



# The **TRANSFORMER**

A PUBLICATION OF NATIONAL POLICE COLLEGE

Issue No.6



**NPC Graduation 2018**



*“For a police officer to fulfil his or her duties diligently, they must be guided by the will, training and professionalism, all which ultimately produce quality outcome... We can have numbers but we cannot compensate quality.”*

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

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# RWANDA NATIONAL POLICE LEADERSHIP



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



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



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Deputy Inspector General  
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Deputy Inspector General of Police -  
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# TABLE OF CONTENTS

**A Message by the Commandant**  
-Pg7

**SYMPOSIUM on Peace,  
Security and Justice** -Pg13

**Police Senior Command  
and Staff Course: Enhancing  
Command and Leadership**  
- Pg18

**Command Philosophy** -Pg19

**Raising Citizenry Awareness  
on Constitutional Rights**-Pg20

**Street Vending  
Security and Brand Image**  
-Pg21

**The Role of Transitional Justice  
in Post-Conflict Society** -Pg22

**Strategic Leadership in  
Provision Of Security Services**  
- Pg23

**Cybercrime and its Threat  
to National Security** - Pg24

**Human Rights and  
Responsibilities of  
Police Leadership** - Pg25

**Internal and External Tours**  
- Pg26

**Training and Police  
Performance in South Sudan**  
- Pg29

**Corruption in Police and its  
Preventive Strategies** - Pg30

**Role of Community in the Fight  
Against Drug Trafficking** - Pg31

**Applying Emotional  
Intelligence in Police Work** - Pg31

**Justification for International  
Training** - Pg32



## THE NATIONAL POLICE COLLEGE: A SHIFT IN POLICE TRAINING PARADIGM - PG8

**People-Centred Policing  
In Crime Prevention** - Pg33

**Rwanda: 18 Years  
of Partnership in Policing** - Pg34

**The Road to "Counter  
Terrorism" in Kenya** - Pg35

**Forensic Evidence In  
Homicide Investigation** - Pg36

**Personnel Discipline  
and Security** - Pg37

**Dealing With Drug Trafficking**  
- Pg38

**Creating Strong Police  
Organizational Culture** - Pg39

**The Role of Training in the  
Professionalization of Rwanda  
National Police** - Pg40

**Embracing Technology  
in Traffic Management** - Pg41

**Dealing With Thick Traffic Jam at  
Urban Junctions** - Pg42

**Colonialism Not An Excuse for  
Underdevelopment In Africa**  
- Pg43

**ISANGE ONE STOP CENTER:  
Protecting Children's Rights**  
- Pg44

**Striking the Balance Between  
Professionalism and Societal  
Prospects** -Pg45

**POLICE WEEK 2018:  
Promoting Crime-Free Villages**  
- Pg46

**NPC Members of Directing Staff**  
- Pg50

**Participants of PSCSC 06 /17-18**  
- Pg51

**University Programs  
Graduands 2018** - Pg53



## VISION

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

## WORD BY THE COMMANDANT

The dynamics and complexities of the 21st century present unprecedented challenges to policing. The policing environment is being challenged by the paradigm shift in crime architecture, particularly the alarming rise in organized and transnational crimes enabled by the increasing technological advancement. Terrorism, globalisation, large-scale population movements and entrenched social problems pose crime control threats that are seen as beyond the scope and capabilities of traditional policing. Currently, policing functions must be problem-solving oriented, technologically updated and make human security considerations part and parcel of crime prevention and reduction strategies. In light of this ever-changing operational environment, police work has become more laborious and complex, requiring continuous professionalization to meet security demands. Today's survival of law enforcement therefore depends on their ability to include high standards of professional training in their plans and tailor-making their responses to the changing policing environment.

The National Police College (NPC), as a higher training institution of Rwanda National Police endeavours to be at the forefront of this professionalization journey by providing high quality and innovative training to officers of Rwanda and beyond and striving to become an international centre of excellence in police training and development. It is along these lines that NPC, in collaboration with key partners such as the University of Rwanda and the UK College of Policing, previously known as Bramshill International Academy, delivers tailor-made programmes that equip officers with knowledge and skills in relation to contemporary policing issues. These include career development/professional training such as Police Command and Staff Courses and specialized academic programmes. Similarly, the College conducts crime investigation and crime intelligence courses at different levels. Today's graduation is a culmination of a



**CP FELIX NAMUHORANYE**

one year long Police Senior Command and Staff Course and four year bachelor degree programmes in the following areas: Professional Police Studies, Law, Forensic Science and Computer Science/Information Security)

The Police Senior Command and Staff course is designed to equip selected senior officers with quality skills in relation to strategic leadership and management, professional policing as well as comprehensive knowledge in peace studies and conflict transformation. It enables participants to perform command and staff functions, enhances their ability to manage wider aspects of security and allow them to attain higher academic laurels. Since the fight against crime that is increasingly becoming transnational requires cooperation, joint training is the most effective approach in order to adequately respond to emerging security threats. It is in this spirit that this course attracted participants from 08 African countries namely Ethiopia, Kenya, Namibia, Sudan, South Sudan, Tanzania, Uganda, and Rwanda, the host. Among the course participants, 3 are senior officers from Rwanda Correctional Services (RCS).

Professional Police Studies, on the other hand, is meant to broaden students' insights and equip them with

working and decision making capacity through social science theories aligned to policing with a view to fostering reflective and analytic skills and knowledge to police practices. Similarly, Forensic Science provides high level education in relation to application of scientific principles and methods to assist in criminal investigations. It provides an intellectually challenging study of a full range of forensic applications. It fulfills the growing demand for expertise in investigations, enforcement and monitoring work that include but not limited to the application of new technologies to crime scene investigation, physical evidence collection, laboratory analysis of evidences and the presentation of scientific evidence in court of law.

With the rapid development of ICT and its subsequent use in daily life, the security of cyberspace becomes an imperative to law enforcement efficiency and effectiveness. It is in this context that the degree programme in Computer Science and Information Security has been established to provide officers with theoretical and practical skills in relation to cyber and other high-tech crimes thereby empowering them to respond to the sophisticated nature of crime. This programme aims at offering flexible scheme of study invigorated by research to advance students' ability to develop academic and practical skills into the subject of Information Security. In addition, recognising the need for law enforcement practitioners to have a deep understanding of crime and criminal justice in the real world, a degree programme Law is delivered with a view to contextualizing legal study and its application to crimes.

In a nutshell, I have no doubt that courses offered at NPC positively enhance knowledge and skills and change the attitudes of students with the ultimate objective of having competent officers relevant in the 21st policing environment.

# THE NATIONAL POLICE COLLEGE: A SHIFT IN POLICE TRAINING PARADIGM



In the early 20th Century, August Vollmer, the first police chief of Berkeley, California, and a leading figure in the development of the criminal justice system remarked: "The citizens expect police officers to have

the wisdom of Solomon, the courage of David, the strength of Samson, the patience of Job, the leadership of Moses, the kindness of the Good Samaritan, the strategical training of Alexander, the faith of Daniel, the diplomacy of Lincoln, the tolerance of

the carpenter of Nazareth [Jesus].. If he had all these, he might be a good policeman!"

Training is an important tool in the process of facilitating change within any police institution. In Rwanda,



One of the students presenting the sand model in front of trainers and other course participants

training has become a critical centerpiece in order for the police to simultaneously correspond with the national ideology of people-centeredness and continuously consolidate an effective community policing model. Taking a close look at the approaches of the National Police College (NPC) one might be tempted to say that the protracted objective is to produce the citizens' preferred officers as described by Vollmer. Coincidentally, his description resonates with the college's vision: "To be an International Centre of Excellence in Police Training and Development." A strong claim can be made that the college, which was established in 2001, is one of the best police academies on the continent. In the short time since its establishment, the college has already trained senior police officers from as far as Gambia, Ghana and Sierra Leone (West Africa); Malawi, Namibia, Swaziland and Zambia (Southern Africa); and those drawn from the Eastern African countries of Burundi, Djibouti, Ethiopia, Kenya, Somalia, South Sudan, Sudan, Tanzania, Uganda, and of course Rwanda. Of course, all these officers come to the college with vast policing experience from their respective countries making knowledge exchange and common learning

much more gratifying.

The NPC is revolutionizing police training in Africa. Speaking in the presence of Rwandan President Paul Kagame during the inauguration of the Senior Command Programme at the college in June 2013, Chief Supt. Victor Adusah-Poku, from Ghana averred that what was going on at the college epitomised and reinforced President Kagame's avowed preference for African solutions for African problems. An excerpt from President Kagame's speech at the inauguration — "It is our continent and Rwanda is your country"— is to be clearly read in that light. And indeed, the college is for Africa. The college, located in the scenic city of Musanze, the headquarters of the Northern Province, has quite a remarkable outlook in ambiance, quality of programmes, course delivery approaches and projected milestones. The college is a two-hour drive from Kigali on a smoothly tarred road that meanders through beautiful hills and extended green scenery, into deep valleys and round endless sharp corners before arriving in the neat and smart city of Musanze.

The college is a vast facility, with

a computer lab, restaurant area, swimming pool and a fully furnished accommodation wing for every level of study. Every residence area for a Senior Police Officer at the college has a sitting area, a reading area, and a bedroom. The visiting Professors and trainers' wings occupy an entire floor complete with a boardroom.

"We have deliberately upgraded our capacity building centres to reflect the quality of officers we want at the end of the programme," Commissioner of Police (CP) Felix Namuhoranye, the Commandant of NPC said.

To have the right police officer, he emphasized, "You must give him/her the right training, in the right environment." That training, however, follows a thorough vetting process before recruitment. Only those that have an ethical track-record, locally termed as Inyangamugayo, are recruited. "The quality of the officer we want informs who we recruit, and how we train them," CP Namuhoranye told us. The guiding philosophy at NPC is: "Who are we training? For what purpose are we training that person? And how should that person be trained?" the commandant added. The training approaches at the



Maj Gen Joseph Nzabamwita giving a lecture on implications of the evolving threat of terrorism to African security

college seem to clearly steer away from the mistakes that several police academies across the world have been making.

Police training has been dominated by the behaviourist approach, many scholars have argued. Developed by John B. Watson, the approach equates humans to machines in that, as with machines, if you introduce a stimulus into an individual and control how that input is processed, you will get a predetermined output. Many academics have expounded that the behaviourist orientation at police academies has been supplemented with the militaristic approach, which might be effective when teaching technical and procedural skills, but does little to promote the acquisition of essential non-technical competencies such as problem-solving, interpersonal skills, judgment, and leadership. Relatedly, several studies have illustrated that police officers spend only 20 per cent of their on-duty time dealing with actual crimes, enforcement of law or violations and that they devote the majority of their remaining time to service-oriented tasks. Yet, current police training curricula across the world, scholars say, are inflexible and designed almost

exclusively to teach officers what they will be doing a small percentage of their on-duty time. Standard topics like criminal law, defensive tactics, firearms training, crowd control, investigative procedures, mechanics of arrest, proper use of force, traffic enforcement and accident investigation take too much of instructors' attention.

**The training approaches at the college seem to clearly steer away from the mistakes that several police academies across the world have been making.**



Students and their lecturer in one of the NPC computer labs



Minister of Youth, Rosemary Mbabazi giving a lecture on 'Rwandan experience on investing in youth for sustainable future'

At the NPC, much as the standard topics in policing are dutifully taught, the college further emphasises the enhancement of interpersonal communication skills, problem-solving skills, quality-of-life issues, empowering confidence, fostering critical thinking and creativity skills and building social skills in general. These, Namuhoranye argues, are critical in enhancing RNP's paradigm shift towards the consolidation of the envisioned community policing model and of course to correspond with the increased contact that the police officers have with citizens. At NPC, it is clear that all training programmes are mission-oriented and respond to what officers need to know in order to perform their jobs effectively. On close observation, it emerges clearly that RNP knows what kind of a police officer it needs and as IGP Gasana, pointed out to us, what officers must learn and are learning, at RNP's training facilities, including NPC and Gishari in Eastern Province, serves as the foundation and building block for an effective community policing model.

