

# GOROROKA *Magazine*



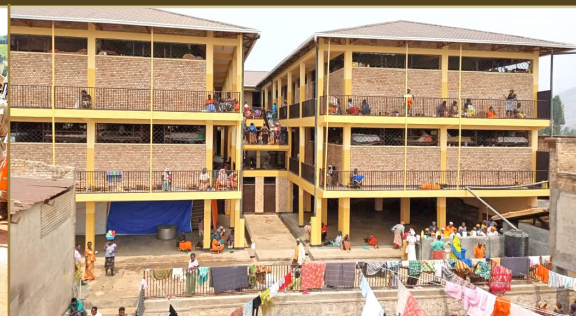
**RWANDA CORRECTIONAL SERVICE**  
Justice, Correction, Safety and Production



1<sup>st</sup> Edition, November 2020

10  
YEARS  
ANNIVERSARY

## Rwanda Correctional Service's existence



THE EVOLUTION  
AND GROWTH OF  
TRANSPORTATION  
SERVICE

THE ROLE OF RCS  
TRAINING SCHOOL  
IN STAFF CAPACITY  
DEVELOPMENT

INFRASTRUCTURE  
DEVELOPMENT IN  
CORRECTIONS



“Though prisons are the places where criminal convicts are legally deprived of their liberty, they are also, and most importantly, centers for hope and reorientation”.

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

# FOREWORD BY THE COMMISSIONER GENERAL

Dear readers,

On behalf of Rwanda Correctional Service (RCS) and indeed on my own behalf, I would like to express my solidarity to the entire staff of RCS and the general public on this 10th commemoration of RCS existence. On this auspicious and meaningful occasion, I would like to wish you all a good health, personal well-being and every success in your noble tasks, continued progress and prosperity.

The past ten years have been defined by change and growth in corrections. The prison inmates' population has rapidly increased compelling us to reconsider how we operate. I am pleased to say we successfully made the changes needed to continue working safely, we increased our physical capacity, delivered more services more effectively, and recruited more first line staff than we ever had before.

Over the course of the last ten years, RCS has been able to relatively register remarkable improvement in different fields related to its mandated mission and this could not have been able without the support and commitment of its staff, partners and stakeholders.

Adequately, by having highly trained and motivated staff is essential for achieving excellence in correctional duties. Therefore, personnel development was and is still of central importance to RCS so as to improve the ability of staff to perform their functions effectively, efficiently and sustainably. To this effect, the service needed to improve career courses and increase recruitment of new correctional officers. Since 2010,

the number of correctional officers almost doubled as it increased from 1,064 in 2011 to 2,354 by the end of 2019/2020 FY.

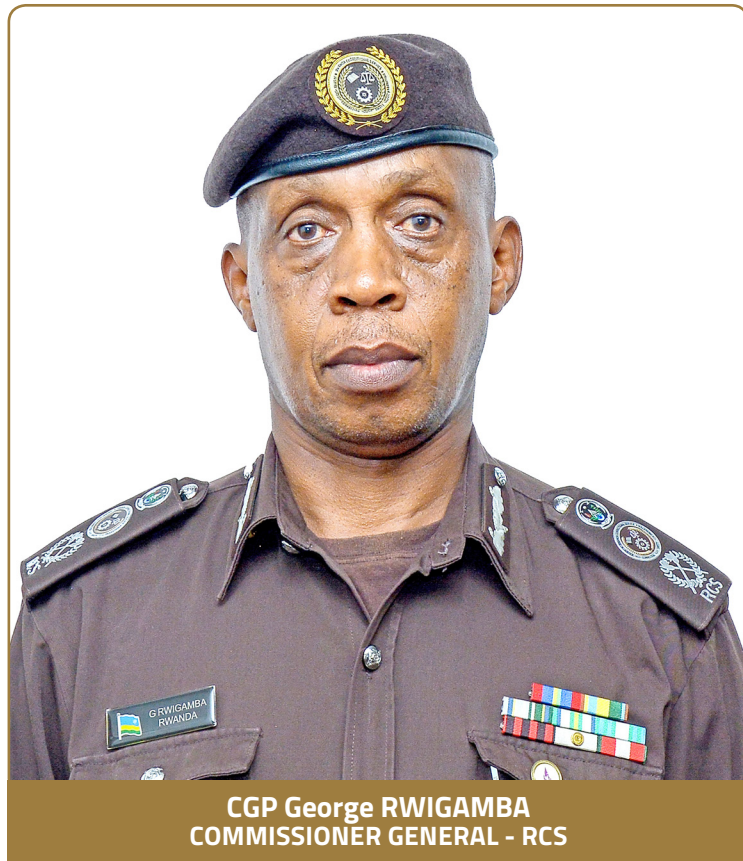
During these past 10 years of operation, for the harmonization of its organization capacity, RCS has developed its own training school that has been operational since 2015. Since then, the school has conducted different refresher and basic courses in order to increase the number of correctional officers and their levels.

During the same, the Service also managed to develop its own training curriculum focused on all levels (Senior Leadership, Senior Officers, Junior Officers, Non

Commissioned Officers and Basic Entrants). With this development, the Service is capable of training its employees and hence ceased to depend on other institutions.

RCS is very proud of the achieved progress during the last ten years in the area of the legislation governing its daily operations. In most cases, the existing laws, rules, policies, procedures and regulations that were outdated and insufficient to guide everyday decision making and operations of the Service were all revised and updated.

Effective correctional services and adequate rehabilitation programs call for programs which are aimed





at equipping inmates with survival life skills to enable them to lead crime free life upon release and breaking the offending cycles. In order to achieve this, RCS has established modern technical and vocational educational training (TVET) centers in five correctional facilities and equipped them with modern equipment so as to equip inmates with modern skills that will enable them to compete favorably on the job market when they are released from custody.

Infrastructure development was given priority and a lot has been done with view to improve inmates' detention condition by reducing overcrowding. To increase the holding capacity, new prisons like Rwamagana, Rubavu, Nyarugenge and Nyamagabe were constructed while the existing old ones such as Huye, Ngoma, Bugesera, Musanze and Muhanga were renovated and expanded. New correctional facilities were designed with enhanced security in mind to prevent the smuggling of illicit items and to control prisoner escapes.

In the field of safety and security, a lot has been done. As the prison population continued to rise, there was need for heightened safety and security to prevent escape and maintain order inside and outside correctional facilities. With improvement in the design in physical security, the level of technology and the number of staff and type of training they received, the number of escapes registered every year drastically dropped from forty one (41) in 2011 to eleven (11) in 2020. However, the figure remains too big to tolerate.

RCS has made it a top priority to put an end to illegal cell phone use by inmates in prisons. Contraband cell phones have been used by inmates to arrange the murder of witnesses and public safety officers, traffic in drugs, and manage criminal enterprises. This illegal

practice jeopardizes the safety of Rwandan communities and public safety officials. To this end, RCS has relentlessly pushed to identify new technology solutions to legally and effectively address this urgent problem.

Healthcare services to inmates saw a significant improvement for the last ten years, as provisions for inmates to access healthcare services both within and outside the correctional facilities were made. Each of the 13 correctional facilities in the country has a health facility with medical personnel and in case of serious illness, inmates are transferred to district hospitals and if the illnesses require specialized care and treatment, they are referred to the Referral Hospitals.

Additionally, all correctional facilities provide for the treatment of tuberculosis (TB) and all HIV positive inmates receive ARV's and go through the clinical follow up recommended for HIV positive people. Apparently, all inmates are entitled to health care, including preventive, curative, reproductive, palliative rehabilitation health care services that are of quality and fully accessible. Indeed, all inmates have the right to health insurance like any other Rwandan citizen. This, coupled with increased production of vegetables by prisons to improve inmate's nutritional status, resulted into significant reduction inmate mortality rates.

Insufficient means of transport of inmates to different courts, hospitals, production activities and other external appointments was identified as the number one challenge RCS inherited from her predecessor, the National Prisons Service (NPS). This problem needed to be addressed given its impact on the chain efficiency. Lack of adequate transportation means delays in court appearances of offenders. Lack of appropriate vehicles for operational duties

means delays in delivery of other institutional administration services. To this end, the Service has strengthened its transport unit by acquiring sufficient and appropriate operational vehicles for both transportation of inmates and other administrative operations.

Managing inmates' files has always been a challenge for correctional officers. Now with the integrated electronic case management system (IECMS), the issue is solved at all Correctional Facilities. Currently, inmates are using Internet facilities to appeal to the Court, and all other tasks related to their life in prisons. RCS benefited from this as IECMS allows the institution to save for fuel consumption and head counts required to transport inmates to various court locations.

The introduction of VC (Video Conferencing) helped a lot RCS and other justice Sector institutions. Now there is no need to be physically present in the court room for the appeal, inmates use VC or other computer software's and application such as Skype to interact with the court.

Rwanda Correctional Service has made tremendous progress in gender mainstreaming. For instance, the percentage of women personnel has increased from 16% in 2010 to 22% in 2020. To achieve the minimum 30% requirement is the target in the near future. So far, RCS has taken strides in changing the operating environments whereby policies and practices that has historically discouraged women from joining its ranks and files have been modified. Today, recruitment and deployment policies are more gender sensitive and in line with National Gender Policy and the Rwandan constitution.

In the field of International engagements (Peacekeeping) the Service continued to contribute its quota by sending corrections officers to the United Nations Mission in



different countries in world where they serve as government provided personnel (GPPs) in countries like Haiti, Liberia, Cote D'Ivoire, Sudan, South Sudan and Central African Republic. Since 2010 up to date, RCS has been able to send close to 112 corrections officers in such UN Peace keeping missions.

Considering the ongoing processes in the world, in order to tackle correctional challenges properly, one of the priorities of RCS was to develop and strengthen international cooperation with sister correctional institutions. For the last ten years, RCS has been actively cooperating with prisons/corrections/penitentiary institutions of different countries in the world.

In October 2012 RCS officially became a member of the African Correctional Services Association (ACSA) during its 2nd Biennial conference that was held in Kampala, Uganda. Since then, RCS has been an active member. For the last three years, RCS holds the vice chairmanship position.

On 29 December 2015, Rwanda Correctional Services (RCS) was awarded the "ICPA Correctional Excellence Awards 2015-Biogas Project" for its efforts in using Biogas to combat environmental degradation during ICPA 17th annual general meeting in Melbourne, Australia.

From May 15- 19 May, 2017 Heads of Correctional Institutions from across Africa and beyond met in Kigali for a five-day conference in which participants discussed governance and management of prisons/corrections/penitentiaries.

From 26th October to 01st November 2019, The Deputy Commissioner General of RCS participated in the 21st International Corrections and Prisons Association (ICPA) Annual General Meeting and Conference with sideline meeting

***RCS is very proud of the achieved progress during the last ten years in the area of the legislation governing its daily operations. In most cases, the existing laws, rules, policies, procedures and regulations***

of the African Correctional Services Association (ACSA) planning and executive committee in Buenos Aires /Argentina. ICPA commended RCS for use of health insurance in its corrections. It was in this conference that Rwanda was chosen to host the ICPA Annual General Meeting and Conference in 2022 which will be the 2nd to Namibia to host such a conference on the African Continent.

Regarding public relations, the last ten years saw a vibrant public relations office which worked hard in educating the general public about RCS policies and projects in relation to its core functions through the cooperation and support of both the print and the electronic media. The office also maintained good working relationship between RCS and her partners and stakeholders in the country and on international arena.

Dear readers, i would like to take this opportunity to acknowledge

the efforts of our many partners and stakeholders that have supported the Service through these ten years. I also recognize the dedication of our staff who continued to tirelessly contribute to the Service's success in an ever increasingly challenging work environment.

More appreciation also goes to the ministry of Justice which is the responsible ministry for RCS with its unlimited support that makes us achieve our mission.

My most sincere appreciation goes to our government that found it appropriate to change the penal system from punitive justice system to correctional justice system.

I look forward to reporting on the continued development and progression of this Service in the future. RCS assures you that we will continue to maintain our vision and mission to always endeavor better performance.

