



CTB

Rwanda
National
Police



Annual Report 2011

Support to Crime Investigation for the Fair Administration of Justice and Good Governance

RWA 0705311

Contents

1	PROJECT FORM	5
2	SUMMARY	6
2.1	ANALYSIS OF THE INTERVENTION	6
2.2	KEY ELEMENTS	6
2.3	KEY RISKS	6
2.4	KEY LESSONS LEARNED AND RECOMMENDATIONS	7
3	ANALYSIS OF THE INTERVENTION	8
3.1	CONTEXT	8
3.1.1	<i>Evolution of the context</i>	8
3.1.2	<i>Institutional Anchoring</i>	8
3.1.3	<i>Execution Modalities</i>	9
3.1.4	<i>Harmo-dynamics</i>	9
3.2	SPECIFIC OBJECTIVE	11
3.2.1	<i>Indicators</i>	11
3.2.2	<i>Analysis of progress made</i>	11
3.2.3	<i>Risks and Assumptions</i>	12
3.2.4	<i>Quality criteria</i>	12
3.2.5	<i>Potential Impact</i>	13
3.2.6	<i>Recommendations</i>	13
3.3	RESULT 1.1	14
3.3.1	<i>Indicators</i>	14
3.3.2	<i>Evaluation of activities</i>	14
3.3.3	<i>Analysis of progress made</i>	14
3.3.4	<i>Risks and Assumptions</i>	15
3.3.5	<i>Quality criteria</i>	15
3.3.6	<i>Budget execution</i>	15
3.3.7	<i>Recommendations</i>	15
3.4	RESULT 1.2	16
3.4.1	<i>Indicators</i>	16
3.4.2	<i>Evaluation of activities</i>	16
3.4.3	<i>Analysis of progress made</i>	17
3.4.4	<i>Risks and Assumptions</i>	17
3.4.5	<i>Quality criteria</i>	18
3.4.6	<i>Budget execution</i>	18
3.4.7	<i>Recommendations</i>	18
3.5	RESULT 2.1	19
3.5.1	<i>Indicators</i>	19
3.5.2	<i>Evaluation of activities</i>	19
3.5.3	<i>Analysis of progress made</i>	19
3.5.4	<i>Risks and Assumptions</i>	19
3.5.5	<i>Quality criteria</i>	19
3.5.6	<i>Budget execution</i>	20
3.5.7	<i>Recommendations</i>	20
3.6	RESULT 2.2	21

3.6.1	<i>Indicators</i>	21
3.6.2	<i>Evaluation of activities</i>	21
3.6.3	<i>Analysis of progress made</i>	21
3.6.4	<i>Risks and Assumptions</i>	21
3.6.5	<i>Quality criteria</i>	22
3.6.6	<i>Budget execution</i>	22
3.6.7	<i>Recommendations</i>	22
3.7	RESULT 2.3.....	23
3.7.1	<i>Indicators</i>	23
3.7.2	<i>Evaluation of activities</i>	23
3.7.3	<i>Analysis of progress made</i>	23
3.7.4	<i>Risks and Assumptions</i>	23
3.7.5	<i>Quality criteria</i>	24
3.7.6	<i>Budget execution</i>	24
3.7.7	<i>Recommendations</i>	24
3.8	RESULT 3.1.....	25
3.8.1	<i>Indicators</i>	25
3.8.2	<i>Evaluation of activities</i>	25
3.8.3	<i>Analysis of progress made</i>	25
3.8.4	<i>Risks and Assumptions</i>	25
3.8.5	<i>Quality criteria</i>	26
3.8.6	<i>Budget execution</i>	26
3.8.7	<i>Recommendations</i>	26
3.9	RESULT 3.2.....	27
3.9.1	<i>Indicators</i>	27
3.9.2	<i>Evaluation of activities</i>	27
3.9.3	<i>Analysis of progress made</i>	27
3.9.4	<i>Risks and Assumptions</i>	27
3.9.5	<i>Quality criteria</i>	27
3.9.6	<i>Budget execution</i>	28
3.9.7	<i>Recommendations</i>	28
4	TRANSVERSAL THEMES	29
4.1	GENDER.....	29
4.2	ENVIRONMENT	29
5	DECISIONS TAKEN BY THE JLCB AND FOLLOW-UP	30
6	LESSONS LEARNED	31
7	ANNEXES	32
7.1	LOGICAL FRAMEWORK	32
7.2	M&E ACTIVITIES	32
7.3	“BUDGET VERSUS CURRENT (Y – M)” REPORT	32
7.4	BENEFICIARIES	32
7.5	OPERATIONAL PLANNING Q1-2012.....	32
7.6	LIST OF COURSES PROVIDED TO RNP DURING 2011.....	32
7.7	LIST OF EQUIPMENT PROVIDED TO RNP DURING 2011	34

BTC	Belgian Technical Cooperation
SMCL	Structure mixte de concertation locale (Steering Committee)
M&E	Monitoring and Evaluation
RNP	Rwanda National Police
KFL	Kigali Forensic Laboratory
CID	Criminal Investigation Department
NPPA	National Public Prosecuting Authority
JPO	Judicial Police Officer
GBV	Gender Based Violence

