

# THE **Source** MAGAZINE

OFFICIAL PUBLICATION OF THE RWANDA MILITARY ACADEMY

2022



## **Officer Basic Training**

Intakes 10/21 One Year & 04/18 Long

INSIDE >> Highlights of the Officer Basic Training >> Articles >> Key Events



# RWANDA MILITARY ACADEMY

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## VISION

To be a centre of excellence for educating and training cadets to become leaders of character, broadly educated and professionally skilled to serve in the defence forces

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## MISSION

To train and educate cadets in the values of military profession and academic excellence in order to meet operational requirements

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## CORE VALUES

- Knowledge
- Duty
- Honour
- Integrity
- Loyalty
- Patriotism
- Respect
- Personal Courage
- Service

# Historical background of RMA- Gako

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PHOTO: RDF MEDIA

## The Future Face of Rwanda Military Academic Complex

The facility that hosts the Academy was established in the early 1960's for "National Guards" and transformed into a basic training centre for army recruits in 1974. In 1999, Rwanda Military Academy admitted the first intake of officer cadets for a training duration of one year.

From mid-2000 the Academy hosted various military career courses including; Company Commanders Course, Grade 3 Staff Officer Course, Instructional Technology Course, Regimental Administration Course, Platoon Commanders Course, Methods of Instruction, Platoon Sergeant and Drill and Duties.

Due to high training demands at the Academy, by early 2002 most of the courses were relocated with the ex-

ception of Company Commanders and Platoon Commanders Courses that were also relocated in 2014.

This development provided the required infrastructure to launch Officer Basic Training offering a Bachelor's Degree level education in addition to professional military training.

In collaboration with the University of Rwanda, seven programs are offered by the Academy. These include; General Medicine, Mechanical and Energy Engineering, Social and Military Science, Physics, Mathematics, Chemistry and Biology.

Apart from Officer Basic Training, the Academy since 2006 conducts Peace Support Operations pre-deployment training for contingents earmarked for United Nations and African Union Missions.



**His Excellency Paul KAGAME**

The President of the Republic of Rwanda and  
Commander-In-Chief of Rwanda Defence Force



**Maj Gen Albert MURASIRA**  
Minister of Defence



**Gen Jean Bosco KAZURA**  
Chief of Defence Staff



**Lt Gen Mubarakh MUGANGA**  
Army Chief of Staff



**Lt Gen Jean Jacques MUPENZI**  
Air Force Chief of Staff



**Maj Gen(Rtd) Frank MUGAMBAGE**  
Reserve Force Chief of Staff



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- Lt E MUGISHA
- Lt F GUMISIRIZA

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# Foreword by the Deputy Commandant



**Col F RUTAGENGWA**  
Deputy Commandant RMA

“

Modern warfare is increasingly showing the need of using science and technology; therefore, cadets are trained to be able to cope with this new way of warfare.

”

**O**n behalf of Rwanda Military Academy fraternity, it is my pleasure to welcome our readers of this edition of Cadet magazine, The Source. This magazine has been written in a way that captures various activities and experiences found at the Academy.

I note with gratitude the efforts put in place by the teaching staff and cadets throughout the year to prepare and produce this magazine.

The Source magazine is one of the platforms for the Academy teaching staff and cadets to express personal views and experiences on various security related issues, cadet training and challenges. The Source transmits essential information on contemporary security concerns.

This magazine highlights cadet officer's experience as a trainee, their expectations as officers and leaders, female cadet officers' role as RDF officers, class and field works, importance of technology in modern warfare and other interesting articles on various subjects.

The training that cadet officers receive is designed to make them good and competent commanders and leaders. The Cadets are trained militarily and also undergo formal education in social, military and physical sciences to increase their intellectual capabilities.

Modern warfare is increasingly showing the need of using science and technology; therefore, cadets are trained to be able to cope with this new way of warfare.

We extend our profound gratitude to His Excellency, the President and the Commander-in-Chief of the Rwanda Defence Force and entire RDF leadership for their unwavering support without which RMA would not have celebrated this milestone.

We would also like to thank the parents of cadets for their support throughout the period of training of their sons and daughters. Their support was very important to ensure that cadets

perform well and succeed to pass the course.

We would like to thank all those that participated in the training of cadets, University of Rwanda lecturers, Academy Instructors, and those who delivered lecturers of opportunity from various institutions.

Finally, I would like to congratulate the cadets upon your graduation and wish you a successful career as RDF officers.



PHOTO: RDF MEDIA

“

The training that cadet officers receive is designed to make them good and competent commanders and leaders. The Cadets are trained militarily and also undergo formal education in social, military and physical sciences to increase their intellectual capabilities.

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# Editorial note by the Chief Editor



Lt Col Dr E MUNYANGABE

“

This Magazine covers various topics in regard to the cadet officer's experience during training, their expectations, role of female as officers in RDF, significance of teamwork, discipline and personal character to succeed as a trainee as well as a leader.

”

This Magazine “The Source”, was written by the Editorial Board of Rwanda Military Academy-Gako for the course graduating in 2022.

The magazine serves as an edition of Officer Cadets training as well as Peace Support Operations Pre-Deployment training. There are two types of Officer Basic Training (OBT long and OBT one year). The OBT long entails military training and Bachelor's Degree program such as General Medicine, Mechanical and Energy Engineering, Social and Military Sciences and Physical Sciences (Physics, Chemistry, Biology and Mathematics) while OBT one year entirely runs military training for university graduates who train for one year to become officers.

This Magazine covers various topics in regard to the cadet officer's experience during training, their expectations, role of female as officers in RDF, significance of teamwork, discipline and personal character to succeed as a trainee as well as a leader. The edition also includes articles from the instructors to make the magazine more interesting for reading. This is further augmented by pictorial images demonstrating the nature of field training exercise and classroom.

The Editorial Board would like to thank the Deputy Commandant for his support in the preparation and publication of this interesting magazine and would also like to wish the graduates all the best in their future responsibilities as officers and leaders.

# Rwanda Military Academy teaching & support staff



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**2Lt E SHUMBUSHO**  
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**2Lt B MUTABAZI**  
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**WOI MWONGERA M**  
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# INSTRUCTORS' ARTICLES

RWANDA MILITARY ACADEMY: EMPOWERING <<  
YOUTH TO SERVE IN RWANDA DEFENCE FORCE

BE A LEADER NOT JUST AN OFFICER <<

OVERVIEW OF SCIENCE, TECHNOLOGY, <<  
ENGINEERING AND MATHEMATICS AT RWANDA  
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DISCIPLINE AS A BACKBONE OF MILITARY <<  
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TRANSFORMATION

THE INSTRUCTOR'S TIPS & APPRECIATION <<

SUCCESS OF AN INSTRUCTOR <<



Maj Dr Z MBERA

“

RMA believes that young people are capable to design home grown solutions if exposed to inspiring ideas and opportunities and the tools to build their confidence. Empowered military trainees recognise their capabilities, self-determination and worth. They have the confidence to take risks and are aware that failure is a step toward progress, not a sign to give up.

”

# Rwanda Military Academy: Empowering youth to serve in Rwanda Defence Force

**“We cannot always build the future for our youth, but we can build our youth for the future”.**

**Franklin D. Roosevelt, USA  
President (1933 - 1945).**

**T**he Ministry of Youth and Culture has classified the youth age between 16-30 years, and they youth make up 29% of the population. Our national vision of youth empowerment is to promote a generation of Youth with the right values of Patriotism, Self-reliance, Dignity and Socio-Economically empowered to compete globally for transforming the Country. (National youth policy, 2015).

Military preparedness is one of the O4 key elements of national power, namely: Diplomacy, Technology, Economy and Military preparedness. Therefore,

Rwanda military Academy (RMA) has designed a process of mind-set change whereby youth gains confidence to deal with contemporary security threats. RMA intends to give them the push, inspiration, knowledge and military skills they need in order to take control of their future. We need to equip them with the right tools in order to make better decisions and quicker responsiveness to security threats.

RMA believes that young people are capable to design home grown solutions if exposed to inspiring ideas and opportunities and the tools to build their confidence. Empowered military trainees recognise their capabilities, self-determination and worth. They have the confidence to take risks and are aware that failure is a step toward progress, not a sign to give up.

When youth are empowered,

they become active contributors and collaborators, excited to explore their impact on the world around them. Empowerment of military trainees at RMA focuses on processes that enable participation; enhance control through shared decision making; and create opportunities to learn, practice, and increase skills.

The instructional method begins with a thorough understanding of theories and then complemented with practical exercises being indoor or conducted in the field training areas. Trainees are given an opportunity to be familiar with the latest defence technologies which became easier due to basic concepts covered under our academic programme.

RMA runs seven departments of today's RDF priority, namely: Mechanical Engineering, Physics, Mathematics, Chemistry, Biology, General Medicine and Social & Military Sciences. They all contribute to better generation of a cohesive and healthy defence force with upgraded equipment.

The training quality is achieved through a process of picking best candidates with healthy mind, physically fit and good education performance

at A-level. Best candidates are likely to perform better and meet the quality standards of RMA. Learning from the Japanese philosophy of industrial revolution after the Second World War, by doing things right the first time, trainees of RMA are efficiently trained with an effective quality.

The national development policy as depicted under VISION 2050, our country leadership plans to adapt to the changing environment, remain modern in all contexts, innovative and promote public accountability. RMA mission considers the need for a continuous improvement of training quality for generating a Defence Officers' Corps responsive to dynamic contemporary threats.

It is a pride to serve own nation under defence force. The transformative process of military training at RMA makes talented young Rwandans become selflessness by occupying the defensive platform fearlessly in order to engage any security threat.

Rwanda is blessed with a big ratio of young population inspired by the national visionary leadership and all are eager to join Rwanda Defence Force with a pride of joining the winning team!



PHOTO: RDF MEDIA



Lt Col F GASHUGI

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Without initiative and decision no man can expect to lead. A leader must have sufficient mental alertness to appreciate the problem that confronts him and the power of quick reasoning to determine what changes are necessary in his already formulated plan. He must have also the decision to order the execution and stick to his orders.

”

## Be a leader not just an officer

In a short time, each of you will control the lives of a certain number of men and women, who look to you for instruction and guidance. Your most casual remark will be remembered. Your clothing, bearing, vocabulary and manner of command will be imitated. When you join your organisation, you will find willing men and women who will expect nothing from you other than the qualities that will command their respect, loyalty, and obedience.

It is in the military service only, where men freely sacrifice their lives for a faith, willing to suffer and die for the right or the prevention of a great wrong.

When you get commissioned as officers, this will not make you leaders; it will merely make you officers. This will place you in a position where you may become leaders if you possess the proper attributes. Leadership is a composite of a number of qualities. Among the most important would be self-confidence, moral dominance, self-sacrifice, authority, fairness, initiative, decision, dignity and courage.



Self-confidence is the result of knowing more than your men while moral dominance over them is based upon your belief that you are the better man. To gain and maintain this dominance you must have self-control, physical vitality, endurance and moral force. Self-sacrifice is

also essential to leadership. You will give yourself physically, for the longest hours, the hardest work and the greatest responsibility is the lot of the leader.

Paternalism is essential to leadership; they do not refer to that form of paternalism which robs men of initiative, self-reliance, and self-respect. They refer to the paternalism that manifests itself in a watchful care for the comfort and welfare of those in your charge. Fairness is another element without which leadership can neither be built up nor maintained. There must be first that fairness which treats all men justly

Without initiative and decision no man can expect to lead. A leader must have sufficient mental alertness to appreciate the problem that confronts him and the power of quick reasoning to determine what changes are necessary in his already formulated plan. He must have also the decision to order the execution and stick to his orders. Every time you change your orders without obvious reason you weaken your authority and impair the confidence of your men. Have the moral courage to stand by your order and see it through. Use judgment in calling on your men for display of physical courage or bravery. Don't ask any man to go where you would not go yourself.

