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UNITED NATIONS

ASSISTANCE MISSION FOR RWANDA



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MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

Original: French

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SUCCINCT INTRODUCTION TO THE  
POLICE FORCES OF RWANDA

3 August 1995

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## UNAMIR - MINUAR

## SUCCINCT INTRODUCTION TO THE POLICE FORCES OF RWANDA

Foreword:

Since independence, on 1st July 1962, Rwanda has adapted to national realities the constitutional principles established on 24 November 1962. Those principles included, inter alia, the restoration and strengthening of peace and national unity which had been seriously threatened a short time before independence by the events of the revolution of 1959.

According to its Constitution, the Republic of Rwanda is firmly committed to democratic principles, to the protection of the human person and to the promotion and respect of fundamental liberties, in accordance with the Universal Declaration of Human Rights.

Various institutions were established, including the Government which is responsible for public order and the protection of persons and property. The Government thus created the Police Forces, which are responsible for ensuring the application of the laws and regulations that govern society.

In accordance with Belgian tradition, Rwanda has two Police Forces: the Gendarmerie and the Communal Police. The two forces each belong to different Ministries. The Gendarmerie has nation-wide jurisdiction and is under the authority of the Ministry of National Defense. The Communal Police have local jurisdiction and are under the authority of the Ministry of the Interior.

It was the former *Police Nationale* (National Police) which, on 26 June 1973, changed its name to *Gendarmerie Nationale* (National Gendarmerie) after incorporation into the Rwandan Army.

In conjunction with incorporation of the main part of the force, the remaining part was given civilian status. That part now came under the direct authority of the Burgomaster (*le Bourgmestre*), by delegation from the Prefect (*le Préfet*). This new Force was called the *Police Communale* (Communal Police).

1. The Gendarmerie (*la Gendarmerie Nationale*)

The Gendarmerie was established by the Law of 23 January 1974 as an institutional armed force responsible for maintaining law and order.

This force is under the authority of the Ministry of Defense (*Ministère de la Défense*) and is modelled on the military. It responds to requisitions from the

administrative and judicial authorities that are empowered to mobilize its assistance.

The Gendarmerie is competent throughout Rwanda and its functions and organization can be summarized as follows:

### 1.1. Functions

The role of Gendarmerie is both preventive and repressive. Its functions can be divided into ordinary functions and special functions.

Its ordinary functions are those that it fulfils in pursuance of legislation without any prior requisition. This is the case in the prevention of breaches of the law, investigation of offences and of offenders, enforcement of laws and regulations, the policing of traffic etc.

Its special functions are those that it can only undertake upon requisition by an appropriate authority. Inter alia this includes the maintenance and re-establishment of public order, the delivery and execution legal warrants and summonses, to lend assistance to the judiciary and to judicial officers.

### 1.2. Organization

#### 1.2.A. Size

The Gendarmerie's establishment consists of officers, NCOs (non-commissioned officers), corporals and gendarmes. Its strength, in accordance with the Arusha agreements, is fixed at six thousand (6 000) men. Grade ratios, in relation to the entire establishment, are as follows: officers 6%, NCOs 24%, corporals and gendarmes 70%. Mode of recruitment is regulated by the established conditions which should be met in regard to, among other things, minimum and maximum age, years of schooling, physical fitness etc

#### 1.2.B. Structure

The Gendarmerie includes:

##### B.1. The Command Council -

A discussion and decision making body concerned with the organization and coordination of the Gendarmerie's activities

The Gendarmerie's Command Council (*CCGN - le Conseil de Commandement de la Gendarmerie Nationale*) is composed of:

- The Chief of Staff (*le Chef d'état-major*) of the Gendarmerie, Chairman;

- The Deputy Chief of Staff (*le Chef d'état-major adjoint*) of the Gendarmerie, Vice Chairman;
- The "Groupements" Commanders (11), Members.

#### B.2. H.Q. (l'Etat-major)

This body ensures liaison between the Gendarmerie and the Government. It is also responsible for the day to day administration and command of the Gendarmerie.

#### B.3. The Security Committee (le Comité de sécurité)

A discussion and decision making body concerned with the management of internal security.

It is chaired by the Chief of Staff assisted by a deputy and composed of members such as:

- The Head of the Criminal Investigation section (*le Chef du service de recherche criminelle*);
- The Head of Special Intelligence section (*le Chef du service de renseignement spécialisé*);
- The Commanding officer of Kigali Urban gendarmerie (*le Commandant de groupement de la Préfecture de la ville de Kigali*).

#### B.4. Territorial units (les Unités Territoriales):

These are grouped at prefectural level; they are called "*les groupements*". Each *groupement* is composed of territorial companies (*les companies territoriales*) and these in turn are composed of Gendarmerie stations (*les postes de Gendarmerie nationale*).

#### B.5. Specialized Sections:

These are ten (10) in number, from Criminal Investigation through to Military Police, who keep discipline among the gendarmes, and including the Intervention Force (*le Groupement d'Intervention*), Intelligence (*le Service de Renseignement*), the Republican Guard (*la Garde Républicaine*), the Mobile Brigade (*la Brigade mobile*), Traffic Section (*l'Unité de Circulation routière*), Airport Security (*la Police des Aéroports*), the Fire Brigade (*la Brigade des Sapeurs-Pompiers*) and the Drugs and Explosives Squad (*la Brigade des Stupéfiants et des Explosifs*).

## B.6. Support Sections and Services:

Consisting essentially of the Headquarters' Company (*Compagnie de Quartier Général*), Logistics (*le Groupe des Services logistiques*), the Music Section (*l'Unité de Musique*) and the Medical Service (*le Service médical*).

### 1.3. Present state of the Gendarmerie

#### 1.3.A. Strength

Present strength is about 5 000 men. The government, considering security requirements in the long term, plans to increase strength to 15 000 men. Its aim is to achieve a coverage ratio of about 2 gendarmes per 1 000 inhabitants.

#### 1.3.B. Infrastructures

Throughout the country infrastructures are run-down, damaged or, quite simply, completely destroyed. This critical situation in general frequently delays the resumption of Gendarmerie services.

#### 1.3.C. Equipment

Equipment is practically non-existent, which is a major handicap to operations.

#### 1.3.D. Vehicles

The vehicle pool is extremely small. Indeed, there are only about 30 vehicles in good running order for all Gendarmerie sections, of which 10 are for the H.Q. Staff and about 15 are for the *groupements* at an average of 2 per *groupement*.

## 2. The Communal Police (*la Police Communale*)

The Rwandan Police forces, from their beginnings to the present day, have gone through several transformations and have had several names.

On 26 June 1973, when it was called the National Police (*la Police Nationale*), it was integrated with the Rwandan Army as an institutional armed force to be called the Gendarmerie (*la Gendarmerie Nationale*).

It was subsequent to that act of incorporation that the need was felt to establish a communal police force in order to fill the administrative vacuum that followed the integration with the Army.

The Communal Police force when created will operate at communal level under the authority of the Burgomaster.

### 2.1. Functions

Like the Gendarmerie, the Communal Police have both a preventive and a repressive role. Prevention consists of undertaking appropriate action before an offense is committed to keep it from happening, repression is pursued after an offense has been committed.

Under the authority of the Burgomaster, the Communal Police is principally entrusted with the implementation of laws, bye-laws and regulations and, more particularly, with the following:

- To inform the Burgomaster of any offense it is aware of and to make records of events witnessed by policemen;
- To ensure supervision of markets, public establishments and of public thoroughfares;
- To contribute to the maintenance or restoration of public order;
- To apprehend and bring before the Burgomaster any person guilty of a scandalous act on the public thoroughfare;
- To apprehend and bring before the competent authority any person that is the subject of legal prosecution;
- In cases of *flagrante delicto*, someone caught in-the-act, or of offences reputed as such, to apprehend and bring the offender before the competent authority, in accordance with the penal code;
- To lend assistance in the execution of judicial sentences when force members have been requisitioned to do so in the appropriate way;
- To fulfil, when instructed to do so by higher authority, administrative and policing functions that are not contrary to laws, bye-laws and regulations.

### 2.2. Strength

The target total is about 3 000 strong. The Government plans however to initially deploy a force of 1 500, on the basis of a minimum strength of 10 men per commune.

Recruitment is competitive and conditions are fixed by the authorities responsible for this Force. Armed forces reservists have priority over other candidates.

### 2.3. Structure

A Communal Police unit consist of:

- A Sergeant (*un Brigadier*)
- A Deputy Sergeant (*un Brigadier adjoint*)
- Policemen (*des Policiers*).

The Sergeant is the commanding officer of the Communal police under the authority of the Burgomaster.

The Deputy Sergeant assists him and replaces him in case of unavailability or absence.

The policemen constitute the basic executive component of the functions attributed to the Communal police.

#### 2.4. Present state of the Communal Police

After the tragedy that befell Rwanda, the Communal Police, like other Public services, found itself in a complete state of destitution - not only devoid of manpower but also of infrastructures, equipment and vehicles. Apart from the recent nomination of a National Director of the Communal Police force, under the Minister of the Interior, and of a Director of the Communal Police Training Centre, in material terms, the Communal Police exists in name only. It is therefore evident that the rehabilitation of the Communal Police will require the mobilization of considerable resources, needing a large contribution from the international community.

#### 3. Relations Between The Two Forces and Ministerial Departments

Apart from the ministries to which they directly belong, a close degree of cooperation exists between the two Police Forces (Gendarmerie and Communal police) and other ministerial departments.

In other words, the Gendarmerie and the Communal police are both functionally and operationally at the disposal of the Government while remaining under the authority of their respective departments.

The Gendarmerie, which belongs to the Ministry of Defence, works closely day to day with the ministries of Justice and of the Interior in official functions which cannot and should not be discharged without the presence of a force that is legally empowered to that effect.

In conjunction with the Ministry of the Interior, the Gendarmerie, if expressly requisitioned to do so, can be brought to intervene in the maintenance or restoration of public order.

The Gendarmerie is also the right arm of the Ministry of Justice in judicial police functions including the notification and execution of legal warrants and summonses. The Gendarmerie can also be called upon to lend assistance to officials of the Judicial Police who belong to the Public Prosecutor's department.



The Communal police force, in relation to the Ministry of Justice, is required to discharge functions similar to those of the Gendarmerie.

Apart from its functions on behalf of the Public Prosecutor's department, the Communal police force is a civil force under the direct control of the ministry to which it belongs.

#### 4. Conclusion

This succinct introduction to the Gendarmerie and to the Communal police is in several respects based on the intentions of Rwandan legislation and the Arusha Peace Agreement.

Indeed, in relation to the present state of the country, as the preceding analysis reveals, the attributed manning strengths and functions are generally theoretical. The level of vocational training of force members is often very low and facilities are extremely impaired.

That is why, as soon as it was instituted, the new Rwandan Government emphasized the urgency of the need to reconstitute the Police forces in order to ensure public security to the fullest possible extent.

When requested by the Rwandan government to help with this task, UNAMIR responded positively and entrusted CIVPOL with the task of assisting the new government to establish and train a new, integrated national Police Force. This decision was confirmed in resolution 965 (1994) and reaffirmed by resolution 997 of the Security Council.

A training programme for gendarmes and policemen has been formulated by UNAMIR in cooperation with the Rwandan government. The programme is at present under way and includes the following:

- The training of a nucleus of a thousand Gendarmes and a hundred instructors;
- The training of 1 500 Communal policemen.

It also appeared necessary to prepare two documents, one each for the Gendarmerie and the Communal police, identifying all operational and training requirements, which could constitute a frame of reference for any assistance from the international community.

