



ICPA
International Corrections and Prisons Association
for the Advancement of Professional Corrections
Staff Training and Development Committee
PROPOSAL

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To: Salim Mugisha, Director of Operations, Rwanda Correctional Service
From: Gary Hill, Director Staff Training and Development
Subject: Proposal to provide a pro-active joint venture on developing a basic training program.
Date: 29 December 2015

The following is a suggested method to provide help as Rwanda's corrections system continues to develop or enhances its own basic training program (including lesson plans and training material) for entry-level officers. Mid and upper level management training and specialized training, though important, is not covered in this document though would also be considered. Information on those subjects will be provided to the nation if desired.

The ICPA Staff Training and Development Committee (STDC), through its Chair, offers the following collaborative service.

Process:

1. The corrections administration of the Rwanda would select three correctional employees who will work with the STDC in writing the basic training manual and material. They would serve as the corrections training team (CTT). Though we would make suggestions, the CTT would be the project leaders. It is usually better that the members of the team have line-level correctional experience and the ability to teach others – part of our work will be to identify potential correctional trainers. Trainers who have served as correction officers are often in a better position to answer practical questions and to understand what types of information should be included in basic officer training.
2. The corrections administration would provide us, prior to our coming, if they are available
 - a. English copies of constitution
 - b. English copies of laws related to prisons
 - c. English copies of prison orders, procedures, etc.
 - i. Note: if English copies of some of the above are not available the material could be provided electronically (so I can use volunteer and electronic translators)
3. The corrections administration would send the STDC Chair an invitation for our committee to send up to two representatives to work with them on the development of the training material. This would primarily be used for obtaining the relevant visa and to ensure all parties understand what is expected.
 - a. The corrections administration would be responsible for our housing, local transportation, and provision of an interpreter as needed. Travel to and from the nation would be covered by ICPA. Housing should be moderate priced and have the availability of internet as the training consultants often use the evening and non-working times to compile notes, reports, communicate with professional colleagues and to acquire material from sources accessible through the internet.
 - b. When working through ICPA, no consulting fees are accepted and none can be negotiated as a result of work done on this project unless the terms of such arrangements are provided,

in advance and in writing, to the ICPA Secretariat and as part of the nation's pre-established contracting process. If a sole-source contract is negotiated, the terms must be transparent and pro-actively provided to the appropriate government oversight agencies.

- c. Though not mandatory, the involved nation will be encouraged to consider a national membership with the ICPA and, if it exists, the relevant ICPA regional organization.
4. The STDC team would come to Rwanda for approximately 2 weeks and, with one or more of the CTT:

- a. Tour as many prisons as possible in various parts of the nation
- b. Visit locations where average staff live in order to gain some understanding of where they go and how they live when not on duty
- c. Visit locations where average prisoners live and will return to in order to make sure the training reflects the reality the inmates will return to
- d. Visit with some educators to understand how students in lower and middle schools receive instruction in order to insure that the way lesson plans for staff are developed is consistent with how they are used to learning.

Note: Sections a, b, c and d are anticipated to take 3 days.

- e. With the CTT go over each of the initial curriculum (sample attached separately) to determine if all the important subjects are covered and what needs to be added or deleted
- f. With CTT go over each lesson plan in detail
 - i. Change it to reflect local laws, customs, economic realities, culture
 - ii. Change it to reflect existing physical conditions of prisons, equipment and related maintenance requirements.
 - iii. Add to each lesson plan references to the appropriate international standards, the nation's Constitution and prison laws, policies and procedures. In this regard, insure that the lesson plan and related training reflects in practice the spirit of the related legal and human rights documents.
 - iv. During this phase CTT staff will be taught, in detail, the process for conducting training needs assessments and how to use existing forms and processes (template forms will be provided, which can be modified to meet the needs of the nation or institutions involved) – also the DACUM process, modified especially for corrections, will be taught and appropriate material will be provided. DACUM is the acronym for “Designing a curriculum” and is a process that analyzes an occupation under consideration, producing a profile and specific tasks that workers must perform.

Note: Section e and f are anticipated to take 5 days.

- g. With one or more members of the CTT we will visit a selected large prison or prisons and:
 - i. Visit with staff at each post (e.g. front gate, kitchen, medical, interior gate, housing units, towers, etc.) and write initial, simple Post Orders.
 - ii. Write simple, initial inspection checklists to be used by administrative and training staff for periodic visits to the prison. Depending on the desire of management, these can be used as part of a formal inspection system as well as part of a training effectiveness evaluation program.

Note: Section g is anticipated to take 1 day

- h. The CTT will incorporate the information from section g above and write the final lesson plans based on the above, with as much or as little help from the STDC team as desired.

Note: Section h is anticipated to take 2 days

- i. Present the above material, with the CTT, to the nation's corrections director and justice officials he/she invites to join in the review

- j. In cooperation with the Director of nation's corrections system and staff he or she designates, develop an officer incentive program and a public information program on corrections (e.g. newsletter, officer recognition programs, and affordable programs to provide officers and their families with benefits so they are at least equal to the inmates in food, medical care and welfare).
 - k. Outline a suggested process to implement a training of trainers program and future management/supervisory personnel training effort.
 - l. Develop with the nation's Corrections Administration a generalized agenda and program of work they may wish the STDC to do in the future, including follow up visits. At least one follow up visit to provide additional input and suggestions as desired by the authorities is anticipated.
 - m. Review, with the Corrections Administration any general suggestions arising from the prison visits and above work related to general prison conditions, security and human rights practices, the physical plants and facility designs and emergency response planning.
Note: Section h, I, j, k and l is anticipated to take 2 days
5. Either prior to the departure or after the STDC team leave, we would recommend the corrections administration convene a meeting of the appropriate corrections trainers and advisors from the other international and national correction and justice players who might be working in the nation to go over the material and procedures they developed and obtain suggestions and input. This is to help insure coordination and cooperation as the correction system continues to develop.
6. After the visit and the completion of work within the nation, ICPA's and our information clearinghouses will be available to the nation and prison staff, without cost. Referrals to ICPA resources (independent subject matter specialists, consultants who will work with the nation at no charge and links to correction libraries and national training centers) will continue as long the nation and ICPA maintain formal or informal relations. The nation's training staff will be provided a personal contact, reachable by phone, mail or email to help with future questions or to help them liaison with training staff and academies in other nations