

# THE TRANSFORMER

A PUBLICATION OF NATIONAL POLICE COLLEGE

No.5



## POLICE COMMAND and STAFF COURSES







---

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

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

---





# NATIONAL ANTHEM

Rwanda nziza Gihugu cyacu  
Wuje imisozi, ibiyaga n'ibirunga  
Ngobyi iduhetse gahorane ishya.  
Reka tukurate tukuvuge ibigwi  
Wowe utubumbiye hamwe twese  
Abanyarwanda uko watubyaye  
Berwa, sugira, singizwa iteka.

Horana Imana murage mwiza  
Ibyo tugukeshya ntibishyikirwa  
Umuco dusangiye uraturanga  
Ururimi rwacu rukaduhaza  
Ubwenge, umutima, amaboko yacu  
Nibigukungahaze bikwiye  
Nuko utera imbere ubutitsa.

Abakurambere b'intwari  
Bitanze batizigama  
Baraguhanga uvamo ubukombe  
Utsinda ubukoroni na mpatsibihugu  
Byayogoje Afurika yose  
None uganje mu bwigenge  
Tubukomeyeho uko turi twese.

Komezamuramba Rwanda dukunda  
Duhagurukiye kukwitangira  
Ngo amahoro asabe mu bagutuye  
Wishyire wizane muri byose  
Urangwe n'ishyamba utere imbere  
Uhamye umubano n'amahanga yose  
Maze ijabo ryawe riguhe ijambo.





# RWANDA NATIONAL POLICE LEADERSHIP



**Hon. Johnston BUSINGYE**  
Minister of Justice / Attorney General



**CGP Emmanuel K. GASANA**  
Inspector General of Police

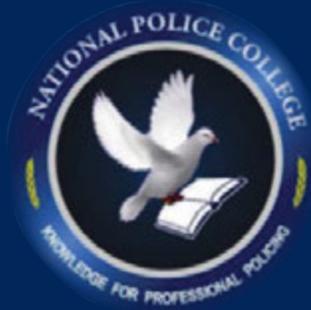


**DCGP Dan MUNYUZA**  
Deputy Inspector General of Police - Operations



**DCGP Juvenal MARIZAMUNDA**  
Deputy Inspector General of Police -  
Administration and Personnel





---

## **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
-



# TABLE OF CONTENTS

A MESSAGE BY THE COMMANDANT

8

NATIONAL POLICE COLLEGE:  
TRAINING FOR EXCELLENCE

9

NPC SYMPOSIUM ON PEACE, SECURITY, AND  
SUSTAINABLE DEVELOPMENT

10

THE 5TH SYMPOSIUM IN PICTURES

12

## TRAITS OF TRANSFORMATIONAL LEADER

14

LEADERSHIP FOR INSTITUTIONAL  
TRANSFORMATION

15

ESSENCE OF POLICE SENIOR COMMAND AND  
STAFF COURSE (PSCSC) AND CONTEMPORARY  
POLICING IN AFRICA

16

HOW THE POLICE CAN STAY AHEAD OF CRIMINALS

18

LET'S DEMYSTIFY CYBER CRIME

19

STUDY TOUR IN TANZANIA

21

IMAGINE A FUTURE FULL OF DRUG ADDICTS

22

A FRESH START IN LIFE

23

INTERNAL STUDY IN TOUR IN PICTURES

24

THE GLOBALISATION OF CRIME

25

TRAFFIC AS INCUBATOR OF POLICE CULTURE

26

HUMAN SECURITY IN A  
POST GENOCIDE SOCIETY

27

YOUTH AND DRUGS: IT TAKES A VILLAGE

28

MARITIME POLICING IN RWANDA

29

TRANSITIONAL JUSTICE: THE SUM IS  
GREATER THAN ITS PARTS

30



TAKING THE DRUG WAR TO COMMUNITIES

31

COMBATING RECIDIVISM IN  
RWANDA CORRECTIONAL SERVICE

32

THE CONTRIBUTION OF RWANDA  
NATIONAL POLICE IN RAPID ECONOMIC  
DEVELOPMENT OF RWANDA

33

DIMENSIONS OF CONFLICT IN AFRICA

34

### **POLICE WEEK 2017:**

*Ensuring human security as an essential factor  
for safety and community development*

36

THE ENORMOUS BENEFITS OF  
COMMUNITY POLICING

38

PARTICIPANTS OF PSCSC 05/16-17

39

POLICE JUNIOR COMMAND AND STAFF AND  
TACTICAL COMMANDER'S COURSES

41



# A MESSAGE BY THE COMMANDANT



**CP FELIX NAMUHORANYE**  
COMMANDANT RNP

The contemporary policing environment presents unprecedented challenges to law enforcement institutions. Terrorism, globalization, large-scale population movements, cyberspace security and human security issues pose crime control threats that are increasingly beyond the scope and capabilities of traditional policing.

At one end of the spectrum, there is a growth in extremely sophisticated and complex crime that requires highly specialized skills in policing and multi-jurisdictional involvement of actors. At the other end, there is the traditional law and order function that requires preventive approaches that have to meet greater community expectations.

In light of this daunting policing environment, it is clear that law enforcement necessitates high standards of professional training in their plans in order to operate efficiently and effectively.

The National Police College, therefore, endeavours to be at the forefront of police professionalism by providing a high quality and innovative training to officers of the Rwanda National Police and those from beyond the country thereby reinforcing its vision of becoming an international centre of excellence in police training and development.

It is along these lines that the NPC has the vision and mission of delivering tailor-made programmes that equip police officers with the knowledge

and skills in relation to the burning issues in contemporary policing.

The NPC offers courses in criminology and law, professional police studies, information security and forensic sciences. In addition, the college conducts various career development courses, such as the Police Senior Command and Staff Course. In addition, the NPC hosts the CID School and conducts a Police Station Commander's course, a Tactical Commander's Course, and a Junior Command and Staff Course.

The Senior Command and Staff course is designed to impart senior officers and commissioners with quality skills in relation to executive leadership, strategic management, command and strategic policing skills.

Further, the course is designed to enhance the ability of officers to perform command and staff functions through research by widening their knowledge of policing operations at the strategic level. By demonstrating these skills the officers are awarded a Master's Degree in Peace Studies and Conflict Transformation.

Since the contemporary policing environment requires cooperation in responding to crimes that are increasingly becoming transnational in nature, joint training is the most effective approach for adequately responding to these emerging security threats.

It is in this spirit that this course attracted 26 participants from 10 African countries: Ethiopia, Kenya, Namibia, Sierra Leone, Somalia, Sudan, South Sudan, Uganda, and Rwanda, the host. Among the course participants are two officers from Rwanda Correctional Services (RCS).

I am confident that courses offered at NPC are not only able to transform participants professionally but are also able to strengthen their ties by developing lifelong relationships as law enforcement brothers and sisters, and thereby consolidating policing as an aspect of regional integration.

It is unfortunate that I must conclude on a sad note: One of the course participants, our dear brother SSP Charles BARAKA, fell sick and returned home to Malawi, where he passed away afterwards. May His Soul Rest in Eternal Peace.



# NATIONAL POLICE COLLEGE: TRAINING FOR EXCELLENCE

## EDITORIAL

The National Police College (NPC) is one of the three Rwanda National Police (RNP) training schools entrusted with the mission of delivering high quality, innovative and professional training to Police officers of Rwanda and beyond. Inspired by its ambitious vision of becoming an international centre of excellence in police training and development, the NPC conducts various career development, professional and academic courses.

The key career development courses run at the NPC are designed in such way that they correspond to various levels of command in organized police forces.

In this line, the College conducts the Police Tactical Command Course (PTCC), Station Commander's Course (SCC); the Police Junior Command and Staff Course (PJCS) for officers at the operational level and the Police Senior Command and Staff Course (PSCSC), the highest in hierarchy and designed for officers at the strategic level.

The NPC also delivers professional courses in the areas of criminal investigation: the Basic Criminal Investigation Course (BCIC) that produces qualified field criminal investigators and the Professional Criminal Investigation Course (PCIC) that equips trainees with advanced knowledge and skills that qualify them as Senior Investigating Officers (SIOs).

Academic programs delivered at the NPC are also tailored to the law enforcement functions. They are: the Bachelors of Sciences in Professional Studies (PPS), Bachelors of Sciences in Forensic Science (FS), Bachelors of Sciences in Information Security (IS), and Bachelors of Laws (LLM) that is currently under review to become a Bachelors degree of Social Sciences in Law and Criminology (L&C).

These degree programs are run in partnership with the University of Rwanda (UR) under a Memorandum of Understanding (MoU) signed with Rwanda National Police. Under the same framework, the NPC also conducts a Master's

degree of Social Sciences in Peace Studies and Conflict Transformation (PSCT) that is run concurrently with the course in Strategic Command. The combination of these two form the Senior Command and Staff Course.

### ACHIEVEMENTS

Since its inauguration in 2013, the NPC has registered a number of achievements that cannot be detailed here. However, the school considers the fact that it has attracted a good number of participants from various African countries within a very short time as one of its great achievements thus far. This is a testament to the fact that the NPC is earning the recognition as a regional centre of excellence in the area of professional training of police officers.

Therefore, the NPC is proud to have contributed to the enhancement of professionalism in policing not only in Rwanda but also on the entire African continent.

Crucially, these achievements are the result of designing programs that are responsive to the most pressing needs of policing in Africa.

A new law N° 11/2017 of 06/04/2017 has been passed and the NPC now becomes the Rwanda Law Enforcement Academy (RLEA) with the status of a Specialised Public Higher Learning Institution. This is intended to ensure that the college achieves even higher standards of academic excellence. Specifically, the change is intended to facilitate the review of academic programs in order to adapt them to the challenges of an ever changing policing environment that is characterised by globalization, technological development, and a changing modus operandi of criminals

NPC graduates should be proud of having attended this this prestigious and reputable college And that they can now count themselves among its alumni.





# NPC SYMPOSIUM ON PEACE, SECURITY, AND SUSTAINABLE DEVELOPMENT



On 13 June 2017 the National Police College held its annual symposium under the theme: Peace, Security, and Justice for sustainable development. The symposium is integral part of the PSCSC master's program in Peace Studies and Conflict Transformation conducted by NPC in collaboration with University of Rwanda and UK College of Policing.

The symposium drew a diversity of participants: scholars, policy makers, and eminent personalities whose expertise has had an influence in the shaping of norms in the area of peace, security, and justice.

It also attracted the PSCSC students from eleven African countries attending the fifth intake, and Institute of Legal Practice and Development (ILPD) students. Altogether, the students attending the fifth intake are from Ethiopia, Kenya, Malawi, Namibia, Sierra Leone, Somalia, south Sudan, Uganda, Cameroon, the Gambia and Rwanda, the host.

Opening the symposium, Rwanda's Minister of Justice and Attorney General, Johnston Busingye said that security and sustainable development are

mutually inclusive and should be pursued with a comprehensive approach.