Courses offered at the college can be classified into two broad categories. First are the professional career

**At the NPC, much as the standard topics in policing are dutifully taught, the college further emphasises the enhancement of interpersonal communication skills, problem-solving skills, quality-of-life issues, empowering confidence, fostering critical thinking and creativity skills and building social skills in general.**

courses: Police Senior Command and Staff Course; Police Junior Command and Staff Course; Police Tactical Commander's Course and specialised courses in criminal investigations, crime intelligence and traffic and road safety. Second, are the academic programmes that are implemented in partnership with the University of Rwanda. They include the MA in Peace and Conflict Transformation;

BA Professional Police Studies; BA Law and Criminology; BA Information Security and Computer Science and BA Forensic Science. This year (2018), in partnership with Mount Kenya University a PhD programme in Law Enforcement and Justice Administration has been introduced. The college's programmes abound with innovative concepts. For instance, officers on the Senior Command course also graduate with a Strategic Leadership Certificate issued in partnership with the UK-based College of Policing previously known as Bramshill and a level-7 Chartered Management Institute Certificate (CMI) UK.

One can argue that this is key pointer to the deliberate and strategic collaborations the college has entered into with the main aim of producing all-round products to match contemporary policing challenges. The commandant explained that the professional career courses are a core aspect in the comprehensive approach to human resource development and by combining the programmes with academic aspects; officers are primed to confront the changing and complex nature of the



PSCSC students holding CMI certificates pose for a group photo with trainers from UK College of Policing and NPC Deputy Commandant CP Faustin Ntirushwa (seated centre)

security architecture at both local and international levels. Enrolling officers from various countries on the Senior Command course has also provided a much-needed opportunity to share experiences and build positive synergies, which is a milestone for Rwanda and the continent in general. Three college alumni revealed that all Senior Command Course participants spend time on field studies both in and outside Rwanda, which they said, creates a strong bridge between what one learns in class and the practical realities of the policing milieu.

The NPC, especially at senior command level, encourages self-directed learning, which goes hand-in-hand with community policing. For community policing to succeed, experts have argued, police officers must be self-directed to creatively solve the problems they encounter. The college has gradually become an arena of ideas, an avenue where officers bring both their lives and past career experiences drawn from different parts of Africa to analyse problem-solving strategies that are grounded in everyday realities. Therefore, a symbiosis between self-

direction in training and community policing strategies in the field is nurtured. A learner-centredness rather than teacher-centredness approach, creativity and innovativeness are now a strongly held tradition at the college. A college product then, is not just an abstract law enforcer, but an active chance-agent in the functioning of society. They are trained on the right attitude, culture and their mindsets are broadened to be inclusive of the guardian mentality; an officer who understands connectivity with citizens and who looks out for the community.

On a monthly basis officers on training participate in the local and vital homegrown initiative, Umuganda, which loosely translates as 'coming together to achieve a common purpose'. In this process, they might build houses, clean streets and homes, prepare gardens for planting for the elderly and vulnerable or plant trees. Umuganda is subsequently followed with a community meeting chaired by the village head, umukuru w'umudugudu, where the community's prospects, concerns, ideas and human security issues are discussed. Rwandans take this day

so seriously that even President Paul Kagame fully participates. This, one would strongly say, intuitively connects officers to the community, while at the same time providing them with first-hand practical experience and an understanding of how community policing works on a day-to-day basis. No wonder human security issues feature prominently regardless of which police officer one talks to in Rwanda. A characteristic example was underlined in the words of the RPC Northern Province and a graduate of NPC who in an interview said: "The first insecurity in the population is hunger and diseases. So to successfully police the population, you must be able to link your approach to their way of life, to solve their problems. When you do that, the population will see you as their ally, as one of them and will always cooperate." Clearly, police training methods have been re-thought in Rwanda and the police leadership attributes all the strides made to the national ideology which encourages innovations and creativity. Here, perhaps other police schools especially in Africa can learn and borrow a thing or two.

# SYMPOSIUM ON PEACE, SECURITY AND JUSTICE

*Mainstreaming Human Security in  
the New Security Landscape  
A Holistic Approach to Sustainable Peace and Development*



# HUMAN SECURITY IN THE NEW POLICING LANDSCAPE



(L-R) Moderator Beth Mutamba, Minister James Kabarebe, IGP Emmanuel K. Gasana and Dr. Ocheing Kamudhayi on the panel

**T**HE SYMPOSIUM on Peace, Security and Justice organized for the 6th intake of the 'Police Senior Command and Staff Course (PSCSC)' was held on July 12, 2018 at the Rwanda National Police (RNP) General Headquarters in Kacyiru.

**It was held under the theme: "Mainstreaming Human Security in the new Security Landscape: A Holistic Approach to Sustainable Peace and Development."**

The sixth intake was attended by

senior police students from eight African countries, namely, Ethiopia, Kenya, Namibia, South Sudan, Sudan, Tanzania, Uganda, and Rwanda, the host.

Key speakers and panelists at the symposium included the Minister of Justice and Attorney General, Johnston Busingye, Minister of Defense, Gen. James Kabarebe, State Minister in the Ministry of Foreign Affairs and East African Community, Olivier Nduhungirehe, Inspector General of Police (IGP) Emmanuel K. Gasana, and renowned pan-Africanist

**If security institutions engage especially in human security aspect as its fulcrum upon which efforts towards development are anchored, the outcome will lead to progress, which is the ultimate objective that countries are struggling for.**

and Director of Kenya School of Law, Prof. Patrick Loch Otieno Lumumba.

Other speakers were the Chief Executive Officer of Rwanda Governance Board (RGB) Prof. Anastase Shyaka and Dr. Ochieng Kamudhayi, a researcher from University of Kenya.

The 2018 symposium focused on two main aspects; the relationship between traditional security and human security, and how to keep pace with the new security dimensions in terms of designing adaptive approaches to human security.

Minister Busingye, in his keynote address at the opening of the one day event, said that security, political and socio-economic dynamics in African have a bearing on the continent's state of security.

He said that if security institutions engage especially in human security aspect as its fulcrum upon which efforts towards development are anchored, the outcome will lead

to progress, which is the ultimate objective that countries are struggling for.

Minister Busingye observed that Africa is not short of strategies, programmes, projects, material and human resources necessary to propel it to the next level.

**Rwanda security organs live with the population... we are all part of the population, we give back to our people and this has tremendously increased the trust that the people have in our security organs. We remain at the frontline of collaborating with other institutions to drive a positive change and protect Rwandans.**

"Africa is still aid dependent, has some of the worst poverty and illiteracy levels, her infrastructure is vastly undeveloped, intra Africa trade is vastly low, we are not investing in collective and comprehensive security as a prerequisite for collective progress. Africa is still coexisting with some of the worst corruption indices and struggling to overcome reliance on ethnic and tribal identity to thrive in a rapid globalizing world," he said.

He, however, said that the continental free trade area Africa is now trying to realize, the free movement of persons and the collective security arrangements are part of the human security paradigm of ensuring security, progress and liberation.

The Minister of Defense, Gen. James Kabarebe, who tackled the 'evolving role of military forces in human security', said that "Rwanda security forces are umbilically coded in the founding ideology of the Rwanda Patriotic Front and will not deviate from that."



The symposium was attended by heads and representatives of security, justice and academic institutions, Senior command and ILPD students.



"Rwanda security organs live with the population..we are all part of the population, we give back to our people and this has tremendously increased the trust that the people have in our security organs. We remain at the frontline of collaborating with other institutions to drive a positive change and protect Rwandans," Gen Kabarebe said.

Inspector General of Police (IGP) Emmanuel K. Gasana, who also discussed on 'people-centered policing and human security - Rwanda National Police's Community Policing Model as a case study,' emphasised that the proactive policing and human security go hand-in-hand and maintaining the duo in the current security landscape is a must do business.

"Community Policing is one of the better strategies that we have prioritised in partnership with other partner institutions in security, justice, health, governance & private entities to address concerns that lead to crime & improve public welfare," IGP Gasana said.

Prof. Lumumba tackled 'good governance as a critical necessity to enable human security, and said that the "existence of a well coordinated governance enhances the quality of public security and people's wellbeing," adding that "good governance is at the very heart of human security."

Prof. Anastase Shyaka discussed on 'operationalising human security- Rwanda's homegrown initiatives in perspective; Dr. Ochieng Kamudhayi, looked on the 'evolutionary nature of security and corresponding challenges-locating human security in theory and practice; and Josephine Ajema Odera, tackled the concept of "mainstreaming gender in Africa's human security framework."

The conference was also attended by heads and representatives of security, justice and academic institutions as well as Police Senior



**Prof. Patrick Loch Otieno Lumumba speaking at the symposium**

Command participants and students from the Institute of Legal Practice and Development, among others.

The commandant of NPC, Commissioner of Police (CP) Felix Namuhoranye said that different course lectures covered by the students, advanced learning activities, internal and external study tours and the symposium are organized to enhance their understanding and expand their analytical capacity.

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The State Minister in the Ministry of Foreign Affairs and East African Community, Amb. Olivier Nduhungirehe, in his closing remarks, emphasised that human security plays key role in ensuring sustainable peace and development of each nation.

"Rwanda put human security at the core of her socio-economic development as well as supporting

and empowering the vulnerable groups," Amb. Nduhungirehe said.

He cited Imihigo that makes leaders accountable to the people, Agaciro Development Fund that equally drives towards self-reliance, monthly communal work Umuganda as some of the aspects the government adopted to address issues of human security.

**"Rwanda put human security at the core of her socio-economic development as well as supporting and empowering the vulnerable groups."**

## POLICE SENIOR COMMAND AND STAFF COURSE: ENHANCING COMMAND AND LEADERSHIP

It is well known that effectiveness and efficiency or the success to achieve an objective or a goal at any level, requires a clear understanding and comprehensive employment of core competencies enabling him or her to demonstrate that he or she is equipped with appropriate knowledge, skills and attitude for the very mission, objective or goal. These include ethical behavior, personal energy and self-beliefs on one hand and the specificities - the aims of the mission and the ability to communicate them to the subordinates and other stakeholders on other hand.



**CP FAUSTIN NTRUSHWA**  
**DEPUTY COMMANDANT**

Since it was born, the Police Senior Command and Staff Course, through its three major component programs, it consistently develops the course participants to demonstrating that they have the veracious level and capability to execute any role, the commitment to achieve and the compatibility with doctrine of the organization or institution.

Therefore, it is imperative for Police Senior Command and Staff student to graduate with undoubtable ability to operationalize both functional and behavioral competencies.

Hence those competencies must be associated with specific objective, goal or mission to deliver and attain the objectives.

Different learning styles are taught to familiarize students with individual reaction to new experience and coping with other external factors associated to the understanding and application of the emotional intelligence, which focuses on building beneficial relationship as the end result are

change, inspire and motivate others towards achieving tasks beyond expectations. Nonetheless, all above stated core competencies need to be completed with personal and managerial related ones.

A student of Police Senior Command and Staff Course deeply learns all about performance management, strategic planning, change management, risk management, critical - major incident and disaster management on one hand; trained on project design and project management and masters all subject concerning command and control, campaign and operation planning as well as setting up and manning the command post to mention few. As results, creative and analytical thinking, planning and organizing, decision-making process, stakeholders' management, achieving results as well as attention are raised higher.

In nutshell, the Police Command and Staff Course can be well thought-out as a fertile ground of competencies. Students graduating from the college are enabled to be effective and efficient to any mission assigned to them.