1 Project form

Project name	Support to Crime Investigation for Fair Administration of Justice and Good Governance.
Project Code	RWA 0705311
Location	Kigali, Rwanda
Budget	€4,000,000
Key persons	Director of Intervention – Antoine NGARAMBE Delco – Antoine BIGIRIMANA (now resigned) Technical Assistant – Simon BURTON
Partner Institution	Rwanda National Police
Date of implementation Agreement	19/12/2007
Duration (months)	48 months
Target groups	Rwanda National Police in particular Criminal Investigation Department.
Global Objective	To support criminal investigations for fair administration of justice and good governance in Rwanda.
Specific Objective	CID prevent, detect and investigate crime with respect for applicable laws and in a professional manner.
Results	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 investigation of crime according to international standards and CID is lead and managed in a professional manner.
	Result 2.1. Police personnel tasked with first response roles correctly secures and protects crime scenes and potential evidence pending arrival of specialists assistance from CID and 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 possess the forensic knowledge and skills required for correct examination and analysis of evidence.
	Result 3.1. CID possess sufficient required equipment for effective conduct of criminal investigations as well as for the collection and preservation of evidence.
	Result 3.2. KFL possess sufficient required equipment for correct examination and analysis of evidence.

2 Summary

2.1 Analysis of the intervention

Intervention logic	Efficiency	Effectiveness	Sustainability
Specific objective	Acceptable	Acceptable	Acceptable
Result 1	Good	Acceptable	Acceptable
Result 2	Acceptable	Acceptable	Acceptable
Result 3	Acceptable	Acceptable	Acceptable

Year	Total Budget	Planned Budget	Expenditure per year	Balance of the budget	Execution rate
2008	4,000,000	801,400	81,380	720,020	10%
2009	3,918,620	1,769,900	999,240	770,660	56%
2010	2,919,380	1,429,000	561,230	867,770	39%
2011	2,358,150	1,223,750	1,225,080	-1,330	100%
2012	1,134,400				

2.2 Key elements

The intervention has been divided into three key elements.

- Provision of Equipment
- Provision of Training
- Provision of advice to improve processes

These three elements can be applied all the required results and many activities completed by the project will apply to more than one key result area.

2.3 Key Risks

As we approach the final year of the intervention many of the key risks identified in previous years have been managed and eliminated. There are two only key risks remaining for the final year, it would appear they may be connected. The first concerns under spending of the total budget allocation caused by a reduced amount of activities earlier in the life of the intervention, particularly in year two. The second risk is connected with the planned activities, the RNP are currently not prepared to commit to plans possibly because they hope to finance the development of a new 'Centre of Excellence' for CID training from within the project funds. It is a concern that plans will not be finalised in time to ensure that procurement is completed in time for a 30th June contract signing deadline. Any funds which have not been committed by that date will be lost to the RNP.

2.4 Key lessons learned and recommendations

Being somebody who joined the intervention half way through the lifespan it is clear to me that main lesson that needs to be learnt is that there was not enough strategic thought put into the delivery of the project during the implementation phase.

It is clear that work started initially but there does not appear to be a full strategic plan. This was further exacerbated by the fact that there was a large turnover of key BTC staff during the early years. It is also clear that the first two Delco/TA's had different views on how the intervention should be delivered. As a result there was little continuity between the two which caused the activity delivery to almost stop.

A clear plan needs to be put in place during the early stages of the project to ensure that everything possible is being done to achieve the objectives. That plan should be 'set in stone' in such a way that if there is a change in major personnel the strategic direction of the intervention will continue. The plan will only change if there are specific reasons for change because of factors that appear over time.

3 Analysis of the intervention

3.1 Context

During 2011 the management structure of the project became secure with a clear tripartite arrangement whereby there was a Director of Intervention from the RNP who is in effect part time as he is the Director of Projects and therefore responsible for the delivery of other projects, a Delco who was also part time (40%) with responsibility for finance and administration and a Technical Assistant who assumed responsibility for operational delivery of the activities, particularly those involving international experts.

This structure enabled activities first considered at the end of 2010 to be implemented. It is fair to say that some activities experienced delay in implementation but those difficulties have now been overcome, as a result major training activities are now in place, being delivered and being well received.

3.1.1 Evolution of the context

The main issue that affected the strategic delivery of the project during 2011 was the implementation of Law 46 of 2010. This law determined the Powers, Responsibilities, Organisation and Functioning of the Rwanda National Police. In effect the law allowed the RNP to be a legal entity in its own right. As far as the project was concerned the law removed the ministerial responsibility for the project. The co chair of the SMCL changed from the Permanent Secretary at the Ministry for Internal Security to the Inspector General of Police. This allowed for greater ownership of the project and the project activities by the RNP.

A change was noted in the engagement provided by the RNP however it is difficult to attribute this directly to the change in SMCL co chair as there were many changes to the project management that occurred within the same time period.

3.1.2 Institutional Anchoring

Score: Appropriate

The early part of the project resulted in a large amount of equipment being purchased eg vehicles, motor cycles, computers and specific pieces of laboratory equipment for the KFL.

Activities during 2011 concentrated on the delivery of training to police officers with an emphasis on Judicial Police Officers and Senior Officers. As a result the training being delivered will equip the RNP to deal with the investigation of crime over the years to come. This when added together with the equipment purchased during the intervention will put the RNP in a good position to build over the coming years on the outcomes achieved.