And, lastly, if you aspire to leadership, you ought to study men. Get under their skins and find out what is inside. Some men are quite different from what they appear to be on the surface. Determine the workings of their minds. Determine who to do certain things under certain circumstances. You would not know your opponent in war the same way, but you can know your own men. Study each to determine wherein lies his strength and his weakness; which man can be relied upon to the last minute and which cannot.

Know your men, know your business, and know yourself.



PHOTO: RDF MEDIA



Lt Col Dr. E  
MUNYANGABE,  
Lecturer of Physics

“

The graduates of STEM courses are expected to be able to be trained to apply effectively advanced weapons. They should be able to be trained to become experts in various fields like; aviation, air defence, UAVs, GPS navigation, missile technology, cyber warfare, satellite technology, artillery, and nuclear applications.

”

## Overview of science, technology, engineering and mathematics at Rwanda Military Academy- Gako

The ever-changing military technologies demonstrated by new weapons and sensors for offensive and defensive operations, brings a need to teach and train officers to acquire the skills required to handle, maintain and apply new weapons and sensors effectively. The new technologies are employing weapons like nuclear, guided missiles, long-range ballistic missiles, drones, radar sensors, laser weapons, artificial intelligence, cyber warfare, robots, and sophisticated electronic warfare. STEM graduates from RMA-Gako, are expected to possess the necessary Scientific and Technological capacity to be trained to handle, manufacture, maintain, and upgrade the advanced weapon systems.

The courses should therefore focus on producing graduates with the relevant skills in military technologies.

Economy, being one of the National Instrument of Power, and, the role of Science and Technology to develop Rwanda economically cannot be underestimated, therefore, STEM graduates will be expected to use their acquired knowledge to participate in national economic development. The courses should therefore also focus on economic sectors like energy, agricultural, health, industrialization and other relevant sectors.

Currently, the STEM courses being offered at RMA-Gako are: Physics, Chemistry, Biology, Mathematics, and Mechanical engineering. Others will be introduced later



PHOTO: RDF MEDIA

like Computer Engineering, Electrical Engineering, Civil Engineering, Nuclear Engineering etc. Various applications of STEM courses cover areas like Laser, Material Science, Rocket Propulsion, Orbital Mechanics, Nuclear Technology, Missile Technology, Laser Guidance Systems, Satellite Technology, Modern Electronics, Optics, Sensors. Others include Manufacturing of explosives, Material Production, Metallurgy, Chemical Weapons, Pharmaceuticals, Fertilizers, Bio-technologies, Agriculture and Medicine. Those graduating in Mechanical Engineering are expected to work in Weapon Design, Mechatronics, Fluid Mechanics, air force engineers, and manufacturing and repair of weapons.

The graduates of STEM courses are expected to be able to be trained to apply effectively advanced weapons. They should be able to be trained to become experts in various fields like; aviation, air defence, UAVs, GPS navigation, missile technology, cyber warfare, satellite technology, artillery, and nuclear applications. They will also be expected to work in military industries like manufacturing of bullets, upgrading of weapons, manufacturing and maintaining sensors, maintenance of military vehicles and aircraft. In addition, STEM graduates are expected to be able to participate in national industrialization development.



Lt Col I MAGEZA,  
S2

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The intelligence course package imparted by the Rwanda Military Academy (RMA) will help you to comprehend operating environment, by using all available intelligence assets which include Human Intelligence, Surveillance and Reconnaissance (ISR) and other means to collect information on enemy and battle space.

”

# An exhortation to cadets on military intelligence in the operating environment

**“Military intelligence is the key to war, without it, you cannot win”**

**Sun Tzu, The Art of War, Chinese Military Officer.**

A commander, who boldly decides to fight the enemy without any knowledge of the adversary, is like a boxer who is in the ring blindfolded. Intelligence assists the commander to organise his forces, control operations in the battle area in order to achieve the desired objective. Intelligence also supports force protection by alerting commanders of engaging threats to the force in time for appropriate action or reaction.

Military intelligence is gathered, analyzed and distributed during peace and war time. The commander always needs the intelligence about the enemy and

the battle space prior to the engaging in the military operations. The commander must seek to understand how current and potential enemies organize, equip, train, employ and control their forces. Therefore, intelligence helps the commander, to identify threats, pre-empt attacks, predict future plans and influence commander’s decision making process. Any battle preparation needs to be guided by intelligence so that the commander can be able to accomplish his mission. Without intelligence the commander is planning to fail.

As future commanders, at all levels you will always need intelligence in different operating environment within a specific operational context. You will continuously need to understand your capability, environment, enemy and the ground before engaging the enemy in order to successfully accomplish a given mission by your superior commanders.

The intelligence course package imparted by the Rwanda Military Academy (RMA) will help you to comprehend operating environment, by using all available intelligence assets which include Human Intelligence, Surveillance and Reconnaissance (ISR) and other means to collect information on enemy and battle space.

Intelligence also will assist you in your future command responsibilities by envisaging the

battle space, organising your force, force protection, controlling operations in order to reach your tactical objectives or end state at your level of command. Intelligence Preparation of the Battlefield (IPB) is very central in this, as it depicts, and draws conclusions from the capabilities, cohesion and vulnerabilities, posture, intentions and possible action of the enemy, as well as the geography, weather and other required information on adversary.



PHOTO: RDF MEDIA



Maj D MUSONI,  
Teaching Staff

“

The Academy has therefore since 2006 carried out a program that has registered a successful training of up to 70,000 troops and is still ongoing through its pre-deployment training.

”

## The Academy in making Rwandan peacekeepers

The world today faced with a number of conflicts tries to establish mechanisms that address this very complex situation. The United Nations therefore has a framework through which it creates missions in a bid to foster lasting peace and security. The Rwanda Military Academy is at the forefront in creating today's contemporary peacekeepers to meet the peace challenges in the theatre through a nine-week pre-deployment Peace Support Operations Training.

It is therefore the prerogative of the member states to be part and parcel in supporting the United Nations as its member states to inclusively contribute troops to this noble cause. Rwanda therefore, as member State has been at the fore front in contributing her forces to the UN missions.

Heeding to these missions, the Rwanda Defence Force headquarters designed a programme that would contin-

uously produce well trained peacekeepers that the RMA rigorously enforces. The Academy



has therefore since 2006 carried out a program that has registered a successful training of up to 70,000 troops and is still ongoing through its pre-deployment training.

In a wider perspective, the Academy in partnership with various international organizations including: Global Peace Operation Initiative, Dal-laire Institute for Children, Peace and Security, United Nations Institute of Training and Research and United States Institute of Peace have all adequately contributed to producing today's contemporary peacekeepers.

The contemporary threats require synergy and the Academy is adapting to the changing operating environment to produce competent and skilled peacekeepers. The Academy recognizes the full support from the RDF leadership without which this noble task could not have been a success.

It's to this effect that the Academy will continuously renew her commitment in training effectively today's required peacekeeper for both UN and Regional organs to make the world more peaceful and secure.



PHOTO: RDF MEDIA



Maj D KAJUGIRA

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Discipline has different meaning when associated with military profession as conflicting to its application to the remaining parts of the society at large. Discipline is real and relative to every profession, nevertheless it is much firmer when applied in the military. It is critical, therefore, for any organisation to comprehensively develop and define discipline depending on their practice.

”

## Discipline as a backbone of military profession

Many scholars, leaders and practitioners reorganize that discipline is a personality trait that governs everyone's behaviour. This is the way in which one responds to instructions, guidelines, and directives, and masters the set procedures and practices in any organization. According to

Collins English dictionary discipline “is the practice of making people obey rules or standards of behavior, and punishing them when they do not”.

Discipline is defined by the Concise Dictionary as the exercise of training someone's mind to follow rules or code of conduct or the controlled behavior resulting



from such an exercise. Discipline is a branch of knowledge developed from school and the continuous practice. Discipline may also be referred to as a sense of training of mind and character as well as the confirmation to a system of rules for good conduct and punishment of doing otherwise. Discipline has different meaning when associated with military profession as conflicting to its application to the remaining parts of the society at large. Discipline is real and relative to every profession, nevertheless it is much firmer when applied in the military. It is critical, therefore, for any organisation to comprehensively develop and define discipline depending on their practice.

However, there are different ways in which every profession regulates the discipline of its workforce. Some organisations have instituted good standards and code of conduct and have succeeded in maintaining these standards in the

workforce which requires a comprehensive training of the workforce to include a well-organized and developed discipline, values and standard modules at all levels of training.

There are various types of military disciplines that are defined as follows:

**Self-discipline:** This is the willingness and innate sense of the responsibilities that stimulates individuals to recognize what needs to be done at the right time. Self-discipline may be characterized by getting to work on time, Knowledge of the job, setting priorities and rejecting personal preferences for more important things.

**Task Discipline:** Task discipline is a measure of how well one meets the challenges of his/her job. Task discipline requires that one have a strong sense of responsibility to do the job to the best of his/her abilities and the courage to admit what you cannot manage and enquire for help and look for advice.

**Group Discipline:** Group discipline indicates teamwork. Group discipline is essential to the success of the military service because most of the activities in the military require that many individuals work together as a team.

**Imposed discipline:** Imposed discipline in the enforced compliance to legal orders and regulations. It is absolute in case when there is not enough time to discuss on an order.

**Instructing Military Discipline:** There are different approaches in which the inculcation of military discipline is carried out. All the armed forces across the world have military discipline and the nature of the training varies upon the social structure and the history of the country. However, the best approach is put in place rules and standards of professional conduct associated with principles of military discipline documented and trained to limit the presupposition of knowledge and individuals 'feelings.



PHOTO: RDF MEDIA



Lt Col G  
NKURUNZIZA



Rwanda Military Academy doesn't only prepare cadets for a career but also to become future leaders in Rwanda Defence Force (RDF).



PHOTO: RDF MEDIA

## Cadets' character development

The purpose of Officer Basic Training (OBT) is to turn a cadet into an officer in a period of one year or plus depending on the programme undergone. This requires trainees to engage in training covering many basic and practical military skills and fields of study before taking up an operational appointment in the Defence Forces.

The cadet course has three phases and each with unique demands and rewards. Although each phase has its own package, they complement each other with the aim of having Commissioned officers of good character, professionally skilled ready to serve in the armed force.

The first phase of Cadet training focuses on the transition from civilian to military life, much of the time is spent in character development. All activities in this phase condition the cadets to perform successfully under physical and emotional stress.

Though the course will challenge the cadets physically, mentally and emotionally, the

commitment to yourself, to those close to you and to your nation will strongly influence his or her future success at the academy and in the career in general.

Rwanda Military academy doesn't only prepare cadets for a career but also to become future leaders in Rwanda Defence Force (RDF). Each candidate joins the course with a character that was pre-shaped by different backgrounds, beliefs, education and experiences. Becoming a person of character or leader is a long process involving day to day experience, education, self-development, counseling as well as military training.

By educating their subordinates and setting the example, army leaders also enables their subordinates to make ethical decisions that in turn contribute to excellence. The greater job for Directing Staffs and Instructors is to develop a simple concept or plan to align them, encouraging, supporting and assessing them on daily basis to meet the required academy standards. This also requires to maintain an ethical climate that support the development of such character.



Capt V S  
HAGENIMANA, S9



The RDF female officers serve the purpose of protecting national sovereignty, contribute in peace support missions.



# Gender equality as a backbone of national transformation

The Rwanda Patriotic Army liberation struggle was meant to remove bad leadership that led to the Genocide against the Tutsi. To rebuild the nation, good leadership gave birth to ideas which led to social - economic transformation of the country. Gender equality as a principle has become not only a social issue and human right but also an important approach for the country's transformation and sustainable development.

To empower women, RDF links security strategy with nation development and strengthens mechanisms for promoting women's meaningful participation in leadership and decision-making positions.