Analytical—conceptual thinking, building relationship, decision making, planning/ organizing and problem solving to mention few; individual competencies of self-confidence, professional integrity, commitment, assertiveness, interpersonal communication and initiative; and managerial competencies such as conflict management, leadership, operational management, strategic thinking, project management and change management are tools of success.

completed by the psychometric testing.

These programs build strong capabilities and commitment of students to the appropriate leadership style based on the individual level of competence and commitment during the execution to achieving the goal. Here, the competencies of leadership, mentoring and coaching as well as interpersonal communications are unavoidable. However, these cannot be effective for the strategic leader (student) who will be called to deal with individuals, teams and tasks to achieve. He or she should use other core competencies.

The understanding of the concept of conflict in its comprehensive definitions, its different sources and causes as well as its various effects give the student necessary tools in problem solving, decision-making, professional development, resource management and continual improvement that result into staff assertiveness and mutual confidence. But he or she must display exemplary behaviors to be an agent of

## COMMAND PHILOSOPHY

The management of disciplined security forces is entrenched in sound leadership, which is a personal attribute and command that emanates from legal authority vested to the particular office. These two attributes of command must be applied appropriately for effective management of such institutions.

Your subordinates must understand what is important to you because, ultimately, this will become important to them. No organization can progress without this framework and, more importantly, it must be understood and practiced by the leadership within the organization. The command philosophy is the framework which will guide how to operate in all environments—in the field or office environment.

For any command philosophy to work, it must be lived daily. It must stand on its own merits, easily understood by all. It must be the basic leadership standards which guide the organization. The commander must always keep in mind the importance of establishing high yet realistic standards which are met. High standards lead to professionalism, and professionalism should always be the hallmark of the unit or organization

Therefore, the imperative of having a "Command Philosophy" cannot be overemphasized. A Command Philosophy is "Guidance in a shared organizational philosophy to either



**COL [RTD] DAVID KWENDO**

**Never compromise your core values. Keep your mobilization qualifications up to date. Strive for excellence. Work hard, play hard, have fun, make a difference.**

reinforce or alter existing organizational values and sets of the organizational compass."

The police command is nothing more than an organization designed to

achieve a specific purpose or mission. Template for a Command Philosophy offers a number of thoughts for command, beginning with a "vision" for yourself and your command.

Never forget that the police fundamental mission is to conduct prompt and sustained operation to secure people and their property. Everything that we do should ultimately reflect that mission. To that end, we will support our gaining command in every way possible by providing well qualified and motivated police officers. We will conduct ourselves in accordance with certain principles. These should be self-evident; try to live by them every moment. They should become your principles as well.

Know your job and why it's important to the mission. The most rewarding legacy a commanding officer can have is a track record of having his best people succeed. A sustained record of superior accomplishment is the single defining characteristic of successful Policing career.

Never compromise your core values. Keep your mobilization qualifications up to date. Strive for excellence. Work hard, play hard, have fun, make a difference. It will seem all too soon it's time to retire and move on, but you'll look back on these days with fondness and appreciation. Don't waste the opportunity to give the police 100%. You'll always be proud of your service to the nation.

## RAISING CITIZENRY AWARENESS ON CONSTITUTIONAL RIGHTS

The concepts of human rights, individual freedoms and liberties are sometimes misinterpreted as granting citizens the freedom to do whatever they like with no limitations, whatsoever.

Some would genuinely (unfortunately) feel permitted to hold hate or discriminatory speech in public or through media in the name of the freedom of speech; make noise during the night in the name of exercising freedom of worship; engage in unlawful political activities claiming to do so by virtue of the freedom of association among others, regardless of other considerations for public order, societal values and good morals, political context, country history and other people's rights.

While this behaviour can be a deliberate move of ill-intentioned or uninformed people, recent developments in the field of human rights and policing have led to a belief that a relationship exists between citizens' awareness of the constitutional limitations of rights and freedoms, and the likelihood to engage in crime.

Thus, it is my submission that the citizens' awareness of the constitutional human rights could be one of the key factors in crime deterrence.

To start with, the international human rights instruments as well as countries' constitutional tool provide for rights, freedoms and liberties entitled to citizens but in the same time they also set limitations thereof. Therefore, all rights, liberties and freedoms, including the most precious one (right to life), have limitations.

The Constitution of the Republic of Rwanda, like many others in the world, carries what has been referred to by legal



**SSP MODESTE BISANGWA**

scholars as "clause of limitation." Under its article 41, "in exercising rights and freedoms, everyone is subject only to limitations provided for by the law aimed at ensuring recognition and respect of other people's rights and freedoms, as well as public morals, public order and social welfare which generally characterise a democratic society".

The main idea captured in this clause is that only the law enacted through legitimate processes can impose a limitation on the constitutional rights, freedoms and liberties of citizens. No single individual including law enforcement officials can have the power to impose a limitation of rights and freedoms as he/she likes if not acting under the provisions of the law. Otherwise, only the law can determine the circumstances under which the freedom of movement may be deprived through arrest and detention; how the right to privacy may be limited through legal search with or without a warrant; the requirements for depriving the right of ownership through a seizure; the freedom of speech may be curtailed

to protect public order, good morals or other people's privacy, to name but a few.

The clause also suggests that no limitation can be put on the rights, liberties and freedoms if it is not justified by the need to prevent the encroachment on other people's rights, the protection of public order and good morals or social welfare of societal members. This reflects the idea of Jean-Jacques Rousseau who, arguing in favour of the social contract, put it that "we gain civil rights in return for accepting the obligation to respect and defend the rights of others, giving up some freedoms to do so". From this stand point, one can only enjoy his/her rights, liberties and freedoms as long as he/she can respect other peoples' rights and freedoms and will pay the price of not doing so.

It is important to mention that contrary to the understanding of some scholars, who believe in the existence of universal standards for limitation of rights based on western tradition, the extent to which the law may impose limitations to rights depends on different factors such as the country history, culture, values, morality, level of development, people's mindset, peoples' great interests and sometimes the political dynamics of the country. It would, for example, be ridiculous to agitate for freedom of speaking one's mind while spreading genocide ideology, negating genocide, holding hate speeches or calling for insurrections.

It is, therefore, the responsibility of law enforcers to ensure that citizens are aware of their rights and their limitations so that they can make an informed decision in relation to their social conduct. Otherwise put, the effective human right policing requires more of proactive than reactive approach.

## STREET VENDING SECURITY AND BRAND IMAGE

Rwanda has a history of regulating businesses and preventing street vending. Hawking or street vending business is informal and illegal in Rwanda and addressing the problem is looked at in a positive angle.

Security organs are the first respondents to enforce the law to ensure that order is established on the streets. Enforcing the law is also meant to fight criminalities that arise out of street vending.

Policy development with various strategies is seen as the main remedy. Thus, enforcing the law is a joint effort with other entities particularly local authorities to get better places where street vendors can do their business in a legal and organized manner.

Construction of markets, tax holidays and rent for at least a year, and allocation of budget to finance projects for the youth that organize themselves in cooperatives, have been instrumental in addressing the problem.

Eight markets, for example, have been constructed in the city of Kigali in the last ten years.

In 2016, security organs in partnership with the City of Kigali constructed a modern market worth over Rwf192 million. Today, the market shelters about 3200 women and young people, formerly street vendors.

Statistics indicate that since 2016, over 3700 street vendors in the City of Kigali have been organized in varied cooperatives.



**ACP MORRIS MULIGO - RWANDA**

**Security organs are the first respondents to enforce the law to ensure that order is established on the streets. Enforcing the law is also meant to fight criminalities that arise out of street vending.**

Despite all these policies that regulate street vendors with their clear exit strategies, there are still bottlenecks mainly due to less involvement of the policy beneficiaries.

However, it has been made a policy, particularly in the City of Kigali, where the problem is mainly prevalent, that any street vendors, who relocate to these markets don't pay rent and taxes for at least one year to help them first be financially stabilize.

Any policy to respond to the issues of vending, therefore, should consider the livelihood context of beneficiaries. It is also not enough to have policy but rather understand the circumstance to which they are introduced.

The argument should not be whether the policies are need or not; it should consider the light context in which the policies will respond to the issue at hand. There is no doubt that good policies regulating street vending will improve orderliness and security concern but shortsightedness policies may also radicalize this group of the society. This means that the more you minimize alternatives of living the more you radicalize the society members and methods of security become radical.

Enforcement of the policies, which are not popular, damages the image of security organs especially the Police. It limits good police-public relationship and undermines indirectly the effectiveness of the Police. Police has interest to engage policymakers to develop policies that are in context and consider that the inherent relationship between an exit strategy and intervention requires no less.

It is imperative, therefore, for police to recognize the sensitivity of these operations and consider the human security factor as a critical exit strategy of vendors to the alternative livelihood to avoid conflict. Affordable and sustainable alternative means and places for vendors to display their wares are important to effectively counter the problem.

## THE ROLE OF TRANSITIONAL JUSTICE IN POST-CONFLICT SOCIETY

In the post-conflict society where there are massive violations of human rights mainly war crimes and crimes against humanity, ordinary justice system is always overwhelmed. Any mere attempt is not always suitable for the settlement of collateral situations. The widespread of violence most times translates into general breakdown of institutions, huge number suspects, misplacement and destruction of evidence, fear of victims and witness to testify making it a paradox to be managed by ordinary procedure.

In such situations, therefore, new forms of justice approaches emerge to handle the consequences of such tragedies. Transitional justice has always been perceived as approach to normalcy. Finding legitimate responses to massive violations under these constraints of scale and societal fragility is what defines transitional justice.

In simple expression, transitional justice means the ways countries emerging from situation of conflict and repression address large scale or systematic human rights violations so numerous and so serious that the normal justice system will not be able to provide an adequate response.

The aim of transitional Justice is, therefore, to uncover the truth on human rights crimes, acknowledge the suffering of victims, identify and punish perpetrators, establish the rule of law, and install reconciliation process. In a broader sense, Kent suggests that transitional justice involves transitioning from a period of conflict and violence to one that is peaceful and more democratic. After a violent conflict, transitional justice plays a crucial role by bringing perpetrators before prosecution as possible solution to past injustice.



**ACP DAVID RUKIKA - RWANDA**

**The aim of transitional Justice is, therefore, to uncover the truth on human rights crimes, acknowledge the suffering of victims, identify and punish perpetrators, establish the rule of law, and install reconciliation process.**

For the experience of Rwanda during the aftermath of the 1994 Genocide against the Tutsi, there was general breakdown of institutions, mass graves, human remains all over, a big number of suspects categorized differently (genocide master-minders, killers, looters, affiliates). To this effect, suspects of genocide were arrested but the number of prisoners continued to escalate surpassing the capacity of ordinary courts to handle. This turned out to be mega-time workload for non-existing courts to handle the matter.

### **Introduction of Gacaca**

Gacaca courts were introduced

as a form of transitional justice to ensure that genocide perpetrators are punished. Gacaca courts had the following objectives: Establish the truth, expedite legal proceedings, eradicate the culture of impunity, reconcile Rwandans and reinforce their unity, use the capacities of Rwandan society to deal with its problems through justice-based Rwandan custom. Consequently, it handled cases that would have spent over 100 years to bury.

However, the problem for transitional justice scholars and practitioners is that internationally sponsored judicial and non-judicial processes and decisions appear to be making little sense and garnering very limited support from the very constituencies they are supposed to be benefitting. The appeal of a more locally orientated justice, in contrast, is claimed to lie in its potential to repair and restore communal relationships via familiar, locally grounded processes that all community members can associate with.

On the one hand, in certain cases and under certain circumstances, transitional justice admits the concession of pardons to perpetrators of atrocities, whenever it is necessary for achieving peace. The admission of pardons can be crucial for a transitional process' success. It can in fact make demobilization an interesting option for armed actors, and it can also reduce the costs of transitional justice, as well as the judicial system's problems of inefficiency. As mentioned above, the transitional justice has a record of enormous success if viewed from its angle of ultimate goal to restore the lost element of humanity, peace, co-existence, unity and reconciliation of former conflicting parties.