Colonel Cheick Oumar Diarra  
CIVPOL Commissioner



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UNAMIR - MINUAR  
CIVPOL HQ

*PRESENTATION SUCCINCTE DES FORCES*

*DE POLICE DU RWANDA*

*Le 11 Juillet 1995.*



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ASSISTANCE MISSION FOR RWANDA      MISSION POUR L'ASSISTANCE AU RWANDA  
UNAMIR - MINUAR  
CIVPOL HQ

## **PRESENTATION SUCCINCTE DES FORCES DE POLICE DU RWANDA**

### **Introduction :**

*Depuis son accession à l'indépendance, le 1er Juillet 1962 le RWANDA a adapté aux réalités nationales des principes constitutionnels établis le 24 Novembre 1962. Ceux-ci prévoyaient entre autres la restauration et le renforcement de la paix et de l'unité Nationale, sérieusement menacées peu avant l'indépendance par les événements de la Révolution de 1959.*

*Selon les termes de sa Constitution, la République Rwandaise s'est résolument engagée à être fidèle aux principes démocratiques afin d'assurer la protection de la personne humaine et de promouvoir le respect des libertés fondamentales, conformément à la Déclaration Universelle des Droits de l'Homme.*

*Des Institutions ont vu ainsi le jour, notamment le Gouvernement responsable de l'ordre public, de la protection des personnes et de leurs biens. Ce dernier s'est doté de Forces de Police chargées de veiller à l'application des textes de loi et règlements régissant la société.*

*Conformément à la tradition belge, il existe deux forces de Police, la Gendarmerie Nationale et la Police Communale. Ces forces appartiennent à des départements ministériels distincts. La Gendarmerie Nationale a une compétence nationale et est placée sous l'autorité du Ministère de la Défense Nationale. La Police Communale a une compétence locale et est placée sous la tutelle du Ministère de l'Intérieur.*

*Il y a lieu de rappeler que c'est la Police Nationale qui a pris la dénomination de Gendarmerie Nationale en date du 26 Juin 1973, après avoir été intégrée dans l'Armée Rwandaise.*

*Une des conséquences de cette intégration a consisté dans l'adoption d'un statut civil pour une partie du personnel. Celle-ci s'est ainsi vue placée sous l'autorité directe du Bourgmestre, par délégation du Préfet. Ce personnel a alors pris l'appellation de Police Communale.*

### *1. De la Gendarmerie Nationale*

*La Gendarmerie Nationale a été créée par le Décret-loi du 23 Janvier 1974, comme étant une force armée institutionnelle pour assurer le maintien de l'ordre et l'exécution des lois.*

*Sous l'autorité du Ministère de la Défense Nationale, cette force obéit à la discipline militaire et à la hiérarchie des Autorités Administratives et Judiciaires pouvant la mettre en action par le biais de réquisitions.*

*La Gendarmerie Nationale est compétente sur toute l'étendue du Territoire National. Ses attributions et son organisation se résument comme suit:*

#### *1.1. Attributions :*

*Les attributions de la Gendarmerie Nationale ont un caractère à la fois préventif et répressif. Elles se divisent en missions ordinaires et extraordinaires.*

*Les missions ordinaires sont celles que la Gendarmerie Nationale remplit en vertu de la loi, sans réquisition préalable de l'autorité compétente. Il s'agit notamment de prévenir les infractions, de rechercher les infractions et leurs auteurs, de faire respecter les lois et règlements, d'assurer la police de la circulation routière etc...*

*Les missions extraordinaires sont celles que la Gendarmerie Nationale ne peut remplir que sur réquisition de l'autorité compétente. Il s'agit entre autres d'assurer le maintien et le rétablissement de l'ordre public, de notifier et de mettre en exécution des mandats de justice, de prêter main forte à la justice et aux auxiliaires de justice.*

#### *1.2. Organisation :*

*1.2. A. Taille : Les effectifs de la Gendarmerie Nationale se composent d'officiers, sous-officiers, caporaux et gendarmes, et sont fixés à six mille (6000) hommes. La proportion des différentes catégories par rapport à l'ensemble de la corporation est de 6%*

*pour les officiers, 24% pour les sous-officiers et 70 % pour les caporaux et gendarmes. Le mode de recrutement est réglementé par des textes fixant les conditions à remplir, parmi lesquelles on peut citer l'âge maximum et minimum, le niveau d'étude, l'aptitude physique etc...*

#### *1.2.B. Structure :*

##### *La Gendarmerie Nationale comprend :*

*B- 1. Un conseil de commandement : Il constitue l'organe de concertation et de prise de décisions en matière d'organisation et de coordination de l'action de la Gendarmerie Nationale.*

*Le conseil de commandement de la Gendarmerie Nationale (CCGN) est composé par :*

- Le chef d'Etat Major de la Gendarmerie Nationale = Président*
- Le chef d'Etat Major Adjoint de la Gendarmerie Nationale = Vice président*
- Les commandants des groupements (11) : Membres*

*B- 2.- Un Etat Major : constituant l'organe de liaison entre la Gendarmerie Nationale et le pouvoir Exécutif, est chargé de l'Administration et du commandement journalier de la Gendarmerie Nationale.*

*B- 3. - Un comité de sécurité : créé dans le cadre de la gestion de la sécurité intérieure, constitue au sein de la Gendarmerie Nationale l'organe de concertation et de prise de décision.*

*Il est présidé par le chef d'Etat Major, secondé d'un Adjoint et comprend des membres tels que:*

- Le chef du service de recherche criminelle*
- Le chef du service de renseignement spécialisé*
- Le commandant de groupement de la Préfecture de la ville de Kigali*

*B- 4. - Des Unités Territoriales : existant au niveau de chaque préfecture, sont appelées groupements. Chaque groupement est déployé en compagnies territoriales et celles-ci en postes de Gendarmerie Nationale.*

*B- 5. - Des Unités spécialisées : composées de dix (10) services spécialisés allant du service de Recherche Criminelle au service de la Police Militaire chargé de contrôler la discipline des gendarmes, en passant par le Groupement d'Intervention, le Service de Renseignement, la Garde Républicaine, la Brigade Mobile, l'Unité de Circulation Routière, la Police des Aéroports, la Brigade des Sapeurs-Pompiers, la Brigade des Stupéfiants et des Explosifs.*

*B- 6. - Des Unités et Services d'Appui : Composés essentiellement de la Compagnie de Quartier Général, le Groupe des Services logistiques, l'Unité de Musique et le Service Médical.*

### *1.3. Etat Actuel de la Gendarmerie Nationale*

#### *1.3. A. Personnel*

*L'effectif actuel de la Gendarmerie Nationale Rwandaise s'élève à environ 5000 hommes. Dans un souci de couverture sécuritaire à long terme, le Gouvernement ambitionne de porter cet effectif à 15 000, avec pour objectif d'atteindre le ratio d'environ 2 gendarmes pour 1000 habitants.*

#### *1.3.B. Infrastructures*

*Elles sont sur l'ensemble du territoire, vétustes, délabrées ou tout simplement détruites. Cette situation de crise généralisée freine le plus souvent la réouverture des services de Gendarmerie.*

#### *1.3.C. Equipements*

*Ils sont quasiment inexistants et constituent un des handicaps majeurs pour le bon fonctionnement des unités.*

#### *1.3.D. Véhicules*

*Le parc de véhicules est extrêmement réduit. En effet, il n'y a environ que 30 véhicules en bon état de fonctionnement pour l'ensemble des services de la Gendarmerie dont 10 pour l'Etat Major et une quinzaine pour les groupements à raison de 2 véhicules par groupement.*

## *II. De la Police Communale*

*De sa création à nos jours la Police a connu plusieurs transformations avec des appellations multiples.*

*Le 26 Juin 1973, sous l'appellation Police Nationale, elle a été intégrée à l'Armée Rwandaise, comme étant une force armée institutionnelle sous la dénomination de Gendarmerie Nationale.*

*C'est à l'issue de cette intégration que la nécessité de la création d'une Police Communale s'est faite sentir pour combler le vide administratif engendré par le reversement de son personnel dans l'Armée Rwandaise.*

*La Police Communale ainsi constituée est une force placée au niveau des communes sous l'autorité du Bourgmestre.*

### 2.1. Attributions

*A l'instar de la Gendarmerie Nationale, les attributions de la Police Communale sont d'ordre préventif et répressif. La prévention réside dans le fait d'empêcher la commission de l'infraction et la répression intervient après la commission de l'infraction.*

*Principalement la Police Communale est chargée sous l'autorité du Bourgmestre, de veiller en général, à l'exécution des lois, arrêtés et règlements et spécialement :*

- De signaler immédiatement au Bourgmestre toute infraction dont elle a connaissance et prendre note des faits dont ses agents sont témoins;*
- D'assurer la surveillance des marchés, des établissements publics et des voies publiques;*
- De contribuer au maintien ou au rétablissement de l'ordre public;*
- D'appréhender et de conduire devant le Bourgmestre toute personne coupable de scandale sur la voie publique;*
- D'appréhender et de conduire devant les autorités compétentes les individus qui sont objet de poursuites judiciaires;*
- En cas de flagrant délit ou d'infraction réputée flagrante, d'appréhender et de conduire son auteur devant l'autorité compétente, conformément au code de procédure pénale;*
- De prêter main forte à l'exécution des sentences judiciaires, lorsque ces gens en sont régulièrement requis;*
- De remplir les missions administratives et de police ordonnées par l'autorité supérieure, si elles ne sont pas contraires aux lois, arrêtés et règlements.*

### 2.2. Taille

*L'effectif théorique de la Police Communale est estimé à 3000 agents. Le Gouvernement se propose cependant de mettre en place dans un premier temps une force de 1500 agents sur la base de 10 agents au minimum par commune.*

*Le recrutement se fait par voie de concours dont les conditions sont fixées par l'autorité ayant la Police Communale dans ses attributions. Les réservistes des Forces Armées Rwandaises ont priorité sur les autres candidats.*

### 2.3. Structure :

*La Police Communale comprend:*

- Un Brigadier
- Un Brigadier Adjoint
- Des Policiers

*Le Brigadier assure le commandement de la Police Communale, sous l'autorité du Bourgmestre.*

*Le Brigadier Adjoint le seconde et le remplace en cas d'empêchement ou d'absence.*

*Les Policiers constituent le personnel d'exécution des tâches dévolues à la Police Communale.*

### 2.4. Etat actuel de la Police Communale

*Après les événements tragiques qu'à connu le Rwanda, la Police Communale comme les autres services publics s'est retrouvée dans le dénuement le plus total tant au plan du personnel qu'à celui de l'infrastructure, des équipements et des véhicules. A part la nomination récente d'un Directeur National de la Police Communale placé auprès du Ministre de l'Intérieur, et d'un Directeur du Centre de Formation de la Police Communale, la Police Communale en tant que structure n'existe que de nom. Il va donc de soi que la remise en place d'une Police Communale rénovée nécessitera la mobilisation de ressources très importantes auxquelles la Communauté Internationale devra largement contribuer.*

### III. Relations entre les deux forces et les Départements Ministériels:

*En dehors de leur Ministère de Tutelle, il existe une étroite relation de collaboration entre les Forces de Police (Gendarmerie Nationale et Police Communale) et d'autres Départements Ministériels dont elles ne relèvent pas directement.*

*En d'autres termes, la Gendarmerie Nationale et la Police Communale dans leur fonctionnement et dans l'exercice de leurs missions sont à la disposition du Gouvernement tout en demeurant sous l'autorité de leur Département respectif de Tutelle.*

*S'agissant de la Gendarmerie Nationale placée sous l'autorité du Ministre de la Défense Nationale, elle collabore quotidiennement avec le Ministre de la Justice et celui de l'Intérieur dans le cadre de l'exécution de certaines missions que ces Départements ne peuvent et ne doivent exécuter sans la présence d'une force habilitée par la loi à cet effet.*



*Avec le Ministère de l'Intérieur, la Gendarmerie Nationale peut être amenée sur réquisition expresse, à intervenir dans le cadre du maintien et du rétablissement de l'ordre public.*