It addresses the persistent cultural norms and stereotypes hindering the effectiveness of gender equality. On Officer basic training, female cadets are

equally given the same considerations which reinforce the gender accountability mechanisms

The RDF female officers serve the purpose of protecting national sovereignty, contribute in peace support missions. They also play a big role in carrying out a series of practical and high value socio-economic activities aimed at supporting the nation building programs.

It's worth mentioning that the campaign of nation building is a continuous process which requires concerted efforts of all Rwandans. RDF joins in efforts to address persistent gender inequalities at different levels.

Like other institutions, the RDF plays a crucial role in contributing towards the awareness of increased women participation in removing all stereotypes hindering full access to security functions, stopping insecurity based on Gender based violence.



PHOTO: RDF MEDIA



Lt F GUMISIRIZA,  
OBT Instructor

“

As you leave the academy, HONOUR, DUTY and COUNTRY should always be the three hallowed words to dictate what you ought to be, what you can be and what you will be. Let them be your point of reference to build courage when it seems to fail, to regain faith when it seems to be gone and to create hope when it becomes forlorn.

”

## The instructor's tips & appreciation

No human being could fail to be moved by such a bravery choice made by the officer cadets to join this beloved profession that we men and women in uniform cherish most. Completing Officer Basic Training(OBT) is not intended to primarily honor an individual but to symbolize a great sense of patriotism, the enduring code of conduct and chivalry portrayed by the cadets as they finally become part and parcel of those who guard this beloved nation of culture and ancient descent.

I solely thank the officer cadets for joining our large family of Rwanda Defence Force. You have chosen to do with your lives the noblest thing that you can do, which is to protect our people and make a better world for other generations to come. That's why we are here, and that's why everyone in our magnificent department of defence wakes up with the same mission in mind every day. It really feels good to be part of something bigger than yourself and it is hard work but the most important and noble thing you

can do with your lives. Be proud of yourselves just as I am proud of you as your instructor.

It's always a great feeling to see how people have tremen-



dous pride in us yet they pay less attention to what we do every day, and that's the flip-side of being in the business of protection. The better you do it, the less people have to think about it but deep in their hearts they know that you are there and they can count on you.

Very soon you will officially be joining the noble mission with

all your time and will be assuming the awesome responsibility of military leadership and holding in your hands the security of so many in Rwanda and around the world. Disappointment is the least they expect of you.

As you leave the academy, HONOUR, DUTY and COUNTRY should always be the three hallowed words to dic-

tate what you ought to be, what you can be and what you will be. Let them be your point of reference to build courage when it seems to fail, to regain faith when it seems to be gone and to create hope when it becomes forlorn.

I bid you farewell from the academy as I welcome you to the vast family of RDF.



PHOTO: RDF MEDIA



Lt D MATEKA

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Success requires hard work, determination, understand before being understood but above all discipline. These are not only for an instructor but for a student as well.

”



PHOTO: RDF MEDIA

## Success of an instructor

The success of an instructor is always measured by the performance of a student. This means that for a student to be successful, he/she needs an exemplary instructor. Students are trained to be commanders and critical thinkers during training period to enable them go beyond their expectations. All these among others explain how transformation is not an easy task that's why you shall always need a lot of commitment and a sense of ownership to always be able to provide best instructions. Success requires hard work, determination, understand before being understood but above all discipline. These are not only for an instructor but for a student as well.

Rwanda Military Academy is a home of outstanding instructors who believe that training provides an opportunity to learn more. This is because I have discovered that the best way of learning is teaching. It requires commitment and positive attitude of not giving up on your goal. I have experienced different concepts and appre-

ciated the diversity of interacting with different categories of students with different understanding. The most interesting part in teaching is the session of Q & A (Questions and Answers) after delivering the lesson. The reason why it is interesting is that one comes out with an overview of whether what was taught is understood. This gives me room to correct and explain thoroughly so that students understand better and move at the same pace as my instructional philosophy is to leave no any student behind.

My success as an instructor does not stop at knowing more than what I knew, instead it goes to my student's performance up to their deployments after commissioning. It is automatic that after being commissioned, Officers deploy to different areas of operation and put in practice what they learnt from the Academy. The better they apply them, the more successful I become as an Instructor. The reality is that, this chain of skills goes beyond what we expect as instructors and makes Rwanda Defence Force a strong army with ethics and values as well as highly trained leaders. I am proud of being an instructor!!

# CADETS' ARTICLES

MY TRAINING EXPERIENCE RWANDA MILITARY <<  
ACADEMY

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BREAKING THE RULE: "SURVIVAL FOR ALL NOT FOR <<  
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O/Cdt F MUNEZERO

“

A cadet was an all-round character who can handle any occurrence or situation developed in a military operation being the leader, this motivated me and I developed insatiable interest in the military.

”

# My training experience Rwanda Military Academy

It has been a long journey encountered with a lot of challenging moments, scenarios and activities. I had no idea about the military neither did I have a close relative nor friends who had served or were serving in the military. I had never interacted with the military in any way before.

I remember in high school as we discussed about the future careers, it was the first time I heard about cadets. I was told that it was about military leadership and those who joined the course had a chance to learn many skills and later become military commanders.

In addition, a cadet was an all-round character who can handle any occurrence or situation developed in a military operation being the leader, this motivated me and I developed insatiable interest in the military.

Due to the high level of expectations and the unending desire to become a military leader, I applied for cadet recruitment after finishing my secondary school in 2014. Unfortunately, I

was not shortlisted. I later joined University to undertake a Bachelor's Degree in Civil Engineering.

The desire to join the military was alive, I then tried for the second time and fortunate enough was enrolled for Officer Basic Training at Rwanda Military Academy-Gako.

We happily reported to the Rwanda Military Academy for training on 6 October 2021. Least expected the training started at the gate where we got a warm reception by being rolled and crawled in muddy water. There was no chance for questions, but only taking several heavy breaths.

This was just a beginning or it was like a drop in an ocean and the sweet part of it was still folded but good enough I was prepared for everything.

Since then, I have crossed deep valleys, rivers, thick jungles, jumped over steep cliffs and encountered all weather conditions. All this was in pursuance of selflessness for the good of the nation which is not easy. It

requires full commitment, high level of self-motivation and determination to succeed. It involves spending sleepless nights in shivering cold and running long distances.

During all this hardship, as a soldier, giving up is not an option but to endure demanding and unfavorable situation.

It is all meant to make one understand the sacrifice and selfless service that he or she is required

to execute their duties of defending the sovereignty and territorial integrity of our motherland.

I appreciate everyone who has made me understand my duty and its price that a few of us must be ready to pay by sometimes leaving all that we love behind and protect the nation. As Officer Cadets, we must embrace Rwanda Military Academy GAKO values, loyalty, duty, respect, selfless service, honor, integrity and personal courage.



PHOTO: RDF MEDIA



O/Cdt B HIRWA

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The course is a like a furnace and we were metals that had to be hammered, squeezed and molded with the intent to give us higher strength to bear higher pressure, have higher resilience.

”

## The journey as an officer cadet

**B**eginning of a new journey is always challenging as you are entering in an unfamiliar and most likely uncomfortable zone.

When I joined training, as a young person who had no idea of what future will bring, I needed to be courageous and motivated to achieve the difficult task of becoming an Officer.

Fortunately, I was inspired by my elder brothers who had gone through similar journey in the past.

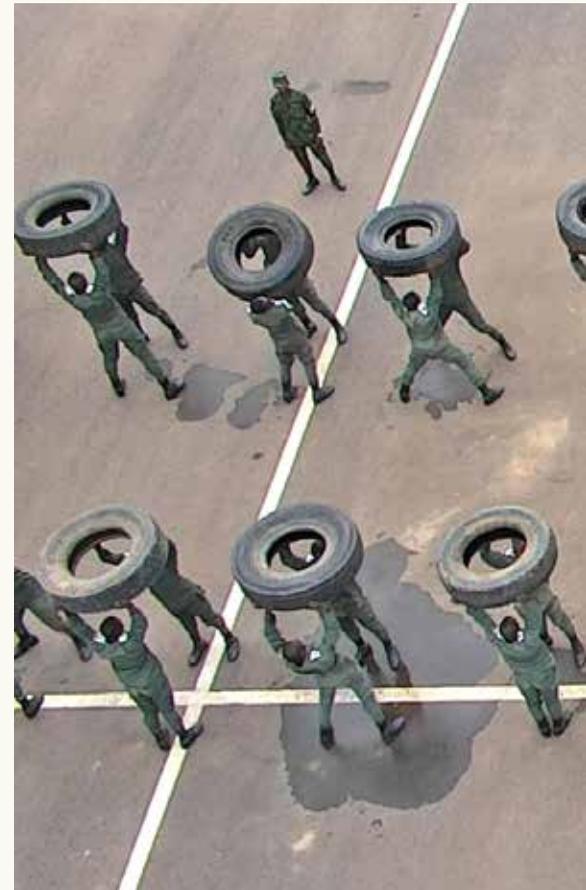
Of course, knowing who you will be, is not something that you can plan for as future brings surprises.

Cadet life is something that requires determination, focus and perseverance. However, setting up goals guided by what you are passionate about, you rely on your capabilities and determination to achieve your goals.

Despite difficulties and challenges that I was expecting to face during my new journey, I started the 04 years of military training as an officer cadet while pursuing a bachelor de-

gree in general medicine.

Late April 2018 is when I embarked on a journey of 04 years with the aim of realizing my dream. Many people including my family and friends did not believe that I was going to spend 04 years of military training.



However, I was driven by motivation and passion I had, to become a Military officer as well as a medical doctor so that I can provide health-care to the public. We went through challenging training which at times made me think that I may not make it, but courage and determination kept me moving on until this moment.

Furthermore, even though training itself does not offer comfortable circumstances, but with aim, energy, dedication and self-determination we managed to complete the training.

As the saying goes 'The beauty is in the journey not the destination', same goes with the course, it's the journey that is tough.

The course is like a furnace and we were metals that had to be hammered, squeezed and molded with the intent to give us higher strength to bear higher pressure, have higher resilience.

Training is extremely demanding, both mentally and physically, but produces very good officers.

The training taught us mainly on how to be responsible and accountable, to be well disciplined, to work in teams because great achievement in military can never be done by one person.

Achievements are obtained by a team of people and success is best when shared.



PHOTO: RDF MEDIA



O/Cdt J RUTISHISHA

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Working together as team can be achieved by having the spirit of comradeship, thorough understanding of the mission, a need for the advancement of the common goals even if it may compromise with the individual targets.

”

## Breaking the rule: “Survival for all not for the fittest”

**“The law of evolution is that the strongest survives! Yes, and the strongest in the existence of any social species are those who are most social. In human terms, most ethical, there is no strength and achievement gained from solitude effort”.**

Ursula le Guin.

**W**hen I was young, there was a saying that no man is an island which literally meant that no one in this life especially in military career can accomplish any task without support from his colleagues.

As I grew up, this principle became contradicted by Charles Darwin’s theory of evolution with its principle of survival for fittest.

He underlined that those capable of out winning others, stronger and most resisting ones will be the ones to flourish and succeed even if it requires doing so at the expense of their fellows.

These two natural law theories as they’re all inherent in nature,

binding and immutable, created a paradoxical challenge within my mind about which one to be preferred basing on their positive outcomes.

As time went on, I came to join military career through Officer Basic Training (OBT) at Rwanda Military Academy Gako.

At RMA, I found feasible solution for my long-time puzzle as it didn’t take me longer to realize that team work through cooperation and mutual support gives long term success.

This was manifested on numerous occasions where for instance in breaking phase, we were supposed to be working together by lifting up those who were weak, motivating and encouraging the de-motivated ones and so on.

It didn’t end in phase one only but rather progressed to other phases during the course.

Working together as team can be achieved by having the spirit of comradeship, thorough understanding of the mission, a need for the advancement of the com-



PHOTO: RDF MEDIA

mon goals even if it may compromise with the individual targets.

Taking an example of an ambush operation with its highly demanding tasks, one can figure out that team work helps in achievement of crucial missions which may seem impossible to be performed by one individual.