3.1.3 Execution Modalities

Score: Appropriate

The main achievements of the of the intervention during the past years falls into two categories – provision of equipment and provision of training.

Most equipment delivered during 2011 was planned in the previous year. Delays in procurement and in some cases supply of specialist equipment meant that new equipment was being supplied throughout the year.

In particular supply of specialist equipment to the KFL caused problems that were eventually overcome but could have been mitigated if there was a more 'hands on' approach at the start of the procurement process to identify possible international bidder.

The provision of training to the RNP has been a major part of the activities delivered during the year. Within the training area there have been two further sub divisions. International training and local training.

Specialist training in forensic science, crime scene management, Senior Investigating Officers and Intelligence have been provided by international training companies and universities. Local training has been provided by a local law firm and by the RNP themselves.

The training modalities have worked well having been managed by the RNP. On the few occasions that planned training courses could not be delivered it was not the fault of the RNP. A total of 32 separate training courses have been delivered covering 21 disciplines to a total of 933 officers of all ranks (a detailed list can be found at the conclusion of this report).

In the area of equipment, the project continued to support the RNP with the supply of major items of equipment to a total value of €519, 541 (a detailed list can be found at the conclusion of this report).

3.1.4 Harmo-dynamics

The intervention is intended to support crime investigation for the fair administration of justice.

Fair administration of justice is not about the crime rate or the efficiency of police deployment to the scene of a crime. It is about the population expecting justice being delivered efficiently and fairly. The intervention has invested heavily in the ability of the RNP to deal with the admiration requirements of the justice system through the improved provision of evidence and dossier submission to the NPPA.

There is anecdotal evidence that the quality of dossiers to the NPPA have improved as a result of the training being given to the RNP thus reducing the amount of time suspects and victims are required to wait for justice to be dispensed. This is moving towards fair administration of justice.

3.2 Specific objective

3.2.1 Indicators

Specific objective: CID prevent, detect and investigate crime with respect for applicable laws and in a professional manner.						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
CID have standards, rules and procedures for effective, transparent and accountable investigation of crime.						Standard Operating Procedures are being introduced to the RNP.
Respect for the rights of the suspect(s) and the effective protection of the needs of the victim(s) during crime investigations.						This is being addressed as part of the Advanced Investigation Course.
CID Produces correct, coherent and complete case files of criminal investigations.						This is being addressed as part of the Advanced Investigation Course.
Decrease in the number of case files rejected by the prosecution for reasons of incompleteness or insufficient evidence to prosecute.						This is being addressed as part of the Advanced Investigation Course. Anecdotal evidence suggests that this is happening.
Increased development cooperation between RNP and its stakeholders on the basis of quarterly meetings.						Meetings are not taking place but all stakeholders projects are managed from the same office.
Police respect and uphold the law in the execution of their task performance.						No data available at time of writing.
Increase in the number of successful prosecutions.						No data available at time of writing.
Any accusation or incidence of corruption amongst JPO is vigorously opposed and promptly, thoroughly and impartially investigated.						No data available at time of writing.
CID has effective mechanisms for auditing, supervising and controlling investigations.						Processes are approved and will be implemented during 2012.
Establishment of Juvenile Justice Unit within CID structures.						No data available at time of writing.
Increased transparency of CID functioning.						No data available at time of writing.
Effective information management system is functioning.						Processes are approved and will be implemented during 2012.
RNP organisational structures for investigating of crime are logical, meet international standards and are harmonised with those structures guiding the organisation at a strategic level.						This indicator requires that indicators connected with management systems are in place first.
Data on crime and criminality is collected, stored, analysed and used in a coherent fashion.						Crime data processes are agreed and will be rolled out during 2012. Intelligence processed are in place and used effectively.
CID has a functional communication structure, based on clear standards, rules, formats and protocols.						Much preparatory work has been completed in this area which will be rolled out during 2012.
Equitable participation of female officers in training activities and CIS crime investigations.						Female JPO's regularly attend training provided by the project.
Juvenile justice desks at all districts/police stations are functioning.						No data available at time of writing.

3.2.2 Analysis of progress made

This project has made great progress over the last 12months. For various reasons mostly connected with changes in key staff the project did not

make as much progress in the first two years as would have been liked.

The first four months of 2011 saw many agreements being put in place and arrangements made. From the middle of the year activity started in earnest to such an extent that there were occasions when it was difficult to find venues to deliver planned training.

The energy displayed by the RNP to meet the challenges posed by the project have been beyond reproach. In the area of training, in particular the issue of providing the right environment for things to happen they have been second to none.

It is because of this enthusiasm that the project was able to deliver against almost all the planned activities. Where activities could not be delivered it was as a result of an issue that could not be controlled by the RNP such as delay in equipment supply.

Taking everything into consideration it has been a good year.

3.2.3 Risks and Assumptions

Risk (describe)	Probability (score)	Potential implications		Risk Level (score)
		Describe	Score	
That management processes required to move the RNP forward will not be implemented.	High	High	D	D
That the improvements and changes made during the life of the intervention are not maintained.	Medium	Medium	B	B
That the equipment provided during the life of the project will not be used effectively.	Medium	Medium	B	B

3.2.4 Quality criteria

Criteria	Score	Comments
Effectiveness	B	Many police officers are now in receipt of relevant training. The equipment supplied has been needed to assist with the investigation of crime and has been targeted to the right areas.
Efficiency	B	Training is regularly delivered as planned. Planned equipment purchases have been completed
Sustainability	B	The equipment supplied will eventually deteriorate, it is unclear how that equipment will be replaced. Training provided is well received and is increasingly being provided by the RNP themselves, this will guarantee sustainability.
Relevance	A	Everything that is provided by this project is relevant to the specific objective.