*Concernant le Ministère de la Justice, la Gendarmerie Nationale constitue un instrument privilégié de travail, surtout en matière d'actes de Police Judiciaire et notamment dans l'exécution et la notification des mandats de Justice. La Gendarmerie Nationale peut également intervenir pour prêter main forte aux officiers de Police Judiciaire relevant du Ministère Public.*

*En ce qui concerne la Police Communale, avec le Ministère de la Justice, les mêmes missions dévolues à la Gendarmerie Nationale lui sont attribuées par la loi.*

*En dehors des missions du Ministère Public, la Police Communale reste et demeure une force civile placée sous l'autorité de son Département de Tutelle.*

## *II. Conclusion :*

*Cette présentation sommaire de la Gendarmerie Nationale et de la Police Communale est en plusieurs points, celle prévue par la législation du Rwanda et par l'Accord de paix d'Arusha.*

*En effet par rapport à la situation actuelle du pays, tel qu'il ressort de l'analyse faite ci-dessus, les attributions et les effectifs énumérés sont généralement théoriques. Le niveau d'instruction professionnelle des agents est le plus souvent très bas et les services sont dans un état de délabrement prononcé.*

*C'est pour ces raisons que le nouveau gouvernement du Rwanda dès sa mise en place, a mis l'accent sur l'urgence consistant à reconstituer les Forces de Police afin d'assurer au mieux la sécurité publique.*

*La MINUAR sollicitée à cet effet par le Gouvernement rwandais a répondu favorablement en confiant à CIVPOL, la mission d'assister le nouveau Gouvernement dans l'établissement et l'instruction d'une nouvelle Force de Police Nationale Intégrée. Cette décision a été confirmée dans la résolution 965 (1994) et réaffirmée dans la résolution N° 997 du Conseil de Sécurité.*

*En rapport avec le Gouvernement Rwandais, un programme de formation des gendarmes et d'agents de Police a été élaboré par la MINUAR. Ce programme est en cours.*

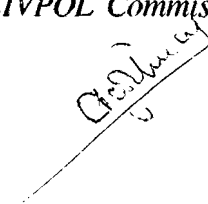
*Il prévoit :*

- la formation d'un noyau d'un millier de gendarmes et d'une centaine de formateurs;*
- la formation de 1500 agents de Police Communale.*

*Il est apparu nécessaire aussi d'élaborer deux documents (un pour la Gendarmerie et un pour la Police Communale) identifiant tous les besoins opérationnels des forces de police en plus de ceux relatifs au programme de formation en cours. De tels documents pourraient servir de cadre de référence pour toute action d'assistance de la communauté internationale.*

*Colonel Cheik Oumar Diarra*

*CIVPOL Commissioner*





F/O 5547

UNAMIR - MINUAR

P/1/9

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	<b>REF:</b> CIVPOL/FAX/38/95
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<b>SUBJECT:</b> Succinct Introduction to The Police Forces of Rwanda <b>OBJET:</b>	
<b>NUMBER OF PAGES, INCLUDING THIS ONE:</b> Nine (9) <b>NOMBRE DE PAGES, Y COMPRIS CELLE LA:</b>	
<p>1. In reference to my Fax CIVPOL/FAX/32/95 of 19 July 1995, addressed to Mr. Hedi Annabi, Director Africa Division, DPKO, please find attached the english version of "Présentation des Forces de Police du Rwanda" as promised. Because of the translators having a lot of urgent commitments, the document kept long, sorry for the inconvenience.</p> <p>2. Regards.</p>	

COL. CHEICK

8 4 AUG 1995

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UNITED NATIONS

ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES

MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

Original: French

P2/4

SUCCINCT INTRODUCTION TO THE  
POLICE FORCES OF RWANDA

3 August 1995



## UNAMIR - MINUAR

P 3/4

## SUCCINCT INTRODUCTION TO THE POLICE FORCES OF RWANDA

Foreword:

Since independence, on 1st July 1962, Rwanda has adapted to national realities the constitutional principles established on 24 November 1962. Those principles included, inter alia, the restoration and strengthening of peace and national unity which had been seriously threatened a short time before independence by the events of the revolution of 1959.

According to its Constitution, the Republic of Rwanda is firmly committed to democratic principles, to the protection of the human person and to the promotion and respect of fundamental liberties, in accordance with the Universal Declaration of Human Rights.

Various institutions were established, including the Government which is responsible for public order and the protection of persons and property. The Government thus created the Police Forces, which are responsible for ensuring the application of the laws and regulations that govern society.

In accordance with Belgian tradition, Rwanda has two Police Forces: the Gendarmerie and the Communal Police. The two forces each belong to different Ministries. The Gendarmerie has nation-wide jurisdiction and is under the authority of the Ministry of National Defense. The Communal Police have local jurisdiction and are under the authority of the Ministry of the Interior.

It was the former *Police Nationale* (National Police) which, on 26 June 1973, changed its name to *Gendarmerie Nationale* (National Gendarmerie) after incorporation into the Rwandan Army.

In conjunction with incorporation of the main part of the force, the remaining part was given civilian status. That part now came under the direct authority of the Burgomaster (*le Bourgmestre*), by delegation from the Prefect (*le Préfet*). This new Force was called the *Police Communale* (Communal Police).

#### 1. The Gendarmerie (*la Gendarmerie Nationale*)

The Gendarmerie was established by the Law of 23 January 1974 as an institutional armed force responsible for maintaining law and order.

This force is under the authority of the Ministry of Defense (*Ministère de la Défense*) and is modelled on the military. It responds to requisitions from the

administrative and judicial authorities that are empowered to mobilize its assistance.

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The Gendarmerie is competent throughout Rwanda and its functions and organization can be summarized as follows:

### 1.1. Functions

The role of Gendarmerie is both preventive and repressive. Its functions can be divided into ordinary functions and special functions.

Its ordinary functions are those that it fulfils in pursuance of legislation without any prior requisition. This is the case in the prevention of breaches of the law, investigation of offences and of offenders, enforcement of laws and regulations, the policing of traffic etc.

Its special functions are those that it can only undertake upon requisition by an appropriate authority. Inter alia this includes the maintenance and re-establishment of public order, the delivery and execution legal warrants and summonses, to lend assistance to the judiciary and to judicial officers.

### 1.2. Organization

#### 1.2.A. Size

The Gendarmerie's establishment consists of officers, NCOs (non-commissioned officers), corporals and gendarmes. Its strength, in accordance with the Arusha agreements, is fixed at six thousand (6 000) men. Grade ratios, in relation to the entire establishment, are as follows: officers 6%, NCOs 24%, corporals and gendarmes 70%. Mode of recruitment is regulated by the established conditions which should be met in regard to, among other things, minimum and maximum age, years of schooling, physical fitness etc

#### 1.2.B. Structure

The Gendarmerie includes:

##### B.1. The Command Council -

A discussion and decision making body concerned with the organization and coordination of the Gendarmerie's activities.

The Gendarmerie's Command Council (*CCGN - le Conseil de Commandement de la Gendarmerie Nationale*) is composed of:

- The Chief of Staff (*le Chef d'état-major*) of the Gendarmerie, Chairman;

- The Deputy Chief of Staff (*le Chef d'état-major adjoint*) of the Gendarmerie, Vice Chairman;
- The "Groupements" Commanders (11), Members.

#### B.2. H.Q. (*l'Etat-major*)

This body ensures liaison between the Gendarmerie and the Government. It is also responsible for the day to day administration and command of the Gendarmerie.

#### B.3. The Security Committee (*le Comité de sécurité*)

A discussion and decision making body concerned with the management of internal security.

It is chaired by the Chief of Staff assisted by a deputy and composed of members such as:

- The Head of the Criminal Investigation section (*le Chef du service de recherche criminelle*);
- The Head of Special Intelligence section (*le Chef du service de renseignement spécialisé*);
- The Commanding officer of Kigali Urban gendarmerie (*le Commandant de groupement de la Préfecture de la ville de Kigali*).

#### B.4. Territorial units (*les Unités Territoriales*):

These are grouped at prefectural level; they are called "*les groupements*". Each *groupement* is composed of territorial companies (*les companies territoriales*) and these in turn are composed of Gendarmerie stations (*les postes de Gendarmerie nationale*).

#### B.5. Specialized Sections:

These are ten (10) in number, from Criminal Investigation through to Military Police, who keep discipline among the gendarmes, and including the Intervention Force (*le Groupement d'Intervention*), Intelligence (*le Service de Renseignement*), the Republican Guard (*la Garde Républicaine*), the Mobile Brigade (*la Brigade mobile*), Traffic Section (*l'Unité de Circulation routière*), Airport Security (*la Police des Aéroports*), the Fire Brigade (*la Brigade des Sapeurs-Pompiers*) and the Drugs and Explosives Squad (*la Brigade des Stupéfiants et des Explosifs*).

## B.6. Support Sections and Services:

Consisting essentially of the Headquarters' Company (*Compagnie de Quartier Général*), Logistics (*le Groupe des Services logistiques*), the Music Section (*l'Unité de Musique*) and the Medical Service (*le Service médical*).

### 1.3. Present state of the Gendarmerie

#### 1.3.A. Strength

Present strength is about 5 000 men. The government, considering security requirements in the long term, plans to increase strength to 15 000 men. Its aim is to achieve a coverage ratio of about 2 gendarmes per 1 000 inhabitants.

#### 1.3.B. Infrastructures

Throughout the country infrastructures are run-down, damaged or, quite simply, completely destroyed. This critical situation in general frequently delays the resumption of Gendarmerie services.

#### 1.3.C. Equipment

Equipment is practically non-existent, which is a major handicap to operations.

#### 1.3.D. Vehicles

The vehicle pool is extremely small. Indeed, there are only about 30 vehicles in good running order for all Gendarmerie sections, of which 10 are for the H.Q. Staff and about 15 are for the *groupements* at an average of 2 per *groupement*.

## 2. The Communal Police (*la Police Communale*)

The Rwandan Police forces, from their beginnings to the present day, have gone through several transformations and have had several names.

On 26 June 1973, when it was called the National Police (*la Police Nationale*), it was integrated with the Rwandan Army as an institutional armed force to be called the Gendarmerie (*la Gendarmerie Nationale*).

It was subsequent to that act of incorporation that the need was felt to establish a communal police force in order to fill the administrative vacuum that followed the integration with the Army.

The Communal Police force when created will operate at communal level under the authority of the Burgomaster.



### 2.1. Functions

Like the Gendarmerie, the Communal Police have both a preventive and a repressive role. Prevention consists of undertaking appropriate action before an offense is committed to keep it from happening, repression is pursued after an offense has been committed.

Under the authority of the Burgomaster, the Communal Police is principally entrusted with the implementation of laws, bye-laws and regulations and, more particularly, with the following:

- To inform the Burgomaster of any offense it is aware of and to make records of events witnessed by policemen;
- To ensure supervision of markets, public establishments and of public thoroughfares;
- To contribute to the maintenance or restoration of public order;
- To apprehend and bring before the Burgomaster any person guilty of a scandalous act on the public thoroughfare;
- To apprehend and bring before the competent authority any person that is the subject of legal prosecution;
- In cases of *flagrante delicto*, someone caught in-the-act, or of offences reputed as such, to apprehend and bring the offender before the competent authority, in accordance with the penal code;
- To lend assistance in the execution of judicial sentences when force members have been requisitioned to do so in the appropriate way;
- To fulfil, when instructed to do so by higher authority, administrative and policing functions that are not contrary to laws, bye-laws and regulations.

### 2.2. Strength

The target total is about 3 000 strong. The Government plans however to initially deploy a force of 1 500, on the basis of a minimum strength of 10 men per commune.

Recruitment is competitive and conditions are fixed by the authorities responsible for this Force. Armed forces reservists have priority over other candidates.

### 2.3. Structure

A Communal Police unit consist of:

- A Sergeant (*un Brigadier*)
- A Deputy Sergeant (*un Brigadier adjoint*)
- Policemen (*des Policiers*).

The Sergeant is the commanding officer of the Communal police under the authority of the Burgomaster.