# RCS MISSION, VISION, CORE VALUES AND ITS LEADERSHIP

**A**s Rwanda was consistently transforming, many government institutions had to undergo various reforms to orient them towards the national transformative vision. The Criminal Justice system was not left behind in that effort for transformation. Like other governmental systems, all its components went through a set of evolving reforms that had an aim to establish a justice system that would benefit all Rwandans and those who travel or collaborate with Rwanda.

The penitentiary system as an Omega of the criminal justice chain, experienced different reforms as well. Most of the reforms within the penitentiary system were made to form an institution that would deliver an efficient offender rehabilitation process that meet the ultimate goal of the National Strategy for transformation(NST) but also that would work in compliance with international standards in regard to respect of human rights and rights of prisoners.

The reforms of the Rwanda penitentiary system kicked off in 2005 by the creation of a Executive Secretariat of the National Committee of Community Service that was established by the Presidential Order N°10/01 of 07/03/2005 modified and complemented by the Presidential Order No 17/01 of 31/03/2009 determining the modalities of implementation of Community Service as alternative penalty to imprisonment. In the same realm, in 2006 the government of Rwanda established the National Prison Service (NPS) by Law N° 38/2006 of 25/09/2006. This new law established and determined the organization of the Service with provision of fundamental



**DCGP Jeanne Chantal Ujeneza,  
DEPUTY COMMISSIONER GENERAL OF RWANDA  
CORRECTIONAL SERVICE**

principles consolidating the rights of every detainee as guaranteed by the Constitution and International Conventions ratified by Rwanda.

In the continuation to tailoring government institutions with the requirements for national transformation with the target to deliver better in the interest of the citizens, by the law no 34/2010 dated 12/11/2010, NPS and the Executive Secretariat for Community Service were merged to form one stronger penitentiary institution named Rwanda Correctional Service (RCS). The institution was given the mandate to reeducate offenders sentenced to imprisonment or community service before they reintegrate back into the society as transformed law-abiding citizens.

Since the establishment of Rwanda Correctional Service, which was under the Ministry of internal security until 2017 when it was shifted to the Ministry of Justice (MINIJUST),

the institution, with guidance from both line Ministers, experienced a tremendous institutional evolution.

The evolution is demonstrated through combined deployed efforts to build the institutional capacity in terms of infrastructure, its human resources and the logistic and administrative resources.

All efforts took into consideration the institutional mandate to enforce the court decisions for criminals sentenced to imprisonment and to Community Service, but mostly to reeducate them before they reintegrate back into their society. Thus, contributing to the public safety.

As stated below, RCS executes its mandate through four pillars Justice, Security and Safety, Correction and Production. The institutional leadership and entire staff operate guided by a given mission and set the Vision and Core values



## RCS LEADERSHIP



**DCGP(Police)-Mary GAHONZIRE**  
Commissioner General of NPS  
02/10/2009 - 20/07/2011  
Deputy Commissioner General of RCS  
20/07/2011 - 20/03/2016

After its establishment on 12 November 2010, RCS remained under the leadership of **DCGP Mary Gahonzire** who had been involved in the reform as the existing Director General of NPS since 2007. She served as Commissioner General of RCS from its creation in 2010 until 2011



**CGP Paul RWARAKABIJE**  
Commissioner General of RCS  
20/07/2011 - 20/03/2016

From 2011-2016, **Major General (Rtd) Paul Rwarakabije** was the Commissioner General of RCS deputized by DCGP Mary Gahonzire.



**CGP George RWIGAMBA**  
Commissioner General of RCS

Since 2016 to date, **Brigadier General (Rtd) George Rwigamba** is the Commissioner General of RCS



**DCGP Jeanne Chantal Ujeneza**  
Deputy Commissioner General

From 2016 to date, **DCGP Jeanne Chantal Ujeneza** is the Deputy Commissioner General.

### Mission

The mission of RCS is to reeducate and rehabilitate inmates for their reintegration into the society.

How RCS staffs envisage the future of their institution as a component of the criminal justice system is depicted from the institutional vision:

### Vision

A professional service that contributes to national safety and social- economic development

through proper rehabilitation process of inmates, leading to their effective reintegration.

The above-mentioned mission and vision can only be achieved if the entire staff uphold the following key values that would continuously guide them throughout the execution of their daily duties:

### Core Values

**Justice:** We respect the rights and dignity of all those involved in the correctional process especially those

serving their sentences and going through the rehabilitation process.

**Accountability:** We accept responsibility for the outcomes expected of our actions both good and bad.

**Vigilance:** Rwandan Correctional officers should always stay attentive to all movements around them to notice suspicious actions. They should understand institutional critical assets and be aware of potential risks or incidents that may take place in the area of responsibility.

**Humanity:** A Rwandan professional correctional officer commit to treat all prisoners with 'humanity' and 'respect for the inherent dignity of the human person.

**Synergy:** We are committed to work through effective and constructive communication between different departments and with different stakeholders for a better service effect.

**Integrity:** Disassociating yourself from all forms of corruption and unethical conduct

**Patriotism:** Rwandan Correctional officers love their country and are proud to get involved and understand what is going on in the national transformation process by effectively accomplish the institutional mission.

**Loyalty:** Demonstrating commitment and dedication to the Nation and its leader; the President of the Republic Paul Kagame, to the line Minister, to their institution RCS and to each other.

All the successes registered during these years would not have been possible if this Service didn't have inspiring and dedicated top leaders leading us from the front and a well-committed team of all staff of Rwanda Correctional Service. Congratulations to you all once again on this very big occasion. It has been a wonderful journey altogether and let's hope for the best in the coming years.



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# EDITORIAL

Dear reader(s),

It is with great pleasure that I extend my warmest greetings to the readers of the RCS magazine “**Gororoka**” on this 10th Anniversary of Rwanda Correctional Service’s existence. Welcome to issue no. 001 of **Gororoka Magazine!** The rationale for the magazine’s name ‘**Gororoka**’ is based on the fact that it reflects the core mission and vision of Rwanda Correctional Service.

**Gororoka Magazine** is a bilingual (English and Kinyarwanda) first class quality publication that will be biannually produced and made available to correction administration periodically in both electronic and printed forms.

The broad aim of this publication is to keep the entire Rwandan community and others informed about the trends, best practices, and the latest developments in the correctional field.

Specific to this issue, all articles are dedicated to the tenth anniversary of the Rwanda Correctional Service’s existence featuring mainly important achievements in the history of the Service in areas of Justice, Correction, Safety and Infrastructure development. It also highlights activities of RCS in areas of cooperation, peace support operations, ICT advancement; gender mainstreaming, human rights etc. **Gororoka magazine** is and will remain an invaluable resource for all who consider it important to stay abreast of current events in correction world. Enjoy reading our first Gororoka issue.

In its proceeding publications, **Gororoka Magazine** will offers exclusive interviews with prominent personalities of the nationwide justice spectrum, and it will also feature opinion and technical



**CSP Augustine Rukabu NDEMEZO**  
**CHIEF EDITOR, GOROROKA MAGAZINE**

articles, an expert’s column, humour, cartoons .etc.

Once again I welcome you to this magazine – your magazine. With your support as contributors and readers, I see very bright prospects for **Gororoka magazine** to serve well our community in the future. We request all to contribute whole heartedly and make our magazine worth reading.

On behalf of the **Gororoka Magazine** editorial team, I offer you my best wishes for a most memorable anniversary and for every success in the future.

**“Together we become stronger”**

## RCS GOROROKA MAGAZINE - EDITORIAL TEAM

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# HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT

The Division of Corporate Services joins the entire staff of Rwanda Correctional Service in celebrating the 10th anniversary of the Service's existence. We take this opportunity to recognize RCS's remarkable accomplishments and the unwavering commitment of its staffs to serving its mandate. Since its establishment in November 2010, the Service has made remarkable strides in organizing and transforming into a professional correctional institution that provides professional services to its clients.

The Corporate services division is one of the seven divisions of RCS. Among its core tasks, is capacity development which involves a process of evaluating actual existing gaps within groups in terms of knowledge, skills, strengths, weaknesses, opportunities, threats, assets and other elements required for the institution to achieve its objectives. This is required from different levels of the Service namely; Organizational Capacity, Institutional Capacity and Individual Capacity.

An organizational capacity involves re-thinking the nature of the institution, people skills and competencies, behaviors, organization structure, physical facilities and this requires a clear time-bound focus supported by a strong senior management commitment. Before 2010, Rwanda Correctional Service had a very low number of employees who were



**ACP Alex Bahizi Kimenyi**  
CORPORATE SERVICES DIVISION MANAGER

lacking professional trainings (basic courses, refresher courses, etc.) and this was hindering the institution to fulfill its mission as needed or required. These employees had different statutes of which some were from public service, with some having special statutes as well as those who were under contracts and this was leading them to pursuing different goals.

Pertaining to individual capacity, RCS has strengthened the capacities of employees through different trainings, sometimes with the help of different public institutions like Rwanda Public Procurement Authority (RPPA), Ministry of Finance and Economic Planning(Minecofin),

Rwanda Management Institute(RMI), Rwanda National Police(RNP), etc. Through this collaboration, RCS employees have gained the required skills for a good performance in respect to their individual tasks and responsibilities.

Looking at the different training trends since 2014 that RCS has gained through collaboration with other institutions, one can take examples which include 18 who under gone Police Senior Command and Staff Course, 14 trained in Police Junior Command and Staff Course, 21 trained in Tactical commanders course and 144 who completed Cadet Officers Course, all operated by RNP. They were also 10 Cadet



**RCS Officers attending external Courses (Senior and Junior command in collaboration with RNP(Photo 2018-2019))**



**Trainings are part of human capacity development at RCS.**

Officers who were trained through Rwanda Defense force (RDF).

Additionally, to that, RCS was not left behind in gaining varsity best experiences through the regular participation of RCS staff in different UN peace keeping missions.

During these past 10 years of operation, for the harmonization of its organization capacity, RCS has developed its own training school that has been operational since 2014. Since then, the school has conducted different refresher and basic courses in order to increase the number of correctional officers and their levels. During the same, the Service also managed to develop its own training curriculum focused on all levels (Senior Leadership, Senior Officers, Junior Officers, Non Commissioned Officers and Basic Entrants). With this development, the Service is capable of training its employees and hence ceased to depend on other institutions.

Concerning the institutional capacity, to achieve its social and economic goals, RCS has worked very hard by promoting the technology in use of different systems in the management of its daily activities like Public Financial Management systems (IFMIS, IPPIS and E-Procurement) and Prison

***RCS employees have gained the required skills for a good performance in respect to their individual tasks and responsibilities.***

watch software for Prisons daily activities monitoring.

Regarding employees wellbeing, the Service has achieved a lot. For instance, all RCS staff receive their monthly salaries and RCA (Ration Cash Allowance) on time and uninterrupted. All noncommissioned officers are provided with free accommodation at respective places of work. During this period, all officers

were given ranks depending on their seniority and the new special statute governing correctional officers were officiated. The salary was increased and harmonized as the one from HQ employees was different from the one from Prison's employees. All Service staff is provided with uniform on regular basis, but above all, all RCS staff are beneficiaries of Military Medical Insurance (MMI) and from Rwanda Social Security Board (RSSB). Similarly, the RCS Staff are members of the Armed Forces Shop (AFOS) and Zigama Credit and Savings Services.

When all employees have all required skills for their job and responsibilities and their wellbeing is also considered, they are motivated. This motivation helps them to work hard and leads to an overall achievement of institution's mission.

The actual Rwanda Correctional Service is a result of many efforts and sacrifices that is why I cannot conclude without expressing how grateful I am to RCS different authorities for the past 10 years and especially for the Government of Rwanda.

We wish you many more years of unparalleled success and unrivaled corporate services.

# INFRASTRUCTURE DEVELOPMENT IN CORRECTIONS

**O**n behalf of the division of production and infrastructure development and indeed on my own behalf, I feel very proud to celebrate with you, the Commissioner General and the entire RCS staff the 10th anniversary of the Service existence. To us, it is a time to reflect on what the Service has achieved for the last ten years of its operation and to ponder for more years ahead.