It doesn't only emphasize on present missions but lays concrete foundation for future military operations as the bond created among the members of the group facilitates in planning and exe-

cuting future operations.

Considering the vital roles endowed to team work and group performance in mission accomplishment and recognizing the failures inherent in solitude performance, it is clear that in military we need more cooperation and spirit of comradeship than anything else though there are times when we need to prove who is first among the best.

"If you want to go fast go alone but if you want to reach far, go together".



O/Cdt E NTIRAMPEBA

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I have seen that technology plays a vital role in today's military intelligence. I will always need to conduct intelligence using available technology to know about terrain, environment and battle spaces in order to effectively accomplish my mission.

”

## Impact of technology in conduct of military intelligence

**M**ilitary intelligence in battle situation is to collect threat information, make analysis in order to provide guidance and to assist commanders in decision making.

Using modern technology to collect information in the battle field produces force-multiplier effect. For example, the use of military drones during reconnaissance can provide high resolution data about terrain, environmental and tactical condition that can be communicated to troops and their commander.

Another widely used technology in military intelligence is electronic warfare (EW) which applies the use of electronic devices to listen to enemy communication and hence reveals his plans.

In return, own force commanders use that information to plan accordingly. EW is also used to confuse the enemy by sending misinformation signals so that he plans in our favor.

Cyber warfare is also another form of technology that is evolving and has been used to hack

enemy systems and gather crucial data. Military Intelligence personnel use this data to analyze and assess the level of the threat



for commanders to plan accordingly. The obtained and analyzed data is then digitized for easy storage and analysis.

Digitizing the data is essential to acquire, exchange and employ timely information throughout the battle spaces, tailored to the needs of each commander, or shooter, allowing each to maintain clear accuracy needed to support both planning and execution.

As a future commander, I have seen that technology plays a vital role in today's military intelligence. I will always need to conduct intelligence using available technology to know

about terrain, environment and battle spaces in order to effectively accomplish my mission.

I wish that the Rwanda Defence Force (RDF) put strong effort in use of modern technology in all military operations and intelligence. Various technologies used in intelligence currently and in future increases the capabilities of any force.

Drones are used to survey and provide information about the enemy activities. Therefore, RDF should increase its use and train officers for better use of them. Cyber-warfare training is also necessary in RDF as it is a field that is evolving faster and we would not like to be left behind in its application.



PHOTO: GOOGLE



O/Cdt D TAREMWA

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The integration of AI with regular military operations could upgrade logistics, administration, maintenance, training, personal management and even routine activities or exercises. It could reduce institutional workload and free up warriors to focus on core functions.

”

# Artificial intelligence applications in military operations

**A**rtificial Intelligence is among the emerging technologies that promise to change the

face of warfare for the years to come. Its application relies on the ability for a weapon or platform controlled by a com-

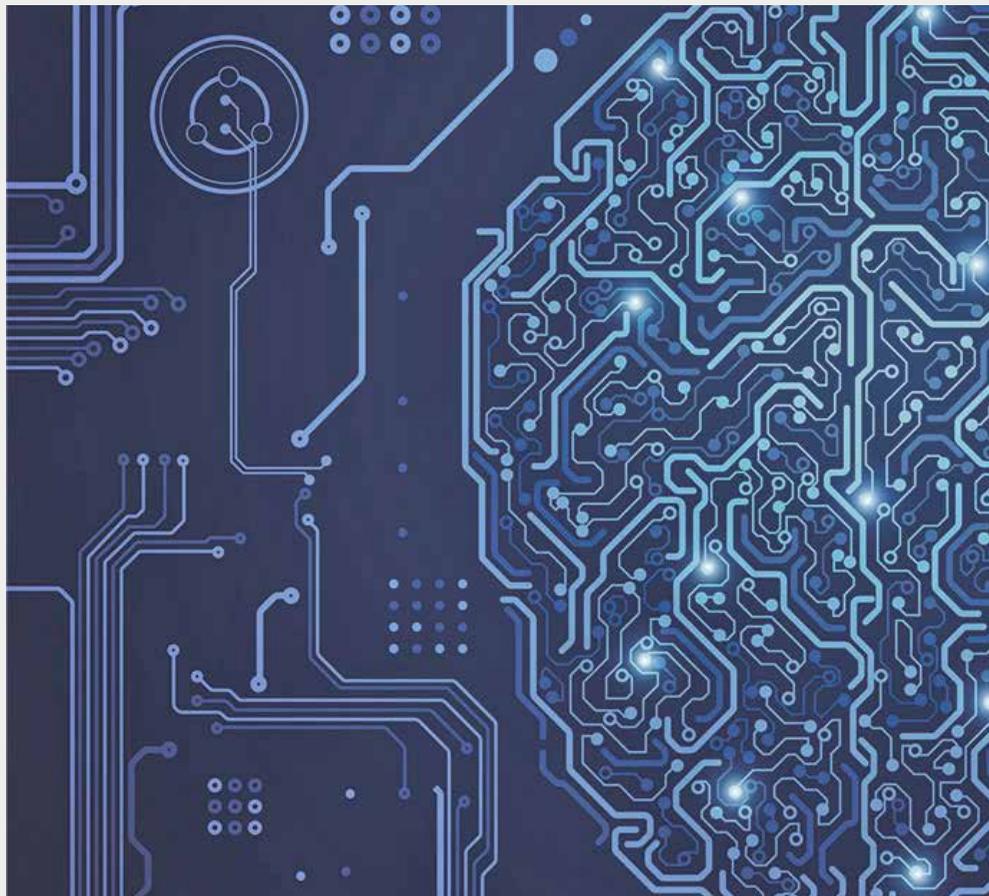


PHOTO: RMA

puter to perform tasks that are usually done by humans.

Artificial intelligence holds a great promise for facilitating military decisions, minimizing human casualties and enhancing the combat potential of forces.

Modern warfare in essence is more complex, on account of an increasing number of micro variables. Change in any one variable could create an exponential impact on battle outcomes – and even on the war itself.

The induction of AI is converting the war from specialized-mechanized war to intelligent-robotized-digitized conflict. Global powers are

preparing their military establishments to leverage modern intelligent technologies to optimize war results.

The integration of AI with regular military operations could upgrade logistics, administration, maintenance, training, personal management and even routine activities or exercises. It could reduce institutional workload and free up warriors to focus on core functions.

All in all, Artificial Intelligence will be of great value and importance to the military operations as it will speed up the work being done, reducing casualties and enhancing effective decision making, hence Rwanda Defence Force (RDF) can invest to produce experts in artificial intelligence for future purposes.

As wars become driven by information, AI can provide or recommend valuable options to the commanders that the human brain may not be able to assess on account of the volume or decision time stress.

Global military powers are smartly working towards modeling a common platform to handle the context-based challenges from the sea floor to space, using convergence of disruptive technologies, combined with different tools enabled by AI.

The development of AI in Rwanda could be done in phases and progress forward smoothly. The phases could be; initial development of a variety of AI techniques for the military, timely deployment of AI techniques for functional applications of the armed forces, constant discovery framework for applications of AI techniques for military, and development of a dynamically evolving future AI roadmap for the military.

AI would play a key role in future RDF operations in regard to various functions in logistics, UAVs, Cyber security, war games for training, robotic war fields, advanced war simulations, military data processing and analysis, autonomous weapon systems and many others.

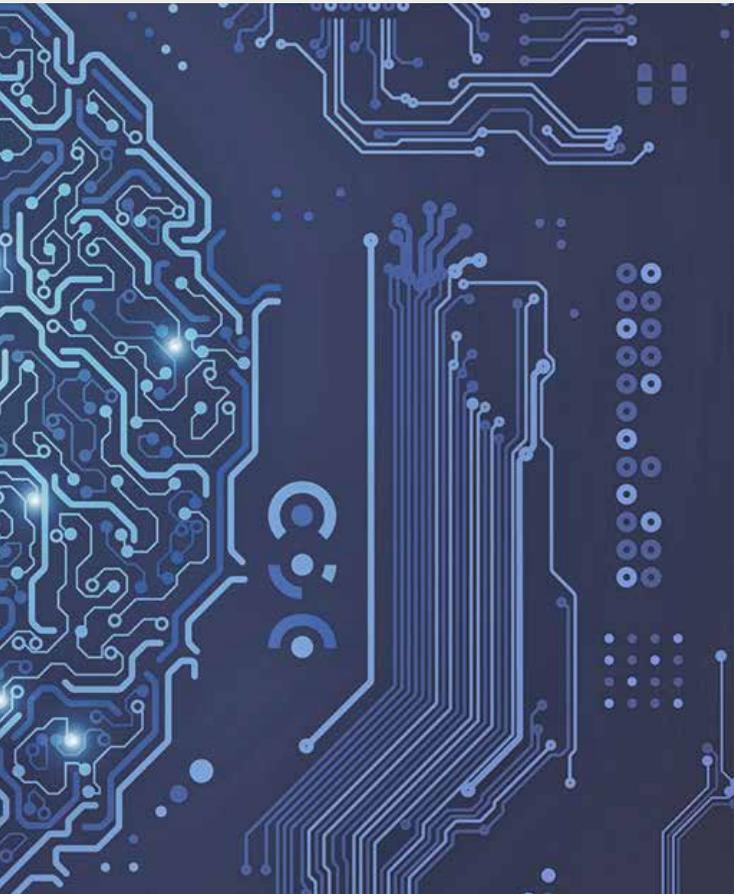


PHOTO: GOOGLE



O/Cdt T S TUMUKUNDE

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Information Technology has impacted positively on military operations and will continue being essential in future warfare. It has made command and control easier, gathering information on enemy activities, data processing, faster and effective orders and it is the sector that keeps on evolving.

”

## Impact of information technology in the military

Information technology (IT) is a term that refers to the use of computer and other electronic devices to receive, process, store and retrieve data for a specific purpose. Information technology applications are one of the pillars in the socio-economic development of any country. New systems are developed every day to make work easier, effective and faster.

In military, IT plays a big role in various sectors with very significant results. IT has impacted the military in very many positive ways like: quick execution of operations, reconnaissance, intelligence and other aspects. Some of the positive impacts of IT in military include its role in drones, Closed-Circuit Television (CCTV), surveillance and target acquisition, electronic warfare and other sectors.

In reconnaissance, IT is used in various ways like using drones flying over the enemy territories or operational areas to gain information enemy activi-



ties. The obtained information is used by commander to plan for the operation.

Drones are essential tools in modern warfare as they are being used as weapons too. Drones have made work easier in other ways whereby they are used to destroy enemy and his equipment without the loss of lives of own troops since the drones are controlled and operated remotely.



PHOTO: RDF MEDIA

In military, technology like CCTV cameras is very essential in monitoring movements of enemy troops or insurgents. This is a surveillance that uses video to transmit a signal to a specific place on a variety of computer monitors.

CCTV is used in operation execution where soldiers wear a camera called GoPro on their combat uniform or on their helmet to send live video to their commanders during operation.

CCTV is also used to secure and protect military institutions and equipment in a way that CCTV cameras are placed on military property to watch over by recording and keeping video surveillance in case of theft and any occurrence, it keeps data of the incident.

Information Technology is also used in artillery firing. Artillery uses bombs or rockets that are looped over to hit and destroy enemy and his equipment. Artillery systems use high grade precision and target acquisition technology to bomb enemy lines. The effect of such precision bombings is such that many friendly forces lives are saved and fewer shells are used to achieve the objective.

In conclusion, Information Technology has impacted positively on military operations and will continue being essential in future warfare. It has made command and control easier, gathering information on enemy activities, data processing, faster and effective orders and it is the sector that keeps on evolving.

Many systems are evolving to make work easier and faster. By the help of new software and systems, information technology should be trained and exercised by soldiers in the military to become familiar and operate these systems.



O/Cdt L UWANTEGE

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Resourceful instructors at Rwanda Military Academy have the capacity to mould and shape officer cadets into productive and professional military officers of values & character.

