptions

The project management has not sufficient information on the use of provided equipments. It is assumed that there used in a proper and responsible way towards improving the crime investigations in Rwanda.

4.8.5 Quality criteria

	Score	Comments
Effectiveness	B	-
Efficiency	D	No information available on the use of provided equipments
Sustainability	A	No information available on measures put in place for proper maintenance
Relevance	A	Equipments delivered respond to the needs expressed by CID

4.8.6 Budget execution

Refer to annex on budget execution

4.8.7 Lessons learned and recommendations

It is recommended that the project assist the logistic department of RNP to develop a procedure manual on the use of RNP equipments as well as conducting regular inventory.

4.9 Result 3.2

4.9.1 Indicators

Result 3.2: KFL possesses sufficient required equipment for correct examination of evidence					Progress: D
Indicators	E	G	Baseline	Progress year N	Comments
Increased number of investigated cases					No baseline data available. Significant equipments were delivered but there is not yet a M&E systems in place to monitor the progress on set indicators
Increased quality of case files					
Increased evidence gathering					
Increased access to scenes of crime					
Increased (quality and quantity) information exchange between different levels of CID					
Etc. rfr to logical framework					

4.9.2 Evaluation of activities

Activities	Progress:				Commentaires (only if the value is -)
	++	+	+/-	-	
Purchase equipments for KFL				-	Tenders were launched but were readvertised as no bidders were found. Rephased into 2011

4.9.3 Analysis of progress made

No progress made in 2010 due to lack of successful bidders

4.9.4 Risks and Assumptions

The risk identified is to find successful bidders responding to the technical specifications. It is assumed that interested bidders will submit offers

4.9.5 Quality criteria

RAS

4.9.6 Budget execution

Refer to annex on budget execution

4.9.7 Lessons learned and recommendations

Tender publication is not a guarantee to receive bids. It is recommended that the project management be proactive and interest potential bidders to submit their offers.

In addition, technical specification of forensic equipments should be carefully checked by an experts to ensure their quality and availability on the market.

5 Beneficiaries

Direct beneficiaries are RNP in general and CID & KFL department in particular.

Indirect beneficiaries are Rwandan population in the context of improving the justice sector and governance.

- It's too early to comment on changes that might have occurred to the direct beneficiaries especially because a M&E system is not yet put in place.
- RNP and CID in particular is involved in all decision making process, through JLCB meetings and project management as the director of intervention is a RNP officer.
- The project do respond to RNP expectations and needs within the limit of available resources and the provision of the TFF
- Overall speaking, RNP is satisfied by the project, yet the expectations especially in the field of forensic laboratory are high.

6 Follow-up of the decisions taken by the JLCB

Three JLCB were held during the reporting period:

1. December 16th, 2009
2. June 03rd, 2010
3. December 15th, 2010

The project did closely follow the decisions and recommendations from JLCB as well as audits recommendations.

On this particular note, it is worth to mention that the 2010 audit findings demonstrated a significant improvement on the project management effectiveness compared to 2009.

7 Annexes

Logical framework

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS/RISKS
Overall objective			
Support to crime investigations fair administration of Justice and Good Governance	<p>1. Indicators of Fair Administration of Justice</p> <ul style="list-style-type: none"> • Rule of law (in context of the project) <ul style="list-style-type: none"> ➢ Police respect and uphold the law in the execution of their task performance ➢ Increase in the number of successful prosecutions ➢ Any accusation or incidence of corruption amongst JPO is vigorously opposed and promptly, thoroughly and impartially investigated ➢ CID has effective mechanisms for auditing, supervising and controlling crime investigations ➢ Establishment of Juvenile Justice unit with in CID structures ➢ Increased transparency in RNP functioning <p>2. Indicators of good governance: (in context)</p> <ul style="list-style-type: none"> • Effective Information Management System is functioning, • RNP organisational structures for investigation of crime are logical, meet international standards and are harmonised with those structures guiding the organisation at the strategic level, • Data on crime and criminality is collected, stored, analysed and used in a coherent fashion. • CID has a functional communication structure, based on clear standards, rules, formats and protocols • Equitable participation of female officers in training activities and CID crime investigations • Juvenile justice desk at all districts/ police stations are functioning 	<ul style="list-style-type: none"> • RNP-CID monthly/quarterly reports • Judicial reports/ statistics • Parquet Monthly/quarterly • Civil Society reports • Project monitoring reports • Independent/Joint survey reports (also NGO reports on RNP) <p>MIS Organisational structures (organigram) Established rules and procedures on data collection Communication protocols</p> <p>Number of female CID officers (CID statistics)</p> <p>International standards and procedures NGO reports</p>	<ul style="list-style-type: none"> • Strong political and technical commitment of MININTER/RNP to the project • Effective commitment and support of donor stakeholders to the project • Project is implemented completely, logically and consistently • Results in terms of structures, standards and procedures keep pace with outputs in terms of development of new knowledge and skills for crime investigations. <p>Organisational commitment is key to this objective.</p> <p>LSC and TA will have to closely monitor achievement of results which seek to further fair administration of justice and good governance. These need to keep pace with results established under tactical and technical knowledge and skills activities.</p>