## STRATEGIC LEADERSHIP IN PROVISION OF SECURITY SERVICES

As the world is increasingly facing security threats of imaginable magnitudes, so is the provision of security services that is changing more rapidly and more dramatically than ever before. Technology, proliferation of small arms, internet, growing numbers of the youth, 'lone wolf' approach by terrorists, and the rise of sophisticated criminal networks have fundamentally reshaped the security environment. To deal with such a complex and dynamic environment, provision of security services need people with well-developed strategic leadership abilities and prowess.

Strategic leadership has always been earmarked to bring about difference in tougher times and situations have been generally regarded by scholars and practitioners as "...the managerial ability to anticipate, envision, maintain flexibility, and empower others to create strategic change as necessary". Serious provision of security services requires a team to develop a clear vision for the organization that is responsible for such undertaking. The development, articulation and communication of a clear vision are critical tasks of the strategic leadership of any security services provision.

Notable among the complexities of security services provision are the dictates of the ever changing security environment. Such security situation demands that the leadership executes a strategy that "paints a picture" of the service that is agile. The vision will seek to push and stretch employees beyond their current expectations and serve as a linchpin for service quality. Therefore, strategic



**CP ELIAS KASSIRABO - UGANDA**

**Strategic leadership has been generally regarded by scholars and practitioners as "...the managerial ability to anticipate, envision, maintain flexibility, and empower others to create strategic change as necessary".**

leadership is instrumental in providing a guide for strategy formulation and implementation.

In addition, the vision propounded by the senior management team should outline the core values and ideology which the organization that provides security services intend to "live by".

Any indication of poor leadership means many people will lack the highly needed provision of security services, moreover in a dangerous security environment that is now prevalent across the world.

More than ever before, security services provision needs strong, capable and strategic leaders who can motivate, train and inspire staff to do strategic work that will help ensure the success of security services over the long term. The whole arrangement of security services provision at all levels will look to strategic leadership for direction and clues as to how the future will unfold and how they can add exclusive value to provision of security services.

In order to survive and thrive, security services provision has to navigate strategic shifts and develop new sources of competitive advantage. In this sector, leaders have to increase their effectiveness by focusing on the strategic work that must be done to adapt to competitive pressures and uncover hidden opportunities.

For any provision of security services to be strategically positioned, each function, activity and persons must figure out how to align with, and support, the provision of security services and its overarching strategy. It is critical that every leader creates and executes strategic inclinations that are abreast with the core element of fluidity and fragility of the security environment today.

The strategies within the security services provision will require ongoing review and discussion about emerging transitions and transformations in the services, operations, processes, and mind-set of people in order to harvest strategic opportunities and navigate around the hazards that lay ahead, especially in this age of ever growing terrorism related security threats.

## CYBERCRIME AND ITS THREAT TO NATIONAL SECURITY

Cyberspace and technology are modern inventions that have brought the globe much closer in communication and doing business. It brings the world into a global interconnectivity and to a small digital village. Rwanda has invested in Information Communication Technology (ICT) and has positioned itself as a regional ICT hub. Nonetheless, criminals have changed their modus operandi by shifting from traditional to digital cyber-enabled crimes and cybercrimes.



**ACP OSCAR SAKINDI - RWANDA**

Cybercrime in Rwanda though at a lesser extent affects businesses and public services. The crimes mostly committed are phishing, fraudulent payment systems, Sim-box fraud, theft and misuse of ATM cards among others. Cyber criminals benefit from the mobile money transfer to commit theft, swindling and international money transfers that could facilitate money laundering and human trafficking.

Financial institutions and individuals are challenged by social engineering exploits where cyber criminals tactfully lie and manipulate people into revealing their personal information. Likewise, cyber criminals illegally infiltrate private and public institutions' information systems with intent to steal, distort or even destroy their data. In addition cyber criminals hack websites and put them down or misuse them.

The reality is that every organization, government institutions, and persons connected to the Internet can expect to be exploited or fall victim of cybercrime. At some point criminals

can expand their ability to steal money directly or turn stolen data into money and sabotage information on websites.

The main factors contributing to cybercrime include:

- Fast Internet connectivity that attracts international and regional criminals to penetrate networks
- Lack of awareness on cyber related crimes by the general public and negligence in installing security systems to detect possible cybercrimes.
- Reluctance of telecommunication service providers and financial institutions to share information on cybercrime in view of organizational credibility, trust and image.

Rwanda has initiated different measures to prevent cybercrime and address challenges faced by law enforcement agency dealing with cybercrime. The measures include the establishment of the Rwanda Information Society Authority (RISA), National Cyber

Security Authority (NCSA) and the Cybercrime Investigation Center.

However, with the growing use of ICT in Rwanda, cybercrime threat will continue to evolve and grow and may become more dangerous than they are today if no further measures are taken to move with the trend. "Only in Rwanda over 1,000 cyber-attack attempts happen daily," said the Ministry of ICT. According to the 2016 Kaspersky Security bulletin, Rwanda was registered among the 20 countries where users face the highest risk of local infection by computer malware.

Cyber security can't be achieved via a single organization, and therefore effectiveness in dealing with cybercrime will depend on cooperation among stakeholders. Government agencies in cyber security need to participate more in cyber security forums. This will improve cooperation with other public and private stakeholders and academia to understand the threats and take better measures.

A new forum and initiatives should be established with an aim of leveraging and improving the multi-stakeholder alliance. The forum could be composed of law enforcement agencies, military, public and private institutions, academia, telecom companies and Internet Service Providers. This forum would bring together their experiences with a view of mitigating cyber security risks and counter cybercrime. Collective efforts facilitate quick communication and information sharing to find solutions in case any cybercrime incidents occur.

## HUMAN RIGHTS AND RESPONSIBILITIES OF POLICE LEADERSHIP

The Concept of human rights is common in policing and dominant wherever people talk about manner in which police performs its duties. We read stories about Police infringement or restriction of rights arbitrarily or for compelling reasons. Arbitrary infringement may occur due to inadequate understanding of what constitutes human rights within police organization; inadequate understanding of state obligations and their implications to state and police; or inadequate understanding of consequences of infringement to national security and cohesion.

Human rights are international standards that define relationships between states and the citizenry. They are protected by international human rights treaties and by constitutions of state parties. Implementation of human rights treaties at domestic level affects every aspect of policing because they require police to respect human rights when applying powers entrusted to them to perform duties. Such powers include powers of pre-trial detention and use of force. Human rights are there to ensure these powers are used according to principles of legality, proportionality, necessity, accountability and without discrimination.

Infringement of these principles may not contribute to maintenance of law and order, but exacerbates deterioration of all core functions of policing. Practical consequences



**ACP HAMAD KHAMIS HAMAD  
TANZANIA**

itself in a position to prevent and solve crime proactively.

While every police officer is accountable under the law for his or her acts or omissions, police strategic leadership has a role of securing followers' compliance with human rights standards. Police strategic leaders are responsible to make strategic policy-decisions and strategies that reflect human rights as guaranteed under domestic laws and state obligations under human rights treaties. This requires power and expertise at tactical and operational levels capable to supervise, manage and command followers in professional manner and consistent with human right standards.

Police leaderships in countries that undergo political, social and economic transformation should recognize and manage changes to ensure that policing does not remain static. Police leadership also has positive duty to protect rights of police officers without discrimination so that qualified people may be encouraged to join and remain in police and reduce undesirable activities like corruption among others. In this context, police leadership should ensure that while training police officials to respect and protect human rights of others, they should also make these police officers aware of their rights and how they can seek remedies when infringed by their police leaders.

include erosion of public confidence, exacerbate civil unrest, detach police from community, obstruct effective prosecution, result into guilty going free and innocent being punished, victims of crime suffer injustice, police become more reactive than proactive and government become focus for international and media criticism and political pressures.

Upholding human rights principles enhances police effectiveness. It benefits individual police officers and police organization in different aspects including rejuvenating public confidence, fostering police-community cooperation, peaceful resolution of conflict and complaints, reduces police-public violent confrontations, successful prosecution in courts and fair administration of justice. When a police organization is closer to the community, it places

# INTERNAL AND EXTERNAL TOURS



PSCSC students visiting a forensic laboratory [Regional Centre of Excellence] in Sudan



Students touring one of the textile industries in KSEZ in Kigali, Rwanda



Visit to RDB in Kigali, Rwanda

# INTERNAL AND EXTERNAL TOURS



PSCSC students listening to a presentation at the Sudan Military Academy during the tour



PSCSC women students pose for a photo with their counterparts of Sudan during the tour



ACP Oscar Sakindi delivers a token of appreciation to the director of Sudan Public Services Centre during the tour



**Mr. Wellars Gasamagera, Director General Rwanda Management Institute (RMI) giving a lecture on 'visionary leadership as a foundation of good governance and sustainable development'**



**Mr Arthur Asimwe, DG Rwanda Broadcasting Agency delivering a lecture on the security opportunity and challenges of social media.**



**Alice Twizeye, MINICOM's director for external trade gives a lecture on the prospects of African Continental Free Trade Area for achieving One African Market**



**Dr Francois Xavier Kalinda giving a lecture on 'achievements and challenge of regional integration of the EAC'**



**Prosecutor General Jean Bosco Mutangana giving a lecture on 'Africa and international justice focusing on the ICC'**

## TRAINING AND POLICE PERFORMANCE IN SOUTH SUDAN

In 2005, the Government of Sudan and Sudan People's Liberation Movement/Sudan People's Liberation Army (SPLM/SPLA) signed the peace agreement in Nairobi-Kenya, which put to an end the longest civil war in Africa.

During the first five years of the transition, the South Sudan Police Service (SSPS) was formed, with some of those in the military service being transferred to form the new law enforcement agency. Career Police officers were also trained at Sudan Police College in Khartoum in addition to some of the militia members who had been integrated into the SSPS.

The new Police institution leadership strategy focused on training as the center of gravity to create an environment of change, help officers understanding of the policing landscape and demand in law enforcement including investigations and management of cases. Training became an urgent need owing to the fact that majority members of the new police institution had a military or civilian background, meaning they had different set of approaches and conduct.

Basic Police training started in 2006 at Buluk Training Center in Juba. The new police officers were given basic subject about the police work, penal



**LT. COL MADING MAJAK MALOU**  
SOUTH SUDAN

code, criminal procedures, evidence act, and others laws such as traffic act and small armies act, human right laws; policing science, police practical work that gives police officer basic understanding of the nature of police work at police station; procedures of opening a case file at police station; patrolling and division of duties, among others.

Following independence in 2011, South Sudan established two Police schools in the capital Juba; National Police College at Rajaf—for training of cadets—and Police Academic at Rambur for training of officers—on-job training.

These schools have steadily improved the capacity of SSPS in delivering services to the community through respect of human rights and change in behavior of the new police officers towards the people they are mandated to serve.

Training, however, requires innovative engagement ranging from national, regional and international. The policing arena continues to change, and this requires borrowing experience, learning from each other and understanding the concept and demands of the ever changing policing landscape while embracing technology to counter the emerging security threats.

**The new Police institution leadership strategy focused on training as the center the gravity to create an environment of change, help officers understanding the policing landscape and demand in law enforcement including investigations and management of cases.**

## CORRUPTION IN POLICE AND ITS PREVENTIVE STRATEGIES

Police corruption is not an individual aberration of an incidental nature that can be readily combated with temporary and repressive measures. The 'new realism' on this maintains that corruption and police misconduct are persistent and constantly recurring hazards generated by the organization itself. There is consensus on effective measures to tackle it and to promote integrity. Ingredients are strong leadership, a multi-faceted organizational strategy, a well-resourced internal affairs unit, proactive techniques of investigation, and persistent efforts to promote professional standards.