3.2.5 Potential Impact

The potential impact of this intervention will be felt in many areas.

The way the RNP deals with crimes will be improved which will lead to an increase of victim satisfaction. The efforts provided through the 'Advanced Investigation Training' is already showing an improvement in the quality of case files being provided to the NPPA which in turn is speeding up the justice process.

The impact of this project will be felt outside the borders of Rwanda. Many police officers are deployed on UN Peacekeeping missions in places such as Darfur and Haiti. Skills learnt and developed as part of this project will be taken and used elsewhere in the world as part of these deployments.

3.2.6 Recommendations

No recommendations are proposed as the project is following a course that was established during 2011. Close attention will be paid by the project management team to ensure that all planned activities are realised.

3.3 Result 1.1

Result 1.1: CID personnel possess the tactical knowledge and skills required for the correct and professional conduct of criminal investigations.						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
Related to BIC <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 RNP • BIC conducted by RNP 						The RNP are working hard to achieve the target of 450 officers having successfully attended the BIC. The training is devised and delivered by the RNP with a quality assurance overview being delivered by the TA.
Related task performance <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 • Number of case files as judged by PG • Number of successful investigations • Number of successful prosecutions • Crime solution percentages • Regular consultations between CID and PG 						Much work is being done to improve all these areas. Anecdotal evidence from the NPPA suggests that case files are improving. Crime scene management and the awareness of the importance of the crime scene are two of the major areas of emphasis for the project.

3.3.1 Indicators

3.3.2 Evaluation of activities

Activities (See guidelines for interpretation of scores)	Progress:				Comments (only if the value is C or D)
	A	B	C	D	
1 Provision of Crime Scene Management Training		X			
2 Provision of Advanced Investigation Training		X			
3 Provision of Basic Investigation Training		X			
4. Provision of Sustainable Intelligence Training		X			
5. Provision of Standard Intelligence Training		X			
6. Support to the BSc Award in Professional Police Studies.		X			
7. Provision of Financial Investigation Training		X			

3.3.3 Analysis of progress made

Much work has been done in this area and much credit has to be given to

the RNP. Specialist training has been provided to senior officers and to members of the Financial Investigation Unit but the majority of training in this area has been delivered either by Rwandan training companies or by the RNP themselves.

It is clear to me that the RNP needs to be encouraged to provide its own training more often. It provides good training to a good standard but needs to develop a certain amount of confidence that it is able to do so.

3.3.4 Risks and Assumptions

Risk (describe)	Probability (score)	Potential implications		Risk Level (score)
		Describe	Score	
Training will not continue once funding support provided by the project is no longer available.	Medium	Medium	B	

3.3.5 Quality criteria

Criteria	Score	Comments
Effectiveness	B	The training delivered by the project has been well targeted to meet the needs and requirements of the RNP.
Efficiency	B	Training is regularly delivered as planned
Sustainability	B	The RNP will be well placed at the conclusion of this project to benefit from the sustainability this project will provide.

3.3.6 Budget execution

Year	Budget	Expenditure per year	Balance of the budget	Execution rate
2009	152,400	124,950	27,450	82%
2010	351,000	142,490	208,510	41%
2011	615,000	596,640	18,360	97%

3.3.7 Recommendations

No recommendations are proposed as the project is following a course that was established during 2011. Close attention will be paid by the project management team to ensure that all planned activities are realised.

3.4 Result 1.2

3.4.1 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 lead and managed in a professional manner.						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
Changes in organisational structure						Until there is a clear vision of the management data available decisions in this area cannot be made.
Crime intelligence unit is established at HQ level for purposes of collection, analysis and interpretation of criminal intelligence from regions, districts, stations and posts.						This is in place but is based a location other than the HQ estate.
CID is represented at police regional offices through a designated JPO who is liaison to the regional commander.						JPO's are not currently placed at the regional level but there is a JPO in the HQ of each district.
Juvenile Justice Unit is established at CID HQ's. Officers trained in juvenile justice are available at each district level to assists stations and posts.						No data available at time of writing.
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.						The full picture of this is not available but it is known that the RNP has increased its fuel budget by 10% to allow for the extra vehicles and motor cycles purchased by the project.
Information management systems and practices established.						Processes are approved and will be implemented during 2012.
Quality (substance) of communication on rules, standards, practises and recording.						Processes are approved and will be implemented during 2012.
Standards and practices for auditing, supervision and control implemented.						Processes are approved and will be implemented during 2012.
Changes in reporting standards and practises.						Processes are approved and will be implemented during 2012.
Sufficient organisational checks and balances in place.						Processes are approved and will be implemented during 2012.
Functional communication relationships with parquet.						No data available at time of writing.
Functional rules and procedures for organisational accountability.						This has been included in the training provided to senior officers in connection with the investigation of Major, Serious and Sensitive Crimes. Further rules will be rolled out during 2012.
Functional rules and procedures surrounding criminal investigation gathering.						This is in place as a result of the Sustainable Intelligence Training.
Functional rules and procedures for information analysis and interpretation.						This will be addressed during 2012.
Requests from CID for training or assistance in this area.						All requests for training are generated by the CID.

