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“Rwandans must be able to take their safety and security for granted. Rwanda National Police is one of those important institutions trained to exactly ensure that is the case”.

H.E. Paul KAGAME
The President of The Republic of Rwanda

RWANDA NATIONAL POLICE LEADERSHIP



Hon. Alfred GASANA
Minister of Interior
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DIGP in charge of Administration and Personnel
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Rwanda National Police



VISION

TO BE AN INTERNATIONAL CENTRE OF
EXCELLENCE IN POLICE TRAINING
AND DEVELOPMENT



MISSION

TO PROVIDE HIGH QUALITY, INNOVATIVE
AND PROFESSIONAL TRAINING TO POLICE
OFFICERS OF RWANDA AND BEYOND



CORE VALUES

INTEGRITY
PROFESSIONALISM
COMMITMENT
TEAMWORK

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FOREWORD BY THE COMMANDANT



CP R MUJIJI
Commandant

With pleasure and honor, I wish to welcome you to the graduation of the eleventh intake of Police Senior Command and Staff Course and to the eleventh publication of the National Police College Magazine “The Transformer”. As we celebrate this graduation, it is worthy reflecting on the journey travelled together. We value your partnership and the unwavering support all along this journey of transformation.

In the tenth edition, the magazine covered various areas of interest in today’s policing challenges and opportunities. However, the scope has remained and will remain vast to be

covered in only one edition. All the articles in any of the previous editions have rotated around the main nine policing principles as defined by Sir Robert Peel, the “Father of Modern Policing”, which can be grouped into three core ideas. The first and main idea states that the goal of any Policing activity should primarily be aimed at preventing crime, not catching criminals. That said, the effectiveness of any Police organization should therefore be assessed by its capacity to stop crime before it happens, its partnership with the community and its low crime rates record. By this idea, we straight forward understand the role of community policing and use of other digital predictive capabilities to prevent crime.

The second idea is drawn from the first. The key to preventing any crime is “earning public support”. Easy to state but very difficult to achieve. Every community member must share the responsibility of preventing crime, as if they were all volunteer members of the Police Force.

However, there is a condition. They can accept this responsibility if and only if they trust the Police. And then a pertinent question arises: How do Police earn public support and trust? Sir Robert Peel, in the nine policing

principles of 1829, said winning public approval requires hard work to build reputation. The required reputation is achieved through enforcing the laws impartially, having officers who represent and understand the community, and by using force only as a last resort. That is the third idea. Noteworthy to highlight that all the principles that govern policing today can be summarized in those three ideas. They have influenced the content and methods used to prepare a professional and effective police force as well as Police operating procedures.

Articles in this magazine are not far from this mainstream. They all talk about policing challenges and how to overcome them, or explore available opportunities and advise on how they can be exploited. This reality applies to Police institutions and other law enforcement agencies. Their mission is expanding in response to socio-economic changes and the unprecedented technological advancement, with its opportunities and challenges. Any leadership position in Law enforcement profession requires, more than ever, remarkable competencies with higher analytical and problem-solving skills, the ability to think critically, in-depth understanding of public safety, and the ability to effectively communicate with a wide array of people from all spheres and backgrounds. Thus, the need to train Police and Law Enforcement leaders so as to keep their skills and knowledge up-to-date.

The National Police College (NPC) has for many years endeavoured to be at the forefront of the professionalization journey by providing high quality and innovative training to officers from various Rwandan Law Enforcement Agencies and beyond. NPC, in collaboration with key partners such as the University of Rwanda, the African Leadership University and other internationally prominent Police training centres like the Centre of Excellence for Stability Police Units, delivers tailor-made programmes that equip officers with knowledge and skills in relation to contemporary policing issues.

The programmes include career development and professional training such as Police Command and Staff courses. Other academic programmes including Peace Studies and Conflict Transformation, Professional Police Studies, Computer Sciences and Information Security, Law and Languages, and Linguistics. Similarly, the College together with Rwanda Investigation Bureau conducts crime investigation courses.

Today's graduation is the culmination of a one year long Police Senior Command and Staff Course that combines both academic and professional components: A Masters' programme in Peace Studies and Conflict Transformation, a post-graduate diploma programme in Strategic Leadership and Management and a Senior Command and Staff component which prepares Police Officers for strategic positions of their law enforcement organisations.

Thirty-five students who have completed the programme today including twenty-three Rwandans and twelve allied students from Ethiopia, Kenya, Lesotho, Malawi, Namibia, Nigeria, Somalia, South Sudan and Tanzania. I congratulate all the graduates and wish them success in their future endeavours.

I seize this opportunity to express my gratitude to RNP Leadership for providing the College with necessary resources to conduct this course. I

am also thankful to the University of Rwanda, the African Leadership University and the Centre of Excellence for Stability Police Units, for their important contribution in the delivery of this course. My gratitude goes also to everyone who, in their various capacities, contributed to the successful completion of this programme. We value your partnership.

THANK YOU.

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DIRECTING
STAFF'S ARTICLES

OPPORTUNISTIC JOURNALISTS: A GROWING CHALLENGE TO THE QUALITY OF DIGITAL MEDIA PRODUCTS



ACP A NTAGANIRA
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Rwanda

It is commonly known that journalism is a noble profession that involves the collection, analysis and dissemination of information about a particular subject or events, with the aim to report the findings to a wider audience through different mediums of communication (Ivanic, 2019). It is also with no doubt that media reports, not only impact people's lives but also the whole society. Thus for public interest, there is a need for professional journalists who meet ethical standards such as accuracy of information, impartiality, truthfulness and being independent of any commercial and political interests (Ivanic, 2019).

Traditionally, journalism was dominated by printed newspapers

and broadcasting, whereas in the contemporary world, digital journalism is dynamically prevailing nearly in all aspects of human lives as a result of the internet usage coupled with other technological advancements. Digital journalism has offered golden opportunities for different people to create, disseminate, view and store information particularly through the use of electronic devices.

In the modern digital world, everybody is able to record an event and create any content, and quickly post it online. Thus, everyone has numerous facilities to freely deliver any information through different digital platforms and for some people, this has become their main source of income. Therefore, many people have now become journalists just because of the unrestricted available opportunities and personal interests. Consequently, the previous understanding of journalist has to some extent changed, and today, there is an increasing number of journalists regardless of their professional occupation, qualifications and organizational affiliation.

These opportunistic journalists, sometimes lack professional expertise and ethics, and additionally, they are driven by personal gain, irrespective of the poor quality of media products

they are disseminating. In pursuit of financial profit, most of their news portals, blogs, social media posts and YouTube videos, contain information that mainly attract followers, subscribers and viewers, with less focus on the quality of digitalized content and services.

In line with the above, it is imperative for the consumers of digital media products to possess analytical capacity that allows them to determine which is relevant and reliable information.

In conclusion, digital media has offered many opportunities for people to exploit their potentials and talents in different ways. However, unprofessional users take advantage of the available technological facilities, less for public interests, but mainly for personal interests, and this constitutes a challenge to the quality of digital media products. Therefore, the consumers of such products are required to be more analytical in order to get rid of baseless influence.

BECOMING A PROACTIVE LEADER: A POLICE PERSPECTIVE



CSP M BISANGWA
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Stephen R. Covey, in his book “The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change” presents proactivity as the first habit of highly effective people. Covey

“I am not a product of my circumstances. I am a product of my decisions”; “[...] Our basic nature is to act, and not be acted upon” [...]
Dr. Stephen R. Covey (1989).

distinguishes between proactive people who are value driven and focus on what they can do and can influence (Circle of influence) and reactive people driven by feelings, circumstances, conditions and their environment and who focus their energy on things beyond their control (circle of concerns). This article aims to customize this habit to the police context.

For a long-time, policing tasks have become routine, to the extent that Police Officers no longer bother taking initiatives even in the event of changed

circumstances. For example, the station commander's schedule is to brief police officers in the morning, attend to the screening of the detainees, deploy police officers to sentry duties and patrol, wait for citizens' queries, and intervene on call sometimes by the superior commander. In the same way, the District Police Commander (DPC) gives the morning SITREP, attend Joint Operations (JOC) Meetings and the rest of his/her schedule depends on the district meetings and other district programmes. This described situation is not a particularity of only operational units, it crosscuts departments, specialized units and schools. In the current social media era, Commanders' schedules are also driven by Twitter and other social media blogs which, in some cases, lead to irrational decisions in reaction to the posted contents.

As described from the above situation, some Police Commanders don't take a proactive approach to identify the key issues in their respective areas of responsibility and devise workable strategies to deal with them beyond their mere report to the superior commander for guidance. Proactivity in the sense of Stephen R. Covey means having initiative, as well as responsibility to make things happen. From this perspective, commanders should be able to identify and analyze the real security issues in their areas and identify those they can do something about and those they can work with others to solve them.

Reactive commanders are always complaining about the circumstances and conditions such as lack of enough training for staff under their command, insufficient number of police officers, lack of enough resources, wide operational environment, uncooperative local leaders and other stakeholders including citizens, porous borders, etc. A proactive leader, instead of blaming the circumstances or conditions, or spend a disproportionate amount of time thinking and acting on things that are fundamentally outside of their control, he/she attempts to identify among all of these concerns those that he/she can address in his/her ability/powers, those where he/she can work with others and those which can be addressed by other institutions or with support of the superior commanders.

A proactive commander may for example address the above concerns by; organizing on-job trainings (e.g. on handcuffing, weapon handling, use of force, sentry duties, code of conduct, etc.) which do not require intervention of training schools; working in partnership with community and stakeholders (youth volunteers, CPCs, DASSO, Professional guards, security companies, community...) by creating force multiplier; organizing campaigns, etc, instead of always reporting them to the superior for further guidance without showing what has been done in the officer's powers and available means. A proactive commander must scan his/her operational environment and come up with strategies that are tailored to

the identified security concerns and, seek for support only in case the issues are beyond his/her powers and means.

In conclusion, to be effective police leaders, there is a need to move into a more proactive space rather than spending energy on things that we can do nothing about. The proactive

approach enhances productivity, creativity and builds resilience and self-reliance. Taking the proactive perspective helps understand what one can manage, and what he/she cannot as well as what to do about it. We have the initiative and the responsibility to make things happen and be solutions to problems, not problems ourselves.