”

## The path to military career

**M**ilitary Operations are a concept and application of science that involves planning operations for the projected maneuvering forces, provisions, services training and administrative functions.

It is observed that what seems impossible in the normal situation is possible in the military. For instance, you may be ordered to pass through bushes or in a jungle which is very thick and this may appear to be difficult not until you are pushed by instructors to do it and then realize that it is possible. This is not meant to cause any harm on an officer cadet but to make you a future well prepared battle commander who will be able to successful-

ly execute any assigned military tasks.

In military operations, you may be faced with many challenges like managing personnel and resources, emotional and physical stress.

However, the training attained from Rwanda Military Academy equips you with the skills and knowledge to easily overcome them.

During cadet training, trainees spend sleepless nights going through vigorous activities aimed at shaping their character, building resilience and enhancing their endurance.

It is not easy for people to be transformed from civilian life to military life. It requires a lot of energy and a collective effort for both the trainees and the trainers.

Resourceful instructors at Rwanda Military Academy have the capacity to mould and shape officer cadets into productive and professional military officers of values and character.

Conclusively, military training is not easy but possible with dedication, determination and courage. It prepares you to perform your military duties as a professional leader of men and women in uniform.





O/Cdt J MUGABO



The initiative to promote public services that respond to women's needs, ensure women's access to economic opportunities and build women's engagement in public decision making at national and local levels. The women empowerment policy is very important to maintain national social cohesion and stability.



# Women empowerment in RDF

From early age, most countries considered women as performers of unpaid domestic works. It depended on either culture or traditional habits where they were limited in many works and in different fields especially in military domain. However nowadays, Rwanda Government policy offers equal opportunities to both men and women in all domains.

Rwanda sustainability in development considers improving gender equality and technology. This is achieved by empowering women through education and financial independence. Education for women is a key point to focus where girls are making the difference to get equal or higher percentage of marks in school.

These provide a family with mental health improvement and ability to decide the future of their girls. The government policies put more effort on women's empowerment to embrace opportunities offered in all sectors.

Rwanda Defence Force (RDF) plays the fundamental role in the development of the country by putting more efforts both on security and development of our country.

RDF is applying the gender equality policy by ensuring a gender balanced force in protection of human rights.

Gender is important in peace-keeping and includes strengthening women's peace coalition and to help them prepare for engagement in peace processes.

Working as peacekeepers help detect and prevent conflict related sexual violence, support to build justice and security institutions that protect women and girls from violence and social discrimination.

The initiative to promote public services that respond to women's needs, ensure women's access to economic opportunities and build women's engagement in public decision making at national and local levels. The women empowerment policy is very important to maintain national social cohesion and stability.



O/Cdt A  
MURWANASHYAKA

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RDF introduced a gender program in 2007 in order to promote human security through fastening a society where women and men share roles and responsibilities in achieving equality and respect.

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## Women participation in RDF



PHOTO: RDF MEDIA

One of the most important steps in the process of modernization that Rwanda Defence Force has accomplished during the last years has been the incorporation of women in the army.

The process started back during our liberation struggle in which women significantly participated in combat operations and other related services. Promotions and appointments of men and women in RDF are done according to the policies and regulations guiding the Defence Forces.

Incorporation of women in RDF is in line with the constitutional obligation of inculcating gender in all sectors of the national life.

It is against this background that RDF introduced a gender program in 2007 in order to promote human security through fastening a society where women and men share roles and responsibilities in achieving equality and respect.

The program was also to create awareness within communities on gender equality. The RDF mission of advancing human security, peace building and development requires personnel with stable and harmonious families.

In conclusion therefore, the RDF through its gender desk promotes gender equality, and women empowerment as well as combating Gender Based Violence (GBV) in armed forces families and the community in general.



O/Cdt A  
IRADUKUNDA

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In this motherland of pride, the dignity of our nation is held on our shoulders as the RMA disciples with only one spirit of serving the country and its people.

”

## Born to serve

**C**ourage and commitment to join men and women in uniform drove me to the right path to chase for the noble career that requires paying greatest price which is life.

Rwanda Military Academy became a solution to all my questions, the location of my delight, where I felt at home.

A valuable means to escape bad peer pressure, a source of patriotism and unconditional dedication to service, the pride from where a sense of our motherland protection begins, the origin of assuming responsibility and being ac-

countable as a military leader.

Rwanda Military Academy, the home of skilled and tough instructors who take you through sleepless nights, long distance running, severe mental and physical endurance, the path through which officer cadets are transformed into warriors, among whom I count from the front queue.

In this motherland of pride, the dignity of our nation is held on our shoulders as the RMA disciples with only one spirit of serving the country and its people.



PHOTO: RDF MEDIA



O/Cdt J NIKUZE

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There is nothing that prepares a military force better for a battle than battle itself. The environment in which battle is conducted, is an environment of aggression and complexity.

”

## Realism of military training

**T**raining is defined as instructions and practical drills for attaining and retaining knowledge, attitudes, and skills necessary to complete precise tasks.

Military training is divided into two categories; individual and group.

Individual training is designed to develop and improve individual skills while group training is designed to incorporate trained individuals into a unified and effective team.

Every military personnel must be ready to face the enemy, survive, and complete the operation as a team member. This is the backbone of military training. There is nothing that prepares a military force better for a battle than battle itself. The environment in which battle is conducted, is an environment of aggression and complexity.

To be effective, military institutions must train in situations that are as realistic as possible to put the individual, the team, the unit, in the setting and conditions they will face in battle.

Realistic military training is made up of three parts:

► **The Task itself.** The objective an individual or team is expected to accomplish. This may be to conduct an attack, cut off enemy supply route, or destroy enemy installation.



- ▶ **The Conditions.** The set of circumstances in which the task is expected to be performed. An example might be rainy or sunny day, night or day time, stationary or moving target, with opposition or unopposed.
- ▶ **The Standards.** The level of competence, expertise and effectiveness at which the task is projected to be accomplished. Standards might include the time taken to accomplish the mission, the accuracy and precision of hitting a target or the speed at which the operation is to be performed.

The premise for military training realism is establishing the tasks, conditions, and standards.

As an example, the purpose of Roman army training, as described by Flavius Josephus, was for the armed troops entering combat to have been there before so that they know they can fight, win, and survive.

Soldiers must be prepared to enter war and perform cognitively and physically demanding duties at the highest levels of competence as part of their military training.



PHOTO: RDF MEDIA



O/Cdt T  
DUSHIMIRIMANA

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Students at the Academy do more than learning about teamwork, but they practice it daily.

”



PHOTO: RDF MEDIA

# Relevance of training at Rwanda Military Academy- Gako

In general, all countries around the world, need armies to protect national sovereignty and interests. The Officers and soldiers are required to train in order to be able to fulfill their missions. Highly trained soldiers hold military discipline required in combat operations. Therefore, there is always a need to establish military schools.

That is the reason Rwanda established military schools to train its armed forces at different levels. There are schools for basic-training, cadets, junior officers and senior officers.

The Rwanda Defence Force (RDF) has many military schools such as Rwanda Military Academy (RMA) Gako, Gabiro Combat Training Center, Nasho and Senior Command and Staff College at Nyakinama. All these schools have a mission of training RDF personnel to the required standards to meet the current challenges in security.

The RMA therefore, trains Officer Cadets and Peace Support

Operations as well as undergraduate programs in conjunction with the University of Rwanda (UR). As an Officer graduating from RMA you are equipped with qualities of character.

These values include honesty, self-discipline, motivation, initiative, courage, and self-confidence. The staff at the Academy helps you to develop the required character to serve as an officer in the army.

Under their supervision, students learn how to make good decisions and deal with the consequences of poor judgment.

RMA therefore helps students to achieve their long-awaited dreams of serving in the military career.

Students at the Academy do more than learning about teamwork, but they practice it daily. They live together as a unit and work as a team to achieve their common goals which range from routine to major field training activities. Everyone has a role to play and through this experience, trainees develop communication, planning, and cooperation skills.



O/Cdt C AGABA

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You cannot be successful without being brave through numerous challenges that are incurred during the conduct of the cadet course.

”

## Fortune favors the brave

Great rewards and success cannot be taken for granted, it requires determination, courage taking risks in order to get what you have been sacrificing for. Being brave during challenges and putting extra ordinary effort in what you do are key towards reaping great rewards.

For instance, Cadet Course is composed of three phases: the breaking phase, building phase and the confidence building phase.

This requires someone with strong heart to stand the trends of tough and intense events

that are loaded onto you one after the other throughout the three phases.

The cadet course prepares you to hold a leadership post at platoon level and other future commitments in the forces.

Having an opportunity to lead others is not easy, more especially leading the military men and women.

Once the leadership is granted to you, it will push you to work beyond the normal height and it is all about being brave during the demanding unfavourable situation.

The academy takes you through a series of military training sessions which will enable one to carry out assigned military tasks successfully.

In conclusion therefore, you cannot be successful without being brave through numerous challenges that are incurred during the conduct of the cadet course. Not forgetting being smart in mind and young in age, all these will take you to reap great rewards which is being commissioned and becoming an RDF Officer.



PHOTO: RDF MEDIA



O/Cdt F NSABIMANA

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To develop and assess character, there has to be a metric for measuring it. Attributes such as valor, integrity, loyalty have proven to result in high levels of character.

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# Military character development

One of the major purposes of the Army ethics is to assist in providing a framework to develop soldiers' character by instilling values and virtues of the profession.

Character development continues throughout a lifetime as it is demonstrated in all aspects of life.

Every leader's action is a part of character development from the way he talks whether it has positive connotation or negative to the expectations transmitted and deeds encouraged.

It is important for organizations to reflect on practices and programs in place to achieve successful implementation of positive climate against a recognizable standard of excellence.

It is impossible to discuss soldiers' development without discussing ethos which refers to a spirit or bond with fellow comrades. It is displayed in an extreme level of strength of character that is regained to generate and sustain ethical decision making during critical moments.

Soldiers are developed through initial training and continue with

education to gain experience hence developing in character.

Leaders continue to demonstrate character to soldiers every day, in each environment by simple words and deeds.



Army leaders have a responsibility to lead by example, demonstrating the same character the soldiers expect from them.

The Army's philosophy of Mission Command promotes a shared understanding and allows subordinates to exercise disciplined initiative in decision making.

Under the auspices of Mission Command there is an understanding that every answer may not be the correct.

The intent is to make the best decisions, based on high moral principles and the Army ethics.

Soldiers are allowed to use discretionary judgment. Understanding some of the decisions will have high moral implications and consequences.

To develop and assess character, there has to be a metric for measuring it. Attributes such as valor, integrity, loyalty have proven to result in high levels of character.

Conducting daily tasks presents an opportunity for soldiers to exercise ethical decision making. In order to test the effectiveness of character development and allow soldiers adequate time to train and implement lessons learned from assigned leaders, they must be allowed to exercise decision making.



PHOTO: RDF MEDIA



O/Cdt E TUYISENGE

“

It would be harder for you to understand the value of humility and obedience before you personally do it, even to those whom you will soon lead. A good leader must be first a good follower.

”

# Key points that would help trainees to successfully complete Officer basic training

**T**raining is a challenging experience purposely to make you a real soldier which is not easy because it requires a lot of mental and physical endurance.

You have heard different views about military training from either a friend or close relative, but training is not a luxury. However, when feeling burdened or discouraged during OBT, below are some of the hints that you can apply so that you keep on moving. They are;

- Positive response to orders
- Time management
- Being in the right place at the right time.
- Team work

Firstly, **response to orders** puts you at a low risk of col-

liding with instructors and gives a sense of being prepared as a future commander to be obeyed by your subordinates when you give them your orders. It would be harder for you to understand the value of humility and obedience before you personally do it, even to those whom you will soon lead. A good leader must be first a good follower.