"Good governance and sustainable development cannot exist in an environment that has no security," Minister Busingye said.

The first panel, Chaired by Prof. Anastase Shyaka, CEO of the Rwanda Governance Board, had on Emmanuel K. Gasana, the IGP of the Rwanda National Police, Prof. PLO Lumumba, the Director of the Kenya School of Law, Letty Chiwara, the UN Women Representative to the African Union, and Dr. An Kiamba from the University of Nairobi.

The Inspector General of Police (IGP) Emmanuel K. Gasana pointed out that although spoke on challenges and prospects of ensuring peace and security for sustainable development in Africa.

He underlined that Africa is a continent with a lot of opportunities and that it is also faced with many challenges that have a direct impact on the progress of the continent.



"Inter-state conflicts and insurgencies, costly criminal activities, genocide ideologies, the trend and activities of terrorism did not leave Africa... different structural conflicts have devastated the continent; Africa's internal challenges have been characterized by bad governance, poor leadership and political wrangles," IGP Gasana said.

Prof. Patrick Loch Otieno Lumumba spoke on 'visionary leadership as a foundation for good governance.' He observed that if "Africa is to be on the table as diner not a waitress," then it's paramount to know where the continent has come from.

"Visionary leaders are committed to values, exemplify a sense of personal integrity, radiate a sense of energy, vitality and will," Prof. Lumumba said.

He added: "The most effective visionary leaders are responsive to the real needs of people and they develop participative strategies to include people in designing their own futures."

Among the key personalities shaping Africa's progress today, according to Prof Lumumba, is President Paul Kagame whom he described as a "visionary and dedicated leader that has tremendously transformed Rwanda into a country on the move" and whose "obituary had been written by pessimists.

"Under his leadership, Rwanda has exhibited robust economic growth, became the leading country in Africa in terms of service delivery, education and in health. Levels of corruption have decreased nationwide and high levels of institutional accountability, economic recovery, and national income rose while urban poverty has decreased," Prof Lumumba said of President Kagame.

He observed that many parts of Africa continue to endure suffering because of poor leaders, who have arrogated to themselves the monopoly of wisdom and have led their countries to pain, sorrow, and lamentation.

"However, a few examples have demonstrated that Africans can run their affairs if sound and visionary leadership takes root. The examples of Rwanda, Uganda, Ethiopia, Tanzania, Botswana, Mauritius and Seychelles confirm this," he said.

Ms. Letty Chiwara spoke on the inclusiveness for sustainability- Women's participation; and Dr. Anita Rounding out the first panel was Dr. Ndoti Kiamba who spoke on "Security as a beneficiary and contributor to sustainable development-case study

Under his leadership, Rwanda has exhibited robust economic growth, became the leading country in Africa in terms of service delivery, education and in health. Levels of corruption have decreased nationwide and high levels of institutional accountability, economic recovery, and national income rose while urban poverty has decreased," Prof Lumumba said of President Kagame



of the great lakes region."

Speaking on the second panel that afternoon, the Executive Director of SMART Africa Alliance, Dr. Hamadoun Toure, also spoke on 'understanding today's digital world opportunities and threats.'

"By the year 2020, the world will have 50 billion devices connected. The more these figures go up the more sophisticated cybercrimes become," Dr. Hamadoun said.

He added: "Globally, an estimate of US\$2.5 trillion is lost due to cyber-related crimes; piracy is costing approx US\$23 billion and US\$250 lost in violation of intellectual property, but the more sophisticated part is that the criminals are not visible and can be in many places at the same time."

Also on the second panel, the Permanent Secretary in the Ministry Youth and ICT, Maj. Regis Gatarayihya spoke about mainstreaming ICT-led security to respond to growing cyber threats while Prosecutor General Jean Bosco Mutangana spoke on 'multidimensional approach to confronting new security threats: Legal adaptability.'

Other speakers at the symposium included the Commandant of NPC, Commissioner of Police (CP) Felix Namuhoranye and the Spokesperson of the Uganda Police Force, Assistant Inspector General of Police (AIGP) Asan Kasingye, who gave a lecture on "countering the increasingly sophisticated terrorism challenges and way forward."

While delivering the closing remarks, the Minister of Education Dr Papias Manimba Musafiri noted that the annual symposium is a forum that presents an opportunity for sharing experiences needed to combat the emerging security challenges.

"Law enforcers should embrace the use of ICTs as a crucial tool to reshape police operations in the changing nature of cybercrimes," Minister Musafiri said.





# The 5th symposium in pictures





## The 5<sup>th</sup> symposium in pictures



Hon. Johnston BUSINGYE, Minister of Justice /Attorney General speaking at the opening of the symposium



The Minister of Education Dr Papias Manimba Musafiri speaking at the closing of the symposium



Panelists; Dr. Hamadoun Toure [speaking], PS Maj. Regis Gatarayiha, AIGP Asan Kasingye and Prosecutor General JB Mutangana



# Traits of transformational leader

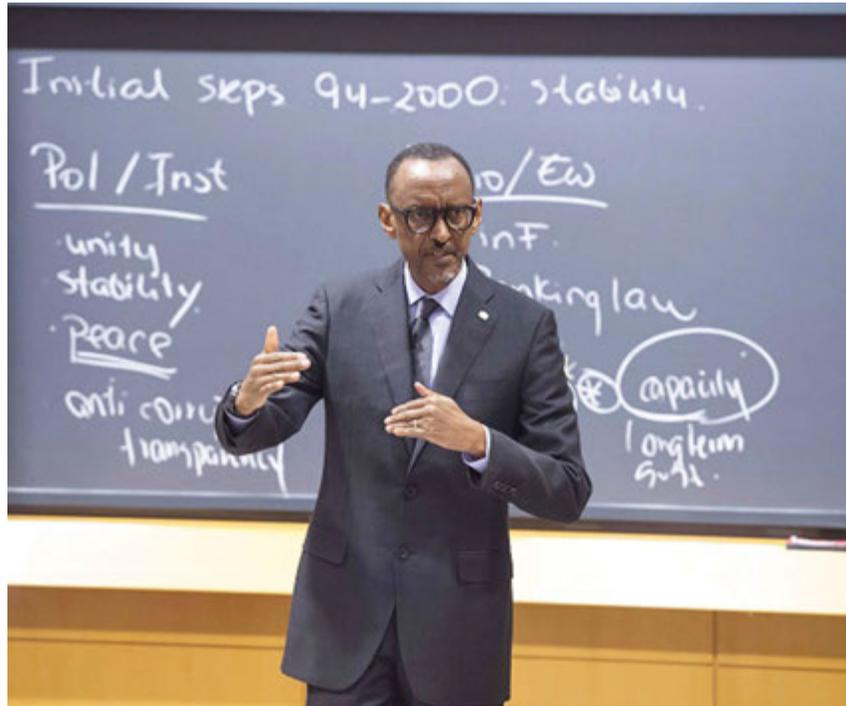


**CSP E KABASHA**

Different authors define transformational leadership as a leadership approach that causes change in individuals and social systems. It creates valuable and positive change among the led and turns them into leaders. Transformational leaders act as mentors to those who need help with the aim being encourage to better perform their tasks. Transformational leaders have great power and influence over those they lead. In fact, the latter tend to imitate the former when accomplishing tasks. Consequently, a set of indicators help to point to a situation where there was a positive impact of transformational leadership: staff empowerment, job satisfaction, commitment, trust, efficiency, confidence, and motivation.

The transformational leader is able to influence those they lead to deliver organizational goals. In addition, the transformational leader involves subordinates in decision making processes in order to reach a common understanding of any decision taken within the organization. This makes such leaders highly effective given the level of ownership that is expected to be developed following such approaches to decision-making.

Further, a transformational leader allows individual consideration for subordinates. He or she attends to the needs of, and shows concern for, the subordinates. In this regard, the leader acts as a mentor, extends empathy, support, and keeps communication lines open. As result of such concern, subordinates are willing to sacrifice for the institution and to aspire towards professional development. It is a leadership style that pays attention to the intrinsic motivations of subordinates.



**HE The President of the Republic of Rwanda Paul KAGAME while addressing students at the Harvard Institute of Politics in 2016**

Intellectual stimulation is also key. This is the ability for the leader to allow subordinates to challenge assumptions and to take risks. Indeed, this style of leadership is able to stimulate and encourage creativity in the subordinates who appear inspired and motivated in pursuit of the vision of the institution. Moreover, such leaders are able to inspire and to communicate optimism regarding future goals; they are able to provide deeper meaning for the tasks at hand. Further, a transformational leaders have high ethical standards. This allows them to appear as role models for their subordinates and helps them to gain the respect and trust of those they lead.

In other words, the personality of the leader has an effect on the entire institution. It is reflected in the organizational performance and in employee job satisfaction. The latter is important in terms of the kinds of commitments that subordinates bring to work, especially in terms of the work ethic involved. In other words, the style of the leader will have significant influence on the entire organizational culture – harmony, camaraderie, and

.....  
**The transformational leader is able to influence those they lead to deliver organizational goals. In addition, the transformational leader involves subordinates in decision making processes in order to reach a common understanding of any decision taken within the organization. This makes such leaders highly effective given the level of ownership that is expected to be developed following such approaches to decision-making.**  
 .....

performance – and also translate into the success or failure of the organization.

Finally, the transformational leadership model helps to build relationships that appreciate the values that different personnel bring to the workplace. It makes great motivators and visionaries who are able to influence their staff in ways that make the achievement of organization goals a common purpose. Essentially, the personal character of the leader goes a long way because a leader without integrity is unlikely to achieve the results outlined here in the style of a transformational leader.

When it comes to institutional growth, leadership matters.



# Leadership for institutional transformation



**CSP SAFARI UWIMANA**

I have had opportunities throughout my career to attend different courses in Rwanda and abroad. I have also been a trainer for long. However, none of that opened my mind as much as the police senior command and staff course. The course did this in one particular way: it helped me understand leadership. As a result, I can easily spot a leader and as a trainer, I now know which areas to pay attention to if my trainees are to see me as a leader and, most importantly, if I'm to impart the same qualities upon them.

One of these is strategic leadership and management. This is one of three components of leadership that are taught at the Police Senior Command and Staff Course; it trains leaders who are expected to make institutional and has a particular focus on the philosophy that leadership is about managing people

and relationships. This is what is called effective leadership.

And so, effective leaders consider the management of people and relationship to be more important than the tasks at hand. This means that leaders must understand that much as the tasks may matter, the extent to which people and relationships are managed is ultimately more important when. In practice, therefore, the most important thing that a good leader must do in any institutional setting is to create a vision and mission for the organization; thereafter, it is important to communicate to these to the people in the institution using motivation and inspiration so that they may willingly undertake the tasks required thereof. This means that a good leader must clearly communicating his or her vision and mission: what it is that you wish to achieve and how you want to achieve it.

Further, motivation and inspiration are important ingredients in leadership. A leader must be capable of inspiring and motivating others to carryout tasks well and should be able to build relationship by leading by example. Moreover, a leader must create bonds that bind together people in order for them to want to follow willingly without any coercion.