3.4.2 Evaluation of activities

The project, in partnership with the KIE is delivering an accredited higher education program to senior officers in the area of Senior Investigating Officer Training. The program has been developed and is being delivered by Teesside University from the UK. At the same time the project is

providing the financial shortfall to the KIE to allow lecturers from Teesside University to travel to Rwanda to deliver modules in Forensic Science and Criminology to police officers who are full time students studying a BSc award in Professional Police Studies.

The project is working hard to introduce Crime Management processes to the RNP but as a result of internal RNP issues this activity is not progressing as it was hoped.

Assistance is being given to the Intelligence Commission to develop and introduce intelligence processes.

Activities <i>(See guidelines for interpretation of scores)</i>	Progress:				Comments (only if the value is C or D)
	A	B	C	D	
1 Senior Investigating Officer Training		X			
2 Introduction of Crime Management System				X	A process has now been agreed and accepted by the RNP but as yet there has been no engagement to ensure introduction of the process.
3 Introduction of Intelligence Management System			X		Training is being delivered as part of the Sustainable Intelligence Training. Issues could arise as a result of the distribution of the required supporting documentation.

3.4.3 Analysis of progress made

Much work has been achieved with regard to this result. Crime management and intelligence management processes have been proposed however there have been some issues with regard to the introduction and rolling out of the processes. It is hoped that these issues, which were mainly internal issues affecting the RNP have been resolved and we can move forward.

Training has been provided in the area of Intelligence Management through the Sustainable Intelligence Training.

Senior officers are being given the opportunity to achieve an internationally recognised qualification – a University Certificate in Professional Development – with regard to the management of investigations into Major, Serious and Sensitive Investigations.

3.4.4 Risks and Assumptions

Risk (describe)	Probability (score)	Potential implications		Risk Level (score)
		Describe	Score	
There may not be sufficient time to ensure a Crime Management system is	High	RNP will not have a crime recording systems to	High	D

properly developed and tolled out to the RNP.		international standards within the lifespan of the intervention.		
---	--	--	--	--

3.4.5 Quality criteria

Criteria	Score	Comments
Effectiveness	C	Plans are in place to make effective changes to the way the RNP manages its crimes. The data that this will produce will be needed to make sound management decisions for the future deployment and development of the CID.
Efficiency	C	Some aspects of this criteria are progressing well such as training however other aspects such as system change are not.
Sustainability	C	Once trained the officers will carry that training with them for the rest of their service but without process change the environment will not be in place for them to make best use of that training.

3.4.6 Budget execution

Year	Budget	Expenditure per year	Balance of the budget	Execution rate
2009	39,500	20,890	18,610	53%
2010	38,000	12,730	25,270	34%
2011	42,000	50,320	-8,320	120%

3.4.7 Recommendations

The RNP have been advised that they need to appoint a suitable officer to lead the process change that is required to implement the Crime Recording System. Without that officer acting as a 'change champion' the project TA does not have the authority within the RNP to drive forward the changes required. The big issue is whether a suitably mandated officer has the available time to dedicate to the implementation of a Crime Recording System.

3.5 Result 2.1

3.5.1 Indicators

Result 2.1: Police personnel tasked with first response roles correctly secures and protects crime scenes and potential evidence pending arrival of specialists assistance from CID and KFL.						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
Level of integration of technical knowledge and skills in the police academy and training school.						Many courses funded by the project are now delivered at RNP training establishments by RNP trainers.
Quality of trainers						RNP trainers are of a good quality delivering good quality training.
Quality of technical training modules for police personnel.						All training modules are quality assured by the TA and meet the required standards.
Integration of acquired skills and procedures in daily practice.						Increasing anecdotal evidence of RNP officers putting their newly acquired skills into practice.
Improved crime scene management.						There is still much work to do in this area but there are also great improvements.

3.5.2 Evaluation of activities

Activities (See guidelines for interpretation of scores)	Progress:				Comments (only if the value is C or D)
	A	B	C	D	
1 Crime Scene Management Training		X			
2 Senior Investigating Officer Training		X			
3 Advice Cards (Aide Memoir) issued to police officers		X			
4 Advice Posters (Aide Memoir) for police stations and buildings		X			
5 Production of short Crime Scene Management Information Film		X			

3.5.3 Analysis of progress made

Much training has been delivered in the area of crime scene management. Apart from specific courses it is a theme through many other training courses.

With the development of Aide Memoire cards, posters and the production of a short crime scene management film it is hoped that the message can be spread much further than just to the police officers who attend training.

3.5.4 Risks and Assumptions

There are no obvious or apparent risks that require attention attached to this result area.

3.5.5 Quality criteria

Criteria	Score	Comments
Effectiveness	B	Training delivered in this area has been good and

		carefully targeted.
Efficiency	B	Both time and budget have been used efficiently to provide results in this area.
Sustainability	C	Sustainability will rely on the RNP continuing to get the Crime Scene message out to the majority of officers who have not had the opportunity to attend training.