Secondly, **time management** is paramount during OBT because any time wasted in a military operation would threaten the mission. To be on a safer side therefore, you have to practice time saving during training by doing many activities simultaneously ranging from having meals up to class activities. Though it is forcefully emphasized by instructors, it is a key to help you in your future military tasks.

**Being in the right place at the right time** instills in you the es-

sence of politeness and protects you as an officer cadet from doing contrary to the academy rules and regulations which could lead to discontinuation from the course. Furthermore, it builds a sense of effective presence in officer cadets to carry out their tasks in the future.

**Teamwork and synergy** are so crucial during officer basic training. This helps the trainees to have a sense of responsibility for one another and

creates a complete awareness in one's mind that military tasks cannot be performed alone but as a team, therefore, avoid individualism while on Officer Basic Training (OBT).

In conclusion, if the above four mentioned points are clearly observed by any trainee, during OBT, the risks of being discontinued from the course becomes minimal and the chances of succeeding in your entire military career becomes higher.



PHOTO: RDF MEDIA



O/Cdt E NGOBOKA

“

Actual physical fitness helps Officers and men to support their efficiency and productivity, help with stress and build teamwork as a unit. Dealing with stress in a positive way through exercise is preventive measure to help keep out depression. Working out with your fellow soldiers also creates teamwork and comradeship.

”

## Physical fitness, a necessity to the RDF soldiers

**R**egular exercise and physical activity promote strong muscles and bones. It improves respiratory, cardiovascular health, and overall health.

Staying active can also help you maintain a healthy weight, reduce your risk for type-2 diabetes, heart disease, and reduce your risk for some cancers.

When I was in high-school, I was in the football team and I regularly attended one of the local gyms in Kigali. I saw different perspectives between soccer and working out concerning fitness. This was because soccer is all about running, staying fit, and becoming stronger. Gym was not focused on running, but was instead about crunches, push-ups, pushing and pulling weights and also pull-ups.

My perception on being physically fit changed when I joined Rwanda Military Academy for Cadet training because there was a need of using different

body muscles and following a different mind-set.

Throughout high school, I was taught by my captain that I was



not done running the physical fitness test unless everyone else finishes.

This taught me never to leave a teammate behind, to motivate others and to be disciplined. Physical fitness is vital to the military in view of wellbeing, the benefits of working out, and work execution.

The Rwanda Defence Force encourages its Men and Officers to work out, because the service requires its members to be healthy and strong.

It has been proved that physical training positively gives mental strength and with this said; it is Officers and men's duty and obligation to

be ready for any tasks with a healthy body and mind.

Actual physical fitness helps Officers and men to support their efficiency and productivity, help with stress and build teamwork as a unit. Dealing with stress in a positive way through exercise is preventive measure to help keep out depression. Working out with your fellow soldiers also creates teamwork and comradeship.

Physical fitness is essential to the military since it keeps up and maintains good health to its members, keeps individuals in shape and empowers officers and men to be productive in service.



PHOTO: RDF MEDIA



# IN PICTURES

TRAINING ACTIVITIES REVIEW <<

RDF LEADERSHIP VISIT <<

SPORTS & RECREATIONAL ACTIVITIES <<

LECTURE OF OPPORTUNITIES <<

HIGH PROFILE VISITORS <<

OTHER VISITORS <<



# Training Activities Review



1



2



3



4



5



6



7

## CAPTIONS

1  
Live firing exercise

2  
Land navigation

3  
Physical training

4  
Obstacle crossing

5  
Route march

6  
Jungle training

7  
Field training exercise

# Training Activities Review



## CAPTIONS

8  
Obstacle crossing

9  
Evening run

10-11  
Foot drill

12  
IT Training

13  
Studying in Library

14  
Cadets in class

# RDF Leadership Visit



## CAPTIONS

1

CDS, General and Senior officers with trainees

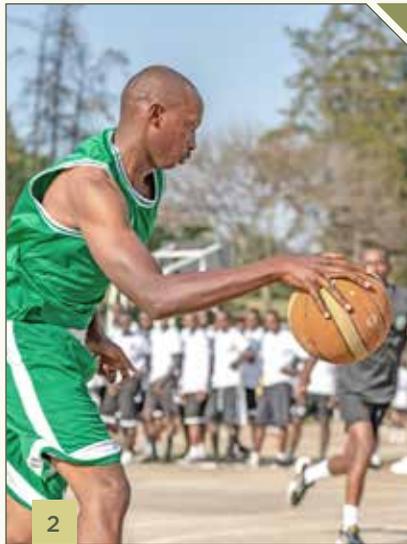
2

Hon MOD with RMA Staff and trainees

3

Hon MOD touring RMA infrastructure

# Sports & Recreational Activities



## CAPTIONS

1  
Athletics is encouraged at the Academy

2  
A good basketball court for recreation

3  
Volleyball is another activity undertaken

4  
An Academy swimming pool is available

5  
Karate classes are available at the academy

# Lectures of Opportunity



## CAPTIONS

1  
Maj Gen Albert  
MURASIRA, Minister  
of Defence

2  
Gen J Bosco  
KAZURA, Chief of  
Defence Staff

3  
LT Gen J Jacques  
MUPENZI, Air Force  
Chief of Staff

4  
Maj Gen Frank  
MUGAMBAGE,  
Reserve Force Chief  
of Staff

5  
Maj Gen Emmanuel  
BAYINGANA,  
Permanent Secretary-  
Ministry of Defence

6  
Maj Gen Vincent  
NYAKARUNDI, Head  
Defence Intelligence

# Lectures of Opportunity



7



8



9



10



11



12

## CAPTIONS

7

Maj Gen (Rtd)  
Ferdinand SAFARI,  
Director, The African  
Center of Excellence  
for Children, Peace &  
Security

8

Brig Gen John  
BAGABO, President-  
Military High Court

9

Brig Gen Ronald  
RWIVANGA, Rwanda  
Defence Force  
Spokesperson

10

Col D KANAMUGIRE,  
CO of the National  
Cyber Security  
Authority

11

Hon Monique  
MUKARULIZA,  
Strategic Advisor to  
MINAFETT

12

Leonard  
RUGWABIZA,  
Economic Senior  
Advisor- MINECOFIN

# High profile visitors



1

## CAPTIONS

1  
Ambassador Lisa  
Carty- USA



2

2  
Czech Republic  
Head DI



3

3  
Delegation from  
Romeo Dallaire  
Institute



4

4  
Deputy Chief of  
General Staff of  
the Central African  
Republic Armed  
Forces



5

5  
Egyptian  
Delegation



6

6  
Malawi Defence  
Minister and Chief  
of Defence Staff



7

7  
Mali Chief of  
Defence Staff

# High profile visitors



8

## CAPTIONS

8  
South Sudan  
delegation



9

9  
Mozambique  
delegation



10

10  
New York-PKO  
delegation



11

11  
Qatar Ambassador to  
Rwanda



12

12  
Her Excellency  
Louise Mushikiwabo,  
Secretary General- OIF



13

13  
UN delegation

# Other visitors



## CAPTIONS

1

Saint Ignatius High School students visit RMA-Gako

2-3

Gashora Girls School visit RMA- Gako

# OFFICER CADETS IN PICTURES

INTAKE 04/18 LONG <<

General Medicine & Surgery  
Mechanical Engineering & Energy  
Social and Military Sciences