The Deputy Sergeant assists him and replaces him in case of unavailability or absence.

The policemen constitute the basic executive component of the functions attributed to the Communal police.

#### 2.4. Present state of the Communal Police

After the tragedy that befell Rwanda, the Communal Police, like other Public services, found itself in a complete state of destitution - not only devoid of manpower but also of infrastructures, equipment and vehicles. Apart from the recent nomination of a National Director of the Communal Police force, under the Minister of the Interior, and of a Director of the Communal Police Training Centre, in material terms, the Communal Police exists in name only. It is therefore evident that the rehabilitation of the Communal Police will require the mobilization of considerable resources, needing a large contribution from the international community.

#### 3. Relations Between The Two Forces and Ministerial Departments

Apart from the ministries to which they directly belong, a close degree of cooperation exists between the two Police Forces (Gendarmerie and Communal police) and other ministerial departments.

In other words, the Gendarmerie and the Communal police are both functionally and operationally at the disposal of the Government while remaining under the authority of their respective departments.

The Gendarmerie, which belongs to the Ministry of Defence, works closely day to day with the ministries of Justice and of the Interior in official functions which cannot and should not be discharged without the presence of a force that is legally empowered to that effect.

In conjunction with the Ministry of the Interior, the Gendarmerie, if expressly requisitioned to do so, can be brought to intervene in the maintenance or restoration of public order.

The Gendarmerie is also the right arm of the Ministry of Justice in judicial police functions including the notification and execution of legal warrants and summonses. The Gendarmerie can also be called upon to lend assistance to officials of the Judicial Police who belong to the Public Prosecutor's department.

The Communal police force, in relation to the Ministry of Justice, is required to discharge functions similar to those of the Gendarmerie.

Apart from its functions on behalf of the Public Prosecutor's department, the Communal police force is a civil force under the direct control of the ministry to which it belongs.

#### 4. Conclusion

This succinct introduction to the Gendarmerie and to the Communal police is in several respects based on the intentions of Rwandan legislation and the Arusha Peace Agreement.

Indeed, in relation to the present state of the country, as the preceding analysis reveals, the attributed manning strengths and functions are generally theoretical. The level of vocational training of force members is often very low and facilities are extremely impaired.

That is why, as soon as it was instituted, the new Rwandan Government emphasized the urgency of the need to reconstitute the Police forces in order to ensure public security to the fullest possible extent.

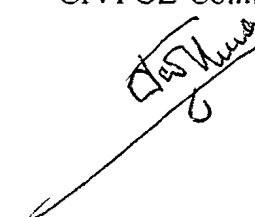
When requested by the Rwandan government to help with this task, UNAMIR responded positively and entrusted CIVPOL with the task of assisting the new government to establish and train a new, integrated national Police Force. This decision was confirmed in resolution 965 (1994) and reaffirmed by resolution 997 of the Security Council.

A training programme for gendarmes and policemen has been formulated by UNAMIR in cooperation with the Rwandan government. The programme is at present under way and includes the following:

- The training of a nucleus of a thousand Gendarmes and a hundred instructors;
- The training of 1 500 Communal policemen.

It also appeared necessary to prepare two documents, one each for the Gendarmerie and the Communal police, identifying all operational and training requirements, which could constitute a frame of reference for any assistance from the international community.

Colonel Cheick Oumar Diarra  
CIVPOL Commissioner



## PROGRAMME D'INSTRUCTION DE LA POLICE NATIONALE RWANDAISE

### I. INTRODUCTION

Le programme d'instruction de la Police Nationale Rwandaise a été mis en place en Août 1994 suite à la demande d'assistance du Gouvernement d'Union Nationale pour la création et l'instruction d'une nouvelle Force de Police Nationale, en vue de faire face aux problèmes de sécurité publique au Rwanda, après la fuite du pays des anciens Policiers impliqués dans le génocide.

Le Gouvernement avait sollicité à l'époque la formation de 6.000 gendarmes et de 1.500 agents de Police Communale.

Le programme initial préparé par la MINUAR et approuvé par le Gouvernement Rwandais, visait à former rapidement en plusieurs étapes, des gendarmes et agents de Police, capables d'exécuter les tâches qui leurs sont dévolues, en vue de constituer le nouveau noyau de la Police Nationale.

Ce programme comprenait :

#### A. AU TITRE DE LA GENDARMERIE NATIONALE

1. La formation accélérée en 45 jours de 100 gendarmes du 16 août au 8 octobre 1994 pour faire face aux problèmes de sécurité.
2. La formation accélérée en 16 semaines de 300 gendarmes du 19 décembre 1994 au 29 avril 1995 à déployer à travers le pays.
3. La formation accélérée en 16 semaines de 400 gendarmes du 29 mai 1995 au 19 septembre 1995 à déployer à travers le pays.
4. La formation accélérée en 12 semaines de 100 formateurs du 15 octobre 1995 au 15 décembre 1995 parmi les 800 qui auront déjà été formés.

## II. AU TITRE DE LA POLICE COMMUNALE

- A. La formation accélérée en 12 semaines de 750 agents de police du 1er avril au 1er juillet 1995.
- B. La formation accélérée en 12 semaines de 750 agents de police du 1er août au 1er septembre 1995.

## III. POINT D'EXECUTION DU PROGRAMME

### A. Au titre de la gendarmerie

1. Le premier contingent de 102 gendarmes dont 3 officiers a été formé à Kigali du 16 août au 30 novembre 1994.

2. Le deuxième contingent de 301 gendarmes dont 2 officiers, a été formé du 19/12/1994 au 29/04/1995.

Le programme de formation des gendarmes suit donc son cours normal malgré un léger retard dû essentiellement aux difficultés d'ordre matériel et financier.

### B. Au titre de la Police Communale

A ce jour, la formation de la Police Communale n'a pas pu commencer en raison de l'absence de ressources financières et d'infrastructures.

A la différence de la Gendarmerie, la Police Communale est quasiment inexistante. Le Gouvernement a cependant nommé un Directeur de la Police Communale et un Directeur du Centre d'Instruction. Un site a été aussi choisi nécessitant certes des aménagements importants qui dépassent les possibilités actuelles de l'Etat Rwandais et nécessite une assistance de la Communauté Internationale.

CIVPOL a préparé un programme de formation, les documents nécessaires, et est prêt à conduire cette formation à condition de disposer des instructeurs nécessaires.

#### **IV. PERSPECTIVES POUR LA FORMATION**

Le Gouvernement Rwandais vient de signer avec le PNUD et la MINUAR, deux documents importants relatifs au financement de l'Instruction de la Gendarmerie Nationale et de la Police Communale et a soumis aux bailleurs un document relatif aux besoins pour la mise en place d'une nouvelle Police Communale lors de la Table Ronde tenue à Kigali les 6 et 7 juillet 1995.

Chacun de ces programmes se fonde sur l'assistance de la MINUAR pour fournir des Instructeurs et certains équipements. Ils s'intègrent dans le programme de formation initialement élaboré par la MINUAR (CIVPOL) et approuvé par le Gouvernement.

Ainsi, le programme futur d'Instruction de la Police Communale sera :

##### **A. Au titre de la Gendarmerie Nationale**

- La formation accélérée de 16 semaines du 31 juillet au 8 novembre 1995 de 500 gendarmes à déployer à travers le pays.
- La formation accélérée de 12 semaines du 2 janvier au 30 mars 1996 de 100 formateurs (si le mandat le permet).

##### **B. Au titre de la Police Communale**

- La formation accélérée de 12 semaines de 750 agents de Police Communale du 4 septembre au 25 novembre 1995.
- La formation accélérée de 12 semaines de 750 agents du 2 janvier au 30 mars 1996 (si le mandat le permet)
- La formation accélérée de 12 semaines du 2 mai au 2 juillet 1996 de 50 formateurs (si le mandat le permet)

#### **V. DIFFICULTES ET RECOMMANDATIONS**

Les formations de la Police Nationale Rwandaise conduites jusqu'à ce jour par la MINUAR (CIVPOL) ont été marquées par :

- l'absence de ressources allouées
- insuffisance du nombre d'instructeurs
- absence d'infrastructure
- absence de matériel pédagogique
- insuffisance de personnel de support

L'inscription budgétaire faite au titre de l'instruction de la Police Nationale au niveau du budget en cours de la MINUAR et la signature de deux accords de financement de 400.000 USD et de 350.000 USD pour respectivement l'instruction de la Gendarmerie Nationale et de la Police Communale devraient assurer une meilleure exécution du programme d'instruction de la Police Nationale.

Cependant, avec l'effectif de 65 Observateurs de Police fixé par le nouveau mandat et qui correspond à une réduction de plus de la moitié de l'effectif autorisé de CIVPOL, la question d'effectif se pose à CIVPOL pour mener à bien le programme d'instruction de la Police Nationale et les activités de surveillance tel que fixés par la Résolution 997 (1995) du Conseil de Sécurité. Il s'agit notamment du manque d'instructeurs francophones pour la formation de la Police Communale.

Jusque là, l'ensemble du personnel instructeur existant a été déployé à l'Ecole de la Gendarmerie Nationale à Ruhengeri. Il reste donc à pourvoir le Centre de formation de la Police Communale quand celui-ci ouvrira ses portes. Les besoins exprimés dans ce sens portent sur 20 instructeurs francophones.

En résumé les besoins en instructeurs francophones sont de 35 dont :

- 15 pour la Gendarmerie Nationale déjà pourvue
- 20 pour la Police Communale à pourvoir

La note intitulée "Contribution de CIVPOL au nouveau mandat de la MINUAR" donne les détails quant aux mesures à prendre en vue de disposer du personnel nécessaire aussi bien pour l'instruction de la Police Nationale que pour les activités de surveillance. Il est vivement souhaitable que les personnels supplémentaires nécessaires soient déployés le plus tôt que possible afin de permettre à la MINUAR (CIVPOL) d'honorer les engagements pris au titre du mandat et des documents signés récemment entre les Nations Unies (PNUD, MINUAR) et le Gouvernement Rwandais ci-joints.

Colonel Cheick Oumar Diarra

  
CIVPOL Commissioner

**TRAINING PROGRAM FOR THE  
RWANDAN NATIONAL POLICE**

20 July 1995

I. **Introduction**

The Training Program for the Rwandan National Police was set up in August, 1994 at the request for assistance by the Government of National Unity for establishment and the training of a New National Police Force in order to solve problems related to the public security after former police officers involved in genocide fled the country.

At that time, the Government requested for the training of 6,000 Gendarmes and 1,500 Communal Police Officers.

The aim of the initial training program prepared by UNAMIR and approved by the Government was to train as quickly as possible in different stages a nucleus of gendarmes and police officers who are able to execute the tasks assigned to them.

This program includes :

A. **NATIONAL GENDARMERIE**

1. The intensive training in 45 days of 100 Gendarmes from August 16, to October 8, 1994 in order to solve security problems.
2. The intensive training program in 16 weeks of 300 Gendarmes from December 19, 1994 to April 29, 1995 to be deployed throughout the country.
3. The intensive training program in 16 weeks of 400 gendarmes from May 29, 1995 to September 19, 1995 to be deployed throughout the country.



4. The intensive training program in 12 weeks of 100 trainers from October 15, 1995 to December 15, 1995 from the 800 already trained.

B. COMMUNAL POLICE

1. The intensive training program in 12 weeks of 750 Police Officers from April 1, to July 1, 1995.
2. The intensive training program in 12 weeks of 750 Police Officers from August 1, to September 1, 1995.

II. EXECUTION OF THE PROGRAMME

A. Gendarmerie

1. The first contingent of 102 Gendarmes among which 3 were Officers,, was trained in Kigali from August 16, to November 30, 1994.

2. The second contingent of 301 Gendarmes among which 2 were officers was trained from December 19, 1994 to April 29, 1995.

The training program of Gendarmerie is therefore following the normal timing inspite of minor delays caused mainly by material and financial difficulties.