‘PREDICTIVE POLICING’ AS AN APPROACH TO CRIME PREVENTION



SSP JDH KATABARWA
Directing Staff
Rwanda

Crime prevention is globally the primary mission of law enforcement organisations. In the history of law enforcement, especially the Police, crime management strategies mainly focus on reactionary tactics.

Recently, there has been a change from reactive to predictive policing.

Predictive Policing is defined as the ‘analytical application of quantitative methods to find out probable targets that require law enforcement intervention and prevention by making statistical predictions’.

It is a proactive data-driven policing approach recently developed to help law enforcers.

The emphasis is now on preventing, rather than reacting to crime, because of the argument that prevention is more valuable for the public than reacting to crime.

This is the basis for the introduction of community-oriented policing and intelligence-led policing. Crimes are currently controlled by technology-led policing styles.

Predictive Policing is an emerging concept in policing, which remains unexplored worldwide. A few countries have so far implemented the concept. They include countries like Canada,

China, Denmark, France, Germany, India, Italy, Japan, South Korea, Spain and United States of America and South Africa, among very few others.

Predictive Policing plays a significant role in crime prevention. Its narrative moves the Police from focusing on what happened, to focusing on what might happen, as well as the fruitful placement and use of resources to deal with crimes.

Lack of these Predictive Policing benefits, has brought a challenge to many African countries, marked by increased crime rate. This is due to lack of mechanisms to analyse statistical history to predict future crimes so that serious measures can be taken in advance to prevent them.

In the countries where Predictive Policing is being implemented, this new way of policing has proven its significance in crime prevention. For example, in United States of America (USA) and Canada; Predictive Policing supports investigations of potential offenders' recidivism, and related rates have reduced considerably. This is because the ability to predict has been enhanced to stop criminal behaviour by orienting the Police to the right place of intervention.

The Police have utilized computer-assisted searches of criminal intelligence and external databases, to identify the most likely suspects in any particular crimes of interest.

Predictive Policing assists law enforcement organisations to offer security to people through the identification of areas of considerable rate of crime. Predictive Policing has the potential to help law enforcers to make improved prediction of risks, define and control the identity of offenders, and find out the susceptibilities of people.

Therefore, Predictive Policing is evidently an efficient approach for crime prevention, if effectively applied.

There is a need for all law enforcement institutions to initiate this approach of policing, which focuses on crime prevention basing on historical data. This requires the setting up of relevant and key IT infrastructure and facilities.

Finally, there must also be well-trained personnel to handle the infrastructure and professionally analyse the recorded data. This could be rendered impossible unless relevant information and data is well recorded.

A GROUNDBREAKING ACHIEVEMENT: DRONE'S TECHNOLOGY IN ADDRESSING HUMAN HEALTH SECURITY ISSUES



SP JB NGIRABATWARE
Directing Staff
Rwanda

For many years, new models that use technology with improved ability to address the problems of human security, have been developed worldwide. As results from the innovation work, unmanned aerial vehicles (UAVs), better known as drones, are one of the major technological developments of today. This new technology has a crucial impact on rapid development in countries of all continents including Africa.

Drones have continued to evolve, and become more capable tool of the rapidly changing development of many African countries with poor road infrastructure. Drones are proving to be an efficient way of providing logistical

services in various sectors and could help meet regions demands. People have begun to recognize the many benefits of using drones for commercial and non-commercial purposes which has boosted the growth of this rapidly emerging industry.

Drones are extremely important for solving all kinds of human security-related problems such as modernizing transport of materials in health services and photography in agriculture, risk and disaster management, construction industry, communication and tourism.

In Rwanda, like in many African countries where there are still limited road infrastructure, as well as difficult terrain in the remote areas, swamps, rivers and lakes, drone flights have proved to be a suitable, effective and assured option for quick delivery of goods because they can fly one hundred kilometers per hour carrying up to three kilograms of medical supplies. Therefore, prompt service can be done in thirty minutes what a vehicle would do in about eight hours, and where it cannot reach.

In 2015, the Government of Rwanda introduced a new technology; drones project, which was aimed at strengthening the healthcare system of Rwanda. The project has fifty drones

used to deliver medical requests of three categories: emergency, replenishment and schedule request. Currently, drones provide services to over five hundred health centers countrywide.

The use of drones has positively impacted on citizens' health in Rwanda because they are being used for supplying items such as blood bags, drugs in emergency cases, vaccination and nutrition products to hospitals and medical centers in different areas of the country. As the outcomes from the use of drones' technology, it is observed that they brought improvements into people's lives in various aspects especially for genuine humanitarian purposes focusing on saving lives of many people in different situations thereby reducing mortality rate in Rwanda especially in rural and remote areas.

The facts are that, drone service has been able to reduce postpartum hemorrhage by 90% and saved many

lives through the provision of expedited services which has further increased the lifespan of the average Rwandan. Furthermore, this is an assurance that the Government of Rwanda values lives of the people. It is also proof of good governance to always think about initiatives that solve complex and immediate human security problems.

During the internal study tour of the Police Senior Command and Staff Course, it was observed that policing duties in the communities, and society of healthy people, may become easy work when the challenges which hinder society's safety are solved by the Government of Rwanda.

As a consequence, Rwandans have increased level of trust for the Government and being fully engaged in execution of government policies as well as developing a sense of ownership and reassurance, and increased productivity, because quality of life has been improved.

PROPER USE OF FORCE IN MODERN POLICING THROUGH TRAINING: A CASE OF RWANDA NATIONAL POLICE



AIP YT MUTABAZI
Admin PSCSC
Rwanda

The world has become a more turbulent place, especially in the 21st century. Responding to social phenomena like conflict management, crime fighting at all levels, principles of law enforcement and models of social disorder are matters brought to the discussion agenda of the law enforcement agencies. The purpose of policing being the promotion of social order, there are indeed many views about what constitute social order as well as many forms of policing from the brutally repressive to the laissez-faire. One thing seems certain; societies crave order, or at least their perception of what order should be.

Nowadays, the ability of the law enforcement agencies to perform their duties is dependent upon public

approval of their officers' actions, behaviour and ability to secure public respect. For that reason, the police must secure the willing cooperation of the public in voluntary observance of the law to be able to secure and maintain the public trust. The degree of this cooperation diminishes proportionately the use of physical force. The use of force by the law enforcement personnel is a matter of critical concern both to the public and the law enforcement community. The use of physical force by the Police should be at the extent necessary to secure the observance of law or to secure order, also only when the exercise of persuasion, advice and warning is found insufficient.

This policy recognizes that the use of force by the law enforcement agency requires constant evaluation. Even at its lowest level the use of force is a serious responsibility. While there is no way to specify the exact amount or types of reasonable force to be applied in any situation, each officer is expected to use reason in decision making in a professional, impartial and reasonable manner. Law enforcing agents in their daily duties are therefore required to have an understanding and true appreciation of the limitations of their authority.

Before using force, the officer should consider the following:

- *Minimizing injury to everyone involved must be of priority,*
- *The severity of the crime at issue. Whether the suspect poses an immediate threat to the safety of the officer or others*
- *Conduct of the individual being confronted*
- *Officer/subject factors (size, age, relative strength, skill level, injury/exhaustion and number of officer vs subject), Influence of drugs/alcohol (mental capacity), Proximity of weapon*
- *The degree to which the subject has been effectively restrained and his/her ability to resist despite being restrained.*
- *Time and circumstances permitting the availability of other options to the officer*
- *Seriousness of the suspected offence or reason for contact with the individual*
- *Risk of escape*
- *Other exigent circumstances*

FORCE APPLICATION CONTINUUM:



Source: Livingston Police Department Overview(pdf)

Rwanda National Police (RNP) recognizes and respects the value of all human life and dignity without prejudice to anyone. No policy can realistically predict every possible

situation in which law enforcing agents are often required to make split second decisions due to circumstances that are tense and uncertain in the field.

RNP through the National Police College's (NPC) taught programs, has embedded this subject into diverse courses delivered; with the intent to help officers graduating from the College to understand the use of force. Among others, some subjects covered are: Crowd Control Techniques in Public Order Management; Handcuffing in Police Techniques; Proper Use of Self-defense Techniques in Martial Arts Skills; Proper Handling and Use of Firearms in Skills at Arms; and most importantly the module on "The use of force in RNP". Throughout their journey, trainees are also taught different skills such as effective decision making and the culture of transparency and accountability.

In conclusion, it has been observed that incidents resulting from the use of force raise questions about training given to law enforcing agents. On different course, trainees have been taught to always direct their actions towards their functions, and never appear to usurp the power of the judiciary by avenging the individuals or the state.

On multiple occasions, trainees have been reminded that the test of law enforcement agencies' efficiency is the absence of crime and disorder; not the visible evidence of police actions dealing with them. The idea that the simple, visible presence of an officer can deter crime and promote order should seem entirely normal and possible to today's modern policing.

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SOCIAL MEDIA IN POLICING WORK



CP JN NGONDO
Namibia

Social media has been seen as a powerful source of power, transforming state-society relations, as well as the legitimate power of democratic nations.

Social media are web-based platforms that encourage and facilitate communication, interaction, and the creation and circulation of content within virtual communities. Whether in relation to social networking (Facebook), photo and video-sharing (Instagram, YouTube), or micro-blogging (Twitter) sites, and most recently WhatsApp or Telegram.

The promise of social media for policing is not to transform or add to the work of law enforcement, but to emphasize the deep connection with the community that has always been the focus of good Police work.

Social media has become a major resource for Police departments, providing tools for community policing in particular and systematic information gathering, dissemination, reinforcing current behaviors and generating foundational changes in general.

Police in various countries have embraced the potential of social media to perform online surveillance, recreate events, and extract official knowledge about suspects' and victims' actions, personalities and motivations.

Advances in technology has enabled the collection of social media data to identify hot-spots, predict when and where future crime is likely to occur and identify individuals most likely to be involved in criminal incidents. Security and technology companies have developed applications for discovering correlations, forecasting behavior, and pursuing preemptive measures.