INTAKE 10/21 ONE YEAR <<

# Officer Cadets Intake 04/18 Long

## GENERAL MEDICINE & SURGERY



**O/Cdt A  
NGIZWENAYO**



**O/Cdt B  
NSENGIYUMVA**



**O/Cdt C  
KALISA**



**O/Cdt D  
SHEMA**



**O/Cdt E  
BIZIMANA**



**O/Cdt E M  
RUZINDANA**



**O/Cdt E  
MUGISHA**



**O/Cdt E  
NKURIKIYUMUKIZA**



**O/Cdt E P  
RUHIRWA**



**O/Cdt E  
TUYAMBAZE**



**O/Cdt F  
NIZEYIMANA**



**O/Cdt I  
MASENGESHO**



**O/Cdt I  
RUGAMBA**



**O/Cdt J C  
MUTUNZI**



**O/Cdt J  
KAYIHURA**



**O/Cdt J  
NIKUZE**



**O/Cdt M  
GISA**



**O/Cdt N  
MUGISHA**



**O/Cdt P  
MUNANIRA**



**O/Cdt P  
RUDAKEMWA**

# Officer Cadets Intake 04/18 Long

## MECHANICAL ENGINEERING & ENERGY



O/Cdt A  
KAREGE



O/Cdt A  
MURWANASHYAKA



O/Cdt A  
UMTONIWASE



O/Cdt B  
ISHIMWE



O/Cdt E  
SAFARI



O/Cdt E  
TURIKUMWENAYO



O/Cdt I  
DUSHIMIMANA



O/Cdt J B  
MUGENZI



O/Cdt J  
GATO



O/Cdt J  
ISHIMWE



O/Cdt J  
MUSHAIJA



O/Cdt J P  
UMUVANDIMWE



O/Cdt M  
KARANGWA



O/Cdt S  
MUTANGANA



O/Cdt S  
SHYAKA

# Officer Cadets Intake 04/18 Long

## SOCIAL AND MILITARY SCIENCES



**O/Cdt M  
GASABATO**



**O/Cdt A C  
AMAHIRWE**



**O/Cdt A  
NGOGA**



**O/Cdt B  
AKIMIHIGO**



**O/Cdt B  
HIGIRO**



**O/Cdt B  
MUCYO**



**O/Cdt C  
IRASUBIZA**



**O/Cdt C  
MANZI**



**O/Cdt C  
MUNYANZIZA**



**O/Cdt D  
BUTERA**



**O/Cdt D  
IRADUKUNDA**



**O/Cdt D L  
GIHANA**



**O/Cdt D  
MULISA**



**O/Cdt D  
NKUNDA**



**O/Cdt E  
CYUBAHIRO**



**O/Cdt E  
KARANGANWA**



**O/Cdt E  
MANZI**



**O/Cdt E  
NDAYISHIMIYE**



**O/Cdt E  
TURATSINZE**



**O/Cdt F  
BAZATSINDA**

# Officer Cadets Intake 04/18 Long

## SOCIAL AND MILITARY SCIENCES



O/Cdt F  
DAWAKARI



O/Cdt F  
GASINZIGWA



O/Cdt F  
MUGISHA



O/Cdt F R  
NYAMURANGWA



O/Cdt F X  
MUTUYIMANA



O/Cdt G  
MUZURI



O/Cdt G  
NGANJI



O/Cdt H  
TWAGIRA



O/Cdt I  
HABARUGIRA



O/Cdt I  
KAYIRANGA



O/Cdt J B  
NDAHIRO



O/Cdt J  
KARASIRA



O/Cdt J  
MURINDWA



O/Cdt J  
NSHIMIYIMANA



O/Cdt J  
NYIRAHAKUZIMANA



O/Cdt J  
NYIRAHAKUZIMANA



O/Cdt JB  
IRADUKUNDA



O/Cdt JMV  
NSHIMIYIMANA



O/Cdt K  
MANZI



O/Cdt L S  
KABUTOTO

# Officer Cadets Intake 04/18 Long

## SOCIAL AND MILITARY SCIENCES



**O/Cdt M  
ITEKA**



**O/Cdt M  
RORIMANA**



**O/Cdt N K  
GAKUNDE**



**O/Cdt P  
BIKORIMANA**



**O/Cdt P J  
NYEMAZI**



**O/Cdt P  
KABERUKA**



**O/Cdt P  
MANZI**



**O/Cdt P  
MICOMYIZA**



**O/Cdt R  
BISANGWA**



**O/Cdt R  
NTWALI**



**O/Cdt S  
MURWANASHYAKA**



**O/Cdt S  
UMUKUNDWA**



**O/Cdt SL  
ISHEMA**



**O/Cdt T  
MUHIZI**



**O/Cdt V  
KAZUNGU**



**O/Cdt V  
NIYIBIZI**



**O/Cdt Y  
NTAGWABIRA**

# Officer Cadets Intake 10/21 One Year

## A COMPANY



O/Cdt A  
MUNYAGISENYI



O/Cdt A  
MURENGERANTWARI



O/Cdt A  
SEBASAZA



O/Cdt A  
SHEMA



O/Cdt A  
SHYAKA



O/Cdt A  
UWITONZE



O/Cdt B  
HIRWA



O/Cdt B  
MUGISHA



O/Cdt C  
AKARWANAHO



O/Cdt C  
NDAYISABA



O/Cdt C  
UWAMAHORO



O/Cdt C  
UWIRAGIYE



O/Cdt D  
BYIRINGIRO



O/Cdt D  
KWIZERA



O/Cdt D  
NDAYISHIMIYE



O/Cdt D  
NIYOMUGABO



O/Cdt D  
NIZEYIMANA



O/Cdt D  
NSHIMIYIMANA



O/Cdt E  
BUGIRIMFURA



O/Cdt E  
CYANGABO

# Officer Cadets Intake 10/21 One Year

## A COMPANY



**O/Cdt E  
GATSINZI**



**O/Cdt E  
HARERIMANA**



**O/Cdt E  
ISHIMWE**



**O/Cdt E  
KAYIRANGA**



**O/Cdt E  
KAZUNGU**



**O/Cdt E  
KUBWIMANA**



**O/Cdt E  
MFITUMUKIZA**



**O/Cdt E  
MUTONI**



**O/Cdt E  
NDAYISHIMIYE**



**O/Cdt E  
NGOBOKA**



**O/Cdt E  
NIYIGENA**



**O/Cdt E  
NIYONKURU**



**O/Cdt E  
NKURUNZIZA**



**O/Cdt E  
NTWARI**



**O/Cdt E  
RUZIRABWOBA**



**O/Cdt E  
RWEMARIKA**



**O/Cdt E  
UWIMANA**



**O/Cdt F  
MUNZERO**



**O/Cdt F  
DUSHIMIRIMANA**



**O/Cdt F  
IRAMBONA**

# Officer Cadets Intake 10/21 One Year

## A COMPANY



**O/Cdt F  
KAMUGISHA**



**O/Cdt F  
NIYOMUFASHA**



**O/Cdt F  
NSABIMANA**



**O/Cdt F  
TABARUKA**



**O/Cdt G  
MAJYAMBERE**



**O/Cdt G  
MURIGANDE**



**O/Cdt G  
TURIKUMWENAYO**



**O/Cdt H  
NDAHIRO**



**O/Cdt I  
KAMANZI**



**O/Cdt I  
NKERAMUGABA**



**O/Cdt I  
RUYANGE**



**O/Cdt I  
RWEGO**



**O/Cdt I  
SHYAKA**



**O/Cdt J  
HAKORIMANA**



**O/Cdt J  
IRADUKUNDA**



**O/Cdt J  
KAYIRANGA**



**O/Cdt J  
NIYONSHUTI**



**O/Cdt J  
NIYONSHUTI**



**O/Cdt J  
RUTISHISHA**



**O/Cdt J  
SENEZA**

# Officer Cadets Intake 10/21 One Year

## A COMPANY



O/Cdt J  
TWAHIRWA



O/Cdt JB  
KAYIRANGA



O/Cdt JB  
MACUMI



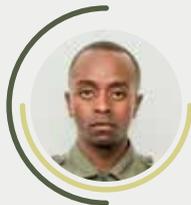
O/Cdt JB  
MUTABARUKA



O/Cdt JC  
ISHIMWE



O/Cdt JC  
MUTABARUKA



O/Cdt JDD  
GATSINZI



O/Cdt JDD  
HABIMANA



O/Cdt JDD  
HATEKIMANA



O/Cdt JDD  
NSHIMIYE



O/Cdt JDD  
NSHIMIYIMANA



O/Cdt JDD  
NTAMAHUNGIRO



O/Cdt JDD  
UWIRAGIYE



O/Cdt JMV  
NIYOKWIZERWA



O/Cdt JP  
MUCYO



O/Cdt JP  
NIZEYIMANA



O/Cdt JP  
NZAKIZWANIMANA



O/Cdt JP  
RWAMUGEMA



O/Cdt L M  
UWAYO



O/Cdt L  
UWANTEGE

# Officer Cadets Intake 10/21 One Year

## A COMPANY



O/Cdt M  
NTIDENDEREZA



O/Cdt M  
TURATSINZE



O/Cdt O  
MANISHIMWE



O/Cdt O  
NDAYISHIMIYE



O/Cdt O  
NDIZEYE



O/Cdt P  
DUSHIMIMANA



O/Cdt P  
HARELIMANA



O/Cdt P  
ISHIMWE



O/Cdt P  
KWIZERA



O/Cdt P  
MANIRADUKUNDA



O/Cdt P N  
ISHIMWE



O/Cdt P  
RUKUNDO



O/Cdt P  
UWITONZE



O/Cdt PH  
MUGWANEZA



O/Cdt PH  
UKWISHAKA



O/Cdt R  
KWIZERA



O/Cdt R  
NDAYISHIMIYE



O/Cdt R  
YARAMBA



O/Cdt S  
DUKUNDANE



O/Cdt S  
HAKIZIMANA

# Officer Cadets Intake 10/21 One Year

## A COMPANY



O/Cdt S  
MURENGEZI



O/Cdt S  
MUSHAYIJA



O/Cdt S  
NDUSENGIMANA



O/Cdt S  
NSHIMYIMANA



O/Cdt S  
SHARANGABO



O/Cdt S  
SHYAKA



O/Cdt T  
CYUBAHIRO



O/Cdt T  
DUKUZE



O/Cdt T  
DUSHIMIRIMANA



O/Cdt T  
HABIMANA



O/Cdt T  
MUTSINDASHYAKA



O/Cdt T T  
SHYAKA



O/Cdt V  
HAKIZIMANA



O/Cdt V  
KARAGIRE



O/Cdt V  
MUCYO



O/Cdt V  
NSHIMIYIMANA



O/Cdt W  
BIZIMANA



O/Cdt Z  
TENGERA

# Officer Cadets Intake 10/21 One Year

## B COMPANY



O/Cdt A  
IRADUKUNDA



O/Cdt B  
RWEMARIKA



O/Cdt D  
CYUBAHIRO



O/Cdt E  
NZABONIMPA



O/Cdt E  
DUSHIMIMANA



O/Cdt G N  
RUGAMBA



O/Cdt J  
GASORO



O/Cdt JMV  
SEBAHIRE



O/Cdt R  
RWRAHIRA



O/Cdt A  
KAYIRANGA



O/Cdt A  
KAZAVIYO



O/Cdt A  
MUHAWENIMANA



O/Cdt A  
MURANGWA



O/Cdt A  
NDAYAMBAJE



O/Cdt A  
NIYIBIKORA



O/Cdt A  
NIYITEGEKA



O/Cdt A  
NZAYISENGA



O/Cdt A  
RUSANGANWA



O/Cdt A  
SHYAKA



O/Cdt B  
DUSABAYUMVA

# Officer Cadets Intake 10/21 One Year

## B COMPANY



O/Cdt B  
MUGABO



O/Cdt B  
MUTSINZI



O/Cdt B  
NTWARI



O/Cdt C  
IBANGA



O/Cdt C  
NDAGIJIMANA



O/Cdt C  
UWIZEYIMANA



O/Cdt D  
MBANJIMBERE



O/Cdt D  
MUKASAFARI



O/Cdt D  
TWIZERIMANA



O/Cdt E  
TURATSINZE



O/Cdt E  
BIZIMANA



O/Cdt E  
BYIRINGIRO



O/Cdt E  
MFURAYURUKUNDO



O/Cdt E  
NAHIMANA



O/Cdt E  
NDAGIJIMANA



O/Cdt E  
NDAGIJIMANA



O/Cdt E  
NDAHIRO



O/Cdt E  
RURANGIRWA



O/Cdt E  
SHEMA



O/Cdt E  
TURATSINZE

# Officer Cadets Intake 10/21 One Year

## B COMPANY



O/Cdt E  
TURAYISHIMIYE



O/Cdt E  
TWIZERIMANA



O/Cdt F  
KARANGWA



O/Cdt F  
NSENGIYUMVA



O/Cdt FG  
MUTABAZI



O/Cdt G  
BIZIMUNGU



O/Cdt G  
KAREKEZI



O/Cdt G MUGANDURA  
MADEDERI



O/Cdt G  
NSHIMYIMANA



O/Cdt G  
NYIRAMISIGARO



O/Cdt G SHYAKA



O/Cdt I NSENGIMANA



O/Cdt I  
HABONIMANA



O/Cdt I  
KAREGE



O/Cdt I  
RUKUNDO



O/Cdt J  
NGABITSINZE



O/Cdt J A  
MBARUSHIMANA



O/Cdt J  
AYABAKUZE



O/Cdt J B  
GASIRIKARE



O/Cdt J  
GASANA

# Officer Cadets Intake 10/21 One Year

## B COMPANY



O/Cdt Francis  
NIYOMUGABO



O/Cdt J  
MBABAZI



O/Cdt J  
MUGABO



O/Cdt J  
MUMARASHAVU



O/Cdt J  
MUVUNYI



O/Cdt J  
MWISENEZA



O/Cdt J  
NIYOMUKIZA



O/Cdt J  
TUYISHIMIRE



O/Cdt JD  
BIGIRIMFURA



O/Cdt JD  
RUKUNDO



O/Cdt JDC  
IZERIMANA



O/Cdt JDD  
KUBWIMANA



O/Cdt JM  
KANEZA



O/Cdt JMV  
MIZERO



O/Cdt JP  
NSENGIMANA



O/Cdt K  
TUGIRIMANA



O/Cdt L  