The division of production and infrastructure development is one of the seven divisions that comprise RCS. It is charged with management, supervision and control of the Service income generating processes and construction and maintenance of infrastructure. For the last ten years, infrastructure development and income generating activities were given priority. During this period, steps were taken to reform the infrastructure of the prison system by building new and modern facilities that are suitable and rehabilitative while the existing old ones were upgraded and expanded to meet the needs of inmates.

New correctional facilities were designed with enhanced security in mind to either control or prevent the smuggling of contraband and prison escapes. The new correctional facilities constructed include Rwamagana (Eastern Province), Rubavu (Western Province) Nyarugenge (Kigali City) and Nyamagabe for female (Southern province) while Huye, Ngoma, Bugesera, Musanze, Muhanga, Gicumbi and Rusizi correctional facilities have been upgraded and expanded in an effort to find a solution to the problem of congestion in prisons



**CP Peter KAGARAMA**  
**PRODUCTION AND INFRASTRUCTURE DIVISION MANAGER**

that has become endemic.

The Service also established fully equipped Early Childhood Development Centres (ECD) for children below three years who are accompanying their mothers in prisons. Each ECD also has a cow to provide fresh milk to the children. Such facilities are found at Ngoma, Nyarugenge, Muhanga and Musanze correctional facilities.

In addition to the above, RCS has also established, constructed and equipped six Technical and Vocational Education Training (TVET) facilities for different trades in Rwamagana, Nyarugenge, Rubavu, Nyanza, Huye and Nyagatare Juvenile correctional facilities with the support from different partners which are all aimed at enhancing the provision

of rehabilitative programs to the inmates as a way of correcting them before they are released back to their societies hoping to become law abiding citizens.

Other projects that are in progress include the construction of Nyamasheke prison and the RCS Head Office whose technical studies have been carried out and officially approved by Public Investment Committee (PIC). Technical studies for the renovation and upgrading (phase two) of Muhanga, Bugesera, Gicumbi, Musanze and Ngoma correctional facilities are in progress.

Other infrastructure facility that was established during the period under review is a training school. This facility is for training and retraining of correctional staff



*Women accommodation in Female accomodation in old Nyarugenge prison (1930)*

in courses based on general and specialized areas of prison management. Today, this facility offers continuous training programs designed to improve and enhance the skill set of all members of the service. The School

has already upgraded the programs offered to both new Correctional Officers and middle managers to embrace best practices of national and international standards, so as to ensure world class service delivery.



*Administration Block at New Nyarugenge correctional facility*

***Women accommodation in Female accomodation in new Nyarugenge correctional facility (Mageragere) prison.***



*The Division of production and infrastructure development is pleased with the progress made during these ten years of transformation and is sure that RCS is apparently well positioned to deliver more today and into the future more especially in infrastructure development field.*

**CONGRATULATIONS!**



*Administration Block at old Nyarugenge Prison*



*New Classrooms at RCS Training School*



*Old classrooms at RCS Training School*



*Old staff accommodation at Rwamagana prison*



*The New staff accommodation at Rwamagana prison*

# CORRECTION AND REHABILITATION OF INCARCERATED PERSONS

On the occasion of the year's tenth anniversary of Rwanda Correctional Service (RCS), I am grateful to express the best achievement of RCS on inmates' rehabilitation programs. Normally, the purpose of an imprisonment sentence is mostly to protect society against crime and to provide justice to the victim. Those purposes can be achieved only if the period of incarceration is used to ensure the reintegration of such persons into society upon release so that they can lead a law-abiding and self-supporting life.

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

It is in this regard, that the corrections system in Rwanda which initially aimed at punishment has been reformed into correctional system by developing rehabilitation training programs which include formal education, informal education, civic education, healing (religious), unity and reconciliation and Vocational training (TVETs) like rather craft, welding, motor vehicle mechanics, masonry, carpentry, electricity and plumbing, tailoring, hair dressing and computer skills. All these have helped in successful reintegration of inmates into the community after being released from prison and with a view to becoming law abiding citizens.

In the last ten years, these rehabilitation programs have



**CP JOHN BOSCO KABANDA**  
DIVISION MANAGER FOR CORRECTIONS & SOCIAL AFFAIRS

proven to have a positive effect on the offenders' wellbeing and helped many to overcome a background with little or no education at all and get a better opportunity to succeed back to the society upon release from the prisons.

With such experiences obtained from the implementation of the

mentioned rehabilitation programs, it's with no doubt that learning from Rwandan corrections is obviously considered to having a positive impact on reducing recidivism, improve prospects of reintegration and giving a guarantee to self-esteem and employment outcomes for the released inmates.



*Student of Nyagatare Juvenile Correctional Facility in National examination (P6)*

In the year 2013/2014, civic education programs were conducted (100%) in correctional facilities and in TIG Camp. Generally, Civic education programs benefiting 51, 196 inmates and during the same year 164 inmates benefited from formal education programs.



**Unity and Reconciliation**

As part from civic education, in 2016/2018, RCS strengthened anti-corruption and anti-drugs strategies in corrections. Through this exercise, corruptions and drug abuses convicted inmates provided testimonies and Anti -corruption and anti-drugs clubs were established.



**Anti-drug and Anti-corruption clubs**



**Masonry works**

In TVETs informal education, RCS trained 29,042 inmates during the period of 2017- Jun 2019, the inmates gained skills, which help them to contribute through production activities and later will help them to be self-reliant after being released.



**Inmates on different Vocational Training Workshops**

In 2019, RCS established a good partnership with the Embassy of the Kingdom of the Netherlands in Rwanda with a view to strengthen correctional system through capacity development and the improvement of rehabilitation and reformation programs in Rwandan prisons.

This is a three years project where it aims at construct and well-equipped workshops of 10 specialized vocational training trades in five prisons, which are Nyarugenge prison which is located in Kigali city, Rwamagana prison located in Eastern province; Huye prison and Nyanza located in Southern and Rubavu prison located in Western Province.



This project targets to train a total number of 2,400 inmates in 10 specialized trades in the period of two years. 200 In carpentry, 200 in welding, 200 in masonry, 200 in plumbing, 200 in Domestic electrical works, 200 in Moto vehicle mechanics, 200 in hair dressing and beautification, 400 in computer literacy, 400 in tailoring and 200 in leather Craft.



**TVETs BEFORE**



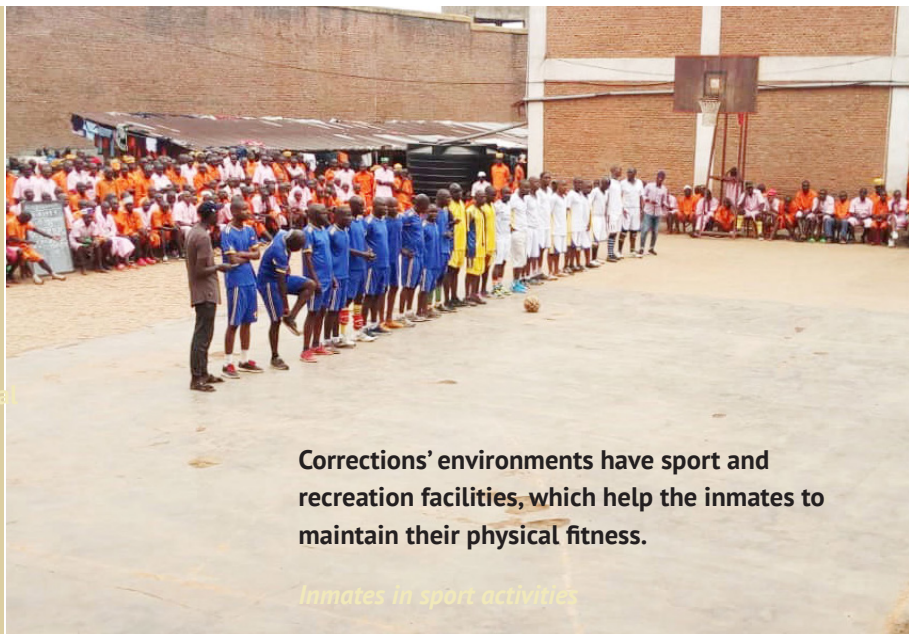
**TVETs NOW**



Regarding inmate's welfare, all correctional facilities cultivate vegetables, which support the inmates in their well being



**Vegetation plantation**



Corrections' environments have sport and recreation facilities, which help the inmates to maintain their physical fitness.

**Inmates in sport activities**



# STRIKING BALANCE BETWEEN IMPRISONMENT AND HUMAN RIGHTS

The conventional understanding of imprisonment as a punishment for a person who has been convicted for a criminal offence is that he/ she will lose liberty.

This understanding is wrong and for the last 10 years since the establishment of Rwanda Correction Service (RCS), there is enough to show that a prisoner can have their human rights.

*For example, inside Rwanda's prison facilities there is a leadership structure of the prisoners and inmates, a replica of the administrative structure as the local government.*

They have their leaders from the sector executive secretary to the village chairperson where conflicts that may arise can easily be identified and solved within their circles while the prison administration facilitates them.

When they have finished their correction terms or regimes and return to their communities, they find the same process of conflict resolution and they easily participate in community activities instead of spending long time adapting life and suffering alienation.

Prisoners retain all their human rights even when there are limitations that are necessitated by the fact of incarceration.

As RCS, we believe in the philosophy that individual intimates have to be aware of their rights such that they can claim them at anytime they are threatened.

This is why within 10 years RCS introduced trainings for both inmates and correction officers on the rights in prison communities such that everyone knows what they owe others in terms of rights.

Example the training conducted in two sessions, three days per each,



ACP MUNANA MUGISHA SALIM  
DIRECTOR LEGAL AND HUMAN RIGHTS

*Example the training conducted in two sessions, three days each, we had conducted various trainings on human rights, The first group of 13 Prison Directors and Deputy Directors from 25-27/03/2019 and the second group of 13 Directors and Deputy Directors from 1-4/04/2019 and 28 staffs from all 13 prisons and the team was composed of Human rights officers, Registrars, Legal officers, and Social affairs officers,*

we had conducted various trainings on human rights, The first group of 13 Prison Directors and Deputy Directors from 25-27/03/2019 and the second group of 13 Directors

and Deputy Directors from 1-4/04/2019 and 28 staffs from all 13 prisons and the team was composed of Human rights officers, Registrars, Legal officers, and Social affairs officers,

We thank several institutions who have partnered with us such as Institute of legal practice and Development, Rwanda Bar Association, and Rwanda Bridges to Justice and many others have been very instrumental in training both our inmates and correction officers on their rights.

## Directorate of Legal and Human Rights

We also found that the whole knowledge on human rights would be useless if we did not open doors to have the prison community to have where to claim their rights from.

RCS authority established the Directorate of legal and Human



Rights with offices extending from the headquarters to all prisons to monitor report and meet cases of human rights in prison communities.

This is the reason why there are fewer tendencies of demonstrations among prisoners in Rwanda despite the fact that prisoners are left to socialize. Many challenges that would culminate into demonstrations are solved under the RCS authority through directorate of legal and human rights.

### Human rights laws and prisons

The UN Basic Principles which is the source of human rights laws, specify that rights are only lost where this is **'demonstrably necessitated'**.

The meaning of this is that there are some inmate's rights, especially those that can threaten the security of detention services, which can be foregone or stay prone to modification.

For instance it necessitates that one under incarceration has to be at a certain place during a given period of time regardless of their will but he/she has to keep in contact with his/her family.

But that does not take away the inmates' right to know all about their case in court through their lawyers or track their dossiers.

The IECMS has been very instrumental in maintaining the prisoners' rights to accessing their dossiers in courts and the government has invested in the equipment which can facilitate prisoners' access their dossiers in courts.

***The online platform allows an inmate visit his/her case in court online any time they want. RCS provides computers, internet and staff to help the inmates to access their dossiers at their prison facilities.***

Rwanda's context is that detention has to be friendly in terms of physical conditions, contact with family members, access to medical care, access to education and many more.

### Treat humanity with dignity

Some of Rwanda's most important provisions for people held in detention as also derived from the international law instruments are the liberty to be treated with humanity and with respect for the inherent dignity of the human person as opposed to torture or cruelty, inhumane or degrading treatment or punishments.

As an institution mandated with the correction of inmates, RCS bases all the obligations on the rights spelt in the constitution such as right to life, equality before the law, right to education, right to good health, right to liberty and security of person, right to due process of law etc.