B. Communal Police

As of today, the Communal Police training program has not been able to start because of lack of financial resources and infrastructure.

Compared to the Gendarmerie, the Communal Police is almost inexistant. However, the Government appointed a Director of the Communal Police and a Director of the Training Centre.

A site for the training has been chosen but requires important buildings that are above the current Rwandan Government capabilities, and requires an assistance from the International Community.

CIVPOL has prepared a training program and the necessary training manuals, and is ready to conduct this training if it is provided with necessary instructors.

### III. TRAINING PERSPECTIVES

The Rwandan Government has just signed together with UNDP and UNAMIR two important documents related to financing the training of National Gendarmerie and of Communal Police and has submitted to donors a document related to the operational needs of a new Communal Police, during the last Round Table held in Kigali on 6th and 7th July, 1995.

Each of these programmes is based on the assistance of UNAMIR to provide instructors and some equipments. They are a part of the training programme initially prepared by UNAMIR CIVPOL and approved by the Government.

Therefore, the future Communal Police training program will be :

#### A. National Gendarmerie

- The intensive training in 16 weeks from July 31, to November 8, 1995 of 500 Gendarmes to be deployed throughout the country.
- The intensive training program in 12 weeks from January 2 to March 30, 1996 of 100 trainers (if the mandate allows it).

#### B. Communal Police

- The intensive training in 12 weeks of 750 Communal Police Officers from September 4 to November 25, 1995.

- The intensive training in 12 weeks of 750 Officers from January 2 to March 30, 1996 (if the mandate allows it).
- The intensive training in 12 weeks from May 2 to July 2, 1996 of 50 trainers (if the mandate allows it).

#### IV. DIFFICULTIES AND RECOMMENDATIONS

As at today the training of Rwandan National Police already conducted by UNAMIR were marked by :

- the absence of allocated resources
- lack of instructors
- absence of infrastructure
- absence of teaching materials
- lack of support personnel

The provision made on the current UNAMIR budget about the training and the signature of two agreements of 400,000 USD and 350,000 USD for financement of the National Gendarmerie Training and the Communal Police respectively should ensure a better execution of the National Police Training Program.

However, the new mandate decided to reduce the strength of CIVPOL to 65 which corresponds almost to half. CIVPOL will be facing problem of manpower to conduct both monitoring and training activities as decided by Security Council Resolution 997 (1995).

It is mainly the lack of French speaking instructors for the Communal Police Training.

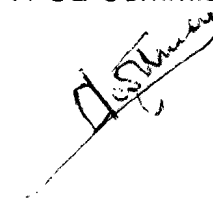
So far the existing number of instructors has been deployed at the National Gendarmerie School at Ruhengeri. It remains to deploy instructors for the Communal Police Training Centre which requires 20 French speaking instructors.

In conclusion, for the training it is required 35 French speaking observers out of which :

- 15 for the National Gendarmerie, already deployed
- 20 for the Communal Police to be deployed.

The note headed "CIVPOL Contribution to the new mandate of UNAMIR" gives details concerning measures to be taken in order to deploy personnel required for the National Police Training and monitoring activities. It is extremely necessary that additional observers be deployed as soon as possible in order to allow UNAMIR/CIVPOL to fulfill the Commitments taken through the new mandate and documents signed recently between United Nations (UNDP, UNAMIR) and the Rwandan Government attached.

Colonel Cheick Oumar Diarra  
CIVPOL Commissioner





UNAMIR - MINUAR

Date: Kigali, 20 July 1995  
Ref: CIVPOL/LETTER/30/95

Dear Major Coletta,

Subject: Rwandan National Police Training

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Please find attached the following documents:

- The Rwandan National Police Training Programme updated;
- The Rwandan Communal Police Training Programme (Programme Proposal) submitted to donors;
- The Rwandan Communal Police Training Programme (Project signed);
- The Rwandan National Gendarmerie Training Programme (Project signed); and
- Présentation succincte des forces de police du Rwanda (The english version is not yet ready).

The opportunity given by the financement of the National Police Training Programme requires an adjustment in order to strengthen CIVPOL in the view to execute the tasks according to the new mandate.

Best regards.

Colonel Cheick Oumar Diarra  
CIVPOL Commissioner

A handwritten signature in dark ink, appearing to read 'Cheick Oumar Diarra', written over a horizontal line.

Major Paolo Coletta  
Civilian Police Unit  
DPKO, UNATIONS,  
New York, U.S.A.

**UNITED NATIONS DEVELOPMENT PROGRAMME  
PROGRAMME PROPOSAL**

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<b>Project Title:</b>	<b>Rwandan Communal Police Training Programme</b>
<b>Project Number:</b>	<b>RWA/95/009</b>
<b>Country:</b>	<b>Rwanda</b>
<b>Starting Date:</b>	<b>1 July 1995</b>
<b>Duration:</b>	<b>One Year</b>
<b>Budget:</b>	<b>US\$ 4, 594, 700</b>
<b>Implementing Agency:</b>	<b>Ministry of Interior and Communal Development</b>
<b>Cooperating donor countries:</b>	<b>Canada, Germany, Ireland, Japan, Netherlands, Spain, Switzerland, United Kingdom, United States and others</b>

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**Project Summary**

The purpose of this programme is to train 1,500 communal police cadets to ensure maintenance of law and order in the 149 communes of Rwanda. Assistance will be in the form of training, equipment, uniforms and a salary top up for a one year period.

The programme will be in two phases. During phase one, 1,000 cadets will receive three months of intensive training. In phase two, the remaining 500 will be trained. It is anticipated that by the end of this project there will be 10 trained police officers in each commune and 50 in Kigali. Of the total number trained, 50 officers will be trained as trainers to facilitate continuous refresher courses and maintenance of standards.

The training programme will be carried out in conjunction with the Ministry of Interior and Communal Development. Training and technical assistance will be provided by the donor countries, including Germany, United Kingdom, Ireland, Switzerland, Netherlands and Canada. During phase one and two, 149 police stations will be renovated and equipped to facilitate the cadets becoming fully operational on graduation.

## Introduction

The Communal Police in Rwanda forms the second component of the Police Force, of which the National Gendarmerie is also a part. As opposed to the Gendarmerie who have National jurisdiction and fall under the Ministry of Defence, the unarmed communal police have local jurisdiction and are under the supervision of the Burgomasters who are accountable to the Ministry of Interior.

The civil war in Rwanda and the genocide of April 1994 devastated the communal police force to the extent that they have been rendered ineffective in the maintenance of law and order. Many officers were killed others fled and the physical was infrastructure destroyed. All equipment was lost and the entire force became non-existent.

At this juncture the rate of crime is increasing and in the home communes, returning refugees and displaced persons have little confidence in the law enforcement system. In order to establish confidence, it is essential to establish a credible and neutral force which will instill a sense of security in the community and also assist the delivery of humanitarian assistance.

To date, UNAMIR has been involved in establishing a training programme for police cadets. A curriculum has been written in conjunction with the Ministry of the Interior. A training school has been identified and the first 1000 cadets are ready to begin the course. Due to budgetary constraints the programme at present is at a standstill. This situation very often results in the role of law enforcement being assumed by the military who, as police men have neither the training nor the capacity.

With a possible reduction of UNAMIR troops particularly in the rural areas it is of paramount importance to fill the vacuum which will be created in the very near future.

In addition to training it is also essential to render the officers operational through the rehabilitation of the police stations and the provision of equipment.

The establishment of a qualified police force will also enhance a sense of community which would contribute to the process of reconciliation.

## Objectives

The ultimate goal of the training programme is the restoration of law and order throughout the country through the re-establishment of a neutral and credible Rwandese Communal Police Force by December 1996. The immediate objectives are to:

1. Commence the training of the 1,000 candidates already identified.
2. Provide Rwandan police men with uniforms and equipment.
3. Renovate police stations and offices
4. Train Rwandese police men in the use of police equipment and in the proper discharge of their duties.

#### Establishment of Rwandan Police Force

The site of Gishari, 50 Kms from Kigali, has been identified as a training centre for the Communal Police. Repairs and equipment are required to render the school operational. The Rwandese Government has identified a Commander while it is expected that the Dean will be a representative of the implementing body.

For recruitment and examinations a board will be established comprising of representatives of the implementing bodies and the Rwandan Government. Decisions will be taken by consensus and no decisions can be made unilaterally without the consent and knowledge of the board.

On completion of their training cadets will be deployed immediately throughout the communes with a force of 10 officers in each commune, being the ultimate goal. Police stations will be repaired and furniture and stationary provided. A base radio will be installed in each station with a small generator for power. Each station will also be allocated a motorbike for improved mobility.

The 50 cadets who will receive additional training to enable them to be trainers themselves will form the core of the supervisory body to oversee the day to day activities of the officers in the commune. They too, will form part of the deployment in communes.

#### Training of Rwanda Police Personnel

The training curriculum has been devised by the Ministry of Interior and the UNAMIR Civpol. The course is three months long and includes 8 weeks of theory, 1 week of practical training, 1 week of revision and two weeks of examination. The subject matter covered will be:

- a. Implementing law enforcement techniques
- b. Guarding sensitive areas
- c. Receiving complaints and depositions
- d. Filing Police reports
- e. carrying out administrative police missions
- f. Searching and utilizing intelligence related to public order and security.



On graduation cadets will be equipped with the necessary law enforcement items and two full uniforms.

Payment of the salary will commence during training and each cadet will receive US\$ 60 per month for a 12 month period. The Ministry of the Interior will continue the payments thereafter through the traditional system of collecting taxes at commune level.

#### Plan of Operation for June 1995 - December 1996

##### Phase 1

In order to continue the training programme as initially established by UNAMIR/Civpol, there are urgent needs to address. A building with the capacity to train 1000 men at a time has been identified. This structure needs to be furnished and a generator installed. Sleeping facilities must also be provided. Sustenance for 1,000 men for 3 months are required.

Civpol has already completed a training programme curriculum in consultation with the Ministry of Interior. With the appropriate resources the first training session under this project can begin in June and the graduates passed out in August/September allowing for the training of the second group of 500 in Phase 2 during the second 6 months.

During this first 3 months 35 police stations will be repaired and 35 small generators supplied along with basic furniture and radio communication equipment. One motorbike will be assigned to each police station. The labour for repairing stations will be carried out at community level under the supervision of the burgomasters.

In the second three months of Phase 1 another 39 stations will be repaired and will receive the same facilities.

##### Phase 2

During this 6 Months 500 men will be trained in the same manner as the first 1000.

The remaining 74 police stations will be repaired and equipped.

##### Training of trainers

A total of 50 officers will be identified from those already trained to undergo intensive training for an additional three month period to become trainers. They will ensure sustainability of standard and conduct after the programme has been fully implemented. Scholarships may be provided by donor countries to expose the trainers to the expectations required of them.

#### Description of Activities

##### a) training programme

1,500 men of all ranks receiving three months intensive training in the maintenance of law and order

Training of 50 men who will become trainers themselves.

##### b) renovations of police stations

149 police stations to be renovated and communications and power systems installed.

##### c) sustainability of the police programme

Each cadet will receive US\$ 60 per month for a period of 12 months after which the Ministry of the Interior will assume the responsibility for expending salaries through community taxation.

The trainers as identified from the total group will continue to organize refresher courses beyond the lifespan of the project.

##### d) Uniforms and Equipment

Each cadet will receive two uniforms and appropriate law enforcement equipment such as batons, shields, helmets. They will not be armed with firearms.