The essence is a judicious and sophisticated balance between negative and positive social control. Policing is about the rule of law and due process: corruption and other forms of police deviance undermine the legitimacy of the police organization and by implication, the state. A 'clean' police is a crucial barometer of a healthy society.

Prevention of corruption requires control and leadership in fostering integrity and discipline. Police corruption is complex widespread in many developed and developing countries though the intensity varies from country to country. It is not something new nor is it confined to any particular part of the world. Rather, it is among the oldest human phenomena. Some of its preventive measures may include increasing emphasis on anti-



**ACP TOM MURANGIRA - RWANDA**

**Prevention of corruption requires control and leadership in fostering integrity and discipline. Police corruption is complex widespread in many developed and developing countries though the intensity varies from country to country.**

corruption mechanism, some internal to police organization and others external to it. Internal mechanisms may include reporting and review, clear organization structure, forward planning initiatives; administrative rule making; cultivating the police culture and cooperate thinking mentality; internal espionage (and externally this

may refer to laws, ombudsman and others.)

Other means may include education to increase public awareness. This plays crucial role in educating people through increasing their general knowledge and understanding of devastating effects of corruption. Education covers a wide range of activities whose purpose falls under the enhancement of information distribution, support transparency and accountability to fight corruption; promoting awareness that would assist in preventing corruption, initiating of public perception and attitudes towards corruption.

Public speaking and public meeting focusing on graft related issues can do much, schools and learning institutions in right of educational environment to raise awareness of young people against corruption campaigns.

Publications such as booklets, brochures, handouts and posters are informative sources to employ in public anti-corruption. The electronic media, TV, Internet, cellular phones are all influential means providing online mass communication; designing training programmes that encourages volunteers to engage in anti-corruption as well as working to support public awareness.

## ROLE OF COMMUNITY IN THE FIGHT AGAINST DRUG TRAFFICKING

A report by the United Nations Office on Drug and crime highlighted that drug use prevalence continue to be stable despite an estimated 246 million people, who abuse illicit drugs worldwide.

The report indicates that 27 million people have a problem as drug users and not less than 200,000 people die annually as results of drug abuse.

Statistics by Rwanda National Police (RNP) indicate that crimes related to narcotic drugs decreased by 3 percent from 4059 cases registered in 2016 to 3941 recorded in 2017. Over 2040 drug dealers have been arrested since the beginning of this year with those aged between 18 and 35 years constitute 40 percent of arrested dealers and abusers.

Burera and Gicumbi districts are mapped



**ACP BERTIN R. MUTEZINTARE  
RWANDA**

as the major transit routes for drug traffickers in the Northern Province; Kirehe and Nyagatare districts in the Eastern Province and Rubavu in the Western Province.

As part of response to drug trafficking and abuse in Burera, for example, residents formed anti-drug clubs in all sectors which police say, have been effective in identifying and arresting dealers through information sharing.

In December last year, RNP and other government institutions launched a nationwide campaign against narcotic drugs. This is a four-fold approach; increase awareness to prevent new users, identify and rehabilitate addicts, partner to map-out transit routes, identify and arrest drug dealers.

By empowering the people through an effective people-centred policing, you are creating an effective force multiplier, becoming accountable to the people and building good relations and trust among the citizenry.

## APPLYING EMOTIONAL INTELLIGENCE IN POLICE WORK

Police duties are complex and dynamic depending on the situation at hand. To achieve organisation goals and objectives various strategies are utilised and among them is 'emotional Intelligence (EI)'

Daniel Goleman defines Emotional Intelligence as 'the ability to manage ourselves and our relationships effectively.' In doing this, we recognise our own feelings and those of others; a leader is able to motivate oneself, manage self-emotions as well as relationships.

The complexity of police duties needs the commanders to understand themselves and the people they associate with during execution of their duties regardless of diversity, due to this; Emotional Intelligence plays a big role in bridging the gap between the officer and the people he/she serves.

EI enables police officers to understand other people's emotions hence managing



**CSP SAM BUGINGO - RWANDA**

relations. Police work involves partnership with others who are sometimes referred to as stakeholders that have various objectives in line with police duties.

Hence if a police officer's emotional intelligence is well developed, she/he will manage the stakeholders very well.

Emotional intelligence helps an officer to self-manage his/her behaviour by enabling him to keep disruptive emotions and impulse under control this is paramount especially during operations, investigations and questioning of suspects. The officer needs to control his/her emotions to avoid jeopardising of the judicial process.

During investigations the officer must not be emotionally biased in any manner which can lead his/her conclusions to be one sided. With a well-developed Emotional Intelligence, the officer will conduct professionally.

It also helps in decision-making during deployment of personnel whereby the leader gets to understand the strength and weaknesses of his/her staff in line with police duties and hence deploys them accordingly. In this way the organisation will achieve its mission and objectives.



## JUSTIFICATION FOR INTERNATIONAL TRAINING

Training is about developing and learning skills or a particular behaviour to oneself or a group of individuals. It is about improving what one knows, to build capacity and heighten performance. It is important to train so that one remains relevant and competitive in this global world.

For a long time, many African countries focused on improving their internal capacity of personnel by conducting in-house training and the main focus was on discipline.

Later, African countries started appreciating training by taking some few officers to the prestigious Policing schools and colleges in Europe and the west.

This development brought in the modern approach to policing, which was the best for the time because it produced the best officers hence the justification for international training.

Training from the west and Europe came along with motivated officers, satisfied with whatever decisions they took and with a new outlook to policing.

Later, the United States of American (USA) and the government of Botswana established the International Law Enforcement Academy (ILEA) which is promoting international training and development programmes on the continent. These are basically short law enforcement courses which attract several participants from prisons, immigration, customs and police from all over Africa.

Such programmes promote and widen



**ACP ABUBAKER ZIWEDDE**  
UGANDA

the knowledge of law enforcement officers by sharing experiences not only in African context but global as well.

The East African countries such as Rwanda, Uganda and Kenya took a strategic decision to establish regional centres of excellence so that member countries benefit from one another hence promoting international training.

This arrangement has seen centres develop both qualitatively and quantitatively, by conducting research-based studies to address regional security threats and conflicts among others.

More to this, participants have benefited from comparative studies by sharing experiences, appreciating best policing practices which benefit their countries.

Arising from the regional initiatives, the leadership of Rwanda and Rwanda National Police (RNP) in particular has taken major strides to meaningfully build the capacity of the National

Police College (NPC) not only to train and benefit nationals, but also regional participants.

This has been done by offering slots to the regional members to benefit from the course hence giving the course an international outlook.

The Police Senior Command and Staff Course, is a research based course, with strategic leadership modules formerly offered in the UK, modules greatly about conflict studies covered by the University of Rwanda and the strategic police studies.

This one year long course enables participants to share experiences, get an understanding and appreciation of the region, and have a comparative study of African peoples among others. More to this, by attending this course, one gets an insight about the history of Genocide against the Tutsi in Rwanda. This international approach to training has come along with solutions to the challenges of law enforcement.

As a best practice from this Rwanda experience, I have seen members of the directing staff enrolling for the Doctorate of Philosophy programme. While this is being done to improve their capacity, it may also be true that RNP is positioning itself strategically not only as a regional centre of excellence but as a continental centre of excellence ready to offer the best police strategic studies which efforts I will forever positively envy and look forward to achieving them for my country. I congratulate the Government of Rwanda for taking this wise and expensive investment decision.

## PEOPLE-CENTRED POLICING IN CRIME PREVENTION

Modernization and development of the world economy and increase of human in number creates two dimensions; increases communication and facilitates criminalities. Criminality increase day-by-day especially in Africa due of unequal share of power and resources.

Traditionally, crime prevention is only the responsibility of the police. This traditional and reactive way of policing is ineffective today. The proactive approach of community policing has become a yardstick for safety and security today.

Community policing is a philosophy and an organizational strategy that promote a new partnership between people and their police. It is based on the premise that both the police and the community must work together to identify, prioritize and solve contemporary problems. It is broadly considered as one of the more significant recent developments in effective crime prevention strategies around the world through the involvement of different actors.



**DEPUTY COMMANDER TEGEGNE AGAJIE DEFERESHA - ETHIOPIA**

Crime prevention and community policing have the same features as both deals with community health, safety, promotes human security and seeks to address cause and problems of crime.

Situations that lead to crime can arise out of physical as well as social problems in the community, and each requires active involvement by community residents, and requires

partnership beyond law enforcement.

The role of community policing is not only crime prevention; it is also geared toward community development by coordinating societies and supporting the disadvantaged groups of people.

According to studies, community policing is highly effective though crime continues to raise calling for more interventions to address the emerging challenges of technological, social and economic aspects.

At its core, community policing is about improving police legitimacy in communities where it may be in question, a theme that is directly connected to respecting community needs and problems and working collaboratively to solve them.

One of the challenges facing community policing in most countries is lack of specialized instruction and specific training for community police officers to work in accordance to the needs of the community.

Community policing officers must be equipped with the skills for the job through appropriate training and must learn how to handle the community.

Another challenge is that police officers involved in community policing solicit bribes or engage in graft-related tendencies and robbery.

The effectiveness of community policing to fight and prevent crime depends on structures, training, empowering the people and forging strong partnership with them, quality services, giving back to the people and rewarding, as well as close collaboration with other private and public institutions.



Community policing committes are esential in fighting and preventing crime

## RWANDA: 18 YEARS OF PARTNERSHIP IN POLICING

### Introduction

Traditionally, the Police had to wait around passively for crimes to occur and only react to urgent calls for services. The symptoms, instead of the causes of crime were addressed and social problems as well as non-crime issues received less attention. There was a gap between the police and the community they were meant to serve.

Due to the need to communicate with the community, a proactive policing approach—community policing—was adopted and implemented in Rwanda.

This policing concept conforms to the ideal of a "multi-agency approach" whereby the police, the public, elected officials at all levels; government and other agencies work in partnership to address crime and promote community safety.

### The concept of community policing

Community Policing is an approach that actively involves the Community in order to prevent, reduce and detect crime. It is a partnership between the Police and the Community to ensure a safe and secure environment for all. It assists the Police—as a force multiplier—in identifying and solving problems within the Community. It also promotes mutual understanding and reciprocal respect between the Police and the inhabitants.

Community policing is the collaboration between the police and the community that identifies and solves community security related problems but also reinforces human security through other community development programmes



**ACP BENOIT KAYIJUKA  
SINDAYIHEBA - RWANDA**

that silently addresses security issues that arise out of poverty or living a disadvantaged life. Police are no longer the sole guardians of law and order; all members of the community become active allies in the effort to enhance the safety and quality of neighbourhoods. Community policing has far-reaching implications in terms of social-wellbeing. Community members voice their concerns, contribute advice, and take action to address these concerns. Creating a constructive partnership will require the energy, creativity, understanding, and patience of all involved.

### Community Policing Committees (CPCs) and their role

In an attempt to democratically and efficiently police the Rwandan society, the RNP chose community policing approach—people-centred policing—whereby local communities are involved in identifying security issues and consequently finding solutions for such issues.

Effective Community Policing has a positive impact in reducing neighbourhood crime, helping to reduce the fear of crime, and enhancing the quality of life in the localities. It accomplishes these aspects by combining the ideas, efforts and resources of the police, local government and community members.

CPCs are relevant at the lowest level because this is where the dynamics of society are centered and so are established at the Village (Imidugudu), managed by community representatives and priorities set after consultations with the community, with a designated Police Officer/Community Liaison Officer (CLO) in charge of those committees at the Sector level as a facilitator.