Police can learn some tips and tricks about social media from the corporate sector because businesses have already encountered some of the same challenges in this new environment that Police departments are now facing.

However, Police departments are not corporations, businesses, or even run-of-the-mill government agencies; they have unique powers, unique responsibilities and a unique relationship to the public.

Police need their own models, their own best practices, and their own discussions and philosophies about how to incorporate social media to achieve their distinct purpose.

Social media are easily measured—maybe too easily. At the end of the day, a user has a concise tally of Followers and “Retweets”, Fans and “Likes”, “Views” and Subscribers, and total Impressions made that day. It is simple to compare the numbers compiled by different departments.

It can be tempting to build a social media strategy that focuses on numbers alone and that judges its success solely in terms of these numbers.

If social media are seen—as they should be seen—as a way for Police to extend their efforts at community policing, it should be clear that simple statistics quantifying the amount of contact with the community and

generally measuring public response can tell the Police only so much.

Tallies of retweets, followers, views and subscribers are measures of process, not outcomes, and one of the most important lessons of community policing is to focus on outcomes—improvements in community safety, confidence and vibrancy—not simply or even primarily on process.

Social media has positive impact on policing, leading to increased surveillance, investment in image work, increased community participation, and the growth of a networked public.

Ultimately, the question should not be how extensively, visibly or artfully the Police use social media; the question should be how effectively the Police are making use of social media, and all of the other tools at their disposal, to improve the lives of the people they serve.

POLICE REFORMS AS A SOLUTION TO SECURITY CHALLENGES: THE CASE OF TANZANIA POLICE FORCE



ACP LK MWAKYUSA
Tanzania

Following the attainment of independence, the United Republic of Tanzania enjoyed a high level of tranquility, peace and security - with a relatively low crime rate. However, the situation changed dramatically from the mid-1990s.

First, there were major shifts in the nature, character and types of crimes. The country increasingly experienced waves of armed robberies, car hijacking, bank robberies, illicit drug trafficking, as well as illicit arms trafficking and other related crimes.

Secondly, the Tanzania Police Force was faced with a major reduction in its budget. The Force's infrastructure was decaying. Tools and equipment were

inadequate, and increasingly obsolete, and hence affected Police operational capability.

The above adverse crime situation was happening at the same time as the country underwent the process of democratisation. With louder voices, the Tanzanian people were demanding for better and timelier services from the Police, while also questioning the capability and integrity of the Police. There was need for urgent action.

In response, the Tanzania Police Force implemented a number of measures, including: the establishment of Police Posts; placing emphasis on using traditional security guards to supplement contemporary policing work; and also resorted to law enforcement methods that at times undermined legitimate Police work.

Other interventions were: formulation and preparation of training policy; adoption of Information Communication Technology (ICT) for internal operations; training Police Officers in customer care; and ad hoc joint operations to curb armed robbery and corruption.

However, these policy interventions were considered inadequate to deal with the prevailing challenges. There were

other developments too, notably the dramatic escalation of violent crime and new ways of tackling crime that were being adopted by other Police institutions around the world.

In light of the above, in 2006, the Tanzania Police Force developed a holistic reform programme, which comprises three pillars: Modernization,

Professionalism and Community Policing.

The goal of the reform strategy was to address the security challenges effectively, and more comprehensively. The implementation process of the strategy has resulted in peace and order throughout the country.

RE-ENGINEERING AFRICA'S LAW ENFORCEMENT AGENCIES TOWARDS DIGITAL POLICING



SSP E NDAHIRO

Rwanda

Law enforcement agencies on the African continent have been experiencing policing challenges as a result of the contemporary technological advancement. Policing strategies have been under scrutiny which inevitably necessitates re-engineering of both vertical and horizontal policing structures.

Enabling strategic policing alignment with modernized technology will curb the emerging transnational organized crimes such as terrorism, human trafficking, money laundering and people smuggling, among others.

Digital Policing involves the use of digital technology to transform the way policing is delivered by integrating the society virtually with the Police stations, thus bringing the police closer to communities and crime spots.

The traditional governance and administration models are giving way to an ICT-driven e-Governance paradigm. IT and digital technologies are increasingly permeating policing, helping modernize operations and enhance access, quality, and effectiveness of police services.

Perceptions of Police trustworthiness are linked to citizens' willingness to

cooperate with Police. Trust can be fostered by introducing accountability mechanisms, or by increasing a shared Police/citizen identity, both of which can be achieved digitally.

Digital mechanisms can also be designed to safeguard, engage, reassure, inform, and empower diverse communities.

In a nutshell, the full implementation of Digital Policing model on the African continent will enable law enforcement agencies to strategically confront sophisticated emerging crimes, and eventually safeguard Police-public trust, hence ensuring that people's safety and security is sustainably guaranteed.

FIGHTING TRANSNATIONAL ORGANISED CRIMES: A CALL FOR STRONG COOPERATION



SSP NC SEHLOHO
Lesotho

Success in addressing transnational organized crime hinges on multilateral cooperation. However, existing cooperation regimes are ineffective at countering the rapid changes in the organized crime landscape and countries increasingly tend to turn to national solutions.

The examples of transnational organized crimes include human trafficking, cybercrime, terrorism, money laundering and those other crimes, which have extra-territorial effects.

The diminishing support for multilateral cooperation means that the international criminal justice system has become disjointed, insufficient and reactive.

The manner in which transnational-organized crimes take place calls for global cooperation among Police services. As Mu Hong, once said: unity is strength, and notion of humanity or ubuntu postulates *inter alia* that we are strong when we are together.

This African spirit has been the booster of many aspects of social life, and should as well guide the efforts of fighting against transnational organized crimes.

As a matter of fact, at the heart of international legal frameworks, including United Nations Convention against Transnational Organized Crime of 2000, is cooperation to prevent and combat transnational-organized crime.

Cooperation is required among states to enhance policing capabilities like information and intelligence sharing, investigation, asset seizure and confiscation, legal mutual assistance, arrests and extradition.

For instance, suspect in non-face-to-face cyberspace environment can commit cybercrime, which is a crime that can remotely be enabled by use of computer networks.

The cooperation and collaborative assistance between states has inherent advantage of removing distance

barriers, and helps in maintenance of law and order across the globe to give criminals no place to hide. This has general deterrence effect on likely offenders.

Therefore, it can be recommended that law enforcement agencies adopt: multi-national approach in the fight against transnational-organized crimes; zero-tolerance to any transnational-organized crime in other state territories; and jointly fight attack, as danger to one state means danger to another.

Furthermore, states are called upon to sign different Memoranda of Understanding (MoU) and bilateral agreements for easy cooperation. This boosts prevention, detection, investigation, information sharing and capacity building to bridge any skills gap in fighting transnational-organized crimes.

TRAINING TOGETHER TO FIGHT CONTEMPORARY CRIMES: BENEFITS AND CHALLENGES



SSP E BOPHANI
Malawi

The difficulties facing law enforcement organizations are becoming increasingly complicated and sophisticated as the world turns to a global village. The advantages of African Police Forces training jointly to combat modern crimes are examined in this article.

Police departments across Africa must cooperate, and pool their resources and experience together, to effectively battle modern crimes like terrorism, human trafficking, and cybercrime.

Departments learn from one another, and share expertise, when they train together. By collaborating, organizations may find the finest practices, create fresh approaches, and put them into practice to combat

modern crimes. This significantly improves the capability of law enforcement generally throughout the continent as well as the efficiency of individual agencies.

Training together gives Police agencies the chance to forge connections and open lines of communication. This is essential for information exchange, planning activities, and handling emergencies.

As a result of the bonds formed during training, there may be more trust and cooperation among individual Police Officers and departments, which will ultimately result in more effective and efficient crime-fighting activities.

Despite the advantages, Police departments may encounter a number of difficulties.

First, there is an issue of language barrier, as different African law enforcement forces speak a range of languages, which can make coordination and communication challenging.

To address these issues, agencies should give priority to language training programmes so that officers are fluent in the languages required for productive collaboration with colleagues from other agencies.

The other obstacle is the diversity of legal systems and law enforcement methods used by different African nations. Police agencies need to be aware of these variations and collaborate to create plans that operate in various contexts.

Despite the difficulties, the advantages of team training outweigh the difficulties. African police forces can cooperate and learn from the other's achievements and failures, while gaining a common understanding of modern crimes. This could result in the

creation of novel tactics that are better suited to thwarting modern crimes.

Training together fosters confidence and cooperation, which are essential for combating cross-border crime. Police agencies can readily act more swiftly and effectively to crises and emergencies by setting up networks of communication and information-sharing procedures.

STRATEGIC POLICING, A PROACTIVE AND DATA-DRIVEN APPROACH TO LAW ENFORCEMENT



SSP C MTUKULE
Malawi

In communities faced with conflict of whatever form, policing is an essential part of fostering peace and stability. Traditional police techniques,

however, may not always be successful in addressing the diverse and multidimensional problems that cause conflicts.

Strategic Policing is the answer. It is a proactive and data-driven approach to law enforcement that focuses on addressing underlying causes of crime and disorder to prevent crime before it occurs.

The focus of Strategic Policing is on analyzing data to identify trends and patterns in criminal activity and then using this information to develop proactive strategies for preventing crime.

Strategic Policing places a strong

emphasis on forming partnerships and connections with community.

One of the key principles of Strategic Policing is the use of intelligence-led policing, which involves gathering and analyzing data to identify high-risk areas or individuals, and then targeting resources and interventions toward these areas or individuals. This can involve deploying police officers to areas with high levels of criminal activity, working with community organizations to address underlying causes of crime, or using technology to monitor and prevent crime.

Another important aspect of Strategic Policing is collaboration with other law enforcement agencies and community organizations. Strategic Policing recognizes that effective crime prevention requires a coordinated and collaborative approach and encourages partnerships between law enforcement agencies, community groups, and other stakeholders.

The effectiveness of strategic policing has been studied extensively, with research suggesting that it can be an effective approach to reducing crime and disorder.

However, there are also criticisms of Strategic Policing, particularly around concerns over racial profiling and the potential for civil liberties violations.