#### BUDGET SUMMARY

1. Programme Personnel	US\$ 1,344,000
2. Training	US\$ 561,300
3. Infrastructure	US\$ 316,500
4. Equipment	US\$ 359,400
5. Transportation	US\$ 377,700
6. Salaries and Uniforms	US\$ 1,155,000
7. Communications Radios/generators	US\$ 480,000
GRAND TOTAL	US\$ 4,594,700

# Budget Breakdown

PHASE 1	USD
<u>1. Training in Phase 1</u>	
1.1 Personnel	
20 International trainers	600,000
40 local employees	72,000
Sub total	672,000
1.2 Training School	
Renovation	4,000
Furniture	45,000
Equipment	21,000
Supplies	8,900
Sub total	78,900
1.3 Sustenance	
Food	369,700
Bedding/mattresses	61,600
Tents	39,600
Toiletries/utensils	21,800
Sub total	492,700
1.4 Utilities	
Generator	4,000
Sub total	4,000
1.5 Transportation	53,000
Sub total	53,000
Training total in Phase 1	1,300,600
<u>2. Operational facilities in Phase 1</u>	
2.1 75 Police stations	
Repairs	75,000
Base radios	150,000
furniture	60,000
supplies	15,000
Generators	90,000
motorbikes	150,000
Sub total	540,000

2.2 Salaries for 1000 cadets for six months	360,000
sub total	360,000
2.3 Uniforms	50,000
sub total	50,000
2.4 Equipment	200,000
sub total	200,000
Operational total in Phase 1	1,150,000
Total of Phase 1	2,450,600

Phase 2

3. Training in Phase 2

3.1 Personnel	
International trainers	600,000
Local employees	72,000
sub total	672,000
3.2 Sustenance	
Food	53,700
Toiletries/utensils	10,900
sub total	64,600
3.3 Transport	26,700
sub total	26,700
3.4 Library	4,000
sub total	4,000
Training total in Phase 2	767,300

4. Operational facilities in phase 2

4.1 74 police stations	
Renovation	74,000
Furniture	58,500
Supplies	14,500
Base radios	148,000
generators	88,800
Motorbikes	148,000
sub total	531,800

4.2 Salaries for police cadets	
1000 x 6 mnths	540,000
500 x 12 mnths	180,000
sub total	720,000
4.3 Uniforms	25,000
sub total	25,000
4.4 Equipment	100,000
sub total	100,000
Operational total in Phase 2	1,376,800
Total in Phase 2	2,144,100
GRAND TOTAL PHASES 1 AND 2	4,594,700

UNITED NATIONS DEVELOPMENT PROGRAMME  
PROJECT DOCUMENT

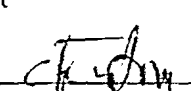
Project Title: Rwandan Communal Police Training Programme (Phase I)  
Project Number: RWA/95/B13/A/6Y/99  
Country: Rwanda  
Starting date: 15 July 1995  
Duration: 6 months  
Budget: US\$ 400,000  
Executing Agency: Ministry of Interior and Communal Development  
Cooperating agencies: UNAMIR/CIVPOL, WHO, WFP  
Source of Funds: UN Trust Fund

Project Summary

The immediate needs of the Rwandan Communal Police Training Programme should be seen as the initial component of a more comprehensive programme. The purpose of this part of the programme is to train 1,500 communal police cadets to ensure maintenance of law and order in 145 communes throughout Rwanda.

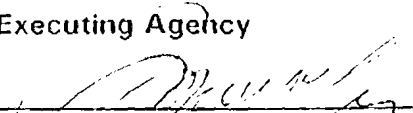
In conjunction with the Ministry of Interior, training will be carried out over six months period and will be facilitated by 20 qualified trainers from UNAMIR/CIVPOL. WFP and WHO will provide contributions in kind.

Government

  
Mr. Jean Berchmans Birara  
Minister of Planning

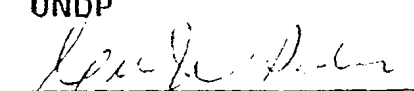
6.7.95  
Date

Executing Agency

  
Mr. Séth Sendashonga  
Minister of Interior

21.07.95  
Date

UNDP

  
Ms. Ellen Johnson Sirleaf  
Assistant Administrator

6/7/95  
Date

Cooperating Agencies

### Background and Justification

The Police Force in Rwanda is composed of the Communal Police and the National Gendarmerie. As opposed to the Gendarmerie who have National jurisdiction and fall under the Ministry of Defense, the Communal Police are normally unarmed and under the supervision of the Bourgmestres who are accountable to the Ministry of Interior and Communal Development. Their stations will be equipped with firearms but they will not be used on a routine basis. They will only be used in extreme emergency cases.

The bulk of the former members of the Communal Police took part in last year's genocide and fled the country along with former soldiers, militias etc. This left the country with no policemen to enforce local law. As well, many had been recruited along corrupt and ethnic lines, were ill trained and often worked to fulfill the interests of their patrons. Many other officers who did not take part in the massacres were killed or fled as well. Thus, the country's Communal police force ceased to exist and all its equipment was lost or destroyed.

Today in Rwanda as administrative structures take root the lack of police in the communes makes local administration difficult and gives the people little confidence in the law enforcement system. Under the current situation the role of law enforcement is assumed by the military who have neither the training nor the capacity as law enforcement officers.

Today the Government, through the Ministry of Internal Affairs and Communal Development, has established a site for a national school of Communal Police training with a view of giving the new policemen proper training and a national outlook. Repairs and equipment for the site are required to render the school operational. A curriculum has been written in conjunction with the Ministry of Interior and the first 750 cadets are ready to begin the course. Due to budgetary constraints however, the programme at present is at a standstill.

In order to continue the training programme as initially established by UNAMIR/CIVPOL, there are urgent needs to address. A building with the capacity to train and house 750 men at a time has to be constructed. The four buildings on the site need to be renovated and furnished. Food and supplies for a total of 1,500 men for are also required.

CIVPOL has already completed a training programme curriculum in consultation with the Ministry of Interior. With the appropriate resources the first training session under this project can begin in July and with the first group completing training in October.

### Development Objectives

The long range goal of the training programme is the restoration of law, order and a sense of security at the commune level throughout the country. An important step towards achieving this is by re-establishing a credible Rwandan Communal Police Force. As part of their detail to enforce the payment of taxes Communal police also serve to improve local government's ability to provide other needed services.

### Immediate Objectives

The immediate objective

1. Provide a training facility, necessary staff and equipment to train Communal Police officers
2. Commence the training of the initial 750 candidates in the use of police equipment and in the proper discharge of their duties.
3. Prepare for the subsequent training of an additional 750 police officers..

#### Outputs

A facility, necessary equipment, instructors and administration for the training of Communal Police officers. Trained Police Officers who will be deployed in communes throughout Rwanda with a minimum of 4 per commune.

#### Description of Activities

- a) Rehabilitation of buildings and necessary infrastructure at existing site
- b) Construction of 1 library, classrooms and dormitories for 750 men
- c) Identification and recruitment of trainers, police training candidates and support staff
- d) Training of 1,500 men in two separate groups of 750 with each receiving three months of instruction in the maintenance of the law and order. The course is three months long and includes 8 weeks of theory, 1 week of practical training, 1 week of revision and two weeks of examination. Training will be in French, English, Kinyarwanda and Swahili. Some of the topics to be covered include:
  1. Implementing law enforcement techniques
  2. Guarding sensitive areas
  3. The protection of human rights
  4. Receiving complaints and depositions
  5. Filing Police reports
  6. Carrying out administrative police missions
  7. Searching and utilizing intelligence related to public order and security.

#### Inputs

##### Government

The Rwandan Government has appointed a Commandant to manage the school and will provide 15 trainers. The training curriculum has been devised by the Ministry of Interior and the UNAMIR CIVPOL. The Communal Police Training centre site at Gishari has four buildings already available but which need cleaning, improvements and a variety of materials to serve their new functions. The four, pre-existing buildings will provide space for:

Administrative offices  
Housing for trainers  
Storage



To be fully functional these 4 buildings will need:

- Cleaning and repair materials
- Utilities (water, electricity, waste disposal)
- Office furniture and supplies for school administration
- Bedding for trainers, administrative staff and support staff

#### UNDP

UNDP will assist in the renovation of these buildings plus provide the construction, necessary materials and furnishings for: classrooms, library/study rooms, and dormitories. In addition UNDP will provide administrative equipment, materials, basic school supplies and 11 support staff for duration of training.

#### UNAMIR

The training curriculum has been devised by UNAMIR Civpol with the Ministry of Interior. The Director of Studies and the necessary translators will be provided by UNAMIR as will a variety of equipment which includes two vehicles, a generator and water drums.

#### WFP

Basic foods will be provided by WFP.

#### WHO

Basic medicines for first aid needs will be provided by WHO

COUNTRY : RWANDA

DATE PRINTED: 06/07/95 | PAGE 1

PROJECT NUMBER : RWA/95/013/A/91/99

SHADOW BUDGET | LAST REV: 06/07/95

PROJECT TITLE : RWANDAN COMMUNAL POLICE TRAINING PROGRAMME

PROJECT BUDGET COVERING UNDP CONTRIBUTION (in U.S. dollars)

PROJECT COMPONENTS		TOTAL AMT M/M	1995 AMT M/M
*010 PROJECT PERSONNEL			
*13 Admin support personnel:			
013-001 LOCAL SUPPORT STAFF	(*)	6,000	6,000
13-99 Subtotal		6,000	6,000
019 COMPONENT TOTAL	(**)	6,000	6,000
*020 SUBCONTRACTS			
021 001 SUBCONTRACT WORK		119,433	119,433
029 COMPONENT TOTAL	**	119,433	119,433
*040 EQUIPMENT			
045 001 EQUIPMENT& SUPPLIES		202,561	202,561
049 COMPONENT TOTAL	**	202,561	202,561
*050 MISCELLANEOUS			
055 001 MISC. & FOOD FOR TRAINEES		72,006	72,006
059 COMPONENT TOTAL	**	72,006	72,006
069 BUDGET TYPE TOTAL	**	400,000	400,000
999 UNDP TOTAL	***	400,000	400,000

# ANNEX A

Project Number: RWA/95/013/A/01/99

Project Title: Rwandan Communal Police Training Programme

Source of Funds: Trust Fund

Executing Agency: Ministry of Interior and Communal Development

Budget Line	Description	Project Total
13	Local support staff	5,000
21	Subcontract work	125,733
45.01	Equipment and supplies	202,561
0.53	Diverse (mainly food)	72,006
TOTAL		400,000

# ANNEX B

Immediate requirements			
Item	Quantity	Provided by	Cost USD
Personnel: trainers, translators Local staff Secretary	15 UNAMIR trainers 30 Rwandan trainers 20 Support staff 2 Professional Secretaries	UNAMIR GOVT UNDP	\$5,000
Renovation of 4 existing buildings and water system repair	General renovation of 4 buildings and water system	UNDP	5,000
Furniture	375 two seater desks and 12 blackboards	UNDP	18,460
Equipment	2 typewriters 2 computers 2 photocopiers 1 printer Computer Software	UNDP	15,000
Supplies	14,000 notebooks 60 pkts. pens 50 pkts pencils 20 staplers 100 boxes staples 100 boxes paper clips 20 boxes of scotch tape 15 boxes glue 10 rulers 15 baskets	UNDP	13,200
Cooking Pots	27	UNDP	800
Food	Items not supplied by WFP	UNDP	65,000
Plates	800	UNDP	1,275
Cups			
Plastic cups	800		800

Spoons	800	UNDP	600
Beds	775 beds	UNDP	58,900
mattresses	775 mattresses		31,000
Blankets	775 blankets		15,500
Sheets	775 sets of sheets		+ 20,925
			126,325
Transportation	2 trucks, from UNAMIR	UNAMIR	
Fuel for vehicles		UNAMIR	
Dinning Hall	1	UNDP	6,300
Classrooms	8	UNDP	29,400
Dormitories	15	UNDP	81,615
Library	1	UNDP	3,418
Library furniture (for study area) and books/materials	20 Tables with benches and other library materials	UNDP	8,000
Fuel Wood		UNDP	10,526
Hoes	150	UNDP	600
Pickaxes	50	UNDP	200
Basins	200	UNDP	700
Scissors	60	UNDP	250
Slashers	100	UNDP	400
Padlocks	15	UNDP	200
Charcoal flat-iron	100	UNDP	600
Machetes	50	UNDP	200
Soap	6,162 pcs	UNDP	3,750
Miscellaneous		UNDP	1,106
<b>TOTAL</b>			<b>400,000</b>

UNITED NATIONS DEVELOPMENT PROGRAMME

Title: Strengthening the National Gendarmerie of Rwanda  
Number: RWA/95/D16/A/6Y/99  
Duration: 6 Months  
Starting Date: July 15, 1995  
Sector: Security Activities  
Executing Agency: Ministry of Defense  
Cooperating Agencies: UNAMIR, WHO  
Project Budget: US\$ 350,000  
Source of Funds: UN Trust Fund

Summary

The project will assist in the renovation of the National Gendarmerie training facility in Ruhengeri, Rwanda. During the war the facility suffered interior and exterior structural damage and much of its equipment, furniture and instructional materials was destroyed. The project will enable physical rehabilitation of the buildings, particularly to the badly damaged roofs, and allow the training centre to acquire equipment and materials needed to function properly.