This is what separates great leaders from ordinary men and women. Great leaders always create trust amongst team members so that when it comes to the task the entire team will strive to perform to the best of their abilities and in relation to the demands of the mission as laid out by the leader.

## PERSONALITY AND DECISION-MAKING

There are different leadership styles. However, what is most important is for the leader to be him or herself. As a leader one must be aware what his or her personality. This helps the leader to be authentic with the people she engages, which helps her authority to appear honest and, above all, trustworthy. That means that if those you lead are able to understand your personality as genuine, they are likely to respond in a positive manner and you are likely to influence them as a result.

Once the issues of personality and honesty have been taken care of, a leader must think critically about the decisions he or she makes. This means the ability to analyze situations while taking into consideration different perspectives, as well as being able to identify different options to be considered in order to solve problems as they arise. As a principle, therefore, a leader must make decisions that are grounded in critical analysis – the ability to see the problem in its dimensions.

This knowledge on leadership has been invaluable. It has helped to shed light on the challenges facing leaders and the complexities involved in the decisions leaders must undertake; it has underscored the importance of confidence building needed to instill an environment of trust in an institution. Senior police officers are now better placed for strategic decision-making in efforts geared toward enhanced effectiveness in the respective institutions they are from. At the very least they will have a clearer grasp of the strategic guidance they are likely to receive in whatever endeavors they are likely to meet as they return to their countries. As is the case for us who will stay in our motherland – Rwanda.

**A leader must be capable of inspiring and motivating others to carryout tasks well and should be able to build relationship by leading by example. Moreover, a leader must create bonds that bind together people in order for them to want to follow willingly without any coercion**





# Essence of Police Senior Command and Staff Course (PSCSC) and Contemporary Policing in Africa



**ACP PASCAL BOSCO  
NKURIKIYIMFURA**

The PSCSC which has graduated is the fifth of its kind conducted by Rwanda National Police. The total number of participants who attended the course so far is one hundred and forty three (143) coming from the following countries: Burundi, Djibouti, Gambia, Ghana, Kenya, Ethiopia, Namibia, Sierra Leon, Somalia, South Sudan, Sudan, Swaziland, Uganda, Tanzania, Zambia and Rwanda the host, below are photos of those who graduated from those courses together with their Commandants and Directing staffs.

The course content prepares participants to improve their knowledge and skills in executive leadership and managerial skills, strategic professional policing, critical understanding of global systems of security, peace and development, dimensions of conflicts, economic policies, poverty and natural resources in relation to conflicts etc....All this knowledge and skills are channelled towards the lenses of creating the



Police Senior Command and staff course Intake 05/16-17



Police Senior Command and staff course Intake 04/15-16

everlasting peace and security on the continent. The continuity of this course and the involvement of more officers from the continent are paramount for the security of the continent.

The PSCSC conducted in Rwanda came as one of the means to solve the hindrance of African survival, because when African police strategic leaders are trained together, they start behaving as birds of

the same feathers which fly together. They share the common understanding of policing challenges facing their institutions and they look forward to possible joint solutions. They create a fundamental and cordial cooperation in policing.

The course is a consideration that, it is high time that African states should come together and deter themselves from the theory of divide and rule which was introduced from outside during the error of Otto Von Bismarck with his Berlin conference of 1884-1885. This policy separated African states by the creation of imaginary and porous border lines, this division went further into the moral and psychology of Africans, starting with security institutions which were trained not to work as a team but to look at each other with contempt, untrustworthy and jealousy.

The team spirit and rapport is one of the essential objectives to achieve during the course in order to enable participants manage contemporary emerging cross border and international crimes which include: Human trafficking, terrorism, cybercrimes, piracy to mention but a few.

Since the beginning of the course in 2012, some tangible impacts have been identified for instance in the East African region, there has been rampant sharing of information among police officers, coordination in arrest of suspects who attempted to escape to sister states, The team work and cooperation in friendly police institutions improved under the umbrella of East African Police Chiefs Cooperation (EAPCCO).

All in all the survival of Africa, politically, economically, socially and security wise will depend on teamwork of all its institutions, training together of its police officers being a good example.



Police Senior Command and staff course Intake 03/14-15



Police Senior Command and staff course Intake 02/13-14



Police Senior Command and staff course Intake 01/12-13





# How the police can stay ahead of criminals



**DEP. COMM. TITUS S SHIKONGO**

Law enforcement agencies are entrusted with serious responsibilities to ensure peace and security. An already complex task has of late been compounded with a situation where criminals strive to stay ahead of law enforcement agencies. For policing agencies, it appears like they have been tasked to aim at a moving target, something it has to learn to do if it is to live up to the task entrusted to it.

Globalization has not helped. Its effects and the evolution of technology are constraining the task of crime prevention, for instance; criminals are creating networks across borders and are forming highly sophisticated international syndicates that are armed with capacities and capabilities that are capable of causing serious insecurity in the global order.

Moreover, evolving crime trends show the urgent need for creating a drastic shift from traditional policing practices in order to stay ahead of the thinking of criminals. Such a shift requires the use of modern alternatives that can enable law enforcement officers to obtain real time intelligence in order to effectively and efficiently respond to these security threats.

Additionally, law enforcers must recognize the evolving dynamics of our societies and adapt holistic approaches for deepened engagement with community members. A law enforcement agency that is alienated from those it serves is unlikely to survive the coming security challenges.

One of the important areas of adaption is social media. Social media has become one of the most common platforms where people across social divides converge to discuss various topical issues affecting their lives. And with law enforcement organs unable to effectively respond to the multiplicity of security threats alone, it is imperative that they utilize these media platforms to engage and work closely with the community in order to prevent crime. If for no other reason, the police should recognize that it takes significantly more efforts and resources to assemble community members to discuss pertinent issues

affecting their safety.

Social media platforms enable simultaneous engagement amongst a larger community as they represent invisible social gatherings of communities in diverse locations. As such, creating police-community social media platforms enables the smooth migration of information from the community to law enforcement officials and vice versa.

If appropriately utilised, social media platforms would ensure constructive dialogue between the community and police. Moreover, it would also enhance effective use of resources as information is provided on a fingertip thereby enabling law enforcement agencies to stay ahead of criminals. Indeed, these platforms are capable of serving as avenues for awareness-raising and for effecting rapid response interventions in cases of emergency.

Finally, as law enforcement agencies consider making this shift, it is important to underline the importance of embracing IT tools that help to facilitate modern policing. Even more crucially, it would be foolhardy were policing institutions to embrace social medial tools and the attendant tools while forgetting to undergo an institutional cultural shift to reorient relations with the community – to place the people at the centre of all interventions.

Either this change, or the criminals will have a field day.

Moreover, evolving crime trends show the urgent need for creating a drastic shift from traditional policing practices in order to stay ahead of the thinking of criminals.





# Let's Demystify Cyber Crime



**SSP RENE RUGANJI**

Cybercrimes are a real threat to national security that requires the attention of security agencies including law enforcement organs. But to be able to do this, policing institutions need to first understand and demystify the cyberspace; it has to be considered like any territorial space where investigations are able to be carried out and the protection of the societies able to be done. Also, like any other policing aspect, they must consider proactive policing of preventing and detecting crimes. In short, law enforcement agencies must treat cybercrimes just like any other crime using similar investigative processes.

First, policing institutions must intensify their intelligence capabilities on internet. They can do this by developing close partnerships with internet providers and telecommunication companies.

Second, they must increase the awareness of public and private sector stakeholders. These must be the first line of defense, especially by reporting suspicious activities on their electronic equipment to the nearest police station or to specialized departments and hotlines of the police.

Secondly, the police shall enhance its investigative capacity. Areas of improvement include investigations of computer and network intrusion, ransom ware, identity theft, and online predators.

.....  
**he threat of cybercrimes is real and present in the Rwandan cyber space. It is imperative, therefore, that all stakeholders in public and private sector as well as civil society are mobilized in preventive measures that can be undertaken to collectively fight the problem.**  
.....

Thirdly, just as traditional policing operations are carried out using patrols searches, traffic activities, and the like, there is a need to do the same cyberspace. This means that investments – expensive as they may be – is needed to build cyber security infrastructures to allow such operations. It would be almost impossible to effectively respond to the challenges of cyber security without investing in tools needed to carryout intelligence and investigation. Moreover, there would need to be greater partnership with developed countries that may already have achieved a certain level of protection and investigative capacities and therefore have experience in dealing with similar problems.

The threat of cybercrimes is real and present in the Rwandan cyber space. It is imperative, therefore, that all stakeholders in public and private sector as well as civil society are mobilized in preventive measures that can be undertaken to collectively fight the problem.

For policing agencies, there is a need to intensify the intelligence and investigative capabilities, as well as the infrastructure (such as well-equipped cyber centres) to match capacities and capabilities.

Above all, they must demystify the crime.





Police Senior Command and Staff Course participants in various class works preparing them to improve their knowledge and skills in executive leadership and managerial skills, strategic and professional policing, critical understanding of global systems of security, peace and development, dimensions of conflicts, economic policies, poverty and natural resources in relation to conflicts etc....





# Study Tour in Tanzania





# Imagine a future full of drug addicts



**SP JP RUTAJOGA**

Drug abuse is a significant worldwide public health concern. Its concealed nature of abuse makes it difficult to track down and respond to in sustainable terms. Indeed, trying to understand the prevalence of the behavior is a night mare both in terms of its health consequences but also in the various ways the vice manifests itself across societies has been an almost impossible task for health sector practitioners. But this hasn't stopped efforts to find a solution to the problem.

A 2012 World Health Organization (WHO) study revealed that over 200 million people worldwide use drugs at least once a year and that close to 183,000 drug-related deaths are registered each year across the world. Further, the report points out that one of the reasons for such high prevalence is the ease with which the supply of drugs takes place.

East Africa remains a major supplier of drugs like cannabis heroin, and cocaine. This is attributed to unemployment, social upheavals, family disruptions, as well as the prevalence of high rates of school drop-outs in the region. High demand driven by these factors has led to high supply as drugs have become a lucrative source of income to the extent that traffickers are unconcerned by the law and are willing to take risks.

In Rwanda the abuse of illicit drugs, particularly cannabis, among the teenagers has become a major public health problem. A 2012 Research conducted by the Ministry of Youth and ICT in collaboration with the Kigali Health Institute demonstrated that 52.5% of youth have used one or more substances in the course of their life. The drugs used included cannabis, cigarettes, marijuana, solvents, diazepam, and local brews. Moreover, the study showed that

drug abuse is predominant in rural areas and among school dropouts.

## CONSEQUENCES

According to Rwanda's Ministry of Health, drug abuse has multiple consequences. Drugs inhibit the recruitment and retention of a highly skilled workforce; as such, they force government to expend a disproportionate amount of its resources on drug-related prevention, rehabilitation, treatment, and crime fighting. Moreover, at least 1,099 young people have suffered mental illness as a result of drugs and 1 out of 13 youths is alcohol dependent.