For instance, when RCS was starting out there were no prisoner's suitable vans. Transporting inmates from prison to hospitals or to courts was done by uncovered pickups, weather conditions could determine if prisoners have to be transported or not or risk destroying their documents especially written submissions to courts.

We determined that such conditions are not right and we sought to get vans. Inmates move comfortably for them to enjoy their rights.

The rights of an inmate are not a privilege by the incarcerating institution but it is an obligation in the law no. 34/2010 of 12th November 2010 on the establishment, functioning and organization of RCS as amended to date.

***"In the article 48 on the protection of an incarcerated person's rights, it states that: "If the rights of an incarcerated person of his/her family are violated, the victim or his/her lawyer shall have the right to seek the assistance from authorities or the courts"***

This right-based law has been very instrumental in implementing several international conventions relevant to rights in prisons such as: International Convention on Civil and Political Rights (ICCPR),

the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment 1987 (CAT) and the Convention on the Rights of Persons with Disabilities 2006 and so forth.

Furthermore, as a state not isolated from others, prison related laws go hand in hand with the 1990 UN Basic Principles for the Treatment of Prisoners and the UN Standard Minimum Rules (SMRs) which were first developed in 1957 but newly renamed the Mandela Rules in 2015.

RCS gets guidelines from SMRs on practicalities including accommodation, food, clothing, hygiene, health care, file management and security categories.

We also found out that it was important to have categorized prisons for women and juveniles.

"In 2014, two women prisons were availed in Nyamagabe Southern Province and Ngoma Eastern

***"In 2014, two women correctional facilities were availed in Nyamagabe Southern Province and Ngoma Eastern Province while the Juvenile correctional facility was located in Nyagatare Eastern Province"***

Province while the Juvenile prison is located in Nyagatare Eastern Province"

It doesn't mean that you cannot find females in other prison facilities but



the difference is that their wings are built and managed in favorable manner for female prisoners and separated from the males' wing.

The reason we emphasize our subscription to the international law instruments is to extend the liberties of the inmates to be able to challenge any violations within and without our jurisdictions.

Unless a country embodies rights into domestic legislation it can be difficult for people such as prisoners to challenge any violations whereas if the country is a member of international rights organizations, a victim of any violations can even lodge their complaint with the organizations.

We are deliberate on having rights-based laws as a dynamic to influence, by default, our policies and practices as regards incarceration.

The National Commission for Human Rights and other external bodies have always visited prisons to assess how we enforce human rights in detention facilities and have always advised us accordingly.

The Rwandan society has come to expect rehabilitated prisoners because of the education and training that former inmates exhibit after re-joining their communities. But as RCS, we look at the people's expectations as a result of the appropriate treatment of prisoners – that it's their rights to pursue and realise their dreams even when they are in prisons.

**Provision of independent external monitoring of prisons**

Although it is an obligation of rights organizations to monitor closed prison facilities, RCS considers it as a separate form of strengthening rights protection.

People held in prisons are among the most vulnerable groups in society and in some way or the other, staff or institutions may weaken in implementing their right but whenever external monitoring takes place we learn and consolidate

much good.

There is no doubt that for the last 10 years since the establishment of RCS, external monitoring has had influential guidance on how the institution has transformed from prison phenomena to correctional services.

Under the Optional Protocol to the Convention against Torture (OPCAT) through National preventive mechanism (NPM) monitoring, RCS

has achieved practical effectiveness of the UN Convention against Torture.

Our observance to OPCAT guarantees effective monitoring regimes for all places of correctional facilities by a genuinely independent agency with unrestricted access to visit closed environments, have adequate resources to carry out their role, and have their reports publicly available. all the powers to monitor anywhere even without noticing us.

***OPCAT specifies the establishment of National Preventative Mechanisms (NPMs) which must have statutory powers, be functionally independent, have unrestricted access to visit closed environments, have adequate resources to carry out their role, and have their reports publicly available.***

OPCAT specifies the establishment of National Preventative Mechanisms (NPMs) which must have statutory powers, be functionally independent, have

All the reports and recommendations from these noble organizations have guided us tremendously, achieving correction services at our best capacity.

As earlier mentioned, RCS has for the last 10 years been heeding that prisons house some of the

most vulnerable people in our communities who need rights protections.

***This is a legislative requirement and policy framework to embed human rights values in prison practice and effective external monitoring.***

People held in prisons have to be recognized as rights holders' despite being in prisons. It is a noble challenge for RCS to ensure that prisoners' human rights are fully protected in practice.

# THE ROLE OF RCS TRAINING SCHOOL IN STAFF CAPACITY DEVELOPMENT

Our Correctional center duties require a high degree of professional skills, close supervision, and awareness of professional ability. We should accept that prisons are places where the relationships between the human beings involved have a central role to play, there is a need for them to operate within a professional ethical context, as the management of prisons is primarily about the management of human beings. It is important that this should be recognized and that the men and women who work in prisons should be capable of performing at a high level through continuous trainings.

Basing on both national laws and international instruments, Rwanda Correctional Service in fulfilling its mandate, there is utmost consideration to have well trained personnel at all levels.

It is against that background that, Rwanda correctional training school which is RCS located in Eastern Province, Rwamagana district in Muhazi sector was established with a mission to becoming a regional center of excellence in



**ACP E WAKUBIRWA**  
**COMMANDANT RCS TRAINING SCHOOL**

education, training, management and to develop Officers with high intellectual and professional standard in command and control

of prisoners within a professional and human prisons management through corrective and educational rehabilitation.



*A Group of RCS trainees who had completed a ToT on the new curriculum delivered by Kenyatta University Consultants (Photo 2019)*



*During one of the Sessions at the Intermediate Professional Corrections and management Course Intake 01. (Photo Oct 2020)*

Going by the phenomenon, the ultimate objective of training is to ensure operational successes and this is experienced in a way that, RCS training philosophy provides the means to practice, develops and validate within its constraints. The application of some training doctrines, tactics, techniques and procedures all proves and emphasizes the importance of learning.

To achieve the above mentioned, Rwanda Correctional Service signed a memorandum of understanding with Kenyatta University in 2019 where, the University committed to develop and implement a curriculum suited for the training needs of Rwanda correctional service aimed at facilitating in achieving its Mission and Vision. This is also reflected in the RCS training Plan with ultimate goal to change, professionalize and modernize the working environment to its staff working in the Correctional centers and other departments. This curriculum was later launched December 2019 where RCS training school was assigned to provide to the staff the

tools to implement the changes through conducting comprehensive and accessible trainings such as Intermediate Professional Corrections and management course and Fundamental of professional correctional studies.

These trainings are meant to deliver all the underpinning knowledge and understanding, to provide the required skills in building the students professional capacity, knowledge, integrity, respect, norms and moral values, accountability and ability. These courses are expected to inject into the correctional officers, men and women, the development of comprehensive profiles for different roles, covering not only the core officer role but also a series of specifics required in particular skills to reflect and reinforce the position of Correctional officers as they are the key, instrumental players in the achievement of the potential objectives in Correctional environment.

By achieving the above mentioned, the students acquire appropriate personal qualities, education of a professional manner, personal

integrity through proper training in the skills that underlie their work, the humane behavior and tactical skills required. The students adopt personal qualities and technical skills which enable them to deal with all prisoners including the difficult and the dangerous in an even-handed, in a humane and just manner.

Conclusively, the effectiveness of educative rehabilitation treatment for offenders largely depends on the skills and knowledge acquired by the staff that is on daily basis working with the prisoners for proper correctional achievements. It is therefore of paramount important to ensure that there is a collaborative effort to empower the staff, to develop the right and professional working capacity, as well as continuing to develop a culture of continuous training of RCS personnel in the emerging issues according to national and international standards.

**“The best welfare program you can give to your Men is first class training”**



The above photos demonstrate the Pass out ceremony of more than 200 RCS Basic training course Intake 03 including the awarding of the best students by the Hon.Minister of Justice / Attorney General Johnston Busigye and CGP George Rwigamba (Photo: 2019)





*The above photos demonstrate the Pass out ceremony of more than 600 RCS Basic training course Intake 04 (Photo: 2020)*



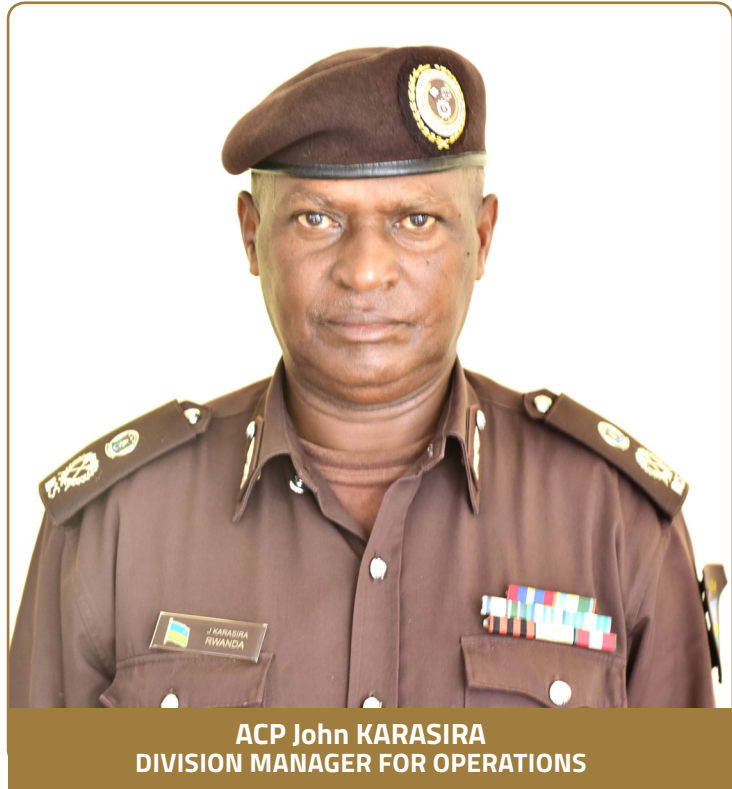
*Other Career Courses such UN Pre-deployment are also one of the courses that are held at RCS training School(Photo:2019)*



# SAFETY, SECURITY AND ORDER IN CORRECTIONS

**S**afety and Security are two terms that can be interchangeably used to mean protection of human and property from intended or unintended threats which can cause harm; a substantive aspect that RCS is mandated to accomplish. RCS has grown from lesser degree of capacity in various areas to relatively higher level, hence forth aims higher to realise her full potential towards fulfilment.

Security of Inmates is always necessary and calls for total commitment of Staff, the guards while escorting inmates to and from the courts and hospitals, an operation that is carried out, putting into consideration the dignity of human Person. I thank the responsible department for transport under the guidance to have initiated fabricated Inmate carrier vehicles that take care of human dignity in a sense that the occupants are protected from sun, rain and dust, unlike in the past when the capacity in everything was low.



**ACP John KARASIRA**  
DIVISION MANAGER FOR OPERATIONS

Inmate Carrier Vehicle For All Weather

However, the escort duties are so frequent that it requires more Staff

to work in shifts to relieve guards from fatigue which finally in our case resulted into loss of focus and hence desertion and other sorts of indiscipline, this was inherited from the past when the capacity was still low in terms of strength and skills.

Answering the question of shortages in strength and skills that tend to lower the morale of corrections officers due to endurance and much fatigue, recruitment of new Staff has gone through formal processes trained and deployed since 2015 to 2019 and Rwamagana Training School has seen four intakes trained and deployed.

Safety and security of Inmates was achieved when new structures were constructed in the year 2015 RCS to improve safety and security, by constructing new correctional facilities with structures that take into account the International





*X-ray scanner machine at Nyarugenge prison used for detection*



*High wall at Nyarugenge correctional facility with concertina wire around the fence to prevent possibilities of escape*



*Huye new building named "turwubake" block that tends to comply with rule 12 (accommodation) of Mandela rules*

Minimum Standards for Treatment of Prisoners or recognized today as Mandela Rules, despite the ever increasing crime that unfortunately add to overcrowding.