NIZEYIMANA



O/Cdt L  
RWAMASIRABO



O/Cdt L  
UKWISHAKA



O/Cdt M C  
UWINEZA

# Officer Cadets Intake 10/21 One Year

## B COMPANY



O/Cdt M  
KAMANZI



O/Cdt M  
MASENGESHO



O/Cdt M  
MUGABE



O/Cdt M  
MUKUNDANE



O/Cdt N  
HABIMANA



O/Cdt O  
MUGABEKAZI



O/Cdt O  
MUNYABARENZI



O/Cdt O  
NGANGO



O/Cdt O  
NSENGIMANA



O/Cdt P  
MBANGUKIRA



O/Cdt P  
MBONYINGINGO



O/Cdt P  
NDAGIJIMANA



O/Cdt P  
NGARAMBE



O/Cdt P  
NGOGA



O/Cdt P  
NIWEMFURA



O/Cdt P  
NIYONSABA



O/Cdt P  
NKUNDUMUKIZA



O/Cdt P  
NSHIZIRUNGU



O/Cdt P  
NTARE



O/Cdt P  
RUDASINGWA

# Officer Cadets Intake 10/21 One Year

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## B COMPANY



**O/Cdt P  
SHEMA**



**O/Cdt P  
SIBOMANA**



**O/Cdt R U  
ADUHIRE**



**O/Cdt R A  
VUNINGOMA**



**O/Cdt S  
KAMUGUNDU**



**O/Cdt S  
KUBWAYO**



**O/Cdt S  
RUKUNDO**



**O/Cdt T  
MUGWANEZA**



**O/Cdt T  
NIZEYIMANA**



**O/Cdt T  
NSHIMIYIMANA**



**O/Cdt T  
NTAMANGA**



**O/Cdt T  
NTRAMPAGA**



**O/Cdt TK  
INGENZI**



**O/Cdt V  
HABUMUGISHA**



**O/Cdt V  
HAKIZIMANA**



**O/Cdt V  
TWAHIRWA**



**O/Cdt VA  
GAKUBA**



**O/Cdt W  
TURATSINZE**



**O/Cdt Y  
MUTONI**

# Officer Cadets Intake 10/21 One Year

## C COMPANY



O/Cdt A  
GAHONGAYIRE



O/Cdt A  
MPAWENAYO



O/Cdt A  
MUGENZI



O/Cdt A  
RUTAYISIRE



O/Cdt B  
INGABIRE



O/Cdt C  
BENIMANA



O/Cdt D  
NIBIGIRA



O/Cdt E  
NDAHIMANA



O/Cdt E  
NDAZIRAGIYE



O/Cdt E  
NGENDAHIMANA



O/Cdt E  
NIYIGENA



O/Cdt E  
NIYONGABO



O/Cdt E  
NSENGIYUMVA



O/Cdt E  
NSHYIMIYIMANA



O/Cdt E  
RWIBUTSO



O/Cdt E  
SIBONIYO



O/Cdt F  
MUGABO



O/Cdt FD  
GISA



O/Cdt G  
AHISHAKIYE



O/Cdt G  
BAGAMBE

# Officer Cadets Intake 10/21 One Year

## C COMPANY



**O/Cdt GF  
MATSIKO**



**O/Cdt I  
HIMBAZA**



**O/Cdt I  
KARAMBIZI**



**O/Cdt II  
MUHIRE**



**O/Cdt J  
NGABO**



**O/Cdt JB  
MUTANGANA**



**O/Cdt JB  
TWAYIGIZE**



**O/Cdt JDD  
NSHYIMIYIMANA**



**O/Cdt M  
IRADUKUNDA**



**O/Cdt M  
UWIZEYIMANA**



**O/Cdt MB  
GAKWANDI**



**O/Cdt O  
NIYONSABA**



**O/Cdt P  
BANZUBAZE**



**O/Cdt P  
MUTONI**



**O/Cdt P  
NSHIZIRUNGU**



**O/Cdt T  
MUTABAZI**



**O/Cdt T  
NIYIBIRORA**



**O/Cdt T  
NSENGAMUNGU**



**O/Cdt U  
MUCYO**



**O/Cdt V  
MUSHOZA**

# Officer Cadets Intake 10/21 One Year

## C COMPANY



O/Cdt A  
NIYONKURU



O/Cdt C  
TUYISHIME



O/Cdt V  
NKAMICANIYE



O/Cdt A  
ABAYIRINGIRA



O/Cdt A  
IRAGUHA



O/Cdt A  
NDIKUBWIMANA



O/Cdt B  
DUSENGIMANA



O/Cdt C  
HIRWA



O/Cdt C  
ISHIMWE



O/Cdt C N  
MUTABAZI



O/Cdt c  
NTABANA



O/Cdt D  
ISHIMWE



O/Cdt D  
ISHIMWE



O/Cdt D  
KUBWIMANA



O/Cdt D  
MUKANDAYISENGA



O/Cdt D  
SEBUNYENYERI



O/Cdt E  
BUGINGO



O/Cdt E  
BWIMBA



O/Cdt E  
BYIRINGIRO



O/Cdt E  
DUSHIMIYIMANA

# Officer Cadets Intake 10/21 One Year

## C COMPANY



**O/Cdt E  
GAHIZI**



**O/Cdt E  
GATETE**



**O/Cdt E  
MASENGESHO**



**O/Cdt E  
MUGENZI**



**O/Cdt E N  
KARIBORI**



**O/Cdt E  
NDAGIJE**



**O/Cdt E  
NIYIRORA**



**O/Cdt E  
NIYONZIMA**



**O/Cdt E  
RWASANDE**



**O/Cdt E  
SABANE**



**O/Cdt E  
TUYISENGE**



**O/Cdt E  
UWIMPAYE**



**O/Cdt E  
UWUBUGINGO**



**O/Cdt F  
GANZA**



**O/Cdt F  
GATERA**



**O/Cdt F  
KAGAME**



**O/Cdt F  
KAMANZI**



**O/Cdt F  
NDACYAYISABA**



**O/Cdt F  
RWIBUTSO**



**O/Cdt F  
TUYISENGE**

# Officer Cadets Intake 10/21 One Year

## C COMPANY



O/Cdt FX  
ITANGIBISHATSE



O/Cdt G  
NTIRENGANYA



O/Cdt G  
TURAMUKUNDA



O/Cdt G  
TURATSINZE



O/Cdt G  
UWIHOREYE



O/Cdt H  
BAGABO



O/Cdt H  
RUKUNDO



O/Cdt I  
MPAMBARA



O/Cdt J C  
MANIRAFASHA



O/Cdt J  
ININAHAZWE



O/Cdt J  
KASINE



O/Cdt J  
KWIZERA



O/Cdt J  
MUPENZI



O/Cdt J  
TURATSINZE



O/Cdt JMV  
NSENGIYUNVA



O/Cdt JP  
NDAGIJIMANA



O/Cdt K K  
RUTIKANGA



O/Cdt L  
NIYONKURU



O/Cdt L  
UMUTONI



O/Cdt M  
HABUMUREMYI

# Officer Cadets Intake 10/21 One Year

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## C COMPANY



**O/Cdt M  
KAWUNDA**



**O/Cdt M  
NIYIGENA**



**O/Cdt N  
IBYIMANIKORA**



**O/Cdt P  
BENIMANA**



**O/Cdt P  
NIYONSHUTI**



**O/Cdt P  
TUYISHIME**



**O/Cdt P  
UMUTESI**



**O/Cdt R  
GATSINZI**



**O/Cdt R  
MURENZI**



**O/Cdt R  
NDAYISHIMIYE**



**O/Cdt R  
SHIMIRWA**



**O/Cdt S  
KABEHO**



**O/Cdt S  
NKUNZIMANA**



**O/Cdt T  
HATEGEKIMANA**



**O/Cdt T  
NTIRANDEKURA**



**O/Cdt V  
MUGABO**



**O/Cdt V  
NYIRAHABIMANA**



**O/Cdt W  
KAREKEZI**



**O/Cdt Y  
SHEMA**

# Officer Cadets Intake 10/21 One Year

## D COMPANY



**OCCDT JD  
NTAKIRUTIMANA**



**OCCDT JMV  
HARERIMANA**



**O/Cdt A  
BATAMURIZA**



**O/Cdt A  
KWIZERA**



**O/Cdt A  
NGARAMBE**



**O/Cdt A  
NKURUNZIZA**



**O/Cdt A  
NTEZIMANA**



**O/Cdt A  
NZAYISENGA**



**O/Cdt AN  
KAZABONWA**



**O/Cdt AP  
BIMENYIMANA**



**O/Cdt B  
KAYIGAMBA**



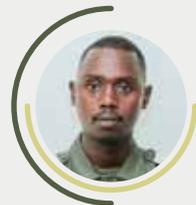
**O/Cdt B  
MUHIRWA**



**O/Cdt B  
NSHIMYUMUKIZA**



**O/Cdt B  
SHYAKA**



**O/Cdt C  
AGABA**



**O/Cdt C  
NTAMBARA**



**O/Cdt C  
NTWARI**



**O/Cdt C  
SAFI**



**O/Cdt C  
UMULISA**



**O/Cdt CM  
KABALISA**

# Officer Cadets Intake 10/21 One Year

## D COMPANY



O/Cdt D  
MUHOZA



O/Cdt D  
MUTEGARUGORI



O/Cdt D  
NDAYAMBAJE



O/Cdt D  
NSENGIYUMVA



O/Cdt D  
NSHUTI



O/Cdt D  
NUMUKOBWA



O/Cdt D  
NZIGIYE



O/Cdt D  
RUGEMINTWAZA



O/Cdt D  
TAREMWA



O/Cdt E  
BENIMANA



O/Cdt E  
BYIRINGIRO



O/Cdt E  
DUSABIMANA



O/Cdt E  
IRUTINGABO



O/Cdt E  
KAMALI



O/Cdt E  
KAMANZI



O/Cdt E  
KARASIRA



O/Cdt E  
KATABARWA



O/Cdt E  
MANZI



O/Cdt E  
MURENZI



O/Cdt E  
MUTSINZI

# Officer Cadets Intake 10/21 One Year

## D COMPANY



O/Cdt E  
NIYONKURU



O/Cdt E  
NIYONSHUTI



O/Cdt E  
NSENGIYUMVA



O/Cdt E  
NTIRAMPEBA



O/Cdt E  
SHEMA



O/Cdt E  
TUYISENGE



O/Cdt E  
TUYISHIME



O/Cdt E  
URAGIJUMUTIMA



O/Cdt F  
CYIZA



O/Cdt F  
GIKURU



O/Cdt F  
MUKANZABONIMPA



O/Cdt F  
MUTESA



O/Cdt F  
NAHIMANA



O/Cdt F  
NGENDAHIMANA



O/Cdt F  
NKUBITO



O/Cdt F  
NSABIMANA



O/Cdt F  
RWAYISHEMA



O/Cdt G  
ISEZERANO



O/Cdt G  
MUGISHA



O/Cdt G  
NGENDAHAYO

# Officer Cadets Intake 10/21 One Year

## D COMPANY



O/Cdt G  
UWAYO



O/Cdt G  
UWINEZA



O/Cdt I  
BYIRINGIRO



O/Cdt I  
KAGORORA



O/Cdt I  
MUVUNYI



O/Cdt I  
NTAMBARA



O/Cdt I  
RUHUMURIZA



O/Cdt J  
MANZI



O/Cdt J  
MUHIRE



O/Cdt J  
NDAYAMBAJE



O/Cdt J  
NIYITANGA



O/Cdt J  
NIYITEGEKA



O/Cdt J  
NSHIMYIMANA



O/Cdt J U  
KAJIWABO



O/Cdt J  
UMUHOZA



O/Cdt J  
UWAMAHO



O/Cdt JF  
TUYISHIME



O/Cdt JM  
TUYISENGE



O/Cdt JP A  
CYUSA



O/Cdt JP  
BYIRINGIRO

# Officer Cadets Intake 10/21 One Year

## D COMPANY



O/Cdt L  
NIYIGENA



O/Cdt L  
UWHIRWE



O/Cdt M  
BIKORIMANA



O/Cdt M  
KAYIRANGA



O/Cdt M  
MUHIZI



O/Cdt MP  
NDACYAYISENGA



O/Cdt N  
MUNYANEZA



O/Cdt O  
MUKESHIMANA



O/Cdt O  
MUTUYIMANA



O/Cdt O  
NSENGIYUMVA



O/Cdt O  
SEMUHIRE



O/Cdt P  
BYIRINGIRO



O/Cdt P  
BYIRINGIRO



O/Cdt P  
IRANKUNDA



O/Cdt P  
ISHIMWE



O/Cdt P  
KARANGWA



O/Cdt P  
NDWANYI



O/Cdt P  
NTIHEMUKA



O/Cdt P  
RUDAHUNGA



O/Cdt P  
RWAGASORE

# Officer Cadets Intake 10/21 One Year

## D COMPANY



O/Cdt R  
NKURUNZIZA



O/Cdt R  
REBERO



O/Cdt S  
KAYIGAMBA



O/Cdt S  
MFITUMUKIZA



O/Cdt S  
MUSHAIKI



O/Cdt S  
NIYONKURU



O/Cdt S  
NYAMINANI



O/Cdt S  
RUGAMBA



O/Cdt S  
TUYISHIMIRE



O/Cdt S  
UWIRAGIYE



O/Cdt V  
GASARE



O/Cdt V  
NDAYISENGA



O/Cdt W  
GATSIMBANYI



O/Cdt Y  
MUGUNGA



O/Cdt Y  
MUTESI



O/Cdt Y  
NGENDAHIMANA



O/Cdt Y  
NIYINGENERA



O/Cdt YJC  
NIYIBIZI

# The future Academy infrastructure



## CAPTIONS

1  
Academy complex

2  
Interior look of the  
auditorium

3  
External look of the  
auditorium

4  
Academy complex,  
auditorium, medicine  
lab & mech workshop

5  
Officers' Apartment



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