Approved on behalf of :

Government

*J. Berchmans*  
Mr. Jean Berchmans Birara  
Minister of Planning

*6.7.95*  
Date

Executing Agency

*Paul Kagame*  
Major-General Paul Kagame  
Minister of Defense

*6.7.1995*  
Date

UNDP

*Ellen Johnson Sirleaf*  
Ms. Ellen Johnson Sirleaf  
Assistant Administrator

*6/7/95*  
Date

Cooperating Agency

*S. R. Khan*  
SRSG, Ambassador Khan  
UNAMIR

*11/7/95*  
Date

### Background and Justification

In Rwanda there are currently not enough sufficiently trained personnel to carry out the responsibilities of the National Gendarmerie. Many of the previous Gendarmes were killed or fled during the war. Therefore, as noted in the United Nations' Security Council resolution 965, the current force needs to be increased but at the same time should receive proper training for carrying out their responsibilities in the areas of law enforcement, criminal investigations and assistance to the judiciary. Instruction in proper codes of conduct is particularly important if the Gendarmes are to comport themselves in a professional manner that will engender respect and trust from the local community. Untrained men in positions of authority can be more of a threat than a stabilizing presence to a commune.

The project will enable the Government, but more specifically, the Ministry of Defense to properly train recruits for positions as Gendarmes. The outcome will be a more professional, reliable and responsible Gendarmerie to serve the country. This will benefit all elements of the population living within Rwanda by bringing a greater order and sense of security to the country which in turn serves to attract those staying outside to return.

At a time when there are still tensions in the country it is imperative that a trained force is capable of maintaining public order without violating human rights. It should also have the capacity to properly (as agreed in international standards) arrest suspects and conduct investigations.

This strategy (the support of the training facility) has been chosen because it is necessary to have greater security at the commune level where the internally displaced have just returned and where the majority of refugees are watching for indications of the country's safety. The Gendarmerie also assists the work of the Judiciary which is critical for reestablishing justice within the country. A well trained and bipartisan gendarmerie is essential to provide both of these services and this project is being implemented in conjunction with others from UNDP to improve the safety and well being of Rwandans throughout the country.

The creation of the International Liaison Unit (ILU) comes as the result of increased security problems over the past months to members of the international community in Kigali and the lack of appropriate responses to the these.

#### Development Objectives

The long term objective of the project is the restoration of order and security throughout the country by establishing a professional and impartial Gendarmerie. As stated in the Round Table document, and Programme of National Reconciliation and Socio-Economic Rehabilitation, it is of paramount importance to restore the functioning and management capacity of the Rwandan Government and its national institutions. These are necessary conditions to ensure, among others, a climate of peace and national reconciliation.

The Arusha Peace Agreement specifically assigns the National Gendarmerie the role of:

- Re-establishing the maintenance of public order;
- Prevention of crimes; and
- Serving as Judiciary police.

The mobile team assigned to the International Liaison Unit will receive special training on how to initially respond to residential emergencies, traffic accidents, and medical emergencies for the international community; these skills can then be applied to the needs of the local population. The team will also benefit from the presence of a UNAMIR Civpol Officer or Military Police who would accompany the team on each call. The operating equipment would be supplied by UNDP and the international community then kept by the unit after the needs of the international community have ceased.

#### Immediate Objectives

The immediate objectives are to build the National Gendarmerie's capacity to properly train recruits to carry out its responsibilities. This will be achieved by making necessary structural improvements to the training facility and providing it with essential administrative, educational and accommodation facilities.



The creation of an emergency response force, the ILU, for the safety of the international community and the capacity building of local Gendarmerie.

#### Outputs

By the end of 1995, the training center will be equipped with the following:

- a) furniture, materials and equipment for the dormitories, kitchen and cafeteria
- b) desks, chairs and chalk boards for classrooms
- c) administrative office equipment
- d) dispensary furniture and refrigeration
- e) communications equipment
- f) The provision of subcontract work for structural repairs  
    on staff housing, on the most damaged roofs and in other badly damaged areas
- g) The formation, training and equipping of the ILU

#### Inputs

The Government of Rwanda has named Major Eugene Ruhetamacumu to provide the administrative and management services for the project. As the National Project Coordinator he will also conduct pricing surveys on the contract work, equipment, furniture and materials to be purchased. UNAMIR has already assisted in some renovation of the training center, provided instructors and committed further technical services to be provided in this project. WHO will be asked to contribute basic medicines to the project. The United Kingdom has donated mattresses and the Netherlands' Minister of Development Cooperation has indicated its willingness to provide financial assistance. UNDP will provide the following items:

- a) Dormitories  
200 beds with sheets and blankets  
200 chairs and desks

Kitchen  
6 charcoal burning stoves  
2 electric stoves  
1 repaired kitchen floor

Cafeteria  
100 tables  
200 benches  
600 sets of dishes  
3 refrigerators  
1 freezer

- b) Classrooms  
100 desks  
blackboards and chalk

- c) Office equipment  
2 computers and printers  
10 typewriters  
2 photocopiers  
5 cabinets  
pens and stationery

- d) Dispensary  
1 small refrigerator  
chairs, tables and cabinets

- e) Communications Equipment  
10 walkie-talkie radios

- f) Structural repairs  
dormitory Roofs  
staff housing  
other areas as needed

Equipment for the International Liaison Unit would be provided principally by the international community and would include:

- 1) Transportation - Two vehicles, radio equipped
- 2) Communications - One repeater and hand held radios for team members, a phone number and line from

COUNTRY : RWANDA | DATE PRINTED: 06/07/95 | PAGE: 1

PROJECT NUMBER : RWA/95/016/A/91/99 | SHADOW BUDGET | LAST REV: 06/07/95  
PROJECT TITLE : STRENGTHENING THE NATIONAL GENDARMERIE OF RWANDA

PROJECT BUDGET COVERING UNDP CONTRIBUTION (in U.S. dollars)

PROJECT COMPONENTS		TOTAL AMT M/M	1995 AMT M/M
*020 SUBCONTRACTS			
021-001 SOUS CONTRATS		147,000	147,000
029 COMPONENT TOTAL	(**)	147,000	147,000
*040 EQUIPMENT			
045 001 LOCAL PROCUREMENT OF FURNITURE		96,400	96,400
045 002 LOCAL PROC.OFFICE EQUIP.		83,000	83,000
045 003 INTERN.PROC.EQUIP&CONSUM.		23,600	23,600
049 COMPONENT TOTAL	(**)	203,000	203,000
099 BUDGET TYPE TOTAL	(***)	350,000	350,000
999 UNDP TOTAL	(***)	350,000	350,000

ANNEX A

Project Number: RWA/95/016  
 Project Title: Strengthening the National Gendarmerie of Rwanda  
 Source of Funds: Trust Fund  
 Executing Agency: Ministry of Defense

Budget Line	Line Description	Project Total
20	Subcontracts	\$147,000
40	Total Equipment, Furniture and supplies	203,000
45.01	Local procurement of Furniture and equipment non consumable	96,400
45.02	Local procurement of office equipment and materials consumable	83,000
45.03	International procurement of Equipment non consumable	23,600
<b>TOTAL</b>		<b>350,000</b>

## ANNEX B

ITEM	QUANTITY	PROVIDED BY	COST-USD
beds and mattresses	200	UNDP	40,000
chairs and desks	200	UNDP	20,000
blankets	400	UNDP	12,000
sheets	400	UNDP	4,000
charcoal stoves	6	UNDP	3,000
electric stoves	2	UNDP	1,500
tables	100	UNDP	6,000
benches	200	UNDP	8,000
dishes	600 sets	UNDP	12,000
refrigerator	3	UNDP	2,400
freezer	1	UNDP	1,600
kitchen floor repair	1	UNDP	2,000
desks	100	UNDP	10,000
blackboards		UNDP	2,000
computers and printers	2	UNDP	10,000
typewriters	10	UNDP	5,000
photocopiers	2	UNDP	2,000
cabinets	5	UNDP	1,000
pens & stationery		UNDP	5,000
dispensary refrigerator	1	UNDP	500

dispensary chairs, table & cabinet		UNDP	2,000
walkie talkies	10	UNDP	5,000
truck	1	UNAMIR	
pickups	2	UNAMIR	
minibus	1	UNAMIR	
jeep	1	UNAMIR	
generators	2	UNAMIR	
subcontract work		UNDP	145,000
Equipment for ILU		UNDP	50,000
<b>TOTAL</b>			<b>350,000</b>

**TRAINING PROGRAM FOR THE  
RWANDAN NATIONAL POLICE**

20 July 1995

I. Introduction

The Training Program for the Rwandan National Police was set up in August, 1994 at the request for assistance by the Government of National Unity for establishment and the training of a New National Police Force in order to solve problems related to the public security after former police officers involved in genocide fled the country.

At that time, the Government requested for the training of 6,000 Gendarmes and 1,500 Communal Police Officers.

The aim of the initial training program prepared by UNAMIR and approved by the Government was to train as quickly as possible in different stages a nucleus of gendarmes and police officers who are able to execute the tasks assigned to them.

This program includes :

A. NATIONAL GENDARMERIE

1. The intensive training in 45 days of 100 Gendarmes from August 16, to October 8, 1994 in order to solve security problems.
2. The intensive training program in 16 weeks of 300 Gendarmes from December 19, 1994 to April 29, 1995 to be deployed throughout the country.
3. The intensive training program in 16 weeks of 400 gendarmes from May 29, 1995 to September 19, 1995 to be deployed throughout the country.

4. The intensive training program in 12 weeks of 100 trainers from October 15, 1995 to December 15, 1995 from the 800 already trained.

**B. COMMUNAL POLICE**

1. The intensive training program in 12 weeks of 750 Police Officers from April 1, to July 1, 1995.
2. The intensive training program in 12 weeks of 750 Police Officers from August 1, to September 1, 1995.

**II. EXECUTION OF THE PROGRAMME**

**A. Gendarmerie**

1. The first contingent of 102 Gendarmes among which 3 were Officers,, was trained in Kigali from August 16, to November 30, 1994.

2. The second contingent of 301 Gendarmes among which 2 were officers was trained from December 19, 1994 to April 29, 1995.

The training program of Gendarmerie is therefore following the normal timing inspite of minor delays caused mainly by material and financial difficulties.

**B. Communal Police**

As of today, the Communal Police training program has not been able to start because of lack of financial resources and infrastructure.

Compared to the Gendarmerie, the Communal Police is almost inexistant. However, the Government appointed a Director of the Communal Police and a Director of the Training Centre.



A site for the training has been chosen but requires important buildings that are above the current Rwandan Government capabilities, and requires an assistance from the International Community.

CIVPOL has prepared a training program and the necessary training manuals, and is ready to conduct this training if it is provided with necessary instructors.