With introduction of new technology, every entrance of all

correctional facilities is installed with walk through Metal detectors, CCTV Cameras and x-ray machine/ Scanner to mention but a few all meant to prevent prohibitions/ Contraband entering into prisons which are in most cases harmful

to life; such materials as knives, ropes, yeast and sugar which when they mix go through fermentation process to make dangerous alcohol.

All the efforts invested have led to the significant reduction in number of Incidents; for example the escape rate dropped from 0.06 % in the year 2010 up to 0.025 % in 2019 so is desertion of Staff and many other issues addressed.

Also in the area of Security and Safety protection of life is given utmost attention; for instance, by March 2021, 79% of Rwandan correctional facilities and Training School will be installed with lightening conductors to reduce the rate of risk around areas so prone to the storms.

On behalf of the Division for operations, I want to thank all the RCS Partners and everyone else who in one way or the other have had a hand in the journey that took RCS to where it is today. However, my special credit goes to the RCS Leadership for the overall achievements. I will nonetheless not forget to mention the decisive appointment of Brig. Gen George Rwigamba and his Deputy.

**"Congratulations for the ten years!"**



# INDANGAGACIRO N'IMYITWARIRE Y'IMFUNGWA N'ABAGORORWA



**CSP Theresa KUBWIMANA**  
DIVISION MANAGER FOR ETHICS & DOCTRINE

Urwego rw'lgihugu rushinzwe Imfungwa n'Abagororwa (RCS) rwashyizweho n'itegeko N°34/2010 ryo kuwa 12 Ugushyingo 2010. Mu rugendo rw'Imyaka icumi RCS imaze ishyira mu bikorwa inshingano yahawe yo kugorora yageze kuri byinshi. Tuboneyeho umwanya wo kwifuriza RCS n'abayobozi bayo isabukuru nziza y'imyaka icumi imaze ivutse.

Mu gushyira mu bikorwa inshingano yahawe, RCS ifite inzego zikora rumwe ku rundi kugirango igere ku ntego. Muri izo nzego harimo urushinzwe kuzamura amahame n'imyitwarire y'abacungagereza rufite inshingano zikurikira:

Kugaragaza no kurinda ikigo ingaruka zaterwa n'imyitwarire mibi

mu kazi;

Gukora ubukangurambaga bugamije gushimangira amategeko n'amabwiriza bigenga umucungagereza w'umwuga mu rwego rwo kumufasha kuzuza inshingano ze neza;

Gukurikirana no gutanga inama ku bikorwa n'imyitwarire bidakwiye umucungagereza w'umwuga;

Gukora no gusesengura ubushakashatsi ku bikorwa bitandukanye;

Guhuza ibikorwa by'inama n'amahugurwa bifasha abacungagereza kunoza imyitwarire kuri Gereza zose no mu ngando za TIG;

Gutanga inama ku bayobozi bakuru ba RCS mu kurushaho kunoza imiyoborere ya za Gereza

Imicungire ya za Gereza igengwa n'amategeko ndetse n'amabwiriza anyuranye atuma abari muri za Gereza bahabwa uburenganzira bwuzuye kandi bakagaragarizwa n'ibyo basabwa gukurikiza igihe bakiri mu gihano cyangwa bategereje kuburanishwa n'inkiko zibifitiye ububasha uhereye kuri dosiye ya buri muntu.

Urwego rw'lgihugu rushinzwe Imfungwa n'Abagororwa rufite amategeko n'amabwiriza ngenderwaho mu gukumira, guhangana no guhana Imfungwa n'Abagororwa bagaragaje imyitwarire inyuranyije n'ayo



mabwiriza muri gereza rushinzwe uko ari cumi n'eshatu(13) harimo n'iy'abatarengeje imyaka 18. Ibikorwa binyuranyije n'amabwiriza yashyizweho bihinduka amakosa, hanyuma ayo makosa akaba afite ibihano

Muri iyi nkuru, murasobanukirwa neza ingamba zashyizweho na RCS mu rwego rwo gukumira, guhangana no guhana imyitwarire mibi igihe igaragaye ku mfungwa n'abagororwa.

Muri iyi gahunda rero hari amategeko, amateka n'amabwiriza ; muri byo hagaragamo ibyo imfungwa n'umugororwa batemerewe gukora kandi babikora bikabaviramo amakosa nayo akabyara igihano gishobora kuba icyo kongerwa ku cyo yarasanganywe cy'igifungo cyangwa icya disipliniline bitewe n'imyitwarire yagaragaje niba iri mu bwoko bw'ikosa cyangwa icyaha

Imfungwa n'abagororwa amategeko n'amabwiririza ababuza;

Gutaha ubukwe, Gushyingirwa, Gushyingura, Gusura ingo zabo, Gukora cyangwa gushyigikira imyigaragambyo, Gukorana cyangwa kwandikira itangazamakuru atabihereye uburenganzira n'ubuyobozi bwa gereza, Gukora inama zitateguwe n'ubuyobozi bwa Gereza, Gukoresha, kunywa ibiyobyabwenge cyangwa ibindi bisindisha, Gukora ubucuruzi ubwo aribwo bwose muri Gereza, Gutunga no gukoresha ibikoresho byitumanaho n'ikoranabuhanga bitagenwe n'ubuyobozi bwa Gereza, Gukubita, kurwana, gukomeretsa no gutukana, Gukora no gukoresha inyandiko mpimbano, Gucika Gereza, Gusuzugura no kurwanya abayobozi ba Gereza, Kurangwa nibikorwa by'ubujura ubwo aribwo bwose, Gukora ubutinganyi, Gutunga ibyuma ibyo aribwo byose, Kwibikaho amafaranga muri Gereza, Gutunga insakazamajwi, insakazamashusho batahawe n'ubuyobozi bwa Gereza, Gukoresha umuriro w'amashanyarazi ibitateganijwe n'ubuyobozi bwa Gereza, Kwangiza ibikoresho bya Gereza, Gukora no kwamamaza

ibikorwa bya politiki igihe cyose ukiri muri Gereza, Gukora imibonano mpuzabitsina.

Imfungwa n'umugororwa amabwiriza n'amategeko abategeka;

Kubahiriza amategeko yose igihugu kigenderaho, Kubahiriza amabwiriza abagenga muri Gereza, Kudakwirakwiza amacakubiri n'ingengabitekerezo ya Jenocide, Kudateza umwuka mubi n'ubwigomeke, Kugira uruhare mu kubungabunga umutekano we

bimugabanyiriza amahirwe yo kwemererwa ifungurwa ry'agateganyo ry'uwakatiwe riteganywa mu mategeko ahana ibyaha y'u Rwanda.

Amategeko n'amabwiriza yashyizweho n'Urwego rw'Igihugu rushinzwe Imfungwa n'Abagororwa arufasha gushyira mu bikorwa inshingano nyamukuru rwahawe yo kugorora hitabwa ku ngamba yo gufasha abafunzwe kwirinda ibyaha no gukumira ko bazabisubiramo

***Urwego rw'Igihugu rushinzwe Imfungwa n'Abagororwa rufite amategeko n'amabwiriza ngenderwaho mu gukumira, guhangana no guhana Imfungwa n'Abagororwa bagaragaje imyitwarire inyuranyije n'ayo mabwiriza muri gereza rushinzwe uko ari cumi n'eshatu(13) harimo niyabatarageza imyaka 18.***

n'ua bagenzi be, Kugira imyitwarire myiza, Kugira isuku muri byose.

Imfungwa n'abagororwa banyuranyije n'ibi byavuzwe bahabwa ibihano bitangwa n'ubuyobozi bwa gereza bubanje kubaha umwanya wo kwisobanura. Ibihano biteganijwe n'amabwiriza biza mu byiciro bikurikira:

Kwihanangirizwa mu magambo, Kwihanangirizwa mu nyandiko ishyingirwa muri dosiye ye, Guhagarikirwa isura bitarenze inshuro eshanu, Gushyirwa mu gifungo cya wenyine (cachot) mu gihe cy'iminsi cumi n'itanu (15) ishobora kongerwa, Kwimurirwa mu yindi Gereza by'igihano, Ibyaha n'ibihano umugororwa yahawe

igihe bazasubira mu muryango. Turashishikariza abafite ababo bafunzwe kutaba intandaro yo kubagusha mu makosa cyane cyane iyo bagerageza kubazanira ibintu bitemewe igihe babasuye.

Hashyizweho kandi amategeko n'amabwiriza agenga imyitwarire y'abacungagereza bashinzwe kureba no kubahiriza imyitwarire y'imfungwa n'abagororwa mu bikorwa bya buri muni.

Isabukuru nziza ku ikipe yose ya RCS; dukomeza kubahiriza uburenganzira bw'umuntu ufunzwe no kurushaho kumutegura gusura mu muryango yarahinduye imyumvire n'imyitwarire bizamufasha kutongera kugongana n'amategeko.

# THE EVOLUTION AND GROWTH OF TRANSPORTATION SERVICES

**O**n the occasion of the 10th Anniversary of Rwanda Correctional Service, the entire staff of the Division of Logistics is pleased to extend to you and to the whole staff of the Service our warmest congratulations and best wishes.

Its establishment in November 2010 through the merger of the former National Prisons Service (NPS) and the Executive Secretariat of National Committee of Community Services as an alternative penalty to imprisonment (TIG), great strides have been made to strengthen its functions.

Logistics is one of the seven divisions that make up RCS. It is responsible for planning, coordinating, and monitoring logistics operations such as warehousing, inventory, transportation, and supply chain processes.

Rwanda Correctional Service in general, and logistics division in particular, has the daily responsibility of transporting inmates to and from other prisons, medical appointments and court appearances while ensuring the safety and security of the inmates being transported.

The transporting and escorting correctional officers and the general public. These operations call for adequate and fully equipped vehicles and professionally trained correctional officers in areas such as escorting that in most cases needs full time availability. RCS inherited from former National prisons service inadequate vehicles that were in poor state and not suitable for the safe, secure and humane



**ACP Camille GATETE**  
LOGISTICS DIVISION MANAGER & PATRIMONY/RCS

*These operations call for adequate and fully equipped vehicles and professionally trained correctional officers in areas such as escorting that in most cases needs full time availability*

transportation of inmates and other administrative operations of the Service. To this end, the Service has for the last ten years strengthened

its transport unit by acquiring appropriate operational vehicles for both transportation of inmates and other administrative operations.



*New mode of inmates' transportation*

*Other administrative & operations transportation facilities*



*Vehicles (Pickups & Jeeps) for operations and administration*



*Light trucks serving as inmates van*



*Water tank supplying in case of water crisis*



*Tipper to enable RCS construction works*

Another field of success is environmental protection.

Subsequent to Government's determination to gradually offset

the use of firewood and charcoal in line with its energy and environment policies, the Rwanda Correctional Service (RCS) has stepped forward to promote the use of biogas and

briquettes, among other renewable energy sources. To date, 11 out of 13 prisons use biomass and biogas energies for cooking instead of wood fuel.

# THE RCS PARTNERSHIP AND COLLABORATION FRAMEWORK

First and foremost, let me extend my congratulatory message to the RCS leadership, the staff, partners (both local and international) as well as stakeholders who have tirelessly worked hard towards achieving RCS core responsibilities and duties during the last ten years of existence, hence giving a reason to celebrate today. In this article a description on the contribution and roles played by different partners and stakeholders for the last ten years in partnership with Rwanda Correctional Service will be explored.

Rwanda Correctional Service on a wide range has partnered with various institutions, agencies and organizations such as Government based agencies and Ministries, Criminal Justice agencies, the general Public, Faith-Based Organizations, Civil Society Organizations (CSOs), Regional and International organizations, Non-governmental organization(NGO's). RCS also recognizes the prison inmates as its core partners in fulfilling its mandate and mission. Through this existing partnership, it has been remarked and noticed



**SP Alex MUGISHA**  
**DIRECTOR OF COOPERATION AND PEACE SUPPORT OPERATIONS**

that the job well done has led to the transformation of most lives in Rwandan communities and prisons through different Programs such as Peace Building and reconciliation, psychosocial healing and reintegration, Restorative Justice,

Human rights promotion and legal Aid, Spiritual resilience and Socio-economic empowerment.