There are about 140,000 members of Community Policing Committees (CPCs) across the country, who have been trained in various policing fields

### Conclusion

The Community Policing strategy developed by Rwanda National Police to effectively fulfil its duties brings the public in solving localized problems and make specific improvements that enhance the overall quality of life in their localities. It is a tool that has successfully played a major role and supports the RNP anti-crime awareness and operations to ensure safety and security the country is enjoying today.

The force's proactive approach gives authority to the community to feel involved and to have a sense of belonging and responsibility in providing security, fighting and preventing crimes.

## THE ROAD TO "COUNTER TERRORISM" IN KENYA



**SSP HUSSEIN BAKARI - KENYA**

Ever since the deadly 1998 US embassy attack, Kenya became a hotspot for terror groups and individuals. From places of worships, rallying events, public transportation and medical facilities, to heavily guarded targets with limited access such as military barracks, government institutions, airports and police stations; they have either been exposed to threats or attacked by terrorist. Factors such as; religious radicalization, poverty, unemployment especially among educated youth, misinterpretation of religious teachings, marginalization, youth estrangement and frustrations are known to be the main driving factors toward formation, recruiting, training and deployment of terror activities. Amid all these, innocent citizens are left to bare the trauma, stress, harm, horror of such traumatic threats and events of terror attacks.

The Kenyan government has strived to protect its citizen through countering of terrorism in the wake of the increased attacks within its borders. One major step was the formation of the special Anti-Terrorism Police Unit (ATPU) tasked to investigate, monitor and combat planned terror attacks before they occur; arresting and prosecuting suspected individuals; work hand-in-hand with the immigration department, the International Police Organization (INTERPOL) and the border police unit to prevent and protect the country from terror attacks.

**A "soft-line approach" to counter the problem was also taken—amnesty for any terror suspect or group willing to denounce their terror activities and to come clean.**

The Kenya National Police Service (KNPS) increased the recruitment, training of personnel and acquisition of new modern equipment to effectively counter these terror threats. Several anti-terrorism laws have also been enacted; the enactment of Prevention of Terrorism Act 2012, Prevention of Organized Crimes 2010; The Witness Protection Act

2006; Security Amendment Act 2014. These policies and legal instruments enacted by parliament informed the counter terrorism approaches, establishment of the National Counter Terrorism Centre, community policing and engagement, de-radicalization strategy reward for justice program, creation of the women and youth fund to promote employment opportunities and sustainability among the youth. These steps continue to facilitate the government in community awareness against terrorism and to foster an easy and approachable platform to report suspicious terror activities.

A "soft-line approach" to counter the problem was also taken—amnesty for any terror suspect or group willing to denounce their terror activities and to come clean.

In conclusion, the road to counter terrorism in Kenya will be a long journey. To effectively tackle the problem and be ahead of terrorists' evil plans, it is vital that the government increase funding for all institutions responsible with combating these threats, embrace modern technology, continuous training and skills development, improving the welfare of the security personnel, tackle the issue of unemployment and strengthen working relations with faith-based organization and the general public to prevent radicalization.

## FORENSIC EVIDENCE IN HOMICIDE INVESTIGATION

Forensic Science plays a significant role in homicide investigations; Forensic Science by its very nature covers a broad variety of activities in the context of investigating serious crime. It can be best described as the use of scientific means to further an investigation. In recent years, it has been recognized that the role of Forensic Science is just as important in providing information and intelligence as it is in providing evidence to support a prosecution. This means that Forensic Science must be considered at the earliest stage of an enquiry and the Forensic Scientist must be regarded as a member of the Investigative Team.



**COL. ABDELRAHMAN ELMAHDI  
HAMAD - SUDAN**

The contribution of Forensic Science includes providing information throughout the enquiry by interpretation, scene examination, laboratory examination, scientific analysis and specialist advice to solve investigative problems. Almost any scientific technique may be of particular value. Forensic science can contribute to investigations through establishing the elements of a criminal offence such as, the identification

of suspect, substantial scientific evidence, illicit drugs, and arson among others.

It can associate or link suspects to a crime scene through physical materials and biological trace substances or through fingerprints; it can exclude a suspect; it can help in reconstructing a crime or crime scene. Evidences encountered can be: DNA,

which is a powerful tool in homicide investigations, except the identical twins DNA is definitive evidence. It could be found in hairs (preferably with roots) from a hairbrush or comb of the missing person, cigarette ends, toothbrush, chewing gum, underwear and clothing.

Other evidences can be found on the crime scene include fingerprints, footprints, blood, hair, physical fits and fibers. Forensic science can provide strong evidence from those substances. Examples: 1. In Khartoum, an offender stabbed the victim by a knife and washed it to remove the blood, a blood stain was found on the knife's sheath after the forensic test, it matched the victim's blood sample, and this supported circumstantial evidences to condemn him. 2. A Sydney man was convicted of an 18 year old murder as a result of DNA testing matched samples, taken from him as a suspect earlier, to semen on a towel found covering the body of the murder victim. Cigarette butts found in the house of the offender and in his car contained DNA identified with the murder victim. This DNA evidence was used to confirm the victim's presence at the offender's house and in his car; it was enough evidence to condemn him. 3. In Khartoum, a woman was stabbed and raped in her home during house burglary. Detectives found traces of seminal fluid from the victim's private parts. Six months later a man was arrested in another house robbing case and an excrement sample found at the crime scene was brought to be compared with suspect. The genetic profile (DNA) of the suspect matched the excrement sample and semen sample from victim's private parts; it was enough evidence to condemn him.



Forensic science students during a session in the DNA lab at NPC

## PERSONNEL DISCIPLINE AND SECURITY

A well-disciplined police force impacts positively on the reputation of the country in terms of peace and security. Discipline comes from the word disciple and a disciple is one who follows devotedly the words and actions of a respected leader. Therefore, police discipline refers to regulation of personnel involving rules that govern their behaviour while on and off duty. They are enshrined in the policies, legislations, procedures, training and operational standing orders. A practical police officer has to be an obedient follower of both his/her superiors and the code of conduct that guide him/her through daily routine.

The police have a core duty of safeguarding people of the country and their property, maintain peace and security, and coordinate with other security agencies and the public at large to ensure that their core duties are fulfilled and the safety of the people is guaranteed.

While dealing with the public, police uses community policing to build trust and partnership to ensure that there is reduction in crime.

The relationship between the police and the public must be informed by ethical and professionalism, which evolves around the force discipline. Police officers are guided by various laws; the Police Act, police standing orders and ethical code of conduct throughout the whole process to ensure that while executing their duties, they do not act contrary to



**SP JANE NAKITYO - UGANDA**

**Through corruption, organised crimes penetrate the security institutions by bribing the personnel to continue with their illicit activities and this threaten the human security of the citizenry.**

bring shame to the image of the police as an institution and the country in general.

It has been found through disciplinary audiences that police officers' misconducts, such as abuse of

authority, misuse of force, extortion and immoral behaviours have a negative impact to the public's perception of security. Any police officer's act, for example, corruption has a direct impact on the image of the organization, service delivery as well as on the plans and strategies that are developed for the benefit of all citizens. Corruption results into loss of citizens' trust toward police tasks.

Corruption also threatens the security organizations because it is a problem related to ethical conducts and an act of indiscipline. Through corruption, organised crimes penetrate the security institutions by bribing the personnel to continue with their illicit activities and this threaten the human security of the citizenry.

In order to maintain proper discipline, enforcing moral standards at all levels using the existing legislations, policies, standing orders among others to guide the personnel is vital. Police supervisors at all levels must often deal face-to-face with officers concerning matters of indiscipline. Many supervisors tend to avoid these issues by pretending to ignore them or by tolerating infractions of rules to build themselves up as "good fellows." The supervisor who would reprimand or discipline the subordinates may feel that he/she is doing an un-popular thing of which others may disapprove. However, it is our duty as leaders/supervisors to ensure that personnel execute their duties professionally without any obstruction to enable us full-fill our mandate.

## DEALING WITH DRUG TRAFFICKING

Drug trafficking like other cross-border crimes has been a growing threat to national, regional and international security. It's a global threat with terrible implication to public safety, public health, and economic threat. Rwanda is no exception. Bureira is one of the 30 districts in Rwanda. It borders Kisoro district of Uganda. It experiences cross border drug trafficking especially illicit gin such as Kanyanga and other contrabands packed in banned plastic bags such as blue sky, chief waragi and host waragi as well as cannabis.

All these are smuggled through porous borders of both countries.

For instance in 2014, police in Bureira seized and destroyed narcotic drugs and psychotropic substances worth over Rwf32 million.

Drug trafficking has been identified globally as a major destabilizing factor to human security. It threatens the social welfare, fuels community conflicts and destroys families, breeds thieves and lays ground for poverty largely because it destroys the resourceful youth group not forgetting money wasted in these drugs when seized and destroyed.

In the last five years, Rwanda National Police (RNP) recorded 18,383 cases related to narcotic drugs. Last year alone, Police recorded about 4470 cases constituting 18 per cent of all crimes registered during the year.

More than 4100 drug dealers, 3600 of them males, were also arrested



**SSP FAUSTIN KALIMBA - RWANDA**

last year with those aged between 18 and 35 years accounting for 71 per cent. At least 48 drug dealers arrested last year were aged below 18 years, according to the Police report.

In December last year, RNP alongside the ministries of Health, Local Government, and Youth, launched a countrywide campaign against narcotic drugs, a move aimed at both breaking the chains of supply and to destroy the local market. It also seeks to prevent new years through vigorous awareness campaign, and to ensure that addicts are identified and rehabilitated.

Since 2012, about 12,228 addicted youth aged between 18 and 35, have been rehabilitated and equipped with vocational skills, with about 90 per cent of them now completely healed and engaged in income-generating activities, officials say. A total of 989 others graduated from Iwawa in various vocational fields early this year.

The dynamics and changing patterns of the drug dealers and model operandi adopted by drug traffickers where they use porous borders, networking with local people across the borders who help them to counter track security operatives, corrupting local leaders, using children to transport illicit drug and sometimes using normal vehicle transportation. Other dealers stash them in foodstuffs like pumpkins, wrap them around the body and women carry them at the back to guise as if they are carrying a baby while others conceal them in milk and water containers. All these are tricks that have been unearthed by security in the strengthened efforts to combat the vice.

Illicit drugs have negative impact ranging from social, economic and health impacts. Drug consumers may involve in committing crimes particularly domestic violence, rape, theft and even armed robbery among others.

While appearing on a radio talk-show in December last year, the Minister of Health, Dr. Diane Gashumba said that narcotic drugs pose serious health threats to users citing heart, liver, kidney and mental problems as some of the repercussions.

There is need to enhance public awareness on cross-border drug trafficking. There is also need for local leaders to strengthen the mechanisms of corroboration and cooperation on the borderline of the countries.

## CREATING STRONG POLICE ORGANIZATIONAL CULTURE

Police Organizational Culture refers to norms of behavior and shared values among Police members in the law enforcement. According to Mullins 2010, Organizational Cultures are 'basic assumptions and beliefs that are shared by members of an organization that operate unconsciously and define a basic taken-for-granted fashion, an organization's view of itself and its environment'.

They are also common or pervasive ways of acting that are found in a group and that persist because group members tend to behave in ways that teach these practices to new members. Institutional Culture is not something that you manipulate easily; it changes only after you have successfully altered people's actions, after the new behavior produces some group benefit for a period of time, and after people see the connection between the new actions and the performance improvement. Thus, most institutional cultural change happens from the weak one to the good one.

Everyone is a leader at deferent levels. Leadership is about getting people 'doing the right things' and 'doing things right'.

A strong culture is one which is deeply rooted into the ways a business or an organization does its things. With a strong culture, members understand what is required of them and they act in accordance with the core values that organization, referred to "way things are done around here."

A weak culture occurs if there is little alignment between the 'way things



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**Everyone is a leader at deferent levels. Leadership is not about; it is about getting people 'doing the right things' and 'doing things right'.**

are done' and the 'promoted values.' It requires greater need for procedures, policies and bureaucracy in order to get things done in the desired way.