Rwanda National Police (RNP) statistics from the Police Anti-Narcotics Unit show that out of 4,810 people arrested in 2015 over the sale and consumption of drugs, 1,163 were aged between 18 and 35, making it 77 per cent. Further, RNP records show that criminal activities such as theft, gender based violence, and murder are related to drugs abuse.

Furthermore, the Isange Rehabilitation Center has received 428 juveniles suffering from effects of cannabis, cocaine, and heroin. Data from the Kigali Transit Rehabilitation Center indicates that 2645 juveniles aged between 9 and 17 years were apprehended by law enforcers in the last 3 years for using drugs.

With almost half of the population consisting of youths, these data paint an alarming picture: drugs are compromising the future. This makes drug abuse a national security concern that requires a swift national response at all levels from the individual to the family, the schools, and the community. Moreover, institutions of governance would have to give more attention to issues of welfare and well-being that target the youth to keep them away from the risks of drugs and crime.

The only choice: A future full of drug addicts; or we do something urgently.





# A fresh start in life



**COL. (RTD) DAVID  
KWENDO SENIOR**

Regardless of how you got here, it's time you made fresh adjustments to your life.

As the clock ticks away each day a new opportunity is being created for you to transition from one season to another.

Remember growth is about change, and change is about the constant creation of new beginnings. As a matter of fact, your entire life is hinged on your ability to make new beginnings each time an opportunity is presented to you.

Every new thing you start is your best bet to dwarfing your past failure or success. Therefore, if you want to grow greatly, you must master the art of fresh

beginnings and believe in the audacity of trying again and again. Victory only comes to those who are able to lay down the burden of stale living and create fresh days.

Don't lose hope and never waste an opportunity to attempt daring assignments. Armed with better wisdom and fresh insight, you stand a better chance at accomplishing fresh victory if you try what you failed before. Failure loses its chance to reign, each time you give success a new chance to try again.

Until you can create fresh beginnings, the blows of defeat that life has given you will always have the last say. So, don't settle at what happened to you. Don't settle at being king amongst peers, go and conquer new frontiers! Even if you succeeded, aim higher and reach for the stars. Yesterday's excellence is today's mediocrity.

One of the best gifts you can give yourself is to have the 'gift of goodbye'. Be willing to wave bye-bye to old things, so that you can create room for the new to stand and flourish. The fresh dream may never fully see the light of day until you kick out the old nightmare!

Remember that whatever didn't kill you made you stronger. You must become a staunch believer in comebacks. Be the cat with nine lives! Life is for you to

live, not to give up and die. Sometimes when we mess up, our minds take away authority from our hearts and giving up becomes a logical conclusion.

Shut the mind up if it dares discourage your heart and let your heart do the talking. Regardless of how far life has edged you out of the game, never give up. Renegotiate yourself back into the game, in this life you don't get what you deserve, you get what you negotiate for!

Your life and the success of it is your personal business. Though you may delegate power to do this or the other, you can never delegate responsibility. The buck stops with you. Break the vicious cycle of dependence on others and sit firmly on the throne of your life and govern yourself properly.

Do not repeat the mistakes that have brought you where you are. God is in control, but you are in charge! Budget for mistakes next time; life is not perfect. Expecting a problem-free life is both unrealistic and deceiving. Expect and anticipate errors, shortfalls and deficits and plan for them in advance. When challenges are expected and adequately prepared for, they lose the potency of their damage. People will let you down, losses may be incurred and unexpected disappointments may cripple your progress, but do not allow a bend in the road to become the end of the road.

Creating new beginnings demands not just the wisdom, but the ability to create room for error. I am not advocating for pessimism and allowances for mediocrity, but the wise accommodation of the fact that things may not always turn out the way we expected.

No matter what has worked or not rise above it and get it behind you. Forget the gunfires, bombs and moments that almost took you out and focus on how to make the best out of this new opportunity. Sometimes, the road may become impassable or even change, but the destination must remain the same. Don't wait to get stronger so as to begin, start now. The way to get ahead is to get started.





# Internal study in tour in pictures

Police Senior Command and staff course Intake 05/16-17





# The globalisation of crime



**CP KAFEERO MOSES KABUGO**  
- UGANDA

Globalization's attendant economic interdependence has transformed the nature of crime, with significant crimes across the world taking place beyond borders. As a result, efforts to deal with these emerging crimes is increasingly demanding enhanced bilateral cooperation among police organisations geared towards skills and information sharing in order to create mutually beneficial synergies. Without such cooperation we should expect a globalisation of crime.

A number of factors have facilitated this trend. First, the global transport systems have expanded intensely leading to the expansion of the international tourism and business. Second, global population growth has increased the

flow of people around the world and this has produced dynamics that include a rise in cross border crime. Third, the information technology revolution means that someone can commit a crime by remote access making it difficult to trace where the crime was committed from.

These crimes cannot be dealt with using traditional approaches to policing. Their trans-border nature implies that a great deal of international cooperation is needed if they are to be prevented or resolved in a sustainable way. Further, international police cooperation provides a framework for the development of vital working strategies about cross-border crimes – especially the emerging crimes. It also provides opportunities to pursue joint training programmes such as Field Training Exercises, Joint Curriculum Reviews, as well as the inclusion of allied students in national police training programmes.

Moreover, it is through such cooperation that Centres of Excellence have been established to focus different areas of police work. Crucially, these centres help to benchmark and analyse best practices that could be replicated by other policing institutions. A good example of such cooperation is the East African Police Chiefs Conference Cooperation (EAPCCO) where each of the member countries is designated with a Centre of Excellence.

Similarly, Peace Support Operations have been helpful. They have helped to get police officers from different countries in touch with each other. Such fraternal exchanges offer innumerable benefits: open communication, a deeper understanding of the different policing doctrines, and a greater willingness to cooperate under bilateral or multilateral policing frameworks.

Greater police cooperation has not come without challenges, however. One of these has been the differing doctrines. A policing doctrine is often grounded in a particular history of a country. And so, synchronising these seemingly incongruent styles into a working cooperative relationship can be a tough mountain to climb; it often requires strong commitment and an attitude of compromise by the leadership of the police institutions involved in the bilateral or multilateral arrangement.

But the creation of positions of Police Liaison Officers have helped. The experience they gather while working in a given county helps to bridge the expectations of different institutions. For instance, the Rwanda National Police has a Police Liaison officer at the Rwanda High Commission in Kampala-Uganda and the Uganda Police Force has a Liaison officer at the Uganda High Commission in Kigali-Rwanda. These officers have done an excellent job in facilitating bilateral cooperation between the two institutions. Other law enforcement entities should consider learning from this set-up.

The same can be said of the Regional Bureaus (RBs) of the International Criminal Police (INTERPOL). Police officers attached to these offices are doing a creditable job in line with international police cooperation, especially in terms of encouraging bilateral cooperation.

Clearly, it is difficult to imagine a globalised world without international police cooperation. It is through such cooperation that policing institutions have been able to win back control of the crime environment beyond their borders. As such, it is self-evident that any platform to enhance such cooperation should be given the support. Either this or the world becomes a zoo.



INTERPOL Secretary, Jürgen STOCK at the 84<sup>th</sup> INTERPOL General Assembly in Rwanda 2016



# Traffic as incubator of police culture



**ACP FELLY R BAHIZI**

Few people are familiar with the broad range of services that constitute the law enforcement function that is the mandate of policing institutions across the world. That is because people rarely find themselves needing to interact intimately with such entities. However, there are some well-known services that almost everyone knows given the extent of the engagement that takes place between the police and the public: Traffic and Road Safety.

Who hasn't seen a public service announcement – especially during the holiday season – by the police sensitizing people to drive safely? Despite such engagements, the roads remain a dangerous place, accidents are on the rise. And so, one wonders what is exactly going on if the police is able to tell road users to drive cautiously and yet it seems like the opposite of the desired outcomes is taking place out there, some leading to serious injuries including death: road accidents are the leading cause of death!

Trying to understand what is taking place on the roads is not as straightforward as it seems. For instance, many people link this

continued carnage on our roads to the incessant corrupt road safety officers, who instead of ensuring a safe and secure road, decide to take small bribes; instead of punishing undisciplined and reckless drivers who risk the lives of innocent people, they choose to take the little money. In so doing, they taint the image of the entire police force, including those who are not directly related to road safety work as people easily come to the conclusion that the police is rotten.

This means that traffic police holds the key to the image of the entire police force. That is because they come in contact most often with the public; they are the entry point of the public to the policing institution. Whatever actions these road safety officers perform – good or bad – reflects the perception that the public has for the entire force. Moreover, the fact that traffic police officers are stationed at borders means that they are the first point of contact (apart from customs) of a visitor with the country. Even those stationed at airports, therefore, are capable of reinforcing a particular image about the policing institution and the country.

This recognition is why Rwanda's policing agency (RNP) has won public confidence for outstanding service and is consistently ranked among the most trusted institutions by the Rwanda Governance Board. Scored that ranks Rwanda's public institutions as a result of perceptions the public has towards them.

The RNP was able to recognize the importance of professional conduct and discipline and to build mechanisms for their enforcement in the policing institution. Greater emphasis was placed on ensuring such values take root among the officers of the traffic and road safety department.

In addition to instilling these values, the RNP brought innovations to this department to help minimize opportunities for poor conduct. Some of these include online payment systems for paying traffic fines and for tracking the issuance of driving licenses. Such innovations have helped to reduce malpractices in the department by reducing person-to-person interactions.

Innovations have also positively impacted service delivery. In 2012 it took almost 3 months for someone to get issued a driving license. Today, someone can walk in the department to request for a permit, is issued with tracking information, and within 2 weeks he or she is able to come pick up the license.

But not every system has been automated. And so, human interaction is still necessary in carrying out other services of the department of road safety. This is the biggest challenge in relation to the issue of corruption. However, stringent measures have been established to try to deter such conduct. Many police officers have had to either face court sentences or were dismissed with disgrace from the force on the account of being corrupt.

Crucially, the force's tough stance against corruption has helped its image. Indeed, as the department of traffic has introduced measures to curb corruption, the image of the entire policing institution has improved. And with fewer officers taking bribes, road users have become more disciplined and more responsible on the roads. As a result, a mutually beneficial outcome that has been developed: a greater sense of pride amongst police officers and has helped to shed light on the existence of symbiotic relationship between the police and the public – and, most importantly, how to strengthen it.





# Human security in a post genocide society



SSP O TUGANEYEZU

## HUMAN SECURITY

Human security can be defined as the security that focuses on the protection of the people as opposed to a purely military approach that seeks to protect the state. As ideas the two appear opposed; however, as practical applications human security and state security complement and reinforce each other. Precisely, human security operates under minimum state security and reinforces state security by protecting human rights and human development, for instance.

The Government of Rwanda places citizens at the centre of all its actions and strives to fight all aspects that may bring insecurity to them. Accordingly, it has initiated various programmes aimed at improving the lives of all Rwandans, including Vision 2020, EDPRS 1&2, and the 7-Year Government Programme (2010-2017).