For example, in 2019, In conjunction with some faith based organizations, NGO's, local leaders and specifically through the National Unity and Reconciliation Commission, there was community and prison outreach programs in areas for example in Bugesera and Rubavu prisons which focused in reconciling the communities and supporting reintegration of ex-prisoners, facilitating restorative dialogues among genocide perpetrators and genocide survivors and fostering spiritual resilience. The partnership has also extremely been witnessed in the provision of legal aid assistance through for example Rwanda Bar association and lawyers of hope



*Hon. Rucagu Boniface, CP Kabanda John Bosco, Bishop John Rucyahana, and Mayor of Bugesera Mutabazi Richard and other leaders participated in the community reconciliation event, in Bugesera District, Photo 2019*



Rwanda who have tirelessly worked hard in many prisons to extend that service that has led to many receive the required justice and on time. Other areas of cooperation are in capacity building for both RCS Staff and prison inmates, supporting the initiatives of the RCS leadership in rehabilitation and correction of prison inmates and provision of counseling services.



*Through partnership, Public confessions have brought a significant impact in the process of restoring Rwandan social fabric between the perpetrators and the victims.*

At the regional and International scene, Rwanda Correctional Service through its strategy of enhancing partnership in the region, in October 2012 it officially became a member of the African Correctional Services Association (ACSA) during its 2nd Biennial conference that was held in Kampala, Uganda. The association was established to provide a platform for a unified voice in efforts to address massive challenges facing Corrections/prisons systems in Africa including Rwanda with a defined constitution. It has the mission to pave the way for Corrections in the Sub-Region and Africa to continually deliver in accordance with both the dynamics of professional requirements and the obtaining of socio-economic and cultural conditions in Africa. The vision of ACSA is to become the front runners and nucleus of Correctional professional development on the African Continent and one of the leading Correctional development organizations in the world of which Rwanda Correctional Service benefits too. After five years of membership, Rwanda was privileged to host the 4th Biennial Conference at Kigali Convention Center in May 2017 from where, Mozambique was elected the Chair and Rwanda as the Vice chair till to date.



*By partnering with other agencies and organizations, inmates are able to receive Socio-therapy/Group therapy sessions at the prisons. Photo 2019 at one of the correctional facilities.*

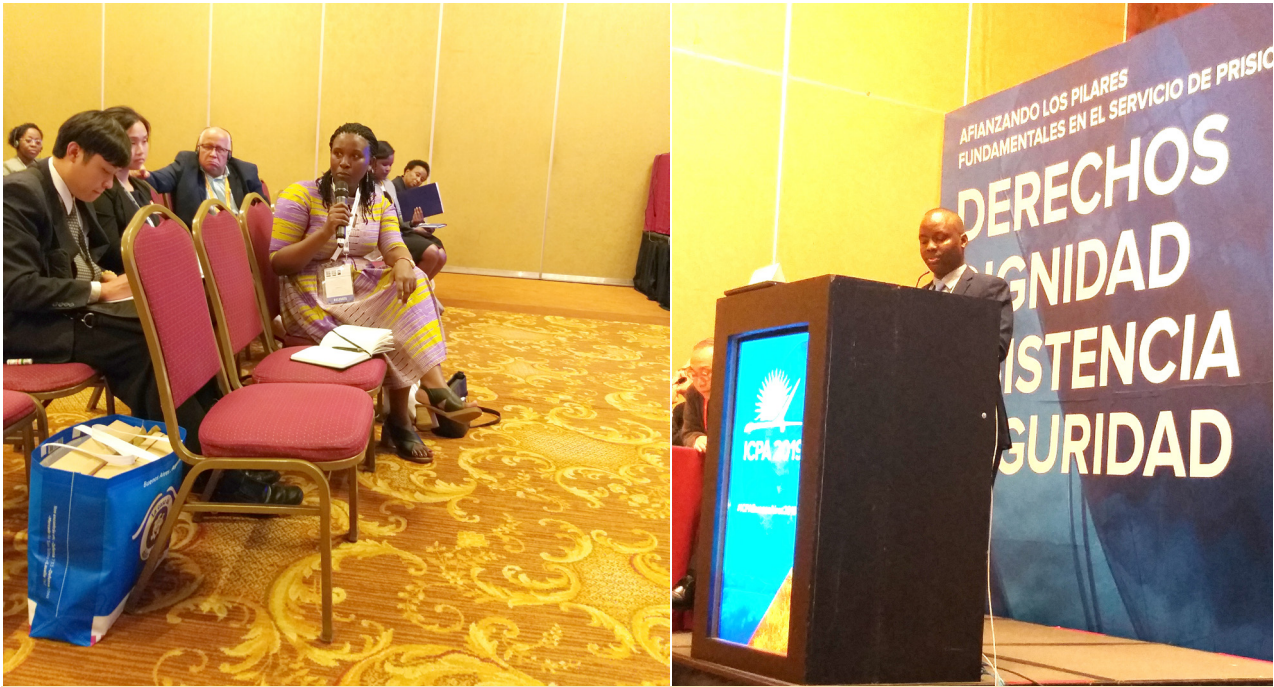
Similarly, RCS has been having a good partnership with the International Corrections and Prisons Association (ICPA) since 2010 until now, through this RCS has been able to join other members during different meetings and forums in having a common mission to promote and share ethical and effective correctional practices to

enhance public safety and healthier communities worldwide. This prevailing partnership led Rwanda to be the second country after Namibia on the African continent to be given the opportunity to be the one to host the 23rd ICPA Annual General Meeting and Conference come October 2022.

Rwanda Correctional Service appreciates the recognized dedication and commitment seen by its local partners, NGO's and stakeholders with the aim to correcting and rehabilitating of prison inmates as the primary beneficiaries of all the RCS programs and initiatives. We also



*During the Human rights and Legal advice awareness campaigns, inmates are also involved as one of the core partners/stakeholders and beneficiaries of RCS programs.*



RCS Officials( Deputy Commissioner General-DCGP Jeanne Chantal UJENEZA and the Director of Cooperation and PSO-SP Alex MUGISHA) during their presentation and sharing session on Rwandan experiences of "Community based health care insurance for all prisoners"of which most participants expressed the desire to come to Rwanda and learn more about the scheme. This was during the 21st ICPA Annual General Meeting (AGM) and conference held in Buenos Aires – Argentina in October 2019.

appreciate governmental agencies for their continued collaboration including the Ministry of Justice, Ministry of Finance, Ministry of Local Government, Ministry of Gender and Family Promotion, Ministry of Health, National Unity and Reconciliation Commission, National Commission for Children, National Commission for Human Rights, Rwanda defense

forces, Rwanda National Police, National Public Prosecution Authority and Rwanda Investigation Bureau among others.

Kindly know that we truly understand that our success would not have been possible in these last ten years without your efforts, your valued advice, and staying by

our side throughout our journey. We hope that our partnership will keep developing as we strive to restore the Rwandan social fabric and resilience of the people we serve. May the Almighty God continue to be upon you all.

"TOGETHER WE CAN PROSPER"!



Former Rwandan Prime Minister RT. Hon Anastase Murekezi addresses delegates while opening the fourth biennial conference of African Correctional Services Association in May 2017. (Source: The new times Rwanda).

# GENDER IN CORRECTIONS

On behalf of RCS Gender Mainstreaming Department, we congratulate the dedication and guidance that is full of wisdom and patriotism of RCS leaders in these last ten years. Special thanks go to Commissioner General George RWIGAMBA and his work for the last five years for being a gender sensitive leader. It is admirable how you consider Gender as an important factor in the development of Rwanda Correctional service. We appreciate your leadership in promoting gender equality and preventing gender based violence (GBV) within our institution.

RCS leadership has strong commitment to promote gender equality and empowerment of women within the Service to ensure equal rights between men and women for both inmates and RCS personnel. This is done in reference to the Constitution of the Republic of Rwanda of 2003 as revised in 2015, and through ratification of different International Conventions promoting gender equality and empowerment of women. These conventions include the Convention on Elimination of All Forms of Discrimination against Women (CEDAW), the Bangkok rules, the Beijing Declaration and Platform for Action (BPfA) and the Sustainable Development Goals (SDGs), especially Goal 5 and the National Strategy for Transformation (NST1).

The Service has made remarkable progress in gender equality in recent years from 2010 up to day. As a result of this progress, in 2020 women represented 22% of the total number of employees as compared to 16% ten years ago. The institution has put in place measures and strategies to continue promoting gender equality and preventing GBV in prisons. For example, elaboration of RCS gender mainstreaming strategy and its implementation plan,



**SSP Francine ABAKUNDIMANA**  
DIRECTOR OF GENDER & ANTI GBV-RCS

gender sensitivity in recruitment process, etc. The institution pledged to reach a quota of 30% of women representative in decision making positions within the next few years.

This progress is marked by different achievements, including but not limited to the following:

Establishment of the department of Gender mainstreaming since 2016 Sustained prison infrastructure development for women prisons or women wings in mixed prisons,

Initiated Mentorship program to educate RCS personnel on the concept/ principles of gender and Gender Based Violence (GBV) prevention, Continuous trainings and dialogues on gender concepts and GBV prevention Umugoroba w'ababyeyi (Parents evening Forum) has been introduced in corrections where inmates share insights and experience on education of children especially on reproductive health and family planning, Gender sensitive





*Celebration of IWD at Muhanga correctional facility in 2019*



*Celebration of IWD at Ngoma correctional facility in 2020*

facilities are provided especially for women inmates, e.g hygienic material. Adequately equipped Early Childhood Development Centres have been built in all correctional

facilities that accommodate women. In the spirit of rehabilitation towards social reintegration, women inmates celebrate the International Women Day.

In the line with women empowerment, Women correctional officers participate in United Nations peacekeeping Support Operations Mission (UN Missions) for contributing to ensure compliance with International Standards for the human treatment of Prisoners.

Women Correctional Officers together with their male colleagues attend various trainings in career courses (NCO's, Junior & Senior command courses) for capacity building development towards professionalism and building self-confidence.

RCS Organizes annual gender mainstreaming conference, to discuss the remaining gender mainstreaming gaps in relation to the institutional mandate.

Training and rising awareness to fight against Gender Based Violence in prisons has positive impact to change inmates' attitudes, behaviors and cultural beliefs. It's contributing therefore to the rehabilitation towards reintegration and socialization of inmates in the society after release.



*Women correctional officer during the annual gender mainstreaming conference 2019.*



*Women correctional officers attending RCS women convention in 2018.*



*Inmates attending training on Gender and GBV Prevention at Huye correctional facility, in 2020*



# THE STATE OF HEALTH CARE SERVICES IN DETENTION FACILITIES

I have great honor to congratulate the Rwanda Correctional Service (RCS) for its tenth anniversary providing correctional services to the population of Rwanda. As we celebrate this anniversary, I commend the leadership of RCS that chose the correctional philosophy, which believes that an offender can undergo rehabilitation process, and becomes a law-abiding citizen over punishment philosophy, which posits that an offender must just be punished. This paradigm shift of prison management has led to achievements in terms of promoting the health of inmates that RCS attained in the last ten years.

Healthcare is a well-recognized universal human right. This also applies to people deprived of liberty. As required by international standards and supported by the national laws, all inmates should have access to the health services available in the community without discrimination on the grounds of their legal situation (equivalence of care). Therefore, prison authorities have the responsibility to promote the physical and mental health and wellbeing of inmates in close partnership with national health authorities.

Initially, healthcare to prisoners was challenging whereby the prison had a small infirmary run by one nurse who provided just nursing care and much of treatment was done outside the prison and it was very expensive to RCS.

To address the health challenges that inmates faced, a public health approach was used that tackled underlying determinants of health such as accommodation, environment, physical activity,

potable drinking water etc. For better coordination, RCS established a medical services division with the overall responsibility to coordinate, plan, design, implement and evaluate all health related activities in RCS.

From this ground, Rwanda Correctional Service has achieved a lot. In provision of primary healthcare, RCS built a health facility at each prison, and currently all 13 correctional health facilities are operating at a level of health centre whereby they provide curative, preventive and promotional services to all inmates free of charge. At this level, the prison health facilities are

equipped with essential medical equipment and laboratories that carry out medical tests permissible at Health centre level.