Modern policing is, therefore, in a state of cultural change. Expressions like "we used to do ..." and "that is how we usually work" is no longer valid.

Strong organizational culture does not come by chance, it is created by leaders. The truth is that new recruits learn and assimilate the culture more that documented values, norms and behaviors.

Superiors should firmly stand to create a strong organizational culture built on the cornerstones of transparency, delegation and empowerment to ensure continuity of brevity and patriotism, talk and values so that new members may be connected to and woven into the strong police organizational culture.



**Mr. Kabera Godfrey from MINICOM, giving a lecture on realisation of SDGs**

## THE ROLE OF TRAINING IN THE PROFESSIONALIZATION OF RNP

Rwanda National Police (RNP) has been investing a lot in capacity building with a view to becoming a professional police in the region and beyond. To achieve this, internal and external professional and specialized and academic courses are being conducted and given to its service men and women. In Rwanda, RNP schools, namely; National Police College (NPC), Police Training School (PTS) and Counter Terrorism Training Centre (CTTC) have carried the cross to provide high quality, innovative and professional training to police officers of Rwanda and beyond.

The NPC, for example, has so far trained hundreds of RNP police officers and many others from various African countries including Ethiopia, Gambia, Kenya, Namibia, Sierra Leone, Somalia, South Sudan, Sudan, Swaziland, Tanzania, Uganda and Zambia.

The RNP's expectations in professional policing are reflected in its core values as stated in its Strategic Plan for 2013 to 2018. They include Justice and respect for human rights, Integrity, Stability and social order, Team work and partnership, Openness, Accountability, Community relation focus, Professional conduct, efficiency and effectiveness.

Additionally, there are also indicators at the College and schools showing that RNP intends to achieve professionalism and the next table illustrate those indicators:



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The RNP's expectations in professional policing are reflected in its core values as stated in its Strategic Plan for 2013 to 2018.

Trg. Centre	Mission	Deductions
<b>NPC</b>	<b>To provide high quality, innovative and professional training to Police officers of Rwanda and beyond.</b>	<b>All these training centres are dedicated to provide regular and professional courses aiming at improving police officers' skills and knowledge, helping them to professionally be fit for the challenging contemporary Policing issues and changing security needs.</b>
<b>CTTC</b>	<b>To provide police officer with high quality training on special forces' skills and other professional police courses that prepare them to be professionally, mentally and physically fit for the challenging contemporary on Police roles.</b>	
<b>PTS</b>	<b>To improve human resource development through regular trainings and other training programmes in line with the changing security needs of the society.</b>	

Regardless of these efforts, some challenges to achieve professionalism are still observed in terms of training. They include insufficient number of qualified Directing Staff (DS) and instructors for the college and schools; lack of Post Courses Monitoring and Evaluation to find out whether there is a change in performance of those who have completed the courses; financial constraints in some cases and even lack of enough and regular external study visits—to learn from others.

To address these challenges, there is need to increase the number of qualified DS and instructors so as to meet the expectations; carry out post course monitoring and evaluation to facilitate future planning of courses and redesigning of syllabuses; and to increase study visits abroad for those who are involved in training with a view to widening their knowledge, which help in their training career.

## EMBRACING TECHNOLOGY IN TRAFFIC MANAGEMENT

Traffic and Road Safety (TRS) department is one of the most challenged Police departments. It deals with a cross-section of partners and general public, either in service delivery or service requirement.

The mandate of the traffic and road safety department is to enforce traffic-related laws but also offers service to the people including facilitating those striving to be professional drivers and conducting vehicle mechanical inspection services.

Recently, the Rwanda National Police department of TRS acquired more IT equipment and software including speed governor monitoring system. A plan is also in high gear to have an electronic driving testing center up and functioning. These IT-based services are deliberately designed to keep up with the changing environment and further improve on service delivery.

This article intends to raise awareness of what the future reserves for the public transportation-intelligent transport system.

Intelligent Transport System (ITS) is an international standard recognized for autonomous cars. The standard is designed to achieve self-driving cars. These cars are expected on the market very soon, and there is no way to escape this important technological revolution in Rwanda.

Intelligent Transport System comprises



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Intelligent Transport System (ITS) is an international standard recognized for autonomous cars. The standard is designed to achieve self-driving cars.

of five levels. In the first level—Level 0—non-automated, a driver performs all operations all the time. In the second level—Level 1—the function-specific automation, automation performs one or more specific control function. In the third—Level 2— it combines function automation, function-specific automation; automation performs one or more specific control function to

work in coordination. In the fourth—Level 3—control is relinquished under certain environment and conditions for safety critical function. The last—Level 4—full self driving automation performs all safety measures of driving function and take care of road condition for the whole trip.

ITS Japan is envisaging having platoon truck system where more than five trucks will be able to follow the first one without having drivers – except the first truck. Cars and shuttles will be self driven in the nearest future. Therefore, once these self-driven cars and trucks shall be commercialized, we will be able to use them if we prepare our infrastructures in advance.

It is expected that these cars will be able to communicate with vulnerable people such as elders, sick people, pregnant women and other, who need extra support. It is believed some of these cars will even be able to take care of preliminary diagnostic while taking someone to hospital like taking temperature, pressure and send them to the doctor before reaching the hospital.

To summarize, this requires our planners, especially in area of infrastructure to think about it, and lay a foundation which will permit this to happen. For instance, while building or renovating a road, the Intelligent Transport System should be given a deeper thought.

## DEALING WITH THICK TRAFFIC JAM AT URBAN JUNCTIONS

In Urban area, traffic congestion mostly occurs at the junctions. Junctions are the intersections of roads, where the flow of the vehicles is regulated or controlled by traffic police officer or traffic lights. When the flow of vehicles increase at the junctions, it causes traffic jams and stream of vehicles incur longer waiting time. Due to traffic congestion, traffic commuters spoil valuable time, fuel and money.

Congestion on urban roads can be mitigated by creating additional infrastructure, which is sometimes not feasible largely due to lack of enough funds. However, the existing infrastructure may be slightly modified to minimize the congestion on urban roads. For example, creation of a bypass; it minimizes traffic loads on urban roads.

Congestion sometimes occurs due to unorganized flow of vehicles on urban roads. An organized traffic flow may lead to minimization of congestion and it implies that stream of vehicles always have to be controlled by traffic lights or traffic police officers.

In the City of Kigali (CoK), presence of traffic officers even where there are traffic lights is absolutely necessary to fill the void in case of power outage or to manage the thick jam especially in peak hours.

Traffic regulation at junction has two main objectives; to ensure safety (reduce or eliminate accidents), and



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**Modern technologies such Intelligent Traffic Monitoring System (ITMS) and Automatic Traffic Control and Monitoring System (ATCMS) may be used to handle the problem of traffic congestion.**

efficiency. It is always a challenge for police officers to satisfy these two conflicting goals of safety and mobility. For instance, priority is given to stream of vehicles for a certain directions at peak hours causing increased delay and reduction in efficiency and mobility at intersections (cases of Gishushu, Chez Lando, Giporoso, Kimironko junctions etc).

A part from the challenge of balancing between safety and efficiency, a traffic police officer is faced with human physical, moral and intellectual limitations associated with weather conditions which affect his or her traffic regulation capacity.

Therefore, with the development of Information and communication Technology (ICT), the trend is to use automated traffic control systems rather than human (Police officers). Wireless sensors, Mobile phone networks, Vehicular ad-hoc networks, GPS (Global Positioning System) and GIS (Geographic Information System) are few examples which are blended with ICT to control the traffic on urban roads junctions.

Modern technologies such Intelligent Traffic Monitoring System (ITMS) and Automatic Traffic Control and Monitoring System (ATCMS) may be used to handle the problem of traffic congestion. Such systems are capable to carry out traffic monitoring functions automatically and to remove traffic jams at road junctions with no or minimum human involvement.

In the CoK where infrastructure growth is slow as compared to the growth in number of vehicles, the use of Automatic traffic signal control is paramount for smooth traffic regulation. Fiber optic, as basic requirement is there, the remaining challenge is to install traffic lights at key road junctions within the CoK.

## COLONIALISM NOT AN EXCUSE FOR UNDERDEVELOPMENT IN AFRICA

Most of African countries were colonised by western colonial master; Germany, France, Britain, Portugal, Belgium, and Italy among others after the Berlin conference in 1884-85 in Germany. The colonial masters used a system of divide and rule whereby people lived according to their ethnic or tribal groups and exploited their resources. After the 2nd World War, USA became the super power and in 1949 then US President Harry Truman in the speech, he identified the Southern Hemisphere as 'underdeveloped' and called on the advanced countries to address and tackle the problem of 'underdevelopment' in the developing countries such as Africa.

Africa started receiving aid in 1960s equal with south Asia countries like India and Bangladesh. South Asia has declined with aid but Africa has gone skyrocketing since the 1980s and still so little has been done to unlock the aid burden. Africa remains aid-ridden, call it a prisoner of foreign aid.

First, the aid itself has been relatively ineffective in Africa as a whole save for the conditions that apply. Secondly, limited natural-resource base, harsh physical environment, faulty policies, corruption and weak institutions in many African countries go far in



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**Africa's problem should be solved by African themselves. We should have our own home brewery solution to our problem and leave dependence from others.**

explaining the relative ineffectiveness of foreign aid in the region.

Arguably, the principal causes of the developmental ineffectiveness of aid have been the allocation of aid for no developmental purpose such as diplomatic and commercial.

As Africa, we depend much on the western end result, there is a school of thought which views underdevelopment and poverty as consequences of the exploitation by powerful capitalist countries of the weak developing countries. General Obasanjo, former president of Nigeria, once lamented, "In education and in industrialization, we have used borrowed ideas, utilized borrowed experiences and funds and engaged borrowed hands in our development programmes and strategies, not much, if anything, is ours.

Africa's problem should be solved by African themselves. We should have our own home brewery solution to our problems. Finally, corruption is what continues to undermine Africa and some leaders use it or hide behind it. As police officer regardless of our level we should fight corruption at all cost at our different institutions and our respective countries.

## ISANGE ONE STOP CENTER: PROTECTING CHILDREN'S RIGHTS

A life without violence is everyone's right. Yet, violence against children continues to be a global issue—cutting across boundaries, religions and cultures, and affecting socio-economic spheres.

It is perpetrated by both males and females whether, strangers, trusted friends or family members including mothers and fathers. Much like everywhere across the globe, Rwanda is also challenged with the issue of child abuse and the most prevalent is sexual-related abuses.

A recent report by the Gender Monitoring Office indicate that at least 1358 cases of child sexual abuse were recorded in 2016. Some of these cases resulted into child pregnancies.

The issue of teen pregnancies hampers active participation of teen mothers in all spheres of life. In one way or another, there is a certain part of the better future lost. For example, when they go back to school, concentration may be limited compared to their male counterparts; their focus is not only in class but also baby-care. In the long run, this may result into school dropout or even poor performance in class if not supported.

The Government of Rwanda actively recognizes the prevalence of child abuse and its devastating impacts that goes beyond the individual victims to the family and the entire community. Thus, the Government put in place mechanisms to deal with the scourge including strong legal and policy frameworks to promote and protect children rights.

The establishment of the National Commission for Children (NCC), the constitution of 2003 as amended to date stressing for the protection of children's rights, Rwandan penal code as amended to date providing punitive legal action particularly in articles 190-195; and Isange One Stop Center (IOSC), among others.

### Isange (feel at home) One Stop Center

Established in 2009 at Kacyiru hospital, Isange came as a homegrown solution to respond to GBV and child abuse as serious security issues. While complementing other existing efforts to manage GBV and child abuse, the IOSC was deliberately designed to provide timely, affordable, comprehensive support and free services to victims through a multi-sectoral and multi-disciplinary approach.