In order to address these concerns, Strategic Policing is an effective intervention approach, as it emphasizes the importance of community engagement and collaboration. By involving community members in the development and implementation of crime prevention strategies, law enforcement agencies can build trust and establish a sense of shared responsibility for public safety.

Strategic Policing is needed to overcome unfavorable stereotypes and create trust with, and, among all communities.

THE NEED FOR PSYCHO-SOCIAL SUPPORT FOR POLICE OFFICERS



SSP PC KEMBOI
Kenya

The National Police Service (NPS) of Kenya is responsible for protecting citizens and maintaining law and order. Police Officers work under challenging and often dangerous circumstances, which exposes them to traumatic incidents that can affect their mental health and well-being.

A global health survey report indicated that about 30% of Police Officers face mental health issues such as depression, anxiety, and post-traumatic stress disorder (PTSD) attributed to their work.

In Kenya, the mental health of Police Officers is a significant concern for the National Police Service. Indeed, the National Police Service Commission survey report of 2022 on mental status of police officers showed that between 12-13% (12,000) of Officers have mental issues, underscoring the need

for psycho-social support to address these issues.

Police Officers face various challenges that can affect their mental health and well-being. These challenges include exposure to violence, threats, and trauma, working long hours, shift work, lack of support from leadership, and social isolation.

Police Officers are also at a higher risk of suicide than the general population due to the stress of the job and the stigma associated with seeking help. These challenges can lead to emotional distress, mental health issues, and burnout, which can affect their ability to perform their duties effectively.

If left unaddressed, mental trauma issues can have adverse impact on Officers' health - including their colleagues, family and the community.

Mental health issues can also lead to impaired judgment, alcohol abuse, anti-social behaviour such as increased irritability, suicidal thoughts and reduced job performance.

The recent uptake in the murder-suicide incidences involving Police Officers, colleagues' and their bosses, accentuate the costs of unaddressed trauma. The mental health costs are not limited to workplace alone, it can also extend to the Officers' families, who may suffer from secondary trauma.

Providing psycho-social support to Police Officers can have numerous benefits. It can improve officers' mental health and well-being, increase job satisfaction and retention, and enhance their ability to perform their duties effectively.

It can also reduce the risk of suicide, substance abuse, and other negative outcomes. Psycho-social support programmes can also promote a positive work culture, increase trust between officers and the community, and improve public safety.

To implement effective psycho-social support programmes within the National Police Service of Kenya, several steps need to be taken.

Firstly, a comprehensive assessment of the mental health needs of Police Officers should be undertaken to determine the pervasiveness of mental health problems including the risk factors, and the available resources.

Secondly, tailored psycho-social support

programmes should be established with consideration of specific needs of Police Officers. Such psycho-social support programmes should be multidimensional and should include counseling, wellness and peer support initiatives.

Thirdly, there is a need for the leadership of the NPS to prioritize their commitment to tackle the mental health problem of Police Officers by providing necessary resources and support.

Lastly, there is also need for a continuous monitoring and evaluation of the established psycho-social support programmes to determine their effectiveness and identify areas for improvement.

In conclusion, strategic leaders should consider the mental health and well-being of police officers since it is critical for effectiveness in maintaining law and order, promoting security and safety for all citizens.

PARTICIPATIVE LEADERSHIP IN LAW ENFORCEMENT AGENCIES



SSP MK KIEMA
Kenya

Law enforcement agencies are bestowed with the responsibility of ensuring the safety and the physical security of citizens and their property, but also to protect wildlife and the ecosystem.

The Police, defense forces, correctional, intelligence, wildlife and forestry services, as well as private security agencies; all play a joint crucial role in the overall security of the country. They have organizational and leadership structures tailored to suit their functions strategically, tactically and operationally.

In order to successfully achieve the organization's set goals, it is necessary to consider leadership at each strategic level. The choice of leadership style will determine the success or failure

of a given organization. Great leaders have led great organizations to overwhelming success with remarkable returns for the institution.

Leadership is the ability to lead others through organizing, directing and controlling a team to reach its desired outcomes. Leadership can be both learnt and acquired, and therefore, different leaders will apply different leadership styles, all with the aim of succeeding in achieving their end state for their organizations.

Good leadership, in law enforcement agencies, cannot be overemphasized. Police services and law enforcement institutions in general, stand out when it comes to the well-being of the citizens in terms of physical security and safety. Its success can only be traced to good leadership style.

Police leadership has been known to be traditionally autocratic and characterized by bureaucracy. These attributes have been proven to be less effective and insufficient for optimizing organizational resources.

This traditional style follows chain of command which is time wasting thus resulting into delayed actions or responses to issues on demand, whether internal or external. Among the leadership styles applied worldwide by different leaders, I find 'Participative

Leadership' to be very effective in policing organizations.

In Participative Leadership, superiors come down and work with the team. They engage the employees and other stakeholders in the core business of the organization—strategy implementation.

This kind of a leader has the advantage of being able to interact with the people to directly gather intelligence through feedback from the citizens and the employees. It means that the leader participates directly in the activities aimed at achieving results. They are not bosses, but rather people's servants.

Good leadership motivates employees and the community, and serves by example. Followers are eager to closely follow the directives as well as contributing in decision-making

to finding possible solutions to both existing and emerging policing challenges like transnational crimes.

Moreover, a leader understands the issues affecting the team and, therefore, requires demonstrating empathy by possibly handling their problems and giving them advice.

Participative Leadership can be evidenced by healthy and motivated working teams. There is no barrier between them and their leader. The leader communicates the strategy, and the plans to achieving it, to the members, making clarification where necessary for better knowledge of the road-map and organizational overall expectations.

COMBATING CYBERCRIMES AFFECTING THE FINANCIAL INDUSTRY: ROLE OF LAW ENFORCEMENT AGENCIES



SSP JA GATETE
Rwanda

Cybercrime is among the most frequently reported economic crime affecting financial-services and is posing an increasing threat on a global scale.

Cybercrime has increased tremendously over the past few years, according to a PricewaterhouseCoopers (PwC) LLP Global Economic Crime study report published in 2022.

The data shows that cybercrime represents 38% of economic crime in the financial sector compared to 16% in other businesses. Up to 3,877 responses from 78 different countries were reviewed for the study, and 878 (8.3%) of them were from the financial sector.

In Rwanda, reports show that there were a number of cyber-related offenses reported in 2022. A major case is the robbery of Rwf 1.2 billion (US\$ 1.1million) from 12 banks in which 76 suspects were arrested by law enforcement agencies in Rwanda in 2023.

The global threat is giving financial institutions a hard time and posing a serious threat to the world's economy. Rwanda is turning the spotlight to cyber security risks that are threatening the financial sector by putting in place robust mechanisms against the attacks.

It is paramount for the financial sectors to enhance their internal banking intelligence systems by identifying possible sources of cybercrime and putting in place mechanisms to detect the threats. This goes with on-job training or skills development of the employees to keep up with the evolving technology, to detect the threats.

Cyber criminals are very clever and constitute a major threat, especially in this digital era, where some of the developing technologies such as the use of Apps to access banking services, and mobile phones to make transactions are likely to increase, rather than decrease,

which comes with risks. Awareness on precautionary measures when using digital financial services is equally key to prevent or minimize risks.

The consequences of cyber attacks include leaking national security confidential information, destroying research materials with no backup, and sale of secrets to the enemy. There is need for law enforcement institutions to have well-trained and equipped personnel in cyber security to be able to combat the threat.

However, fighting cyber criminals cannot be possible unless there is cooperation and timely information-sharing among all stakeholders. Additionally, there is urgent need for cyber security protection policies and laws, public awareness campaigns, establish IT security standards, capacity building, continuous risk and threat assessment as well as research and development among other measures.

SMART POLICING AS A TOOL TO FIGHT CORRUPTION



SSP C RUTIKARA
Rwanda

Corruption is the misuse of authority for personal benefit. It destroys confidence, undermines democracy, suffocates economic growth, and makes inequality, poverty, social division, and environmental problems, even worse.

The most prevalent sorts or classifications of corruption are supply against demand, big versus small, conventional versus unconventional, and public versus private.

Corruption takes many different forms, but some of them include bribery, influence-peddling, lobbying, extortion, parochialism, cronyism, and nepotism. Now, can the Police combat corruption alone?

Police cannot fight corruption alone. Though it has powers, and a significant role in combating corruption and its forms at all levels in the country, Police cannot achieve its expected high-performance alone.

It needs to work with various stakeholders including the community, local government, and other security

and law enforcement institutions in the country.

Rwanda National Police (RNP) is putting more efforts in combating corruption from both internal and external organizations through smart policing. This is a tactical strategy that, via the use of novel applications of analysis, technology, and evidence-based methods, brings more “science” into Police operations.

Smart Policing is a policing strategy where Police organisations apply science and technology in order to combat, detect, prevent, or deter crime. Generally, Smart Policing can be applied to ensure public order, public safety, crime prevention, detection and investigation. With Smart Policing, science (forensic) and technology are key enablers.

Smart Policing has nowadays been used in Rwanda through CCTV cameras and Automated Driving License and Road Traffic Control, among others. The contribution of all these technologies to the fight against corruption has been realized.

It is from this context that different systems are deployed aiming at combating corruption and its forms, with view of delivering good services to the citizen.

Regardless, some challenges are also being observed in regard to the use of these technologies. Most of these technologies are installed in cities, although crimes are not committed only in urban areas. Smart Policing is also needed in rural areas.

THE WITHDRAWAL OF THE AFRICAN TRANSITION MISSION: A MAJOR THREAT TO THE NATIONAL SECURITY OF SOMALIA



Maj O A MAOW
Somalia

Somalis have fought civil wars for nearly three decades. The international community and the regional alliance—IGAD, facilitated reconciliation between 1991 and 2004, but failed to fully implement transitional governments on the ground.

A transitional federal government was set up in Eldoret, Kenya, in the middle of 2004. The actual headquarters of the transitional federal government were set up in Jowhar Town, which is close to the capital city, Mogadishu.

In 2006, the government sought intervention in the country's security situation, and the Ethiopian government complied by deploying

troops to Somalia to rescue the legitimate government.

The following year in March, the United Nations and African Union approved the deployment of African Mission in Somalia (AMISOM) troops from Uganda, followed by Burundi, in an effort to stabilize the country.