For vulnerable groups, the government has implemented the social protection strategy to attend to their needs and help them to enjoy life and to attain self-reliance. Further, the Government has implemented programs such as Vision 2020 Umurenge Programme (VUP), the Genocide Survivors Support and Assistance Fund (FARG), and Rwanda Demobilization and Reintegration Commission (RDRC); other programmes include “mutuelle de santé” and the 9Year Basic Education programme, as well as the Girinka (one cow per poor family) programme --- all aimed at this broad conception of security.

These programmes have led to many achievements. The country has achieved an inclusive development model characterized by an important poverty reduction, reduced inequalities and increased access to health and education services and financial inclusion.

However, some challenges still impede the human security. They include unemployment and underemployment, mainly among youth; food insecurity, high population growth, and the existence of a plethora of infectious diseases.

More innovations will be needed in order to address these challenges. For instance, quality education should be promoted by increasing national investment in education. Also, there’s a need to provide incentives to job creators in order to control youth unemployment. Further, food production should be increased by promoting research and innovations in agriculture. Furthermore, family planning programs should be upheld to control the population growth. Other strategies may be to increase accessibility to quality health and hygienic services and to improve the land use and urbanization.

Given the initial challenges in the aftermath of genocide, a paradigm shift was the only way to bring meaningful security in the lives of people. And for the most part, this has happened. It is reassuring that the leadership is committed to do even more to improve the wellbeing of all Rwandans.

Twenty three years ago, the genocide against Tutsi claimed more than one million lives and left the country on its knees. As if that was not bad enough, between 1995 and 2002 the country fought an insurgency war against the remnants of the defeated army (ex-FAR) and a state-sanctioned militia, Interahamwe, in the northern part of the country. After 2002 the country gradually restored peace and stability within its borders and began to shift to other aspects of national concern.

More than 60% of the population was below the national poverty line. Epidemics were claiming thousands of lives due to crumbling a health sector; people lacked basic shelter; there was a problem of psychological trauma among genocide survivors; and there was widespread lack of food; illiteracy rates were very high; so was unemployment. It would take more than a strong military to solve these problems.





# Youth and drugs: it takes a village



**CSP JMV RURANGIRWA**

Rwanda has identified youth investment as the key focus for attaining Sustainable Development Goals (SDG's). In order to achieve this strategic objective, more concerted efforts have to be placed on the lives and livelihoods of the youth. Most importantly, the increasing prevalence of youths using drugs and alcohol must be stemmed using all resources and innovations available.

One area of concern is cultural. It is still considered normal for adults to go to bars in the company of their children. Even if the children simply escort their parents and are not themselves served alcohol, they are likely to get comfortable in the bar setting and to consider

going there with their friends. In other words, parents should be sensitized about the potential harm that is likely to come from taking their children to the bar.

There is also widespread consumption of alcohol in families. If family members drink, the children are also likely to take alcohol: it becomes a family routine. Rwandan culture tolerates underage alcohol consumption. When considered along the practice of taking children to bars, it becomes clear that the social environment is permissive for the consumption of alcohol in children and, therefore, complicit in the consequences that manifest as a result of consumption.

Then there is the issue of the laxity in enforcing the law. According to article 219 of the penal code, anyone under 18 years of age should not be served alcohol. However, underage drinking seems to be spreading like a virus. Indeed, it is common for children to walk into a grocery store and buy alcohol on their own. Moreover, the law considers children below 14 years old never held responsi-

ble for criminal acts. The law considers them incapable of forming the necessary criminal intent and are therefore handled in ways that may not deter the abuse of alcohol in the future.

The consequences of alcohol abuse are vast. Studies have shown that children who begin drinking early are more likely to drop out school, to carry unwanted pregnancies, and to acquire sexually transmittable diseases (STDs). Thus, alcohol abuse has many effects on the youth, including juvenile delinquency that turns into criminality.

Of recent, efforts have been placed in creating sports facilities and setting up technical schools to reorient the focus of the youth away from alcohol and drugs to more productive aspects of life. However, the cultural aspects that feed into the vice have not been given much weight. It seems it's time to bring the problems of alcohol consumption in minors and drug abuse Rwanda's communities.

It takes a village to educate a child. And so to defeat drug abuse.

**Parents should be sensitized about the potential harm that is likely to come from taking their children to the bar**



# Maritime policing in Rwanda



**SP D KABUYE**

Rwanda is gifted with lakes and rivers. This makes inland transportation an attractive alternative for passengers and goods. But maritime transportation, mainly on Lake Kivu, has not been exploited despite the fact that water transport is cost effective when compared to road transportation. As such, there is much to gain from exploring this gift of nature that doesn't require much investment: a water transport network already exists naturally, one that requires little improvement for it to become fully functional as a mode of transport. But first, the security on the waterways must be guaranteed.

This is where the law enforcement organs come in. As a result of the expanding scope of crime – terrorism, robberies, hijackings, human and drug trafficking – maritime transport is one of the transit routes for committing crimes. With more crimes taking place on maritime transport, policing institutions must invest more in capacities and capabilities to mitigate these security threats.

These challenges become complex because they often involve more than one state. Consequently, in order to manage such a security environment which incorporates the overlapping interests of multiple stakeholders, collaboration is key in delivering maritime security. This can be achieved by bringing together differ-

ent actors in the pursuit of mutual goal; it means a clear and robust decision making is needed in order to respond to incidents, to seek evidence, and to generate policy; it also implies that a holistic strategy for maritime security is needed.

This is what the Rwanda National Police – the organ with primary responsibility of maritime security – has been sensitizing business community, especially hotel owners, along the shores to invest in water transport with modern boats in order to ease the protection of the lives of water users. For instance, the wooded boat below carries 86 passengers, ten of whom have access to life jackets, and it carries an unknown weight luggage. Further, it had an engine of 25Horse power, no manifest, no insurance and the boat drive didn't know the number of passenger on board.

Such a boat can hardly resist heavy winds and waves because of various factors including an unequal distribution of loads, overloading, its small engine, for instance. This means that the boat exposes passengers to risks and complicates policing work. More importantly, the RNP recognizes that the most effective way to police these waters is by bringing together stakeholders and to sensitize them on the dangers involved, especially the threats to life of passengers.

.....

Consequently, in order to manage such a security environment which incorporates the overlapping interests of multiple stakeholders, collaboration is key in delivering maritime security. This can be achieved by bringing together different actors in the pursuit of mutual goal

.....





# Transitional Justice

## The sum is greater than its parts



**CSP D BANYUNDO**

In the aftermath of every massive violation of human rights, whether genocide, war crimes or crimes against humanity, traditional criminal standards are not always suitable for the settlement of collateral situations. In such situations, one is obliged to devise new forms of justice that can best solve the issues of accountability other than a strict focus on purely technical aspects of law.

One of the reasons is the magnitude of the atrocities committed. The number of perpetrators and victims is usually very high and dealing with them from a purely judicial point of view would render it difficult. The difficulties can be in the collection of evidence and also in trying the cases. Moreover, it is often the case that judicial systems are broken down as a result of the violence. As a result, such a system is not well placed to embark on the traditional approaches to evidence collection and the classic methods of trials.

Even though countries that have suffered such horrors are characterized by a strong need for truth and justice, they are simultaneously faced with enormous challenges of unity and reconciliation. As such, the aim of transitional Justice is to uncover the truth of human rights crimes, to publicly acknowledge the suffering of victims, to identify and punish the responsible individuals and groups, to re-establish the rule of law, and to contribute to national unity and reconciliation.

The scholar Kent suggests that transitional justice involves moving from a period of con-

flict and violence to one that is peaceful and more democratic. In other words, transitional justice comes after violent conflict in order to play the crucial role of bringing perpetrators and victims together in some way as a lasting solution to the question of justice.

Rwanda serves as a case study. In the aftermath of the genocide perpetrated against the Tutsi in 1994 Gacaca courts were introduced as a form of transitional justice. Its choice was due to the diversity of challenges Rwanda was facing: justice for the victims, accountability for perpetrators, and the need to eradicate the culture of impunity.

.....

**Rwanda serves as a case study. In the aftermath of the genocide perpetrated against the Tutsi in 1994 Gacaca courts were introduced as a form of transitional justice. Its choice was due to the diversity of challenges Rwanda was facing: justice for the victims, accountability for perpetrators, and the need to eradicate the culture of impunity.**

.....

Gacaca was particularly important given the large size of perpetrators in prisons that surpassed the capacity of ordinary courts to handle them. It was simply not possible that the classic jurisprudence could deal with such a size in a reasonable time period. The time it took to try genocide masterminds in Arusha is enough evidence to show that there was no way the classic system could have managed to deal with the size of perpetrators in terms of providing justice.

Gacaca, therefore, was essential. Despite its success, there was very little support from the international community mainly because few of them understood it or bothered to want to understand it. However, the conviction of the Rwandan government ensured that Gacaca is given the support it needs. This was significant and explains why Gacaca was able to achieve positive outcomes as set out at its initiation.

Transitional justice may appear like it is pardoning perpetrators. However, its benefits outweigh what critics see as disadvantages. It's cheaper; it circumvents inefficiencies in the classic justice system; and helps to provide justice in record time. When done correctly, it restores humanity of the perpetrators and brings hope to survivors. In this way, it facilitates the ability to live together once again through programmes of unity and reconciliation.

The success of Gacaca should encourage others.





# Taking the drug war to communities



**SP N NKUSI**

One of the serious costs of illicit drugs is the resulting damage it causes to mankind. In drug addict situation, people suffer from serious brain damage, causing them to erode human potential. Drug abuse has direct consequences to humans, ranging from crime, domestic violence, illness, lost opportunity, and reduced productivity. Moreover, children of individuals who abuse drugs often are abused or neglected. Indeed, studies have shown that parents who abuse drugs often put their need to obtain and abuse drugs before the health and welfare of their children. And, children whose parents and extended family members abuse drugs are often physically or emotionally abused and lack proper health care, including access to necessities such as food, water, and shelter. The risk to children is even greater when the young ones have to adapt to such behaviours which contribute to life disaster.

The impact of drug abuse extends to affect business life. The economic impact of drug abuse on businesses whose employees abuse drugs can be significant. Businesses often are affected because employees who abuse drugs sometimes steal cash (or products and sell them to get money) to buy drugs. Moreover, absenteeism, lost productivity, and increased use of medical and insurance benefits by employees who abuse drugs affect a business financially.

#### Response measures

The question is whether a sustainable policing approach for responding to drug-related issues is possible. Precisely, the sustainable aspect is about involving communities where the illicit drugs are consumed and traded by well-known members of these communities. Typically, people who abuse drugs are part of the community, much as the crime itself is committed within the vicinity. Thus, for police to be effective, they must be able to work and blend well in the communities by involving community leadership.