Specific Objective			
<p>CID prevent, detect and investigate crime with respect for applicable laws and in a professional manner.</p>	<ul style="list-style-type: none"> • CID have standards, rules and procedures for effective, transparent and accountable investigation of crime • Respect for the rights of the suspect(s) and the effective protection of the needs of the victim(s) during crime investigations • CID produces correct, coherent and complete case files of criminal investigations • Decrease in the number of case files rejected by the prosecution for reasons of incompleteness or insufficient evidence to prosecute, • Increased development cooperation between RNP and its stakeholders on the basis of quarterly meetings. 	<ul style="list-style-type: none"> • RNP-CID monthly/quarterly reports • Judicial reports/ statistics • Parquet Monthly/quarterly • Civil Society reports • Project monitoring reports • Independent/Joint survey reports (also NGO reports on RNP) <p>Monthly reports from consultants, project progress report</p>	<p>Lack of commitment for organisational change and capacity development beyond the individual level. Capacity development and training needs to keep pace with results established at organisational level</p> <ul style="list-style-type: none"> • Government financial commitment to the project • GoR/RNP commitment to the project goals • Commitment of RNP to implement the project • Other stakeholders' c commitment to avail their synergies at the same pace with the project

Field 1. Tactical knowledge and skills			
<p>Result 1.1. CID personnel possesses tactical knowledge and skills required for the correct and professional conduct of crime investigations</p>	<p>Related BIC organisation</p> <ul style="list-style-type: none"> ▪ Quality of BIC ▪ Acquired skills and competencies ▪ Number of BIC conducted ▪ Number of CID personnel trained ▪ Number of CID personnel successfully completed BIC ▪ Number of trainers qualified ▪ Quality of trainers ▪ BIC incorporated in directorate of training structure ▪ BIC managed by national police ▪ BIC conducted by national police <p>Related task performance</p> <ul style="list-style-type: none"> ▪ Number of registered criminal complaints ▪ Quality of process and management of CI ▪ Improved criminal intelligence gathering and analysis ▪ Good quality scene of crime management ▪ Collection of evidence and preservation according to international standards ▪ Number of evidence presented to KFL for examination and analysis ▪ Number of case files presented to PG ▪ Quality of case files as judged by PG ▪ Number of successful investigations ▪ Number of successful prosecutions ▪ Crime solution percentages <p>Regular consultations between CID and PG</p>	<ul style="list-style-type: none"> ▪ TNA BIC document produced by directorate of training ▪ BIC curriculum ▪ BIC lesson plans ▪ Project evaluation <ul style="list-style-type: none"> ▪ Management information system ▪ Crime statistics ▪ Reports of NGO ▪ Reports of RNP ▪ Reports of PG ▪ Project evaluation ▪ Court statistics 	<p>The TNA document is crucial to the implementation of BIC and subsequent specialised courses.</p> <p>Requires close cooperation between CID and the department of training.</p> <p>TNA document needs to be discussed and finalised between department of Training and the international expert.</p> <p>A risk lies in individual competencies keeping at pace with organisational changes</p>