The African Mission was extended when the terrorist group al-Shabab attempted to overrun the legitimate government, which threatened the wider region. Kenya, Ethiopia, and Djibouti were given permission to intervene.

Although the Mission's official mandate ended in 2022, the international community, the federal government, and the Mission itself are working on a transition plan that will last for the next two years, ending in late 2024.

The Mission's primary objective was to aid the Federal Force as they fought against al-Shabaab militants. The plan was ratified at a time when the nation was attempting to reign over the confusion that was surrounding the elections, which were on the verge of turning into armed conflict.

A number of politicians have cast doubt on the legality of the signed authorities,

while others have questioned the level of readiness on the part of the Somali side, and the ability of the security entities, to effectively and efficiently manage national security.

The major threats to Somalia's national security, such as al-Shabaab, the spread of clan-based armed groups, crime, corruption in the security sector, the spread of small arms and light weapons, and the smuggling of weapons and drugs; makes the withdrawal of peacekeepers a real national security concern, and shows a deeper problem with the way the country is run.

It looks like a too-quick withdrawal will be a big problem for stabilization and development. It could also ruin the results of the partners' joint work, which would make the people lose hope.

As lessons learned, the withdrawal of Ethiopian troops from the country in early 2009, as per an agreement reached in Djibouti, led to reconciliation

between The Alliance for the Re-liberation of Somalia and the former transitional federal government.

Members of the Alliance and al-Shabaab found out that they were fighting against the legitimate government, and they are still fighting against African Mission troops and the government. The government is working hard to free parts of the country from terrorist groups, and has asked the countries on the frontlines to help get rid of militants from the country.

The government cannot handle both liberation and the transition at once in the agreed time-frame. The international community, African Mission, and Somali government should revisit the transition time-frame together and analyze the requirements of the plan, and how security institutions could handle the situations after withdrawal.

PUBLIC IMAGE OF THE POLICE ACROSS AFRICA



SPTA IPINMISHO
Nigeria

The public image of the Police in Africa is a complex and multi-faceted issue. While citizens in some African countries have a positive perception of their Police institution, others view them with suspicion and distrust. The public image of the Police in Africa is influenced by several factors.

Police brutality has been reported in several African countries, leading to widespread outrage and protests. The use of excessive force by Police Officers has resulted in the violation of human rights, and has eroded public trust in the Police.

Corruption is another factor that has contributed to the negative public image of the Police in Africa. Police Officers are often perceived as corrupt, and there are several reports of Officers demanding bribes and engaging

in other forms of corrupt practices. This perception of corruption has undermined the effectiveness of the Police and has eroded public trust.

Lack of transparency and accountability is another significant factor that has contributed to the negative public image of the Police in Africa. In many cases, Police Officers are not held accountable for their actions, and there is a lack of transparency in the way the Police operate. This has led to a lack of trust in the police, and many citizens perceive the police as being above the law.

Despite these challenges, there are instances where the Police across Africa have a positive public image. In some African countries, the Police are viewed as professional, well trained, and committed to serving their communities.

These countries have implemented effective community-policing initiatives that have improved the relationship between the Police and the people. To improve the public image of the Police, there is a need for significant reform in the Police Force.

Policymakers should prioritize police reforms that address issues such as police brutality, corruption, and a lack of transparency and accountability. Additionally, community-policing initiatives should be implemented to

improve the relationship between the Police and the people they serve.

In conclusion, the public image of the Police across Africa is a complex issue that requires significant reform. While citizens of some African countries have

a positive perception of their Police, others view them with suspicion and distrust. To improve the public image of the Police across Africa, policymakers should prioritize police reform that addresses any public concerns.

KNOW YOUR CLIENTS: THE ROLE OF PSYCHOLOGY IN POLICING



SP E GASHEMA
Rwanda

Psychology in policing has become increasingly important to understand how criminals think, and how to deal with their way of thinking.

Psychology in policing skills and techniques have long assisted law enforcement agencies in better understanding criminal profiling, suspect mindsets, and predicting their behaviors.

Security and law enforcement organizations help to keep the

population safe and maintain order when they respond, for example, to shootings, natural disaster, terrorist attacks, and others security occurrences.

To successfully carry out all their duties and responsibilities, there is need for psychology policing in order to identify key areas where certain crimes are committed and who is responsible. This does not mean that crimes will disappear completely, but it will help go some way to countering them.

Psychological policing also contributes to the development of more effective prevention programmes and policies.

It is known to all that environmental factors influence crime. Through psychology policing, law enforcers must be aware of various locations that have different crimes based on the nature of the location and the character of the people who live there.

The importance of psychology policing is to understand that behavior, crimes mapping, and hotspots, so that these crimes can be prevented.

However, law enforcement personnel must receive psychological training in order to be well-versed with human behavior, and to better handle the challenges of modern policing.

Not only training, but Police recruitment should also bear this in mind so that they either recruit as

many personnel, who academically have psychological skills or sending Police Officers for psychology studies.

Additionally, issues being seen as causes or symptoms of psychological problems, like stress and fatigue, should also be identified as early as possible in order to prevent them.

CRITICAL THINKING AS A WEAPON AGAINST HATE CRIMES ON SOCIAL MEDIA



SP B GATETE
Rwanda

Social media platforms such Facebook, Instagram, TikTok, YouTube, WhatsApp and Twitter have essentially taken over the global communication system. They have also turned out to be a source of income for many people, equally providing employment for some.

Sadly, the platforms have provided a free space for hate speech, divisive and

misleading or false content, among others.

Particular case in point: the hate speech in DR Congo against the Kinyarwanda-speaking population from the eastern part of the country in the name of fighting M23 rebels, is a notable example.

This article is meant to alert consumers of social media, especially the less informed, to be analytical while using these platforms.

The concept of 'Critical Thinking' was defined by philosopher John Dewey to mean the art of training someone's brain to logically make a deep reflection, as a guide before believing or acting in a given manner.

This exercise can be compared to the work of an artist in the sense that he/she needs passion and persistence to effectively perform their masterpiece. The same efforts are needed for

someone who is engaged in reflective and independent thinking.

Hate crimes are committed against individuals, and groups based on ethnicity, language, nationality, disability or physical appearance, political view or affiliation, age, religion, gender identity, or sexual orientation, among others.

Hate crimes result from stimulation of hate, particularly through instrumentalization of the media. These kind of crimes are not stand-alone; they result from a long planned campaign of hatred and violent encouragement, established and fortified for a long period.

The advancement in communication technology and social media is facilitating the spread of fake news, hate speech and incitement of violence within communities, especially the most vulnerable like the youth. Hate speech not only contributes to compounding social polarization, but also fueling tensions.

Law enforcers should be concerned, and up to the task against these uncontrolled social media platforms, which undermine peace and security of vulnerable communities.

The key issue here, is to alert the consumers of these social media platforms, especially the less experienced ones, to always be critical while reading, listening, watching or communicating.

In the same spirit, there is also need to promote responsible use of social media platforms in a constructive manner, by encouraging and promoting social media consumers to give preference to the content that boosts harmony, social cohesion and community dialogue.

It is the responsibility of law enforcers to put the youth at the center of their policing, and protect them against the danger of blindly consuming all information from social media.

Law enforcers should also educate the young people to always check and contextualize the information from social media, and continuously bear in mind that these platforms can contain false and malicious information.

Finally, and importantly, young people should be constantly reminded of the necessity of being guided by the spirit of patriotism.

DEALING WITH ENVIRONMENTAL DEGRADATION, THE RNP WAY



SP ENGOGA
Rwanda

In order to strike a balance between the needs of environmental security and those of development, the Government of Rwanda formulated a long-term policy that includes strategies for protecting nature and the environment.

Human activities - from production to consumption, result into pollution - significantly contributing to environmental challenges. The quality of the air, soil, and water, ultimately the quality of everything people depend on, is jeopardised.

Since its establishment in June 2000, the Rwanda National Police (RNP) has taken a central role in the country's environment protection agenda. RNP actions have been guided by the vision set by H.E. Paul KAGAME, the President of the Republic of Rwanda.

Addressing the World Forum on Enterprise and Environment at Oxford University, England, July 5, 2009, the Head of State noted: "Our environment deserves urgent and greater attention with concrete actions on the part of the whole global community."

Speaking November 8, 2022, at COP27 Conference of the Parties held in Sharm El Sheikh, Egypt, President Kagame highlighted Rwanda's contribution, pointing out that: "Rwanda remains committed to inclusive and transparent negotiations for a green and climate-resilient future."

RNP derives policy actions from these ideals of strategic leadership which emphasizes the role of law enforcement agencies in the protection of the environment.

The overall objective of environment policy in Rwanda, is to improve the well-being of the people, the judicious utilization of natural resources, and the protection and rational management of ecosystems for sustainable and fair development.

Legal instruments

There are laws in place that provide the legal framework.

Law No. 48/2018 of August 13, 2018 on the Environment, establishes (1) the conservation and the protection

of the natural environment (soil, water resources, biodiversity, atmosphere, etc), (2) obligations to the state, decentralised entities and local communities with regard to the protection and promotion of environment, (3) the inspection and criminal investigation power in environmental matters.

In addition, Law N° 17/2019 of August 10, 2019, prohibits the manufacturing, importation, use and sale of plastic carry bags and single-use plastic items.

Particularly, Article 8 of law No. 17/2019 mandates the institutions responsible. They include: Rwanda National Police (RNP); Institution in charge of Customs—Rwanda Revenue Authority—Rwanda Investigation Bureau (RIB); Rwanda Environment Management Authority (REMA); Rwanda Standards Board (RSB); Rwanda Inspectorate, Competition and Consumer Protection Authority (RICA), and Administrative decentralized entities.

RNP has built various competencies to enforce the highlighted laws. A Police Unit is deployed to REMA following a Memorandum of Understanding (MOU) signed between RNP and the Ministry of Environment to jointly fight environment degradation in all forms. The two entities conduct inspections to determine the status of compliance to environmental laws.

RNP role in this partnership is to coordinate national environmental inspection in areas including: crackdown on illegal activities in wetlands; safeguard buffer zones of lakes and rivers; fight deforestation; enforce ban on use of single-use plastics; illegal air and noise pollution; and illegal use of hazardous chemicals.