3.5.6 Budget execution

Year	Budget	Expenditure per year	Balance of the budget	Execution rate
2009	3,000	0	3,000	
2010	0	0	0	
2011	0	0	0	

3.5.7 Recommendations

No recommendations are proposed as the project is following a course that was established during 2011. Close attention will be paid by the project management team to ensure that all planned activities are realised

3.6 Result 2.2

3.6.1 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.						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
Quality of technical training modules in BIC (see under result 1.1)						Quality of training modules is of a good standard but it must be pointed out that the RNP have not stopped at the BIC. They are successfully delivering much more advanced training indicating that they are learning at an increased level and putting that learning into practice.
Integration of acquired skills and procedures in daily practice by CID personnel.						It is clear that the skills acquired by officers at all levels are being put into practice on a daily basis.

3.6.2 Evaluation of activities

Activities (See guidelines for interpretation of scores)	Progress:				Comments (only if the value is C or D)
	A	B	C	D	
1 Forensic Awareness Plus Training		X			
2 Crime Scene Management Training		X			
3 Forensic Photography Training		X			
4 Footwear Marks Recovery Training		X			
5 Fire Investigation Techniques Training		X			
6 Body Fluids Recovery Training		X			
7 Supply of equipment and materials for use in the processing of crime scenes and the recovery and correct packaging of exhibits		X			

3.6.3 Analysis of progress made

With the assistance of our crime scene and forensic training providers – Key Forensic Services Ltd – much has been done to raise awareness and skills for crime scene management, crime scene examination and evidence retrieval.

Training has been successfully delivered in many crime scene and forensic disciplines.

The project has also concentrated on providing equipment and consumables to be used at crime scenes.

3.6.4 Risks and Assumptions

There are no obvious or apparent risks that require attention attached to this result area.

3.6.5 Quality criteria

Criteria	Score	Comments
Effectiveness	B	The delivery of training and equipment in this area has been well targeted to ensure maximum possible effect.
Efficiency	B	The training has been delivered in an efficient and structured way.
Sustainability	B	The RNP has the skills and equipment required to provide a good service in this area. Sustainability will depend on how the RNP develops in years to come but they have every opportunity to succeed.

3.6.6 Budget execution

Year	Budget	Expenditure per year	Balance of the budget	Execution rate
2009	0	-3,920	-3,920	
2010	0	0	0	
2011	0	0	0	

3.6.7 Recommendations

No recommendations are proposed as the project is following a course that was established during 2011. Close attention will be paid by the project management team to ensure that all planned activities are realised

3.7 Result 2.3

Result 2.3: KFL staff possess the forensic knowledge and skills required for correct examination and analysis of evidence.						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
Quality of forensic training courses conducted.						All forensic training courses are conducted by international experts and are currently of a very high quality.
Number of examination and analysis services received and well analysed by KFL.						No data available at time of writing.
Number of cases handled per annum on basis of KFL analysis.						No data available at time of writing.
Quality of technical file cases according to parquet (ie for the part of forensic analysis).						No data available at time of writing.
Being in place of procedure and standards within KFL (in writing and practice).						Standard Operating Procedures are ready to roll out during 2012.
Communications according to international procedures with PG, CHQ, CID and field.						No data available at time of writing.
Number of assistance requests from CID staff in the field.						No data available at time of writing.
KFL management information system in place.						No data available at time of writing.

3.7.1 Indicators

3.7.2 Evaluation of activities

Activities (See guidelines for interpretation of scores)	Progress:				Comments (only if the value is C or D)
	A	B	C	D	
1 Digital Imaging		X			
2 Body Fluid Recovery		X			

3.7.3 Analysis of progress made

There has been some progress in this area however since the inception of this intervention and the development of the TFF the RNP have developed plans to provide a new and fully equipped forensic laboratory. This project has provided some equipment and training in connection with that equipment but as the plans for the new laboratory became a reality this project has repositioned itself to concentrate on crime scene management and not laboratory examination.

With an increase of the use of CCTV cameras in Kigali some work have been done to increase the RNP's ability to deal with evidence captured on CCTV cameras.

3.7.4 Risks and Assumptions

There are no obvious or apparent risks that require attention attached to this result area. However it is difficult to quantify this result area due to there not being in place a crime management process.

3.7.5 Quality criteria

Criteria	Score	Comments
Effectiveness	B	Given the extended plans of the RNP training in this area has been targeted to meet the requirements of equipment purchased by the project.
Efficiency	B	Training in this area has been professionally delivered and well received.
Sustainability	B	Sustainability in this area will be linked to the RNP's plans to develop their new forensic laboratory.

3.7.6 Budget execution

Year	Budget	Expenditure per year	Balance of the budget	Execution rate
2009	30,000	7,790	22,210	26%
2010	87,000	12,760	74,240	15%
2011	0	2,910	-2,910	

3.7.7 Recommendations

No recommendations are proposed as the project is following a course that was established during 2011. Close attention will be paid by the project management team to ensure that all planned activities are realised

3.8 Result 3.1

3.8.1 Indicators

Result 3.1: CID possess sufficient required equipment for effective conduct of criminal investigations as well as for the collection and preservation of evidence.						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
Increased number of investigated cases.						No data available at time of writing.
Increased quality of case files.						Anecdotal evidence suggests case file quality is improving.
Increased evidence gathering.						No data available at time of writing.
Increased access to scenes of crime.						No data available at time of writing.
Increased (quality and quantity) information exchange between different levels of CID.						No data available at time of writing.
Improved investigation processes and procedures.						No data available at time of writing.
Improved quality of case files according to parquet and judges.						Anecdotal evidence suggests that this is happening.