<p>Result 1.2. CID has in place the information, communication and administrative systems required for professional investigation of crime according to international standards and CID is lead and managed in a professional manner</p>	<ul style="list-style-type: none"> ▪ Changes in organizational structure • crime intelligence unit is establishment at HQ level for purposes of collection, analysis and interpretation of criminal intelligence from regions, districts, stations and posts • CID is represented at Police regional offices through a designated JPO who is liaison to the Regional Commander • Juvenile justice unit is established at CID HQs. Officers trained in juvenile justice are available at each district level to assist stations and posts ▪ Additional budget resources are made available to RNP and subsequently CID to effectively meet the needs for crime investigations, fair administration of justice and good governance ▪ Information management system and practices established ▪ Quality (substance) of communications on rules, standards, practices and recording ▪ Standards and practices for auditing, supervision and control implemented ▪ Changes in reporting standards and practices ▪ Sufficient organisational checks and balances in place ▪ Functional communication relationship with parquet ▪ Functional rules and procedures for organisational accountability ▪ Functional rules and procedures surrounding criminal intelligence gathering ▪ Functional rules and procedures for information analysis and interpretation ▪ Requests from CID for training and or assistance in this area 	<ul style="list-style-type: none"> ▪ Reports of field missions ▪ Observations made during field visits (see project progress reports) ▪ Project evaluations ▪ RNP reports, organigrams, briefs and communications ▪ Reports of NGO's on RNP and international standards and procedures 	<p>Strong commitment of GoR/RNP to implement organisational changes according to international standards</p> <p>Commitment of donor stakeholders to avail the required and pledged assistance on time.</p>
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FIELD 2. Tactical knowledge and skills	▪	▪	
<p>Result 2.1. Police personnel tasked with first response roles correctly secures and protects crime scenes and potential evidence pending arrival of specialist assistance from CID and or KFL.</p>	<ul style="list-style-type: none"> ▪ Level of integration of technical knowledge and skills in the police academy and training school ▪ Quality of trainers ▪ Quality of technical training modules for police personnel ▪ Integration of acquired skills and procedures in daily practice ▪ Improved crime scene management 	<ul style="list-style-type: none"> ▪ Training manuals / curricula of police academy and RNP training school ▪ RNP reports, briefs and communications (ie demonstrating implementation of procedures) ▪ Reports of NGO's on RNP and international standards and procedures ▪ Project evaluations and progress reports 	<p>Strong commitment of RNP to implement acquired skills and procedures at organisational level</p>

<p>Result 2.2. CID personnel possess the forensic knowledge and skills required for the correct and professional conduct of crime scene examinations, collection and preservation of evidence.</p>	<ul style="list-style-type: none"> ▪ Quality of technical training modules in BIC (see under result 1.1.) ▪ Integration of acquired skills and procedures in daily practice by CID personnel 	<ul style="list-style-type: none"> ▪ RNP reports, organigrams, briefs and communications ▪ Reports of NGO's on RNP and international standards and procedures ▪ Project evaluations and progress reports 	<p>ibidem</p>
<p>Result 2.3. KFL staff possesses the forensic knowledge and skills required for correct examination and analysis of evidence.</p>	<ul style="list-style-type: none"> • Quality of forensic training courses conducted • Number of examination and analysis services received and well analysed by KFL • Number of cases handled per annum on basis of KFL analysis • Quality of technical case files according to parquet (ie for the part of forensic analysis) • Being in place of procedures and standards within KFL (in writing and in practice) • Communications according to international procedures with PG, CHQ, CID in the field • Number of assistance requests from CID staff in the field • KFL management information system in place 	<ul style="list-style-type: none"> • Internal management information system of KFL • Case statistics of RNP-CID and PG • Reports of PG on quality of case files • Legal statistics 	<p>ibidem</p>

Field 3. Equipment for Crime Investigation			
Result 3.1. CID possesses sufficient required equipment for effective conduct of criminal investigations as well as for the collection and preservation of evidence.	<ul style="list-style-type: none"> ▪ Increased number of investigated cases ▪ Increased quality of case files ▪ Increased evidence gathering ▪ Increased access to scenes of crime ▪ Increased (quality and quantity) information exchange between different levels of CID ▪ Improved investigation processes and procedures ▪ Improved quality of case files according to parquet and judges 	<ul style="list-style-type: none"> • RNP reports, briefs and communications • RNP statistics • PG statistics • Judicial statistics • Reports of NGO • Project progress reports • Project Evaluation 	<ul style="list-style-type: none"> • Risk: not using equipment and or skills available • RNP needs to allow budget for depreciation and replacement of items upon write off (sustainability risk) • RNP needs to allow budget for maintenance and running costs
Result 3.2. KFL possess sufficient required equipment for correct examination and analysis of evidence	<ul style="list-style-type: none"> ▪ Increased number of investigated cases for forensics ▪ Increased quality of case files (forensic aspects) ▪ Increased forensic evidence gathering ▪ Increased access to scenes of crime ▪ Improved forensic examinations and analysis ▪ Increased (quality and quantity) information exchange between different levels of CID ▪ Improved investigation processes and procedures ▪ Improved quality of case files according to parquet and judges 	<ul style="list-style-type: none"> • RNP reports, briefs and communications • KFL, RNP statistics • KFL MIS • PG statistics • Judicial statistics • Reports of NGO • Project progress reports • Project Evaluation 	<ul style="list-style-type: none"> • Risk: not using equipment and or skills available • KFL needs to allow budget for depreciation and replacement of items upon write off (sustainability risk) • KFL needs to allow budget for maintenance and running costs