The free multidisciplinary services that



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include judicial, medical, psychological, legal support and safe shelter, among others, are meant to supplement each other in the entire process of prevention and response. As the judicial investigators handle the investigations to ensure evidence is timely collected and preserved, and transfer of file to the prosecution, psychologists help the victims to cope up with what they went through and prevent occurrence of mental disorders and possible Post-Traumatic Disorders (PTD) as well as depression resulting from the abuse.

The medical support at IOSC is both curative and preventive. The curative aspect is aimed at treating the victims all injuries related to the violence. On the other hand, preventive is done through administering post-exposure prophylaxis to prevent HIV/AIDS and any other sexually infectious diseases as well as emergency contraceptives to prevent unwanted pregnancies in case of rape or child defilement.

The medical service (forensic) also includes the medical-legal, which plays a very crucial role in support of access to justice. The forensic examination aims at detection, interpretation and to justifying the cause of the injuries with the aim of establishing the link between the incident and the suspect for collaborative evidence between the victim and the offender. The role of medical legal services is probably far reaching in support to access justice, which may probably be one of the deterrence mechanisms for child abuse.

All the above IOSC support is provided under one roof on a 24/7 basis and free of charge to beneficiaries. Beneficiaries include men and women suffering from GBV and as well as girls and boys suffering from any form of child abuse.

In 2014, the Government of Rwanda undertook a fully-fledged National scale up programme of Isange to all hospitals across the country. Currently, 44 centres are operational across the country. The scale up of IOSC extended the services that people needed closer where they live.

The IOSC model was recognized by the United Nations for effective response to violence against women and girl children. In 2012, it was awarded a UN most prestigious international recognition of excellence in public service.

It is, however, worth noting that the support may reach only a portion of intended beneficiaries. This largely because of the culture of silence, societal attitudes and norms, fear of reprisals, stigma associated with the violence, late reporting which leads to loss of evidence giving chance for offenders to walk free and denying victims access to justice.

To address the above challenges and enhance access to IOSC services, there should be consistent support initiatives to address norms, attitude and behaviours that underlie child abuse in all its forms. The initiatives should also strive to deconstruct the status quo that child abuse is normal and acceptable in society.

Relevant institutions and stakeholders to undertake consistent and systematic awareness raising programmes from the grassroots levels to ensure that all the concerned are familiar with and conscious of GBV and child abuse.

Child rights are inviolable and should therefore be protected. Door-to-door consistent sensitisation programmes, supporting and ensuring the effectiveness of GBV committees, ant-child abuse clubs and Community Policing Committees (CPCs) to be familiar with and a conscious of child sexual abuse circumstance can equally go a long way to break the culture of silence, fight and prevent the scourges, and ensure timely response in cases it happens, facilitate timely rehabilitation of victims and bring offenders to justice.

The success of Isange One Stop Centre model has seen it gain international recognition and influence across the world as an effective approach for fighting gender based violence and child abuse. This should, therefore, be maintained and reinforced to ensure that all children in Rwanda are free from all forms of violence. In case of violence they are timely and effectively supported to access all the required services.

## STRIKING THE BALANCE BETWEEN PROFESSIONALISM AND SOCIETAL PROSPECTS

Career and job search guide reckons some qualities and characteristics of a 'Top Law Enforcement Professionals' of integrity, honesty, calm, positive handling of pressure and strength among others. The same guide adds other qualities such as refined interpersonal communication skills, psychological competencies, unwavering commitment and physical strength. These qualities and skills are required ingredients to provide effective and efficient service enforcements.

Different legislations vest riminal investigators with powers to exercise their career. Criminal investigators exercise these powers that may have very serious impact on people's rights including some constitutional rights such as rights to movement or other rights pertaining to property. Though the exercise of these powers is provided by the law, Criminal investigators have power of discernment/discretion in taking decisions perceived to have impact on those rights.

The criminal investigators are members of the society. A child, a parent, a brother, a cousin, a husband, wife or even a friend of someone can be suspected to have committed a crime. Supposing he or she is called to take a decision against a close member of the society or a close individual; will he/she recuse himself or herself? If not, would he/she take a legal, judicial and unbiased decision? Will criminal investigators only handle cases of people they don't know?

According to Spencer, the primary



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focus of Criminal Justice is punishing criminals for offending society as swiftly and severely as possible. To Spencer, criminals make conscious decision to commit offenses; consequently they should be given equal punishment for the crime they commit. The main focus is on apprehending the criminals, taking them to court for trial and sending them to prison for punishment.

Criminal investigators are responsible for gathering evidence linking the suspects to the allegedly committed crime; when there is a reasonable link between the two and depending on the circumstance provided by the Criminal Procedure; a criminal investigator can make arrest of the suspect and compile a case file for prosecution.

According to Rwanda Law, a judge can voluntarily withdraw from a case or can be disqualified by one or both parties to

the proceedings. The law No 21/2012 of 14 June 2012 relating to the civil, commercial, labor and administrative procedure provides the procedures of withdrawal or disqualification.

Regarding criminal investigators and Prosecutors, the law is silent about how to withdraw from the case or how to be disqualified by the complainant or the suspect. criminal investigators, who feel uncomfortable with the case, through administrative channel, request his/her assigning authority to be removed from the case. The latter using his discernment decides whether the criminal investigator in question can be removed from the case.

In striving to reach professional status, criminal investigators need to be highly characterized by professionalism through indubitable integrity and honesty in conducting criminal investigations. Though the law is silent about withdrawal from the case or disqualification of criminal investigators from the case, they must be able to identify and communicate to their superior cases that are likely to affect their impartiality or cases where there is conflict of interest.

Nonetheless, code of ethics, provisions establishing procedures to withdraw or to be disqualified from the case should be put in place to ensure clear and uniform way of dealing with cases that can have negative impact on the criminal investigators integrity. This will ensure transparency and accountability, and will guarantee professionalism.

# POLICE WEEK 2018

## PROMOTING CRIME-FREE VILLAGES

“ The theme defines a deliberate approach to predominantly shift from response to crime to prevention through sensitization and tackling issue that lead to crime. The theme defines a deliberate approach to predominantly shift from response to crime to prevention through sensitization and tackling issue that lead to crime. ”



Various RNP partners attended the Police Day 2018

The community development activities to mark the 18th anniversary of Rwanda National Police (RNP) under the context of 'Police Week' were launched on May 15.

It was yet another moment to strengthen a people-centred policing mainly through raising awareness against high impact crimes as well as supporting the disadvantaged families and communities to supplement national development programmes.

Over the years, the force has engaged in various policing and human security activities to ensure the responsiveness of everyone in fighting and preventing crime, and ensuring the welfare of the people.



Above: Minister of Justice and Attorney General addressing residents of Cyankongi in Masaka of Kicukiro District during Police Week 2018. Below: Deputy IGP-Operations putting a sticker on a motorcycle during the road safety campaign



This year's anniversary activities were marked under the theme: "18 Years of Partnership in Policing: Towards a Crime-free Village."

The theme defines a deliberate approach to predominantly shift from response to crime to prevention through sensitization and tackling issue that lead to crime.

As a result, RNP connected over 3000 households located far from the national grid with solar energy. This was in addition to over 3400 other households connected with the solar system in the 2017 Police Week.

Other activities conducted in 2018 Police Week include the construction of offices for five out of 30 identified crime-free villages that are set to benefit from the programme.

One identified crime-free village in each of the 30 districts will be awarded with an office fully equipped including television sets.

So far, the completed village offices are Cyankongi in Kicukiro District; Rwamugurusu in Rwamagana District; Mituga in Ngororero District; Uwimana in Kamonyi District; and Migari in Musanze.

In preventing crimes, focus will mainly be put on narcotic drugs, gender based violence, house break-ins, trafficking in human being, corruption and promoting road safety.





Children of Little Angels School made the Police Day colourful with their community policing poem

**Keeping Kigali cleaner, greener and safer**

In partnership with the City of Kigali, RNP awarded the best performers of the 7th edition of the security and hygiene campaign.

Rwezamenyo Sector of Nyarugenge District emerged the overall best performer trouncing other 34 sectors of Nyarugenge, Gasabo and Kicukiro districts.

It was awarded a vehicle – double cabin Mahindra. Remera Sector of Gasabo District which came second received a certificate of merit and a cash prize of Rwf1 million while Kagarama sector of Kicukiro came third pocketing Rwf800, 000 and a certificate.

Kinyinya Sector conquered the fourth slot with a certificate and Rwf700, 000



Deputy IGP-Administration and Personnel, Juvenal Marizamunda erecting a signpost during road safety week.

while Kimisagara completed the top-five list with cash prize of Rwf500, 000.

The event also marked the launch of the 8th edition of the campaign, which



State Minister in the Ministry of Infrastructure in charge of Transport, Eng. Jean de Dieu Uwhanganye speaking at the launch of the road safety week.

aims at bringing various players on board to collectively fight different crimes including drug abuse, gender based violence, corruption protecting the environment, strengthening community policing initiatives like night patrols and performance of

community policing committees, among many others.

The RNP strongly believe that enhanced citizen participation in maintaining security as well as getting involved in human security

initiatives lays a strong foundation that help to strengthen partnerships in crime prevention, support social programmes and support national efforts towards sustainable development.



Panelists ACP Jean Nepo Mbonyumunyuni, RIB Deputy Secretary General Isabelle Kalihangabo, Prosecutor General Jean Bosco Mutangana and Executive Director of Transparency International Rwanda, Apollinaire Mupiganyi

## NPC MEMBERS OF DIRECTING STAFF



**CP F NAMUHORANYE**  
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**CP FAUSTIN NTIRUSHWA**  
Deputy Commandant



**ACP PRIVAT GAKWAYA**



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**COL [RTD] DAVID KWENDO**



**SSP AUGUSTIN NTAGANIRA**



**SSP ANTOINE MUNYAMPUNDU**



**SSP KHALID KABASHA**



**SSP MODESTE BISANGWA**



**MAJOR (RTD) EDUARD ONGI NYE**

## Participants of PSCSC 06/17-18



CP Elias Kassirabo -  
Uganda



ACP Morris Muligo -  
Rwanda



ACP Bertin R.  
Mutezintare - Rwanda



ACP Benoit Kayijuka  
Sindayiheba



ACP Abubaker Ziwedde  
Uganda



ACP Hamad Khamis Hamad



ACP Tom Murangira  
Rwanda



ACP David Rukika



ACP Oscar Sakindi - Rwanda



CSP Sam Bugingo  
Rwanda



CSP Gerard Mpayimana  
Rwanda



CSP Egide Mugwiza  
Rwanda



Col. Abdelrahman Elmahdi  
Hamad - Sudan



Col. Hussein Daud Jano  
Kresh - South Sudan



SSP Hussein Bakari  
Kenya



Lt. Col. Mading Majak Malou  
South Sudan

# Participants of **PSCSC 06/17-18**



D/COMDR Tegegne Agajie Deferesha - Ethiopia



SSP Eric Kanyabuganza - Rwanda



SSP Faustin Kalimba - Rwanda



SSP Jean Claude Karasira - Rwanda



SSP Jashi Jawabu - Rwanda



SSP Godfrey Butare - Rwanda



SSP Dativa Mwizerwa Mukeshimana - Rwanda



C/INSP Ndumba Johny Ndumba - Namibia



SP Shafiga Murebwayire - Rwanda



SP Jane Nakityo - Uganda



SP Abel Ndungutse - Rwanda



SP Damascene H. Katararwa - Rwanda

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Bachelor of Sciences in Forensic Science



Bachelor of Computer Sciences and Information Security 2018

## UNIVERSITY PROGRAMS **GRADUANDS** 2018



Bachelor of Law



Bachelor of  
Social Sciences in  
Professional Police  
Studies (PPS)





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