3.8.2 Evaluation of activities

Activities (See guidelines for interpretation of scores)	Progress:				Comments (only if the value is C or D)
	A	B	C	D	
1 Provision of equipment to assist with the administration of crime investigation – computers, printers, scanners, photo copiers, cameras.		X			
2 Provision of vehicles and motor cycles to allow JPO's to attend crime scenes.		X			
3 Provision of a CID staff van to allow the deployment of an investigation team to the scene of a major or serious crime.		X			

3.8.3 Analysis of progress made

Although the major part of crime investigation is based on the knowledge, skill and experience of the investigator in this modern age equipment is needed to get to crime scenes, recover evidence and then present that evidence to the court.

This result area has provided equipment to assist in the examination of crime scenes such as portable electro static copiers and camera's. Vehicles for officers to get to crime scenes such as cars, pick-ups and motorcycles and a staff van (32 seater bus) to allow for the deployment of complete investigation teams to major crime scenes.

3.8.4 Risks and Assumptions

There are no obvious or apparent risks that require attention attached to this result area. However it is difficult to quantify this result area due to there not being in place a crime management process.

3.8.5 Quality criteria

Criteria	Score	Comments
Effectiveness	B	Equipment purchases have been well targeted to achieve maximum effect.
Efficiency	B	The equipment is being efficiently used.
Sustainability	B	The equipment will remain in use for the foreseeable future however what cannot be guaranteed is the equipment being replaced once it ceases to be serviceable.

3.8.6 Budget execution

Year	Budget	Expenditure per year	Balance of the budget	Execution rate
2009	1,250,000	662,430	587,570	53%
2010	597,700	231,360	366,340	39%
2011	396,000	432,530	-36,530	109%

3.8.7 Recommendations

No recommendations are proposed as the project is following a course that was established during 2011. Close attention will be paid by the project management team to ensure that all planned activities are realised

3.9 Result 3.2

Result 3.2: KFL possess sufficient required equipment for correct examination and analysis of evidence.						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
Increased number of investigated cases for forensics.						No data available at time of writing.
Increased quality of case files (forensic aspects).						No data available at time of writing.
Increased forensic evidence gathering.						No data available at time of writing.
Increased access to scenes of crime.						No data available at time of writing.
Improved forensic examinations and analysis.						No data available at time of writing.
Increased (quality and quantity) information exchange between different levels of CID.						No data available at time of writing.
Improved investigation processes and procedures.						No data available at time of writing.
Improved quality of case files according to parquet and judges.						Anecdotal evidence suggests that this is happening.

3.9.1 Indicators

3.9.2 Evaluation of activities

Activities (See guidelines for interpretation of scores)	Progress:				Comments (only if the value is C or D)
	A	B	C	D	
1 Purchase of a limited amount of laboratory consumables		X			
2 Purchase of a Cyanoacillate Fuming Chamber for use at KFL		X			
3 Purchase of a VCS6000 documents examining scanner		X			

3.9.3 Analysis of progress made

Assistance in this area has been limited as a result of the RNP plans to develop a new forensic laboratory. Funds available through this project could not hope to achieve the aspirations of the RNP but a limited amount of equipment has been purchased to assist the RNP whilst their new laboratory is developed.

3.9.4 Risks and Assumptions

There are no obvious or apparent risks that require attention attached to this result area. However it is difficult to quantify this result area due to there not being in place a crime management process.

There has been a delay in the installation of the Cyanoacillate Fuming Chamber but the issues are close to being resolved, no action is required by the project management team.

3.9.5 Quality criteria

Criteria	Score	Comments
----------	-------	----------

Effectiveness	B	The limited amount of purchases in this area does not meet the needs of the RNP but are sufficient to maintain of level of effectiveness whilst the new KFL is developed.
Efficiency	B	The equipment has all been provided and installed in the current KFL.
Sustainability	B	Sustainability in this area will be linked with the development of the new KFL.

3.9.6 Budget execution

Year	Budget	Expenditure per year	Balance of the budget	Execution rate
2009	95,000	8,210	86,790	9%
2010	118.58	10	118,570	8%
2011	121,000	88,590	32,410	73%

3.9.7 Recommendations

No recommendations are proposed as the project is following a course that was established during 2011. Close attention will be paid by the project management team to ensure that all planned activities are realised

4 Transversal Themes

4.1 Gender

This project is generally gender neutral as the RNP is a gender neutral organisation. Male and female police officers have an equal opportunity to attend all training and make use of the equipment.

It is not a direct expected result of this project but by strengthening the ability of the RNP to deal with crimes and in particular serious crimes it is increasing the ability of the RNP to deal with GBV. In particular forensic training has been delivered to staff from the various 'One Stop Centres' that are available to victims of GBV or child abuse.

4.2 Environment

There are no environmental issues as a result of this project except the increased use of energy connected with the use of new vehicles and electrical equipment.