M&E activities

- Main M&E activities carried out were through the quarterly reporting and Steering Committee meetings
- One backstopping mission was planned but didn't happen, as the project was at a standstill due to the recruitment of experts that took more than 6 months to be completed.
- The project mid-term review is scheduled to take place in Q3 2011.

“Budget versus current (y – m)” Report

See separate file in the folder of SCI annual report

Operational planning Q1-2011

ACTION PLAN 2011																			
Result	Budget line	Activity	J	F	M	A	M	J	J	A	S	O	N	D	Q1	Q2	Q3	Q4	Amount
Result 1.1. CID personnel possess the tactical knowledge and skills required for the correct and professional conduct of criminal investigations	A_01_03	Train 350 CID officers from up country regions in BIC													€ 5.000	€ 20.000	€ 20.000	€ 20.000	€ 65.000
	A_01_01	Advanced Investigation course for 200 CID officers														€ 30.000	€ 30.000	€ 30.000	€ 90.000
	A_01_01	Senior Investigating Officers & Intelligence Management Training for 50 senior officers															€ 75.000	€ 75.000	€ 150.000
	A_01_01	Sustainable Intelligence Training for 60 Intelligence Officers														€ 50.000	€ 50.000		€ 100.000
Result 1.2 CID has in place the information, communication and administrative systems required for professional investigation of crime according to international standards and CID is led and managed in a professional manner	A_02_01	Develop a database for crime records and management															€ 5.000	€ 5.000	€ 10.000
	A_02_1	Design and implement improved crime records tools															€ 10.000	€ 10.000	€ 20.000
		Develop a baseline survey for CID crime recording system and management													€ 5.000	€ 10.000			€ 15.000
	A_02_03	Support the office process of criminal intelligence (2500 per quarter)													€ 500	€ 3.000	€ 3.250	€ 3.250	€ 10.000
	A_02_06	Organise quarterly RNP donor meetings													€ 500	€ 500	€ 500	€ 500	€ 2.000
Result 2.1. Police personnel tasked with first response roles correctly	A_01_01	Develop a curriculum and train trainers for a basic forensic course to introduce in the police academy and school														€ 15.000			€ 15.000
Result 2.3. KFL staff possesses the forensic knowledge and skills required for correct examination and analysis of evidence	A_05_02	Train 20 KFL staff abroad (4 KFL staff are trained in cybercrime, 2 in ballistics, 3 in DNA, 3 in toxicology, 3 in document analysis, 3 in fingerprints and 2 in chemistry for 2 to 6 months)																	
	A_01_01	Train 20 KFL staff in forensic laboratory locally in 3 months														€ 50.000	€ 50.000		€ 100.000
Result 3.1: CID possesses sufficient required equipment for effective conduct of criminal investigations as well as for collection and preservation of evidence	A_06_01	Purchase 7 vehicles													€ 204.000				€ 204.000
	A_06_01	Purchase 30 motorcycles for CID													€ 70.000				€ 70.000
	A_06_01	Purchase 30 cameras for CID													€ 20.000				€ 20.000
	A_06_01	Purchase 30 photocopiers for CID														€ 60.000			€ 60.000
	A_06_02	Support the logistic department for improved management of acquired equipment													€ 500	€ 500	€ 500	€ 500	€ 2.000
	A_06_01	Purchase a CID staff van																€ 40.000	€ 40.000
	A_07_01	Purchase a SOCO KITS for KFL														€ 66.000			€ 66.000
	A_07_01	Purchase a VSC 6000(Docubox)														€ 24.000			€ 24.000
A_07_01	Purchase a Cyanoacillate Fuming chamber														€ 28.000			€ 28.000	
A_07_01	Purchase 4 office furnitures for cybercrime															€ 3.000		€ 3.000	
Totals															€ 305.500	€ 357.000	€ 247.250	€ 184.250	€ 1.094.000

BTC, Belgian development agency