Another achievement is accessibility to medical services. Generally, when a prisoner feels sick, they immediately go to the health centre within their respective prison, and prison health staff administers health services. When they have a complicated illness, which cannot be treated at prison health facility, they are automatically transferred through the Rwandan Healthcare transfer system for better management. It is worthy to note that from health centers to referral hospitals all



**SP NIYINDORA Theoneste**  
ACTING DIVISION MANAGER FOR MEDICAL SERVICES



service fees are catered for by RCS and it is done through enrollment of all prisoners to the community-based health insurance (Mituelle).

The quality of health care is an essential standard in the provision of healthcare to inmates. This is why RCS has recruited qualified health staff and provides specialized training to address the specificity of the most prevalent sicknesses in prisons.

In addition, the District Hospitals and the Rwanda Biomedical Centre (RBC) regularly supervise healthcare services technically and clinically. Within this spirit for healthcare quality improvement the Medical services division periodically conducts health needs assessments to identify gaps and provide recommendations for policy actions.

In the last ten years, RCS managed to prevent communicable diseases, such as measles, viral hepatitis, through vaccination and have put in place preventive measures at each correctional facility to protect the health of both inmates and staff. All new inmates are screened at entry to make sure they do not bring communicable diseases that can be further spread to other prisoners.

Here if anyone has the symptoms of any contagious disease, they are automatically isolated and treated before they are allowed to go to live with others. In this line, vaccinations against communicable diseases such as measles, hepatitis are also administered to inmates.

In order to help prisoners live a responsible life, with an aim to prevent both communicable and non-communicable diseases, they are regularly educated through what is known as information education communication sessions and this helps them to adopt healthy life styles. This is very important because health beliefs are determinants of health and therefore, as health

knowledge increases, prisoners develop healthy life styles and have better health outcomes.

Since prison health is public health, RCS has been ensuring that no inmate is released with a contagious disease that can be spread in the community. As we guarantee that new inmates who enter prisons while on treatment will continue that treatment until they get well, we also ensure that

African Republic to assist the local authorities to improve the health of inmates.

In conclusion, in the last ten years, RCS has achieved a lot in promoting the physical and mental health and wellbeing of prisoners.

The basic health infrastructure was put in place, medical equipment are in place as well as health staff. All inmates are enrolled into the community based health insurance

*healthcare to prisoners was challenging whereby the prison had a small infirmary run by one nurse who provided just nursing care and much of treatment was done outside the prison and it was very expensive to RCS.*

a prisoner who is on treatment and is released should continue to receive treatment outside the prison (continuity of care). Here there is a strong collaboration with the ministry of Health and its affiliated institutions to succeed.

From experience RCS has acquired in improving health of prisoners, it has gained credibility and recently a medical doctor has been seconded to a UN mission in Central

and healthcare is free of charge from the lowest to highest level of care through the Rwanda health transfer system. We have achieved a lot but we also have a long way to go. We are committed to continue to provide quality healthcare to inmates in our way to release a healthy transformed law-abiding citizen.

**Once again, Happy tenth anniversary.**

# THE IMPACT OF CORRECTIONAL OFFICERS' PARTICIPATION IN PEACE SUPPORT OPERATIONS

This is to deeply send our congratulatory message to the entire RCS family, stakeholders/partners both locally and internationally upon this milestone that Rwanda Correctional Service is celebrating today. On our part as the directorate of cooperation and peace support operations, we would like to first let you know that the essence of peace support missions is designed to undertake a range of civilian and military tasks, including the maintenance of public order, policing, mentoring of security forces, infrastructure reconstruction and national reconciliation. The first goal of peace support is the achievement of negative peace.

This led to the establishment of the Justice and Corrections Service component in 2003 under the Peace Keeping Operations (PKO) with the mandate to support in the implementation of rule of law, justice and corrections mandates of United Nations peacekeeping operations, assist in strengthening the rule of law as well as Justice and Corrections Standing Capacity. Looking also in the framework of the 2030 Agenda, the building of peaceful and just societies (Sustainable Development Goal - SDG 16) is underpinned as one of the 17 goals that will guide all future actions linked to the design and implementation of development activities under the UN framework. This has taken a note and in recent years, the (re-)establishment of criminal justice systems which prisons are among has become a priority for the international community in its efforts to assist transitional and post-conflict societies in re-establishing the rule of law.



**SP Alex MUGISHA**  
**DIRECTOR OF COOPERATION AND PEACE SUPPORT OPERATIONS RWANDA CORRECTIONAL SERVICE**

Through this, Rwanda being among the contributing countries for the corrections officers to serve under the different United Nations Missions in the World who are referred to as Government Provided Personnel(GPPs), in 2010 Rwanda started seconding corrections officers to serve as government provided personnel in different UN Missions with the first being MINUSTAH(Haiti).

This number since then drastically increased in other different UN Missions such as MINUSCA, UNMISS, UNAMID, UNSMIL and UNOCI whereby close to one hundred and thirteen (113) among them eighty-seven (87) being male corrections officers and twenty-six (26) being

female corrections officers.

As a requirement Correctional officers selected for service in a United Nations peace keeping missions should have the knowledge and skills required by DPKO for service in United Nations and Rwanda Correctional service does this through its training school in Rwamagana district or through partnership with Sweden under what we call" UN-PriPoc training".

Thanks to Rwanda with a visionary leadership that has given hope to corrections officers to serve in different UN peace support Missions especially encouragement and promoting women corrections officers to serve too in different UN peace keeping operations as



Picture showing one of the first RCS Officers to be deployed in HAITI together with former Rwanda Police attaché in New York and the then RNP Contingent Commander in Haiti in 2012.

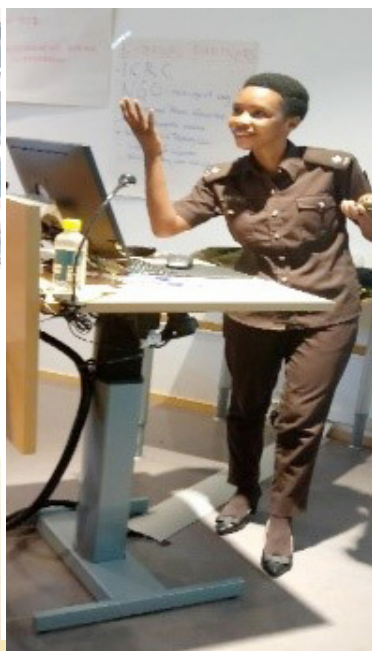


The first team of RCS Officers to be deployed in MINUSCA together with others from other Countries preparing to start their daily duties (photo 2014).

an Opportunity to demonstrate their contribution to bringing peace and security to such post-conflict countries as well as uplifting the country's image in the global peace and security desire.

Rwanda Correctional Officers in different United Nations Peace Keeping operations have excellently contributed with passion to the strengthening on the capacity of national institutions in terms of justice, law reinforcement, fight against impunity and illegal detention. They do this through supporting the registrars to update the prisons data, Classification and updating of the various records including prisoners' files. They advise the prison authorities to the respect of prisoners' rights in accordance with the minimum standard rules of treatment of prisoners. Through the Justice and Corrections Section, Rwandan Corrections Officers have highly played a great role in partnership with local authorities in recruitment and trainings of prison guards, as well as carrying out various on job trainings.

Furthermore, the Rwandan Correctional Officers have helped in improving a suitable psycho-social environment among detainees, support the alphabetization



RCS Officer (AIP Shadia KAYIRANGWA) together with other participants from other countries during a UN Pre-deployment training in SWEDEN (Photos:2019)





RCS Women Corrections Officers that were first deployed in HATTI. (Photo 2012)

program. For example, in the Central African prisons which have got an inter religion and ethnic conflict that led to spiritual and physical violence so far, the problem is now none existing. Other areas of achievement go to advising and supporting the correction authorities to the respect of discipline and internal rules, the monitoring of the various movements of detainees (escorts, chores, extractions), search techniques, use of force in correctional facilities, incident management, Strengthening the technical and professional capacities of national partners in terms of security. This has reduced the escapes cases in different correctional facilities and various incidents have been managed successfully.

By serving in these different UN Peace keeping missions, RCS officers have been able to gain varsity experiences and skills at the international level which even when back at home they are able to perform smartly and professionally as required by the law that governs the institution. They have been also able to improve on their welfare status including social development



One of the RCS Officer (SP A MUGISHA) carrying out Capacity building to Sudan Prisons Officers in Darfur (Photo:2015)

with their families and hence leading to better life living in their communities of stay. This has made such officers to be recognized by being awarded UN Medals.

Finally, as defined by the United Nations, the rule of law is fundamental to international peace and security and political stability with the aim to achieve economic and social progress and development; and to protect people's rights and fundamental freedoms. It is foundational to people's access to public services, curbing corruption,

restraining the abuse of power, and to establishing the social contract between people and the state. Rule of law and development are strongly interlinked, and strengthened rule of law-based society should be considered as an outcome of the 2030 Agenda and Sustainable Development Goals (SDGs).

Long live Rwanda, Long live RCS in order to achieve all the mentioned!

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Some of the RCS Officers being recognized and decorated with UN Medals in MINUSCA & UNMISS. (Photo 2019)



# INFORMATION AND COMMUNICATION TECHNOLOGY IN CORRECTIONS MANAGEMENT



**Mrs. Chantal BWANAKWELI**  
DIRECTOR OF ICT/RCS

On behalf of ICT Department, we congratulate our Commissioner General for his commendable lead and hardworking in these last ten years.

We say a big Congratulation for this 10th anniversary of hard work and so much achievement. “It’s really admirable how you always see projects through from conception to completion.” We appreciate your lead and wish that we had more leaders like you. Thank you for setting such a wonderful example, and please

accept our deepest thanks.

We are living in the era of massive influence of the Information and Communication Technologies (ICT) on society. ICT has become an enabler of effective work in modern office environment. The RCS (Rwanda Correctional services) has not left behind. Its main objective is to reeducate and rehabilitate inmates for their reintegration into the society.

In Rwanda Correctional Services,

ICT covers all forms of Computer and Communications equipment as well as the software used to create, store, transmit, receive and interpret information in its various formats.

In RCS, ICT was initiated in the year 2000 and developed progressively. However, the current application, software and communication means are implemented recently.

In the last ten years significant changes happened in RCS thanks to the use of ICT. We cannot ignore



that before everything including all administration and management services was paper based. Most of key management functions like payroll, staff leave, logistics, procurement and finance processes were manually carried out.

The increasing use of ICT is an important aspect in addressing the needs of the prison officers. New technologies have also proved helpful in reducing costs and improving the effectiveness in achieving institutions' mission.

The wider implementation of ICTs in Correctional Facilities helped to increase the level of security for the Correctional officers and inmates. The Correctional Facility system brings various technological solutions like CCTV camera systems to challenge a persistent issue of security and safety.

It is in this regards that RCS in its long journey started developing and integrating its developed systems with the government-initiated systems. In 2012 RCS started using Prison Watch system which was a standalone system installed and operated in each correctional facility. Prison Watch was later replaced by IECMS (Integrated Electronic Case Management System) which currently allows sharing information between Justice Sector Institutions.

Before the year 2012, there was no easy way to communicate between correctional staff. Communication between staff of RCS HQ and Correctional facilities was enhanced with the CUG (Closed User Group) system that started with 18 CUG numbers. Now we extended to more than 650 CUG numbers.

RCS benefits also from Government initiatives and systems such as IPPS - Rwanda Civil Service Recruitment Portal and UMUCYO for Public Procurement and Contract management. RCS Head Quarters and Correctional Facilities are connected to the Fiber Optic, a high-speed connectivity. So much have been done in this 10-year period.

***Managing inmates' files has always been a challenge for correctional officers. Now with the IECMS system, the issue is solved at all Correctional Facilities. Currently inmates are using Internet facilities to appeal to the Court, and all other tasks related to their life in prisons.***

The public and the prisoners benefit from the continued use of ICT in Correctional Facilities. Its influence could be seen beyond the prison institutions.