Indeed, efforts to develop a sustainable solution to the problem are generally based on the understanding that an effective approach would require reaching beyond criminal justice system to involve pertinent stakeholders, including members of the community. In this regard, the anticipated solutions are drawn from local sources, notably the particular role of community leaders where individuals, as they tackle their own social problems, actively and voluntarily participate to identify both crime and criminal associates. However, community members find it too odd to believe that police can seek support from them to prevent crimes. Moreover, they don't understand that Police requires leadership cooperation to identify and deal with crimes.

In other words, people need to be sensitized to believe that the police cannot work alone because it does not directly control most of the conditions that generate crime and disorder.

This approach is not without difficulty, however. Foremost of this is that citizens continue think of police as crime fighters – not partners. They entirely believe that the role of the police is to hand murders, rapes, robberies, and assault. This understanding also tends to look at police as a highly trained body with authority to handle crime matters by itself.

Even some police who have not acquired community policing trainings seem to have a different understanding all together. Too often, police chiefs will need more police manpower to cope with increasing security threats. That is fine. However, very often the question is not about police numbers. This suggests that the tradition of community participation in crime reduction is a puzzle across board: the mind-set of the people and the police.

A mind-set shift is required in the fight against drug abuse.

.....  
**People need to be sensitized to believe that the police cannot work alone because it does not directly control most of the conditions that generate crime and disorder.**  
.....





# Combating Recidivism in Rwanda Correctional Service



**SP OLIVE MUKANTABANA**

Since its establishment under Law n° 34/2010 of 12/11/2010, the Rwanda Correctional Services, was mandated with ensuring reformation, rehabilitation, and reintegration of inmates. This mandate is manifested in four pillars all of which are aimed at fighting recidivism inside and outside the prisons: Justice, Correction, Knowledge, and Production.

Accordingly, the RCS has put in place correctional programs that develop the knowledge of inmates to transform them into productive citizens. These include a variety of vocational, educational, and rehabilitation programs. Further, the RCS provides training in a wide range of work areas that are relevant to job opportunities that prepare offenders for jobs in the community upon release.

In order to achieve its mission, the RCS needs the involvement of stakeholders to support the implementation of correctional programmes by providing technical and material resources. For instance, support may be required for offenders to attend various trainings such as literacy, languages, handcraft, tailoring, carpentry, electricity, auto-mechanic, welding, paves and brick fabrication, soap production, and chlorine preparation, among others.

Such programs are intended to help stem recidivism. Recidivism refers to a situation where an individual who is released from prison continues to be a chronic lawbreaker committing one or more serious offenses after another. Accordingly, correctional pro-

grams are intended to address the factors associated with such repeat behavior. As such, offenders who benefit from such programs are able to learn and to apply these skills in legitimate employment as a means to prevent them from committing crimes in the future.

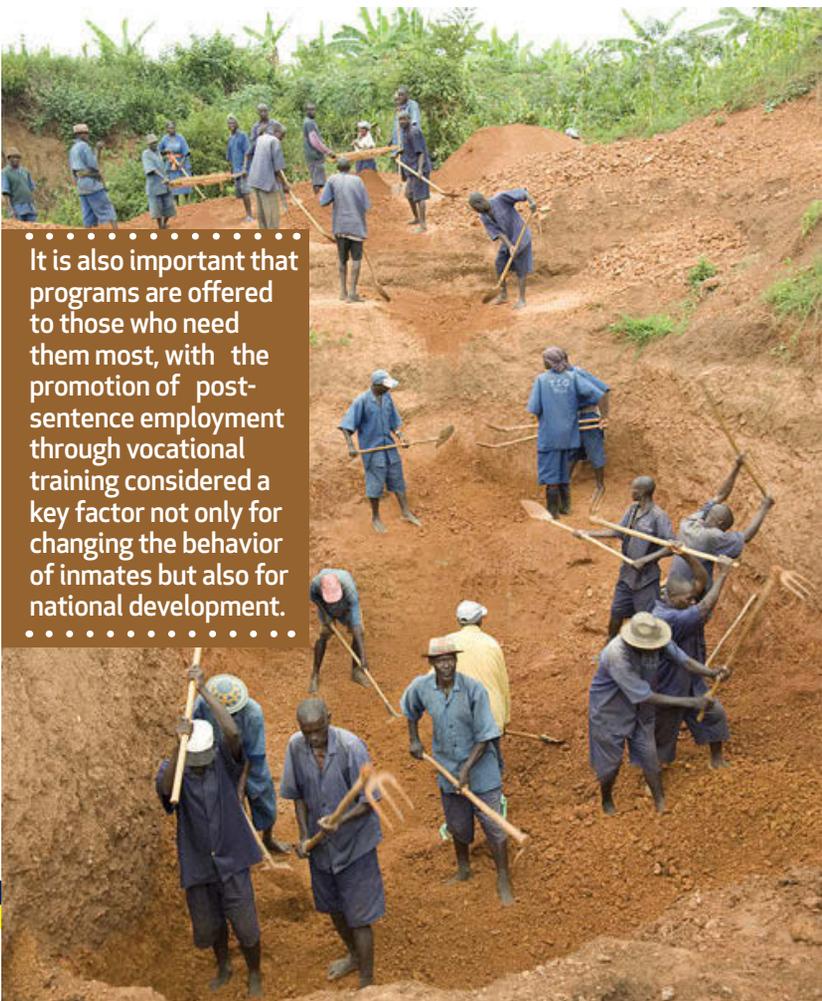
The effectiveness of correctional programs for the prevention of recidivism is connected to a lot of effort in screening offenders to ensure they receive the right programs during their sentence; it is also important that programs are offered to those who need them most, with the promotion of post-sentence employment through vocational training considered a key factor not only for changing the behavior of inmates but also for national development.

And so, correctional programs give offenders the skills, knowledge, and experiences they need for personal and societal growth.

These programs can take different forms. Some are formal and others are informal programs such as recreational and leisure activities which directly impact on public safety because they address factors that may interfere with an offender's ability to change and reintegrate into the community.

Also worth pointing out is that the structure of leadership inside the prison is organized along the hierarchy of local government. This helps to ease the reintegration of offenders in the community once they have done serving their sentence.

Overall, the RCS has lived up to the responsibility under its mandate. The efforts of reducing recidivism have been very effective. However, there are some challenges that continue to hamper its efforts, especially in terms of financial constraints and the reluctance of some offenders to participate in some of the programs.



It is also important that programs are offered to those who need them most, with the promotion of post-sentence employment through vocational training considered a key factor not only for changing the behavior of inmates but also for national development.



## The contribution of Rwanda National Police in rapid economic development of Rwanda



**SP MODESTE BISANGWA**

In the last two decades, Rwanda registered a rapid economic growth that some economic analysts and Financial Institutions reports do not hesitate to compare with those of Asian Tigers. While several explanations can be given to this phenomenon, a traditional nexus used to consider peace and security as prerequisites to development. Therefore, since peace, security and stability are the end state of policing, the effective policing is a factor in the national development. It is in this perspective that this paper briefly expands on the contribution of Rwanda National Police in the quick economic transformation of Rwanda with a view to showing case how peace, security and social stability are very key in the prosperity of a nation.

The nexus between peace, security and development was recognized by international community through the introduction of the concept of human security and that without peace and security there cannot be sustainable development. In Rwanda, the formal statement that the Police plays a key role in rapid change of society has been formally issued by His Excellence the President of the Republic of Rwanda as

quoted in "Policing a Rapidly Transforming Post-Genocide Society"(2014:133) where he stated that: "The Rwanda National Police has played a pivotal role in the transformation of Rwandan society. It has done so with limited resources but limitless spirits and exemplary professionalism [...]. The same views can be found in the Rwanda Governance scorecard (RGS) of 2016 which comes out clearly that "Safety and security is an important pillar and base of development and social stability, mainly because the demise of it, the Rwandan society succumbed in total darkness that ushered to the 1994 genocide against Tutsi (RGS, 2016:36). This shows how the Government of the Rwanda and Rwandan citizens consider the National Police as one of the key institutions for delivering the national development vision.

Though the above statements establish an undeniable fact in relation to the nexus between policing and development, there is a need to practically show how this nexus can be illustrated.

First all, it is contended that the prosperity of a nation is grounded on the assurance of personal security and protection of people's property and investments. By maintaining security, fighting crimes especially modern criminality (cyber crimes, money laundering, terrorism and negative ideologies) the Police creates an environment where citizens and residents feels safe and comfortable and can go about their activities and make investments without fear of being interrupted by a war or any kind of violence or social unrest. The fact that the RGS (2016) ranks the personal and property safety at 89.20% as well as maintenance of security at 94.44% is a result of intensive efforts of the Rwanda National Police and shows that Rwanda is a peaceful country in which people would wish to live and invest.

Secondly, the effective policing promotes good governance; rule of law; transparency and sense of accountability; social justice; gender equality; respect, protection and fulfillment of human rights as well as the control of corruption which are the very important enablers of the development of a country. The promotion of these factors builds a fair and credible system based on social justice where nobody is above the law and accounts for his/her acts. Such a system promotes economic development for not only attracting investments in different areas and allowing each citizen to participate in the life of the country and have access to every opportunity offered by it but also because it leads to effective and efficient use of resources for public interests.

Last but not least, as The President of the Republic of Rwanda rightly put it at the ceremony to pass out cadets at Gishari Police Training School on 17 March 2014, "the responsibility of the police goes beyond providing security". The RNP has also embarked on the activities promoting socio-economic development and human security through the police week (provision of electricity, health care and insurance schemes, ...), participation in "one cow per family" programme and Agaciro development fund, umuganda, unity and reconciliation schemes, to name but a few. This dual role of the police is also witnessed through its partnership with such other institutions like Rwanda Revenue Authority in fighting tax evasion and fraud, the Central Bank through Financial Investigation Unit, Civil Aviation Authority, WASAC, Ministry of Education (Technical and vocational education training (TVET) like the one in Gishari, etc.

Conclusively, Rwanda National Police translated into reality the nexus between peace, security and social stability with socio-economic development which is known in general parlance or theoretically proclaimed as political slogans. Not only Rwanda National Police and the Leadership of the country create a conducive environment for the economic prosperity but it also directly participates in activities that promote development and human security.





# Dimensions of Conflict in Africa



**SP KHALID KABASHA**

Conflict, as a complex, dynamic human process that occurs in a social setting, is a normal and inevitable phenomenon which is ever present across the spectrum; that is, from the interpersonal to the global level. When looked at from this perspective, conflict can yield positive results by triggering creativity and innovativeness as a result of positive competition. Violent conflicts, on the other hand, are devastating and their consequences are tragic.

Besides the various wars and conquests by empires seeking expansion or domination of other territories as described by many an account in human history, the world as a whole experienced the nefarious consequences of violent conflicts twice in its history in the names of World War I and II. Most parts of the world, including the African continent, are still experiencing violent conflicts. In the context of Africa, various means to address violent conflicts are in place ranging from diplomatic efforts to established structures such as the African Union Peace and Security Architecture and other regional conflict resolution mechanisms. Understanding the dynamics of conflict in Africa is important to addressing it and creating a more desirable condition: peace.