In this regard, RNP conducts regular field operations to ensure compliance with set standards. Additionally, the Force compiles monthly reports detailing activities undertaken to enforce collection of environmental statutory fees, fines and penalties.

In 2021, REMA with the support of the Police, reported over Rwf 806 million (USD 805,000) as fines from different offenders over the years, with more than Rwf 335 million (USD 332,000) collected from offenders in the same year.

The fines are invested back into biodiversity programmes through the Fund for Environment and Natural Resources for Rwanda (FONERWA), and in general to improve human security.

Beyond crackdown operations and inspections across the country, RNP has contributed to environmental protection through planting trees and conducting environmental protection awareness campaigns to influence behavioral change.

MULTI-AGENCY POLICING CREATES PARTNERSHIPS FOR EFFECTIVE CRIME PREVENTION AND CONTROL



SP F NTAMPAKA
Rwanda

In recent decades there has been an increased drive towards partnerships, and the development of inter-agency relations between the Police and a variety of other public, private, voluntary and non-profit agencies and organisations. This innovative policing approach is referred to as ‘Multi-Agency Policing’.

These partnerships have come to be viewed as a key vehicle through which crime and disorder can be effectively tackled, at both the local and national levels, and has become a dominant theme of public sector reform.

In Rwanda, there is the case of the ‘Youth Volunteers in Community Policing’, a group formed in 2013. It has been credited for their volunteerism work valued in billions of Rwandan

Francs, including: construction and renovation of houses for the disadvantaged families; roads; organic gardens; planting trees; and supporting other human security and community development activities.

At the height of the COVID-19 pandemic, the youth volunteers helped deliver relief aid to the targeted families. It allowed for the beneficiaries to get support immediately, without waiting for long, which would have severely impacted their food security, and eventually undermined social cohesion and stability.

A strong policing partnership can foster a collective sense of purpose, with benefits for crime prevention, community safety and public security, as well as reducing duplication and saving money.

Multi-agency partnerships involving the Police include strategic partnerships and those with a more operational focus. Numerous partner agencies are involved, but the Police play a key role.

These partnerships have emerged not only from a combination of changes in government policies and legislation, but also from broader changes in society and recognition of the need to engage communities in the crime reduction activities of the state.

WHY THE NEED FOR PEACE JOURNALISM



SP V NTAWUGURANAYO
Rwanda

Peace Journalism is a relatively recent style of reporting which treats stories about war and conflict with a constructive balance. It is conscientious media coverage of conflict that aims at contributing to peacemaking and peacekeeping. There are other terms for Peace Journalism, including conflict solution journalism and constructive conflict coverage.

The ultimate end for Peace Journalism, is changing the attitudes of media owners, advertisers, professionals, and audiences towards war and peace.

This is a response to fill the gap left by conventional journalism or war journalism, which usually leads audiences to overvalue violent responses to conflict and ignore non-violent alternatives. Conventional journalism is understood to be the

result of well-documented news reporting conventions that focus only on the physical effects of conflict, largely ignoring its psychological impacts.

In the conventional journalism business model, “when a dog bites a man, it is not news; but when a man bites a dog, it becomes the headline”. Hence, conflicts, tensions, and alarming situations, are perceived as the only angles that attract the attention of the public. The media disregards building bridges of peace between communities, and instead produces what they call ‘breaking news’, which could sometimes be rumors.

The dominant discourse of war reporting often follows an approach of; *‘if it bleeds, it leads’*, prioritizing violent escalations of conflicts while marginalizing peace initiatives and portraying conflicts as zero-sum games.

Therefore, the media needs to appreciate the importance of Peace Journalism.

Peace Journalism can be practiced both in conflict or disease/pandemic situations.

In conflict situation, the editors and reporters make choices of what to report and how to report it, that create opportunities for society at large to consider and value non-violent responses to conflict. Additionally,

Peace Journalism shows the backgrounds and contexts of conflicts; hears from all sides; explores hidden agendas; and highlights peace ideas and initiatives. In doing so, reporters need to understand more about what causes conflict, and how it develops and ends. Reporters also need to propose some possible solutions. By providing this information, journalism makes the public better informed about the conflict, and can assist in resolving it.

For situations of a disease or pandemic, editors and reporters do not only focus on the number of people who died and infected, but they also report the number of people who recovered. For example, during the outbreak of the Coronavirus (COVID-19) pandemic, category A of the news media reported the number of people who died and

infected, while category B reported the number of people who died, infected, and recovered, as well as preventive measures.

Peace Journalism is in category B, which includes recovered people and preventive measures.

In a nutshell, peace journalism is possible in all situations. The media would be contributing to peace rather than conflict and violence. Media practitioners who think that they focus on conflict and violence in order to attract audiences, have to know that you cannot do business and make money with the dead.

Journalism can serve as a tool for reunification of the society and hope, not dividing it.

LEADERSHIP STARTS WITH YOU



SP D IRIBAGIZA
Rwanda

Beside the question, to know whether leadership is inherent or can be learned,

it is also vital to know the focus in the development of leadership qualities. The slogan that “*Leadership starts with you*” has been at the center of debate for ages.

To start with, you must first be able to lead yourself, if you want to be a competent leader, who can lead others. We have several internal aspects that may either lead or mislead us, if not kept within the confines of acceptable standards of what a leader stands for. They include parts of you that want to be an effective leader and the parts that would like to step in and make things right when they go wrong.

There is also part of you that always wants to be there for your teammates, no matter what, and the part of you that just wants to be left alone to relax at home with no interruptions. There is also part of you that is completely committed to success and the part of you that wishes to spend more time together with your relatives, friends, and loved ones, among others.

You may be carrying many divergent parts inside of you. Leadership is the ability to control them. I genuinely think that there is insufficient discussion of this type of leadership, so you should start by understanding that you have multiple parts for team effectiveness.

You will be perfectly aware of some of your components, and absolutely unconscious of others. Whether you are aware of it or not, these are the components that might cause internal conflict when you are unsure of which one needs to emerge.

All human beings have a multitude of parts that are useful in some way. The trick is to choose the part that is most likely to achieve the outcome you want in a way that is good for you, the people involved and the service.

When it ticks all three boxes, you will feel aligned and it will create a positive surge of energy which is more likely to result in success. When you have an inner conflict where both parts of you want to jump in, that is when things are more likely to go off track.

For instance, you don't know why some of your team members are performing

below expectations. Despite your guidance and coaching, their actions and outcomes have not changed. If you can close the deal by the end of the month, chances are they have a proposition in their pipeline that will allow you to meet the team goal. You have an emotional drive that they won't be able to stop the deal. How do you behave? Do you keep working with them to identify the problem hindering their success? Do you come in, assume responsibility, and conclude the contract? You might also look for further choices.

There is not simply one proper option in this case, thus a difficult decision. The question is not what should I do, but rather, do I have the awareness to recognize what is going on inside of me, before I go short way down the road of my chosen behavior and attitude?

Learn more about yourself so that you can identify different aspects of you that appear under pressure. Take a moment to reflect on the challenges you have noticed as a leader in the past one year, where you might have encountered personal conflicts before acting, those in which you afterward believe you could have done things better, and create labels for each habit you intend to make better, change, or stop doing.

There is an appropriate opportunity for you to train and overcome it. One way to overcome it is to name what you do every time you notice yourself acting in an improper way.

It is much easier to change your behavior than it is to change your

identity; so naming your behavior is a far better method to bring about change.

After selecting what behavior, you may need to replace the unfavorable one for you to behave in a better and more efficient manner. You must now decide what behavior you do want to demonstrate. Take the first move toward putting your new behavior into practice, once you have decided how you want to present yourself as a leader.

It will take some time and practice, but in the end, you will start to adopt your

new way of being rather than your old one. It is beneficial for you, your group, and the organization as a whole.

Emotional intelligence will be the driving force behind all of the aforementioned characteristics, along with a growth mindset that recognizes that there is no maximum on learning and improvement, proactive behavior, and reflective practice since we can always learn more and improve.

Keep in mind that leadership is a journey, not a destination.

POLICING IN THE SOCIAL MEDIA ERA: OPPORTUNITIES AND CHALLENGES



SP JP SAMVURA
Rwanda

If control of information and visibility are decisive sources of power, the significance of social media—the most recent innovation in mediated communication—is difficult to overstate. Its accessibility, ease-of-use,

and participatory, networked character are transforming state-society relations. These dynamics distinctly impact on order maintenance, the sovereign state's prerogative power.

Social media are web-based platforms that encourage and facilitate communication, interaction, and the creation and circulation of content within virtual communities. Whether in relation to social networking (Facebook), photo and video-sharing (Instagram, YouTube), or micro-blogging (Twitter) sites, and most recently WhatsApp or Telegram.

Social media have transformed media systems, irrevocably altering dynamics of production, consumption, and dissemination.

The increasing sophistication and improved integration of social media have also created unparalleled opportunities for law enforcement agencies to connect with their communities in innovative new ways. Police organizations are using social media to disseminate information to the public about crime-related issues, and to mobilise society for outreach purposes.

Rather than relying on third-party assistance (e.g., media outlets), social media provides the Police with a stricter control over the image of the Force and its Officers. Every Police Officer is a representative of the institution, and (s)he has to be aware of their surroundings.

The population has become accustomed to sharing information with Police about happenings that may be causing unease and instability. They do this because they have developed confidence that there will be immediate intervention by the Police.

Police press officers work with operational officers to appeal for assistance with ongoing investigations, deliver public safety messages and receive information from the general public.

Despite having enormous benefits, social media comes with serious challenges to policing. The openness and timeliness of social media have largely facilitated the creation and dissemination of misinformation, such as rumors, spam, and fake news.

When the Police has the challenge of controlling a given security related issue, it can mean loss of control over organizational life, and cause serious harms. Such harms may include the disclosure of information about an investigation in progress, which might affect the production and later value of evidence, information that might have an adverse impact on citizens involved in certain cases and information about operational matters that might give the “criminal element” information that would be to their benefit.