Ten years before there were no communication ways to ensure the interaction of inmate with their friends, family member and their lawyers other than physical visit

which always done once a week when possible. As said above, this can contribute to rehabilitation of inmate after release. Hearing the voice of family member or friend can have a great impact and an emotional effect on the behavior of inmate and help him/her to finish well his/her sentence.

To contribute on this recently, RCS started the use of telephone to help inmates to communicate with their friends, family member and their lawyers; soon will look on how to use other methods such as video call to benefice of inmates etc.

Managing inmates' files has always been a challenge for correctional officers. Now with the IECMS system, the issue is solved at all Correctional Facilities. Currently inmates are using Internet facilities to appeal to the Court, and all other tasks related to their life in prisons. RCS benefited from this as IECMS allows the institution to save for fuel consumption and head counts required to transport inmates to various court locations.

The introduction of VC (Video Conferencing) helped a lot RCS and other justice Sectors. Now there is no needs to be physically present in the court room for the appeal, inmates use VC or other computer software's and application such as Skype to interact with the court.

Now considering the growing importance of ICT in society, inmates will have the chance to use ICT for education and training purposes (E-learning) not only for the children of Nyagatare Rehabilitation Center. E-learning can give inmates – online or offline – access to learning material from general schools, vocational training schools or colleges. In addition, central examination facilities, which can be reached via secure internet channels, should be used by inmates to obtain degrees which are widely acknowledged by employers and this very soon will happen in all RCS Correctional facilities.



# QUALITIES OF A CORRECTIONAL OFFICER

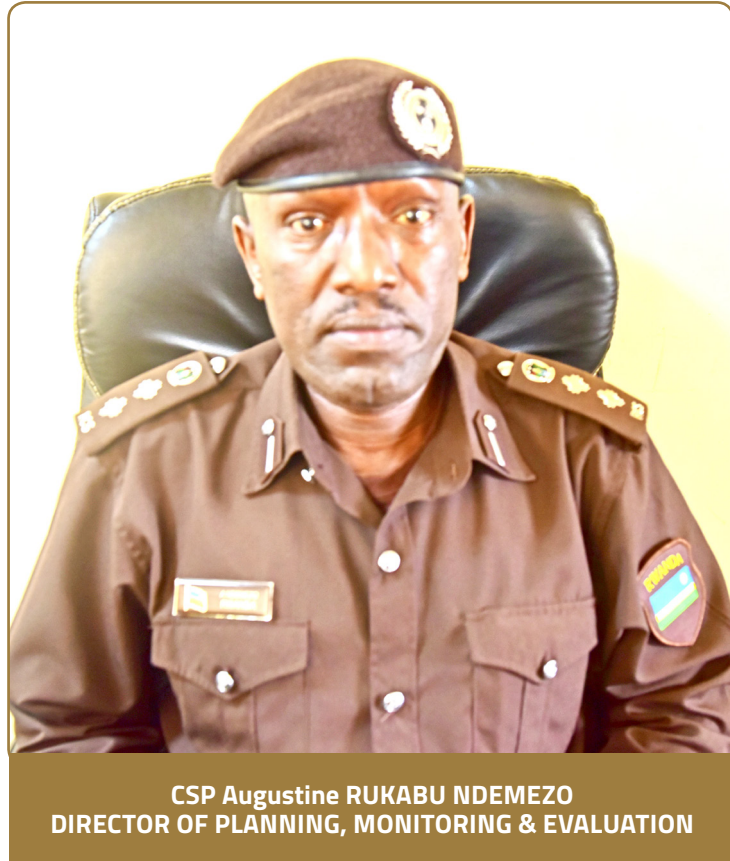
Working in prison requires a unique combination of personal qualities and technical skills. Corrections staff need personal qualities which enable them to deal with all inmates including the difficult and the dangerous in an even-handed, humane and just manner. This means that there should be strict recruitment and selection processes so that only persons with the right qualities are taken into the Service.

Correctional officers are responsible for the security, supervision, training and rehabilitation of people sent to prison by the courts. In addition to their custodial duties, correctional officers must establish and maintain positive working relationships with prisoners, balancing authority with a large amount of understanding and compassion in order to effect rehabilitation. This includes motivating prisoners to do what is best for themselves and others around them within a safe and healthy environment.

Therefore, serving your country as a correctional officer is a demanding task that requires the right mindset. If you are considering a career as a correctional officer, cultivating certain personality traits can help you succeed. Such qualities include the following:

**Self-discipline:** Correctional officers must control their emotions when confronted with hostile situations. They must be able to fight their laziness, their self-doubt, their temptation and focusing on long term rewards instead of short term comforts or gains. They must be able to exercise self-control and direction in order to accomplish the task.

**Professionalism:** A successful



CSP Augustine RUKABU NDEMEZO  
DIRECTOR OF PLANNING, MONITORING & EVALUATION

correctional officer is expected to be a mentor for his/her subordinates and inmates and demonstrate what is considered appropriate behavior. Some inmates and indeed your peers and subordinates will learn valuable life lessons from your example, while others may not. Those who make positive changes in their behavior will be clear evidence you influenced them by displaying good character.

**Observational Skills:** Keeping an eye out for security breaches is a major part of a correctional officer skills and qualities. Correctional officers must constantly be on the lookout for contraband and illegal behavior among inmates and be able to quickly tell when something just isn't right. Correctional officers must know how prisoners create

contraband and what it looks like to ensure their own safety, as well as that of the inmate population and the general public.

**Respectful:** Treating all people (staff and inmates) with respect, dignity and fairness for a safer, secure and healthy working environment that promotes engagement, openness and transparency should characterise every correctional office. Respect is one of the most important traits in the workplace as it allows you and your team to work together to accomplish the institution's goals. As a successful correctional officer, you must respect your workmates and clients so as to receive respect from them.

**Integrity:** A correctional officer should be honest and truthful in his/



*Corrections service staff are expected to meet high standards of professional and personal conduct in order to deliver the institution vision, mission and values.*

her actions by adhering to high moral principles, beliefs and professional standards and values. A successful correctional officer is that one who does the right thing, during the right time, to the right people for the right reason even though there is nobody watching him/her.

**Loyalty:** An upright correctional officer is that one who demonstrates commitment and dedication to his/her country, institution and to each other.

**Decision-Making & Accountability:** Apart from visionary, a correctional officer should have the ability to take the right decision at the right time as the decisions taken hurriedly will have a profound impact on the prison community. A correctional officer should therefore think long and hard before taking a decision but once the decision is taken, he/she should stand by it. A successful correctional officer therefore, is that one who is willing and ready to take responsibility for his/her own actions.

**Communication Skills:** Guarding

inmates requires strong oral and written communication skills. Providing clear instructions, answers and information is required in a variety of situations, from negotiating with inmates to effectively peacefully resolving a potential crisis. A successful correctional officer must be a good communicator.

**Ability to work under Stress:** Working as a correctional officer can sometimes be stressful. It's easy to feel overwhelmed each day of work. However, breaking under stress can lead to bad decisions with potentially life-threatening consequences. Prison facilities require the dedicated work of correctional officers to maintain order and efficiency. Working as a correctional officer is often a fulfilling job, but developing some key personality traits can help make the job a smoother experience for you.

**Excellent Personal Ethics:** Working in corrections requires that you have a strong inner sense of right and wrong. Being in a position of power

involves public trust, but abusing that trust can have devastating consequences, not only the people you serve but for your own career and the image of your institution as well.

Therefore, as a successful correctional officer, you need a well-developed sense of ethics to succeed in correctional services. Dealing with a criminal population every day can expose you to more situations that will test your sense of right and wrong. Your actions will come under a lot of scrutiny, so it's essential that you always do the right things.

Corrections service staff are expected to meet high standards of professional and personal conduct in order to deliver the institution vision, mission and values.

Therefore, correctional officers must carry out their duties loyally, conscientiously, honestly and with integrity. They must be courteous, reasonable and fair in their dealings and judgments with all offenders, colleagues and the general public. They must treat people with decency and respect.

# THE IMAGE OF RCS IN THE PUBLIC EYES

During the last ten years of RCS, it is a time to reflect on our growth and endeavors to work hard. Many achievements and accomplishments have been made and these have been reflected in the articles mentioned before.

The public relation and communication office has tremendously ensured that there is promotion of RCS mission, vision and core Values of the service, maintenance and sustainability of the Service's relationship with other agencies and the general public, Liaise with local press for coverage of Service functions, coordinate and organize annual press conferences and take action on relevant inquiries and issues in consultation with the Commissioner General, To monitor and analyze the internal and international news and share all the relevant information deemed necessary to the public.

Our institution 'Rwanda Correction Services' aims at drawing closer to its vision of becoming a leading public institution in Justice, Correction, Safety and Production. Here I emphasize on our Vision as an organization. Which spells

out what we must achieve in the time frame and strategies. To achieve this more, there are weekly broadcasted programs(GOROROKA) on either public or private radios and televisions that normally focus on all the four pillars being justice, correction. safety and production.

The strategic plan has been for clarity and our shared understanding. We should be clear on what must be done and focus our energy and resources to achieve our aims in the most effective and efficient way for the good of our beneficiaries and the public at large.

The need for focused action, resources and energy are aligned to achieve the goals in this strategy and specifically Communication in this regard is necessary in order to provide leadership at all levels of staff allowing as well as them to do monitoring and judging of performance geared towards accomplishing the communication strategy.

"To serve and not to be served into" has been the way of mankind. Hence, let us make hospitality as our organizational culture.



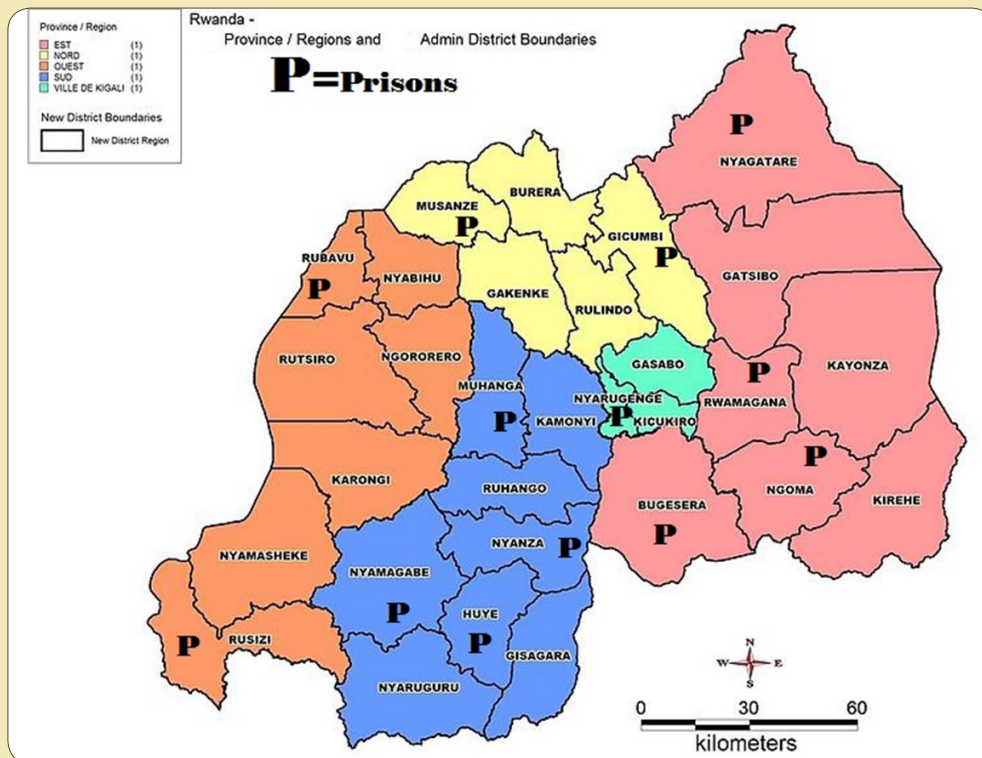
**SSP Pelly Uwera GAKWAYA**  
**DIRECTOR OF PUBLIC RELATIONS AND COMMUNICATION**



**Annual Press Conference 2020**



4<sup>th</sup> RCS Senior Leadership Retreat held at La Pallise Hotel-Nyamata from 4<sup>th</sup>-6<sup>th</sup> June 2019.



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