The prevalence of violent conflicts has long been a vector of many problems on the continent including endemic poverty and underdevelopment. While this piece is not a com-

prehensive empirical research on conflict, it attempts to make a succinct examination of issues around conflicts in Africa and what can be done to mitigate them and prevent further escalation. Thus, in an endeavour to elucidate that, a couple of questions need to be asked. What are the major causes and factors favouring the prevalence of conflict in Africa? What can be done to stabilize parts of Africa affected by and prone to further conflict?

In an attempt to answer these two questions, it is important to note that Africa's fifty-four countries are inhabited by diverse people with different races, cultures and religions. Geographically speaking, the vast size of its territory also means differences in topography and climate, which in turn determines different ways of living, different threats to people's survival and different standards in terms of vital interests. As such, a situation that constitutes a trivial issue of contention for two or more groups in a certain part of the continent, might be a reason enough for two groups or nations to engage in a fully fledged war against one another in a different area of the continent. Therefore, the peculiarity of peoples and places are reflected in the diversity of reasons that would drive them into violent conflicts. In the same vein, factors favouring the prevalence of conflicts in Africa are as diverse as the interests at stake and the attached value that justifies the recourse to or propagation of violent conflicts.

Although it has been argued above that there cannot be similar sort of standard causes of violent conflicts due to difference of needs, valued interests, geographic locations and cultures; certain common historical factors with overwhelming capacity to shape norms -such as colonisation or its modern form of interference in internal matters of sovereign African states by powerful western States for economic purposes- can construct a set of patterns that are similar in form and substance in causing and fuelling violent conflicts in a continent like Africa.

In order to better understand the nexus

between the prevalent violent conflicts in Africa and Western states, there is a need to use two lenses: one political and the other economic although the two are somewhat connected.

From the political perspective, the role of western powers and former colonial masters, can be traced back to the late fifties marking the last days of colonisation and subsequent wave of independences in Africa in the sixties and afterwards. Most of African revolutionaries like Kwame Nkrumah in Ghana, Patrice Lumumba in Congo, Julius Nyerere in Tanzania or King Mutara III Rudahigwa and his brother King Kigeri IV Ndahidurwa of Rwanda, who pushed for the end of western oppressive colonisation and demanded independence of their countries whether by means of political and diplomatic pressure or popular armed revolution, were influenced by socialist ideals of equality inspired by Marx philosophy that ideologically dominated the then communist Soviet Union.

Understandably, in such a period of heated ideological clash with the West, former colonial powers would not risk leaving the newly independent states in the hands of leaders with what could be termed 'a communist ideological tendencies' in the midst of the Cold War. In the eyes of former colonial, a concession like that would be perceived not only as a colossal defeat in the face of former servants, but also a betrayal for the western values of democracy and free market. As a result, Patrice Lumumba was assassinated after independence to way to the pro-West Mobutu. In Rwanda, King Mutara died mysteriously and his successor exiled 2 years later to give way to the docile, pro-Belgian Parmehutu leaders. In addition to assassinations of some leaders, a seed of disunity in form of nonconformism or ethnicism was planted leading to civil wars in places like the Democratic Republic of Congo, serving as a justification for the return of the same former colonial and other western powers as saviours and helpers to new regimes to manage complex affairs of statehood. Doing this is not out of Westerners' kindness of heart, but for purposes of maintaining political control, which in turn serves a economic interest in the shape of access to African natural resources and raw materials and a market for their various products, including and especially weapons to supply the many violent conflicts on the continent.

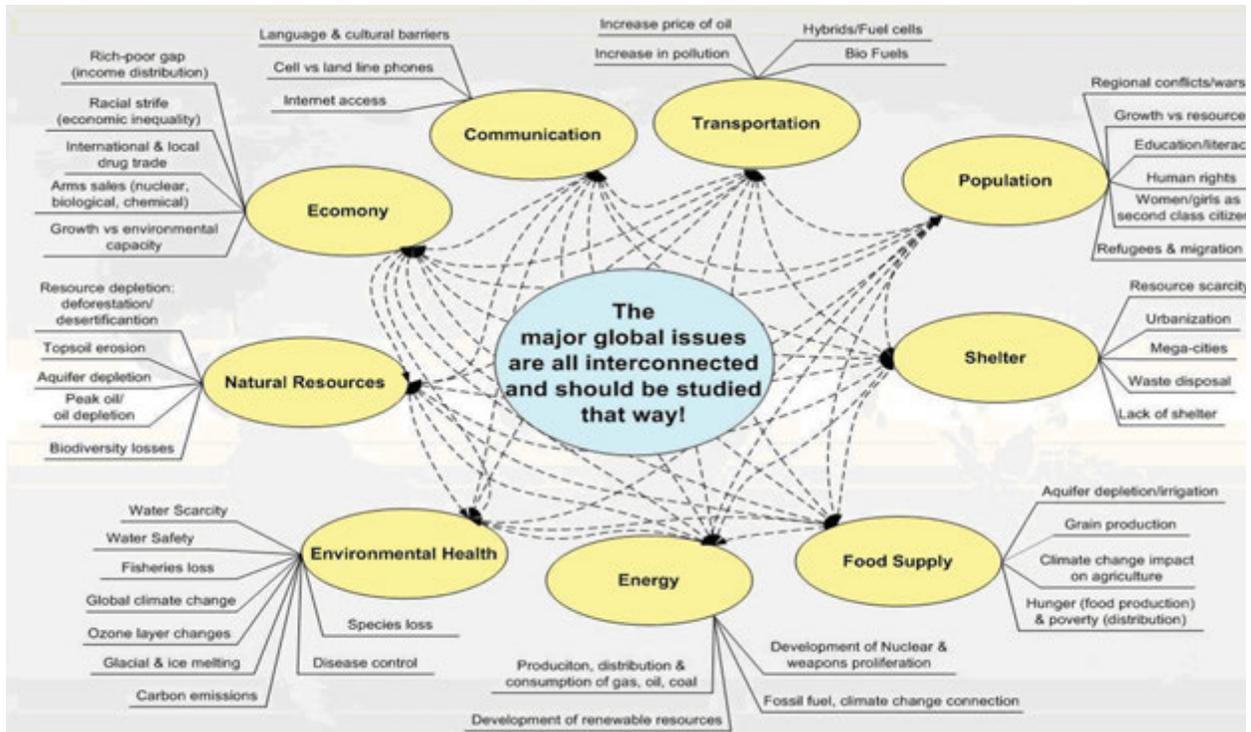
The failure by most regimes in Africa to uphold their end of the social contract by

.....  
**Thus, in an endeavour to elucidate that, a couple of questions need to be asked.**

**What are the major causes and factors favouring the prevalence of conflict in Africa? What can be done to stabilize parts of Africa affected by and prone to further conflict?**  
 .....



## Major global issues diagram



establishing an functional system of governance that is representative and strives for the prosperity of the nation while providing basic welfare requirement for the people they served could only lead to more revolutions aiming to topple the government. Not learning lessons from previous governance mistakes, decade after decade, could only made the cycle more vicious leading to more conflicts. The fact that most regimes

From an economic point of view, the African continent is very rich in natural resources. According to the African Natural Resources Center (ANRC), the continents accounts for about 30% of the world known reserves of minerals, 10% of oil and 8% of gas resources. It has the largest cobalt, diamonds, platinum, and uranium reserves in the world, all of which are at a comparably low level of exploration. Africa is also home to the second largest tropical forest with some of the highest annual rainfall in the heart of the Congo basin.

With such an abundance of natural resources most African countries, at least those with most of the resources, should be economically steady and competing on international arena as relevant actors. Unfortunately, almost all African countries, to the exception of South Africa, are still struggling economically with limited or inadequate infrastructure and services. Instead, there is a tendency for violent conflict to erupt and existence of armed groups in resource-rich parts of the affected countries, leading to the "paradox of plenty" phenom-

enon. As a matter of fact, when people live in extreme poverty, lack basic health facilities and education, yet their country is rich in natural resources, the only explanation is that there are serious issues of governance and mismanagement of the state, which is reason enough for a violent conflict either by a organised armed revolution seeking to change the status quo by establishing a responsible and accountable government or by armed groups with no political agenda seeking to get a share of the resources by using violence and extract minerals illegally to foreign corporations that in turn supply more weapons to perpetuate the conflicts, for it is good for business.

Natural resources should be a blessing to Africa not a curse. Indeed in his keynote address on the 48th Annual Meeting of the African Development Bank (AfDB) H.E. Paul Kagame, President of the Republic of Rwanda urged African leader to refuse the notion of the so-called "resource curse" but instead ensure that meaningful economic growth is reflected in the human and physical development of the continent.

From this observation, it can be argued that abundance of natural resources does not guarantee prosperity, unless a deliberate effort towards good governance and a sound economic agenda is put in place to ensure the benefits of natural resources reach all layers of the population and are reflected in the country's transformation for the better.

In a nutshell, the prevalence of violent conflicts in most parts Africa is due to both political and economic factors. The beginning of most of these conflicts can be traced back to the mid fifties and sixties when African were pushing for independence and the impact of the bipolar world order, and its ongoing Cold War at the time, on the fate of some African leaders and their soon to be/newly independent countries. This happened in form of external interference, mostly by former colonial powers, for purposes of political control and economic interest of maintaining the flow of raw materials from the resource-rich Africa to Europe.

Another contributing factor is the issue of poor governance and mismanagement of public affairs by African leaders during the post-independence era causing extreme poverty in populations and lack of development for the state despite the abundance of natural resources. The "resource curse" phenomenon and failure to learn from past mistakes perpetuated the cycle of conflicts.

The way forward is, among other measures, to uphold inclusiveness in leadership, enforce good governance and accountability and ensure natural resources yields economic growth, which in turn is to be reflected in the human and physical development of the continent. Strengthening values such as hard work, self reliance, patriotism and dignity as a continent can reduce the extent of external interference that fuels violent conflicts.



## POLICE WEEK 2017:

### Human security for safety and community development

Since 2010, THE RNP, in collaboration with its policing partners has conducted an annual campaign known as 'Police Week'.

Police Week is yet another opportunity to deepen the Police-Public partnership and citizenry participation in inclusive policing as a proactive and efficient tool in crime prevention.

The 4th resolution of the 13th National Dialogue of December 2015 demands deepened citizen participation in the planning, monitoring, and implementation of development programmes. Police Week, therefore, responds to this demand by ensuring effective engagement between the police and the community, along with other government institutions and partners in addressing existing human security needs in collaboration with citizens as they take part in their own security and development issues.

Thus, the RNP strongly believes that enhanced citizen participation in the maintenance of security produces enormous dividends that help to strengthen law and order and to support efforts geared towards sustainable development and to promote social wellbeing of the people of Rwanda.

On 16 May 2017 the Rwanda National Police officially launched the countrywide community development activities to mark its 17th anniversary.