Social media is used widely for individual attacks and character-assassination by harming people’s personalities and reputations, and interfering with their privacy. These, once not dealt with, harm interpersonal relations.

As Police Officers, when we see or receive a query from social media, we have to attend to it through the right channel of communication within the Police organizations, just like any other emergency, maybe even more swiftly as it is on a public platform, otherwise the institution’s image can be left in question.

If social media is properly managed, it can yield substantial results for the Police. If mishandled, it becomes very detrimental. We must effectively communicate, because if we do not engage with people, they will move on without us, and we will miss the opportunity to influence their behavior. Timely communication helps to avoid distortion of facts.

TACKLING ROAD TRAFFIC ACCIDENTS, A HOLISTIC APPROACH IS ESSENTIAL



SP JDA NDAYISABA
Rwanda

Road traffic accidents are one of the leading causes of mortality worldwide and the leading cause of death for young people between the ages of 15 and 29, according to the World Health Organization (WHO).

Globally, around 1.3 million people die in these accidents every year. Between 20 and 50 million people suffer non-fatal injuries, and many of these result in disabilities.

Dealing with the consequences from traffic road crashes costs billions of US dollars, and this has a serious negative impact on economic security.

The trend indicates that fatalities from the accidents would rise to the fifth-ranking cause of death by 2030, up from eighth currently.

“Car accidents have become too rampant. We can’t continue to lose people one weekend after another. The life of every individual is too valuable to be lost in accidents. We have to come up with realistic measures to prevent this scourge of road accidents. The number of people who have fallen victims to road accidents is unacceptable and we need to put an end to it.”

H.E Paul KAGAME, the President of the Republic of Rwanda.

In Rwanda, according to statistics by Rwanda National Police (RNP), traffic road accidents led to 629 deaths in 2020; 655 in 2021; and 687 in 2022.

By calculation, these are more than 1,900 innocent lives lost in a space of three years.

The causes of these accidents are linked to human behavior, road condition and vehicle condition.

The Government of Rwanda has implemented a holistic approach to mitigate road traffic accidents, with the participation of multiple stakeholders such as Police, transport, health, education, and actions addressing the safety of roads, vehicles and road users.

Secondly, there is the National Road Safety Committee whose responsibilities are coordination, legislation, monitoring and evaluation of road safety strategies.

Thirdly, RNP set up an electronic recording system on accident—the Road Accident Investigation System (RAIS). An investigator on the scene of accident electronically records important information, like accident location, time, automobile involved, category of vehicles, driver’s names, the cause of accident, among other elements.

Recording and analysis of these data, informs decision-makers on policies and initiatives for road safety.

Additionally, effective engineering is also considered, both infrastructure and technology. The majority of road networks currently: provide walkways; visualized zebra crossing with a warning sign to facilitate pedestrian to cross; humps near market, schools, churches and other busy and accident prone areas; public lights to support visual, and now lights are mandatory to new roads constructed.

These road engineering improvements have contributed significantly to reduction of road accidents recorded on newly constructed and renovated roads.

Moreover, education and sensitization strategies have also been enhanced.

Road safety must be taught through safety campaigns in combination with other strategies.

A commendable example in Rwanda is the “GERAYO AMAHORO” campaign loosely translated as “Arrive Safely”, which is designed to influence behavioral change, to make road safety the only choice and culture. This is in addition to enforcement of the traffic rules and regulations.

Other strategies include: engaging stakeholders and private companies in preventing road accidents; including transporters; speed enforcement cameras; compulsory automobile mechanical inspection; and speed governors installed in transport vehicles.

All-in-all, prevention of road accidents needs a combined effort from all of us.

However, there is still quite a journey, like changing driver’s behaviors, identification of traffic accident hot-spots, which can be achieved through the use of Geographical Information System (GIS), and to conduct a deep analysis to establish why the accidents keep recurring in certain spots.

TECHNOLOGY AND POLICING



SPJ M KAYIGANA
Rwanda

Law enforcement has always been at the forefront of testing new technologies before any other industry. Technological advancements have allowed Police agencies to find innovative ways to leverage new technologies as tools in order to improve public safety and save lives.

One of the most significant ways technology has improved policing is through communication and coordination.

It is not easy to imagine life today without technology. There is television, internet, telephones, computers, processors, artificial intelligence, software, and audiovisual technology. The list is endless.

The famous Global Positioning System (GPS) is continuing to expand into the public safety community, improving

communication, and making crime-solving easier for law enforcement.

In all circumstances, technology is seen to be a *Res nullius* property to mean that it is a property of none. The benefits offered by technology are open for everyone.

Criminals also take advantage of the progress technology has brought, to plan, coordinate and execute their criminal activities.

This prevailing environment is a challenge across-board, for potential victims of technology-based crimes, to security organs as well, including police institutions that have the core mandate of ensuring peace and security in the community.

It is said that “referees have to be fitter than players”. This assertion offers insight for security organs to take all necessary measures for them to remain ahead of criminals in terms of using technology.

Security organs should invest considerably in technology for purposes of crime prevention, forensic investigation and detection. In the area of crime management, sound investment is needed in robotic surveillance cameras, face recognition technology, lie detectors, Big data and Internet of Things (IoT), Handheld lasers, automatic license plate recognition, mobile devices like

tablets, smartphones or iPads, GPS vehicle-pursuit darts, forensic evidence, Thermal imaging and Gunshot detection systems, among others.

We can commend some smart policing efforts deployed by Rwanda National Police (RNP). It has invested heavily in the traffic and road enforcement systems and other policing operations. It operates: Speed enforcement cameras; Red-light cameras; Hand Held Terminal (HHT); and Automated Number Plate Recognition (ANPR); High-tech software for technical inspection of all motor vehicles; Online provisional driving test and the whole process of driver's license acquisition; e-Ticketing for traffic offenders; CCTV cameras; Hotlines; prepaid closed user group (CuG) cell phones used by Police Officers in their internal communications, among many others.

All the above have made the work of Rwanda Police noticeably easy.

RNP 'Road Safety Enforcement Cameras' commonly known as Sofia was recognised with a "Public Innovation Award" in 2022, during the second 'Hanga Pitchfest-22'.

The success of security organs in all technological initiatives depends on the full commitment of all stakeholders.

Introducing new technology can be difficult for some Police departments, and for individual Officers. It is critically important for police departments across the nation to provide their Officers with adequate training when a new technology is implemented into patrol and duty.

FROM PUNISHMENT TO CORRECTION: A NEW DIRECTION FOR REINTEGRATION OF INMATES



SP MS MUKAMURIGO
Rwanda

Prisons nowadays are putting efforts in how they can help offenders to reintegrate in their communities and become good members who will not reoffend (UNODC, 2017).

Imprisonment should not be limited to the deprivation of liberty alone. Rather, it should include opportunities for prisoners to obtain knowledge and skills that can assist them in their successful reintegration upon release, with a view to avoiding future re-offending.

The Standard Minimum Rules for the Treatment of Prisoners (The Nelson Mandela Rules) stipulate that imprisonment should be an occasion for inmates to be reeducated; they focus more on corrections services than imprisonment.

Prison should no longer be a punishment-infliction institution, but a correctional facility where offenders go through reintegration programmes to enable them to be good citizens in their communities.

The purpose of a sentence of imprisonment or similar measures that deprive a person of liberty, are primarily to protect society against crime and to reduce recidivism.

Rwanda Correctional Service's (RCS) responsibility, as provided by the Law No 021/22 of 29 September 2022, is to develop and implement social reintegration programmes for a convict to be served in a correctional facility.

Rwanda Correctional Service works with different stakeholders to achieve considerable results in reeducating inmates, such as Ministry of Education of Rwanda and Rwanda Polytechnic to issue certificates to the inmates, who graduate from different training such as electrical, tailoring, ICT, etc.

Non-Government Organizations also step in for financial support through cooperation.

In all Correctional facilities, inmates are provided with technical skills, which will help them to compete on the labor market once released.

Children at a Juvenile Correctional

Facility in Nyagatare District pursue their education and sit for national examinations for Primary Three and Senior Six. They pass successfully. This is done in collaboration with the Rwanda Education Board (REB) and National Examination and School Inspection Authority (NESA).

Consequently, these children have been granted Presidential pardon in order to

continue their studies in a normal way with no criminal budge over their lives.

In a nutshell, reintegration programmes implemented by RCS are aimed at transforming ex-offenders into law-abiding and useful citizens for the nation.

THE WORRISOME RISE OF TEENAGE PREGNANCY IN RWANDA



Mr G MWEBAZE
Rwanda

Solving the persistent issue of teenage pregnancy in Rwanda has remained a puzzle for the government and its partners. According to data provided by the Ministry of Gender and Family Promotion (MIGEPF), there were 23,544 cases in 2019; 19,701 in 2020 and 23,000 in 2021.

The Eastern Province has continuously registered the highest number of teen

“Don’t rest until every teen pregnancy is prevented.”

H.E. the First Lady of Rwanda, Jeannette Kagame, (Organization of African First Ladies for Development, 2020)

mothers. In 2021, Nyagatare District registered 1,799 cases of teen mothers, Gatsibo 1,574, and Kirehe 1,365.

While many factors may be to blame, we all have to understand and accept—the fact that teenagers are sexually active—and any solution—I believe—has to be built based on that reality.

In the current ever-evolving era—unconsciously or consciously—African societies at large have seen an accelerated level of adoption of western cultures, as they move on the development journey.

It is crucial that those taking action, consider the adverse impact of technology on young people. Through social media platforms, young people are exposed to different false information and explicit content that lure them into sexual activities without thinking about the consequences.

Now, while the majority of teen mothers are in rural areas with limited level of education and lack of sexual and reproductive health information, it is equally important to foresee and counteract the adverse future complexity of the challenge posed by social media.

Teenage years put one at a vulnerable stage of life where they are still figuring out their lives, surroundings, people, purpose, and their bodies. It is a stage that requires maximum, but positive presence of parents in a teenager's life for proper guidance.

However, the rise of teenage pregnancies is mainly attributed to the

lack of positive parenting skills and absence of parents in children's lives.

Facts remain that most of these teenagers are defiled by close family members, and in some cases, they go unpunished because parents try to conceal the terrible act in the name of the family's reputation.