5 Decisions taken by the JLCB and follow-up

Decisions	Source	Actor	Time of decision	Status
The Ordannateur for the project should be the RNP Commissioner for Finance and Chief Budget Manager.	Decision required as a result of changes to the legal status of the RNP.	ACP HODARI	Q2, SMCL on 6 th May 2011.	Complete
The contract for the International Technical Assistant should be extended for 12 months until 30.9.2012 with specific responsibility for the operational and tactical delivery of the project on behalf of BTC.	Project Management Unit and RepRWA – Decision required as a result of the resignation of the previous Delco/ITA, there would be no international expert in post if the extension was not agreed.	Simon BURTON	Q2, SMCL on 6 th May 2011.	Complete
Mr Antoine BIGIRIMANA should be appointed as part time Delco with responsibility for Finance and Administration.	RepRWA – decision required as a result of the resignation of the previous Delco/ITA.	Antoine BIGIRIMANA	Q2, SMCL on 6 th May 2011.	Complete
Decision not to accept the 6 month extension of the project as proposed in the Mid Term Review.	The MTR proposed an extension to the project of six months to allow more time for planned activities to be completed.	SMCL	Q4 SMCL on 7 th December 2011	Complete

6 Lessons Learned

Lessons learned	Target audience
When delivering police projects it would be wise to establish if there are any implications under police regulations in connection with costs implications for officers attending training such as travelling expenses, accomodation or per diem. If there is no clearly defined scale then agreement should be reached before any training is delivered as to the scale and conditions under which any such payments would be made.	Project Managers
Projects which will deliver large amounts of training would find it an advantage to secure a training venue over which the project has control to ensure that planned training can go ahead without concerns over the availability of a venue. It may be preferable for a project to identify such a premises and negotiate a long term lease. The premises could then be properly equipped to deliver training and maintained to a suitable standard.	Project Managers

7 Annexes

7.1 Logical framework

There have been changes to the logical framework.

7.2 M&E activities

A Mid Term Review was completed during 2011.

7.3 “Budget versus current (y – m)” Report

7.4 Beneficiaries

It is clear that the direct beneficiaries of this intervention are the RNP as the intervention is raising their equipment level and the skills and abilities of the police officers who attend the training.

It is hoped that these new skills and abilities will permeate through the RNP and provide a much larger number of beneficiaries.

Other obvious beneficiaries include the NPPA and the judiciary who will benefit from the improved efficiency it is hoped this project will provide. There is already anecdotal evidence that the quality of dossiers being provided to the NPPA by the police are improving.

All this when put together will benefit the people of Rwanda. Improved access to and delivery of justice can only be a benefit in a fast developing society.

There is one further group of beneficiaries that have never previously been mentioned but must be considered.

The RNP send large numbers of police officers on UN peacekeeping deployments to places such as Darfur and Haiti. In time officers who have benefitted from new skills and abilities as a result of this project will be deployed. They will take those skills and abilities with them when they go thus taking benefitting the people in those countries where good, effective and efficient policing is much needed.

7.5 Operational planning Q1-2012

7.6 List of Courses provided to RNP during 2011

Start Date	Name	Students Attended	Total Attended
------------	------	-------------------	----------------

02/05/2011	Forensic Awareness Plus	20	20
09/05/2011	Advanced Forensics	5	25
09/05/2011	Advanced Investigation	50	75
06/06/2011	Forensic Photography	12	87
11/07/2011	Forensic Awareness Plus	20	107
11/07/2011	Digital Imaging	10	117
18/07/2011	Forensic Awareness Plus	23	140
08/08/2011	Forensic Awareness Plus	22	162
29/08/2011	Standard Intelligence	60	222
05/09/2011	Forensic Awareness Plus	20	242
05/09/2011	CID Basic Investigation Course	50	330
08/09/2011	Professional Police Studies	38	280
19/09/2011	Sustainable Intelligence	50	380
19/09/2011	Advanced Investigation	50	430
03/10/2011	Standard Intelligence	60	490
03/10/2011	Foundation Financial Investigation	14	504
10/10/2011	Fire Investigation Techniques	15	519
17/10/2011	Forensic Photography	12	531
17/10/2011	Digital Imaging Continuation	10	541
17/10/2011	Advanced Intelligence	30	571
24/10/2011	Sustainable Intelligence	30	601
24/10/2011	Standard Intelligence	60	661
31/10/2011	Advanced Investigation	50	711
31/10/2011	CID Basic Investigation Course	50	761
07/11/2011	Forensic Accounting	14	775
14/11/2011	Senior Investigating Officers	25	800
14/11/2011	Money Laundering	14	814
14/11/2011	CID Basic Investigation Course	50	864
21/11/2011	Financing Terrorism	14	878
21/11/2011	Biological Fluids Recovery	6	884
28/11/2011	Footwear Recovery	14	898
19/12/2011	CID Basic Investigation Course	50	948

7.7 List of Equipment Provided to RNP during 2011

Name of Equipment	Amount
7 Vehicles	€ 186,500
Staff Van and accessories	€ 52,796
36 cameras and accessories	€ 20,781
30 motorcycles	€ 63,713
9 scanners and 9 projectors	€ 8,691
33 photocopiers	€ 99,520
VSC 6000 (Ex Docubox) for Visual examination of questioned documents	€ 87,540
Total	€ 519,541