The month-long activities, under the flagship of Police Week, focused on human security-related issues of poverty alleviation, environmental protection, disaster management, and health and hygiene, and raised awareness against human and drug trafficking, gender-based violence and child abuse; genocide ideology, corruption, among others.



Minister Johnston Busingye switches on light in one of the houses to launch solar energy in Jali. 56 households in Agahinga Village were connected with solar energy

The community development and anti-crime awareness activities came to a climax on Police Day – June 16 – a day to celebrate the creation of the RNP in the year 2000 as an efficient and effective force in addressing Rwanda's security challenges from the perspective of Law and Order.

During Police Week development activities valued at over Rwf371.7 million were undertaken. For instance, the RNP distributed and connected over 3400 households (at least one Village in each of the 30 districts) and 30 health centres with solar energy.

Other community development activities conducted during Police Week included:

- Providing access to medical insurance to 700 people
- Constructing two playgrounds in Gasabo and Rutsiro districts worth Rwf53.8 million
- Fighting armyworms - sprayed 46 hectares of the affected plantations



Min Francis Kaboneka, IGP Emmanuel K. Gasana, Governor of the Eastern Province Judith Kazayire inaugurating clean water source in Kirehe. 155 homes in Nyamikorri Village Kigarama were given solar

#### POLICE WEEK ACTIVITIES



- Constructing 150 toilets worth over Rwf23 million
- Extension of clean tap water to over 600 households in Gasabo, Burera, Kirehe, Rwamagana, Rutsiro and Nyamagabe districts – Rwf27.5 million
- In the area of environmental protection about 20 hectares of forests were reforested and 10 hectares of terraces were prepared on hilly areas, including creating water trenches.
- Constructing and renovating 72km of feeder roads



Minister James Musoni, IGP Emmanuel K. Gasana and other officials and residents, during Umuganda in Nyagatare. 103 homes in Kirebe Village in Rwimiyaga Sector were connected with solar energy



Min Vincent Biruta addressing residents on dev't, environmental protection, fighting illegal mining, cutting of trees. 122 houses of Rubindi Village in Sovu were connected with solar home systems



DIGP in charge of Operations, Dan Munyuzo speaking at the launch of the road safety campaign



DCGP Juvenal MARIZAMUNDA Deputy Inspector General of Police - Administration and Personnel



Min Vénantie Tugireyezu flanked by the Mayor of City of Kigali Pascal Nyamulinda and CP Daniel Nyamwasa cutting a ribbon to handover 114 solar systems to beneficiaries in Mpanga Village, Mageragere

ensure peace and security, which the country deserves in its transformation process.

President Kagame said: "The Police cannot succeed when working alone but it can achieve its goals when working in collaboration with citizens."

In his strategic guidance, the Head of State said that for the police to sustain and further achieve public trust, confidence, professionalism, self-respect and discipline, they should always be define their values, which ultimately contribute to the country's transformation process.

"Rwandans should have trust, confidence and be part of their police," the President said.

The celebrations also included the pass-out of the ninth cadet intake of 363 officers, who were conferred upon the rank of Assistant Inspector of Police (AIP) by the Minister of Justice and Attorney General.

The 'Police Week 2017' anniversary activities were conducted in partnership with the Ministry of Infrastructure, and its affiliated institutions – Rwanda Energy Group (REG), and Water and Sanitation Corporation (WASAC) as well as other ministries including Justice, Local Government, Gender and Family Promotion, and Disaster Management and Refugee Affairs.

- Constructing nine bridges linking communities
- Constructing and renovating 53 houses for disadvantaged families
- Preparing 16 organic gardens for disadvantaged households.

Under the 'Safe Driving: Saves Life' campaign, the RNP erected more signposts and either created or repainted Zebra Crossings in hotspots, especially around schools.

The ceremony held at Kigali stadium was also attended by other senior government officials and attracted about 10, 000 partners in policing organized in various groups including members of Community Policing Committees, Rwanda Youth Volunteers in Community policing, Anti-crime clubs from schools, commercial motorcyclists associations, Anti-crime Ambassadors mainly composed of local artistes, and members of District Administrative Security Support Organ (DASSO), among others.

### POLICE DAY

Police Day, held on June 16, was presided over by HE Paul Kagame, President of the Republic of Rwanda.

### STRATEGIC GUIDANCE

The Head of State commended the existing partnership between the public and RNP, saying that this ideal be deepened to further





# The enormous benefits of community policing



**ASP ISMAIL KEITA**

Development without safety and security is unimagined. Safety and Security are prerequisites in every society that seeks to make socioeconomic progress, a responsibility that is often the mandate of law enforcement organs. Lately, these agencies are finding out that in order to effectively undertake this responsibility they must invest in the detection and prevention of crime. In turn, this has meant greater investment in information gathering and sharing.

Policing institutions are establishing robust communication strategies that suggest that information gathering and sharing is their new core business. These strategies are implemented through departments of media and public relations; moreover, these departments – depending on the resources available to them- either

operate as a media houses would or they seek to occupy the space of existing media houses.

Accordingly, some own radio and TV stations, newspapers, newsletters, magazines and journals; they invest in IT related equipment and expertise for their communications departments. Others buy space on community oriented radio and television programs. Regardless of the approach they take, the objective is the same: to fill the information deficit between the law enforcement agency and the public – the people they serve.

That is because modern policing institutions have discovered that effective crime prevention relies on the active participation and cooperation of the public. This is what is called the community policing concept. From this concept comes a strategy of 'policing by consent'. In it, the police collaborate with the community in preventing and fighting crime. And in so doing, the traditional and reactive policing approach gives way to the modern and proactive approach that relies on deepened communal engagement.

Community Policing is a strategy in crime prevention that seeks to reduce crime by building viable communities. Indeed, it assumes that an efficient and effective crime prevention strategy must have proactive interventions. These are expected to significantly reduce crime and to contribute meaningfully to creating safe and secure communities. Moreover, the strategy not



only prevents the recurrence of crime; it is also intended to reassure the public and to build trust in the public.

Community policing has enormous social and economic benefits. One, it brings communities together in pursuit of a common goal of ensuring safety and security. Two, the involvement of citizens in their own security saves financial resources that are in turn invested in different areas of social welfare such as health and education, helping to address some of the structural aspects of in the commission of crime.

Therefore, community policing is able to bring together a multiplicity of stakeholders in the pursuit of a plethora of outcomes that are both directly related to crime detection and crime prevention and also in terms of addressing the long term factors that shape crime dynamics in society, such as the ability to mobilize community members to envisage a common future free of crime.

In other words, the short and long term benefits seem obvious. Consequently, modern law enforcement agencies ought to establish robust crime prevention strategies that are rooted in the community policing ethos. In addition to this, they should seek greater partnership with different stakeholders in society in order to maximize their sources of information and to encourage information sharing. For instance, activities like workshops, community and town hall meetings, the use of the print and electronic media, and regular press conferences are effective platforms for engagement whose objective is to win the trust of the public in order for them to willingly share information.





# Participants of **PSCSC 05/16-17**



**CP KAFEERO MOSES  
KABUGO-UGANDA**



**CP STEPHEN MUGEA  
ETYANG**



**ACP FR BAHIZI**



**ACP R  
RUGWIZANGO**



**DEP. COMM. T S  
SHIKONGO**



**BRIG. GEN. A  
CHOL DIING**



**CSP U SAFARI**



**CSP D BANYUNDO**



**CSP E  
KABASHA**



**CSP JDD KABARE**



**CSP JMV  
RURANGIRWA**



**COMDR. HH WAKO**





# Participants of PSCSC 05/16-17



**COL. MENYANG  
WOUR DENGCHOL**



**LT. COL. W D  
MENYANG**



**SSP VENANT  
RUBAYIZA**



**LT. COL. EJA BATALI**



**SSP R RUGANJI**



**LT. COL.  
MA WAHAB SHEIK**



**SSP O TUGANEYEUZU**



**SP O MUKANTABANA**



**SP N NKUSI**



**SP JP RUTAJOGA**



**SP D KABUYE**



**SP K RUTAYISIRE**



**ASP I KEITA**





# POLICE JUNIOR COMMAND AND STAFF AND TACTICAL COMMANDER'S COURSES

Rwanda National Police, like almost many other police forces, is organized around a top-down command structure involving three levels namely strategic, operational and Tactical. Thus, training the only strategic commanders would be a futile effort if officers at other two remaining levels are not equipped with enough knowledge and skills enabling them to execute strategic policies, orders and directives in efficient and effective manner.

It is in this spirit that in addition to Police Senior Command and Staff Course, the National Police College also introduced other two career development courses namely the Police Junior Command and Staff and the Tactical Command Courses in order to bridge the potential gap.

The Police Junior command and Staff Course is designed for officers at Operational levels and aims at imparting them with ability to carry out command and staff duties of their level.

The Police Tactical Commander's Course as for it, is designed for officers who deal with Field operations. It equips selected officers with ability to command field operations and carry out staff duties at tactical level.

The attendance of the above two career development courses is compulsory for officers to be eligible for the Police Senior Command and Staff Course which is the highest course conducted by the National Police College.

## Participants of PJCS 01/17



## Participants of PTCS 01/17





## Panellists and Moderators of 5th symposium



**CG EK GASANA**  
 Inspector General  
 Rwanda National Police



**L CHIWARA**  
 UN Women Representative to  
 Ethiopia, African Union and Economic  
 Commission for Africa



**PROF. PATRICK LOCH  
 OTIENO LUMUMBA**  
 Director of Kenya School of Law



**DR. AN KIAMBA**  
 University of Nairobi - KENYA



**PROF. A SHYAKA**  
 CEO  
 Rwanda Governance Board



**JB MUTANGANA**  
 Prosecutor General, National  
 Public Prosecution  
 Authority Republic of Rwanda



**AIG A KASINGYE**



**MAJ F R GATARAYIHA - BIO**



**Maj. P NYIRISHEMA**  
 Acting Director General  
 Rwanda Utilities Regulatory Authority

## Lecturers from Center for Conflict Management



**PROF. F. MASABO**



**PROF M KAMUZINZI**



**DR. T KARBO**



**Dr. Aggée SHYAKA MUGABE**



**Dr. E SENTAMA**



**DR. PC RUTAYISIRE**



**DR. A KIAMBA**



**DR. C KAYUMBA**



**DR. F NDAHINDA**



**DR. J MUGUME**



**Prof P RUTAYISIRE**



**AIG A KASINGYE**



**DR. J BAYISENGE**



**DR. ZENEBE**



# NPC Members of staff



**CP F NAMUHORANYE**



**ACP PB NKURIKIYIMFURA**



**CSP PN GAKWAYA**



**CSP T NSENGIYUMVA**



**COL (RTD) D KWENDO**



**LT. COL. (RTD) J SITINI**



**SSP A NTAGANIRA**



**SP E BARAMBA**



**SP K KABASHA**



**SP M BISANGWA**



**CIP J DH. KATABARWA**





# THE TRANSFORMER

A PUBLICATION OF NATIONAL POLICE COLLEGE