Therefore, the government and its partners should develop new and innovative strategies of educating and transforming such mindset, which setback what the country has been able to achieve in empowering young girls, and the socio-economic benefits thereof.

On the other hand, another section of young girls is being impregnated by their age-mates, which technically puts the society in more dilemma, since none of them are maturely prepared to take on the responsibility.

This, therefore, calls for more concerted efforts in providing sexual and reproductive health information starting at a young age for both girls and boys.

‘NEED TO SHARE’ PRINCIPLE, THE NATIONAL POLICE COLLEGE JOINT TRAINING STRATEGY



Mr E BUTERA
Rwanda

The ‘Need to Share’ Principle is a concept which illustrates necessity to work together in order attain common objectives. This is contrary to the concept of the ‘Need To Know’ Principle, a traditional *modus operandi* involving unilateral and sole engagement into action without informing or involving others.

The two concepts fall in the security and intelligence fields. They have influenced global security dynamics. Due to globalization and changing security systems, with the broadening of crimes, some of which are transnational in nature, the global security architecture is gradually adopting the ‘Need to Share’ Principle through multi-agency approach for the purposes of achieving common ground

- especially in fighting crimes.

To operationalise these concepts, the National Police College (NPC) trains Police Officers at strategic, tactical and operational levels. To put into practice the ‘Need to Share’ Principle, the College admits cohorts from other security agencies, as well as those from other African countries. They all train together.

The NPC strategy of championing joint training, is not an isolated concept and activity, but is drawn from the wider institutional and national strategy, which promotes collaboration at local, regional and international levels. This is done to reinforce joint understanding of the challenging security dynamics. It enable the whole system to confront issues with a common joint understanding.

Jointly training officials from different institutions and places, allows for in-person contact among them, as they interact formally and informally. This catalyses further strategic cooperation, engagements and ease of connecting dots on complex security matters.

Africa faces cross-cutting challenges, which individual countries cannot easily overcome while acting in isolation. To a greater degree, some challenges are, simply put, impossible.

Thus, the need for more robust and holistic continental approach to address them.

Therefore, the ‘Need to Share’ Principle, a training strategy which the

National Police College implements via joint training of African security and intelligence organizations, takes an innovative approach to responding to Africa’s security challenges.

CRIME AND DELINQUENCY



Ms M J UWERA
Rwanda

In the period 2018 to 2021, the Rwanda Investigation Bureau (RIB) recorded over 119,000 violent crimes. These numbers are not historically alarming but it’s clear that crime, in all its forms, is an unfortunate part of our society.

However, most of us are not criminals. So, what drives a small number of us to commit criminal acts? Since the dawn of civilization, people have been asking this question.

Modern criminology research employs a scientific method to uncover solutions. There are a few underlying elements that criminologists feel can

lead to criminal behavior, despite the fact that each criminal has their own particular motivations and life circumstances.

Hardly do reasonable individuals of Rwandan society intentionally commit the majority of crimes; rather, environmental and historical reasons contribute to the aforementioned occurrences.

The following are some major causes of the rise in delinquent conduct among Rwandans, particularly among the young people:

Drug and substance abuse

Substance use leads to criminal behavior or that criminal behavior leads to alcohol and drug use. Yet, there is a substantial correlation between the two actions. Young individuals, who use and abuse substances frequently experience a wide range of legal, social, health, and personality-related issues, which can lead to delinquency.

Excessive alcohol and drug usage impairs one’s ability to exercise self-control and to refrain from engaging

in behaviors that are illegal or against accepted social norms.

Unemployment

Everyone's increased standard of living depends largely on employment, whether they are self-employed or employed by others. As a result, people who are consistently unemployed often turn to alternate and sinister means of subsistence, including sex trade, theft, and burglary, among others, to make ends meet.

In either case, those who cannot afford the aforementioned absurd activities may feel under pressure to turn to drug and alcohol abuse in an effort to find tranquility of mind and forget their financial struggles.

Dysfunctional families

A family is often perceived as the basic source of material and moral support to its members, old and young, weak and strong, most especially protecting and nurturing its young and more vulnerable members.

Delinquency among young people may also result from factors such as parents' lack of emotional participation in their children's early years, inability to set boundaries for the level of child deviance permissible, and the use of an authoritarian method of child raising, among others.

Peer influence

It is widely acknowledged that during adolescence, one's peer group has a significant impact since it serves as a frame of reference for them to grasp the world outside of their families.

Peer pressure, however, can have a negative impact on a person's line of thinking, leading them to engage in unlawful and anti-social behaviors including premarital sex, petty theft, alcohol and drug abuse, inactivity, and disorderly behavior, among others.

Even though we have discussed what motivates people to commit crimes, there are several effects on individuals and the community as a whole. Criminal behavior also hinders economic growth and increases national insecurity.

Moreover, some of the costs of crime are intangible (not easily or precisely identified). These expenses may include discomfort and suffering as well as a decline in quality of life. There are also the traumatic impacts on friends and the disruption of family, as well as punishment according to the law.

Good governance provides opportunities for youth development, turning their ideas and talents into golden returns. The government's creation of: the Ministry in charge of Youth; the National Rehabilitation Services (NRS) and its affiliated rehabilitation centres; universal education; YouthConnekt Series; Youth Eco-brigade; Youth National Talent Development; Rwanda Youth Volunteers; and Art Rwanda Ubuhanzi, are all programmes developed to ensure youth socio-economic empowerment and behavioral change.

As said, the youth are powerful. They represent courage with wisdom and energy, with will-power to drive change and take leadership.

PICTORIAL PAGES

PSCSC 11 IN CLASS



PSCSC participants attending lectures in their classroom.



PSCSC participants attending a session by a lecturer from the University of Rwanda.



Course participants sit in a way that facilitates the trainee-centred method which is the most dominant training method at the College.



Command Post Exercises (CPXs) as pictured here are given enough time to help course participants to exercise their command skills.

INTERNAL STUDY TOUR 2023



Both the College Administration and PSCSC participants paying tribute to victims of the 1994 Genocide against Tutsi in Rwanda during their visit to the Kigali Genocide Memorial Center.



PSCSC participants during their visit at the King's Palace Museum in Nyanza District.



The College Commandant, Trainers and PSCSC participants being briefed at Zipline on the use of drones to deliver blood and medicine to hospitals throughout the country.



PSCSC participants in Rusizi District visiting CIMERWA, one of the cement manufacturers in Rwanda.



BRALIRWA as the largest brewer and soft beverage company in Rwanda was also one of the sites visited.



Course participants also visited KINIGI IDP model village which accomodates more than 140 familie.

EXTERNAL STUDY TOUR 2023 BY THE PSCSC 11/22-23 IN THE REPUBLIC OF BOTSWANA



Deputy Commissioner General in Charge of Operations (Centre) and the D/Planning (Left) both of Botswana Police Service (BPS) with the Commandant of NPC (Right) during the welcome session.



At the Botswana Police College, the delegation from NPC Rwanda were taken through a model showing all the College infrastructure.



A group photo taken on the first day of the visit to welcome the delegation.



One of Botswana Police College's infrastructure visited included the Library.



PSCSC participants learnt a lot from BPS's forensic capabilities.



Through demonstrations, BPS showed its various capabilities that facilitate this institution in its police operations.

EXTERNAL STUDY TOUR 2023 BY THE PSCSC 11/22-23 IN THE REPUBLIC OF BOTSWANA



BPS's traffic capabilities



BPS's marine capabilities



BPS's Air Wing capabilities



BPS's Special Intervention Force (SIF) capabilities



The delegation also participated in the excursion activities including hunting at Fox Ranches Game Farm



The study tour was concluded by the IGP of Botswana Police Service meeting the delegation from Rwanda and he Saluted good partnership between the Police institutions

SYMPOSIUM 2023



Opening remarks by Hon Dr Emmanuel UGIRASHEBUJA, Minister of Justice and Attorney General



Inspector General of Rwanda National Police, DCG F NAMUHORANYE sharing his reflections



Welcome Remarks by Commandant of the National Police College, CP R MUJJI

SYMPOSIUM 2023



Panel One discussed *Justice in Africa: Past and Current Status* | From left to right: Dr. Charity WIBABARA , Mr. Aimable HAVUGIYAREMYE, Dr. Busingye KABUMBA and Dr. Alphonse MULEEFU



Panel Two discussed *Social and Criminal Justice: Concerns and Prospects* | From left to right: Prof. Fredrick OGENGA, Mrs. Fiona Muthoni NARINGWA, DCG Felix NAMUHORANYE, Hon. Dr. Emmanuel UGIRASHEBUJA, AIG Francis RWEGO and Dr. Jürgen STOCK

SYMPOSIUM 2023



Panel Three discussed *Justice and Contemporary Security Dynamics in Africa* | From left to right: Ms. Isabelle MASOZERA, Col (Rtd) Jeannot RUHUNGA, Brig. Gen. Ronald RWIVANGA, Mr. Charles ONYANGO OBBO, Dr. Fredrick GOOLOBA MUTEBI, Mr. Jean Philbert NSENGIMANA and Mr. Yves IRADUKUNDA



Panel Four discussed *Fostering justice for a safer Africa* | From left to right: Ms. Berna NAMATA, Prof. Alfred R. BIZOZA, Dr. Usta KAITESI, Mr. Donald Omondi DEYA and Alice WAIRIMU NDERITU who was virtual

SYMPOSIUM 2023



Closing remarks by **Hon. Alfred GASANA**, Minister of Interior, Government of Rwanda



Introductory remarks by **Dr. Didas M. KAYIHURA**, Ag. Vice Chancellor, University of Rwanda



This Symposium was also attended by different officials from various government and non-governmental organisations



PSCSC participants were among the audience



Both African Leadership University (ALU) and the Institute of Legal Practice and Development (ILPD) students were also present at the Symposium

SPEAKERS & MODERATORS FOR THE 2023 SYMPOSIUM ON PEACE, SECURITY AND JUSTICE



Hon. Alfred GASANA
Minister of Interior
Rwanda



Hon. Dr. Emmanuel UGIRASHEBUJA
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DCG Felix NAMUHORANYE
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