### III. TRAINING PERSPECTIVES

The Rwandan Government has just signed together with UNDP and UNAMIR two important documents related to financing the training of National Gendarmerie and of Communal Police and has submitted to donors a document related to the operational needs of a new Communal Police, during the last Round Table held in Kigali on 6th and 7th July, 1995.

Each of these programmes is based on the assistance of UNAMIR to provide instructors and some equipments. They are a part of the training programme initially prepared by UNAMIR CIVPOL and approved by the Government.

Therefore, the future Communal Police training program will be :

#### A. National Gendarmerie

- The intensive training in 16 weeks from July 31, to November 8, 1995 of 500 Gendarmes to be deployed throughout the country.
- The intensive training program in 12 weeks from January 2 to March 30, 1996 of 100 trainers (if the mandate allows it).

#### B. Communal Police

- The intensive training in 12 weeks of 750 Communal Police Officers from September 4 to November 25, 1995.

- The intensive training in 12 weeks of 750 Officers from January 2 to March 30, 1996 (if the mandate allows it).
- The intensive training in 12 weeks from May 2 to July 2, 1996 of 50 trainers (if the mandate allows it).

#### IV. DIFFICULTIES AND RECOMMENDATIONS

As at today the training of Rwandan National Police already conducted by UNAMIR were marked by :

- the absence of allocated resources
- lack of instructors
- absence of infrastructure
- absence of teaching materials
- lack of support personnel

The provision made on the current UNAMIR budget about the training and the signature of two agreements of 400,000 USD and 350,000 USD for financment of the National Gendarmerie Training and the Communal Police respectively should ensure a better execution of the National Police Training Program.

However, the new mandate decided to reduce the strength of CIVPOL to 65 which corresponds almost to half. CIVPOL will be facing problem of manpower to conduct both monitoring and training activities as decided by Security Council Resolution 997 (1995).

It is mainly the lack of French speaking instructors for the Communal Police Training.

So far the existing number of instructors has been deployed at the National Gendarmerie School at Ruhengeri. It remains to deploy instructors for the Communal Police Training Centre which requires 20 French speaking instructors.

In conclusion, for the training it is required 35 French speaking observers out of which :

- 15 for the National Gendarmerie, already deployed
- 20 for the Communal Police to be deployed.

The note headed "CIVPOL Contribution to the new mandate of UNAMIR" gives details concerning measures to be taken in order to deploy personnel required for the National Police Training and monitoring activities. It is extremely necessary that additional observers be deployed as soon as possible in order to allow UNAMIR/CIVPOL to fulfill the Commitments taken through the new mandate and documents signed recently between United Nations (UNDP, UNAMIR) and the Rwandan Government attached.

Colonel Cheick Oumar Diarra  
CIVPOL Commissioner



## CIVPOL Contribution to the New Mandate of UNAMIR

July 18, 1995

### I. Introduction

In accordance with security council resolution 997 (1995) UNAMIR mandate is to :

- a) Exercise its good offices to help achieve national reconciliation within the frame of reference of the Arusha Peace Agreement;
- b) Assist the Government of Rwanda in facilitating the voluntary and safe return of refugees and their reintegration in their home communities, and, to that end, to support the Government of Rwanda in its ongoing efforts to promote a climate of confidence and trust through the performance of monitoring tasks throughout the country with Military and Police Observers;
- c) Support the provision of humanitarian aid, and of assistance and expertise in engineering, logistics medical care and demining;
- d) Assist in the training of a national police force;
- e) Contribute to the security in Rwanda of personnel and premises of United Nations Agencies, of the International Tribunal for Rwanda, including full-time protection for the Prosecutor's Office, as well as those of Human Rights Officers, and to contribute also to the

security of humanitarian agencies in case of need.

In order to carry out this mandate, it is necessary to define the tasks including the organization and the deployment for each of the different components of the mission.

## II. MANDATE ANALYSIS AND TASKS LIKELY TO BE PERFORMED BY CIVPOL

- The resolution 997 (1995) differs from the 965 (1994) resolution, in assigning clearly to UNAMIR the mission of performance of monitoring tasks throughout the country by Military Observers and Civilian Police Personnel in order to support the Government of Rwanda in its ongoing efforts to promote confidence and trust.
- It confirms the assistance in the training of the National Police.
- It has been decided to reduce substantially the Force and to maintain the current level of Military Observers and Civilian Police Personnel.

Regarding the Civilian Police, its activities will be concentrated in monitoring the situation and assistance in the training of a National Police Force.

It will be recalled that during the consultations related to the new mandate, the Rwandese Government expressed the view that the present training program, being carried out by the UNAMIR Civilian Police Component should be replaced by bilateral arrangements and should continue only until those arrangements were in place.

The new resolution fixed the strength of Civilian Police Observers to 65 which correspond to the strength in the field according to the Policy of reducing the size of the mission, while the deployment of 120 Observers authorized by the security council was in progress.

At the same time the new resolution renewed the same missions of monitoring and

training the National Police. This is the challenge of CIVPOL.

From the analysis of resolution 997 (1995), CIVPOL could perform the following tasks :

- a) Assist in the training of National Police and serve as adviser in carrying out the following activities :
  - Develop a crash training program for new gendarmes;
  - Conduct an intensive training for new gendarmes;
  - Train the instructors of Gendarmes;
  - Prepare training manuals for the National Gendarmerie School;
  - Develop a training program for new Communal Police Officers;
  - Prepare training manuals for the Communal Police Training centre;
  - Assist the Chief of Staff of the National Gendarmerie and the Director of the Communal Police in the establishment of a new National Police.
- b) Monitor the process of voluntary and safe return of Rwandan refugees/displaced persons, and their resettlement in their home communes;
- c) Assist the Human Rights Field Operation Observers in their monitoring and investigation activities;

- d) Monitor the security situation in the country;
- e) Assist Military Observers and formed troops in Police matters;

### III. CONCEPT OF OPERATION

In order to perform the assigned tasks, CIVPOL will proceed as follows :

- A small team will operate in each of the eleven prefectures in order to promote a climate of confidence by carrying out monitoring activities;
- Some observers will conduct the training of new recruits of the National Gendarmerie and the Communal Police in the two National Training Centers. The activities cited above including the administration, will be coordinated by a Head Quarters.

### IV. ORGANIZATION

At central level, there is a HQ composed of :

- CIVPOL Commissioner
- Deputy CIVPOL Commissioner
- A Secretariat
- 3 (Three) Divisions
  - \* Operations
  - \* Training
  - \* Personnel and Logistic

In each Prefecture there is a Police Monitoring Team whose office is colocated with the Military Observer's. The National Gendarmerie School, located at Ruhengeri and the

Communal Police Training Centre at Gishari, are under the supervision of the HQ.  
The CIVPOL Chart is attached in Annex A.

#### V. CURRENT DEPLOYMENT

The current strength of CIVPOL is 56 Observers instead of 65 decided recently in spite of the authorized strength of 120.

This strength is tabulated as follows :

-	Head Quarters	11
-	Training Centers	18
-	Monitoring Teams in the Prefectures	27

This deployment calls for the following remarks :

- The HQ has been reduced to the bearest minimum
- The Monitoring teams in the Prefectures have a strength ranging from 2 to 3, which could reduce the team's efficiency or even their existence in case of leave/CTO, sickness of one of the team members;
- The French Speaking Observers numbering 18, are assigned to the National Gendarmerie Training School to conduct the training of 500 new Gendarmes and there is no available personnel for the Communal Police Centre to train 750 Communal Police Officers;
- 3 (Three) Military Observers, all Gendarmerie officers, participate in the Training of Gendarmes and are on attachment to CIVPOL since September 1994, the date of their arrival;



- Because of shortage of manpower, it has not been possible to maintain at the training level the studies team responsible for advisory tasks and the preparation of teaching manuals;

The current deployment is therefore temporary, and will not enable CIVPOL to perform efficiently the tasks required by the new Mandate.

#### VI. Proposed Deployment

According to the Resolution 997 (1995), CIVPOL is responsible for training and monitoring, and this means that CIVPOL tasks has been maintained but with a reduced strength to almost a half, although the Security Council decided in its declaration of February 10, 1995 to increase the CIVPOL strength from 90 to 120 Observers to enable it to better conduct these two activities.

Unfortunately CIVPOL couldn't reach the authorized strength because of lack of French Speaking Observers and was obliged to function with difficulties while waiting for the deployment of enough French Speaking Observers.

It remains always necessary to have a Police Monitoring Team in each of the eleven Prefectures of Rwanda to conduct monitoring activities together with MILOBS, and it is also necessary to keep a team of qualified instructors at the National Gendarmerie School and the Communal Police Training Centre. Regarding the Training of the National Police, it is planned to train 500 gendarmes and 750 police officers starting from the end of July 1995.

The Rwandan Government in collaboration with UNDP and UNAMIR signed two documents related to the financing of these two training programs. It has also been decided that UNAMIR will provide necessary instructors; i.e. 15 for the Gendarmerie and 20 for the Communal Police. Furthermore, the proposed deployment of CIVPOL depends on the constraints cited above that are expressed as follows :

- In each prefecture a team of 4 observers is needed in order to keep permanently 3 observers on duty;
- 35 observers for the training.

The efficient deployment of CIVPOL will require :

-	Head Quarters	11
-	Prefectures (4 Observers for each)	44
-	Training center	35
		=
	Total	90
	(See the Chart in annex C)	
	Current strength	56
	Additional Strength	34

Out of which 20 should be French Speaking, exclusively for the Communal Police Training Centre since the National Gendarmerie School is already provided.

#### IV. Personnel Situation

Because of the current personnel situation of CIVPOL and the constraints brought by the new mandate, a preventive management is needed in order to take from now some necessary precautions, to avoid jeopardizing the program in progress.

The current Personnel Situation is as follows :

Mali	5 Observers who are to end their tour of duty on 1/9/95
Nigeria	10 Observers who are to end their tout of duty on 1/9/95
Ghana	10 Observers who are to end their tour of duty on 9/9/95

Djibouti	7 Observers who are to end their tour of duty on 17/10/95
Jordanie	3 Observers who are to end their tour of duty on 22/10/95
Guinée-Bissau	5 Observers who are to end their tour of duty on 22/10/95
Zambia	4 Observers who are to end their tour of duty on 14/11/95
	6 Observers who are to end their tour of duty on 28/4/96
Germany	1 Observer who is to end his tour of duty on 17/1/96
Tchad	5 Observers who are to end their tour of duty on 15/5/96

As indicated 44 observers will complete their tour of duty before the end of the mandate on December 8, 1995 among whom 12 are French Speaking (5 from Mali and 7 from Djibouti) who are actively involved in training activities.

At the same time the Training of Gendarmes and Police Officers that have to start in July and end respectively in 4 and 3 months will last until the end of November, if they start effectively in July, this will require 35 observers.

The monitoring activities will also require its own observers.

The following options are therefore recommended :

#### Option A

- Maintain 12 French Speaking Observers currently involved in the training and whose tour of duty will end before December 8, 1995;
- Deploy 20 additional French Speaking for the training of the Communal Police;
- Maintain/replace the English Speaking Observers already deployed after completion of their tour of duty.

#### Option B

- Replace 12 French Speaking Observers currently involved in the training and whose tour of duty will end before December 8, 1995;

- Deploy 20 additional French Speaking for the Training of the Communal Police;
- Maintain/replace English Speaking Observers;

Option C

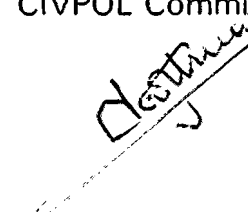
- Replace/maintain 12 French Speaking Observers whose tour of duty will end before 8 December 1995;
- Deploy 20 additional French Speaking Observers for the Communal Police;
- Maintain a number of English Speaking Observers that will allow the authorized strength for the needs of the Head Quarters and the monitoring teams.

VIII. Conclusion

The Resolution 997 (1995) fixed a mandate that assigns UNAMIR to execute through CIVPOL, monitoring activities of the situation in Rwanda and training of National Police.

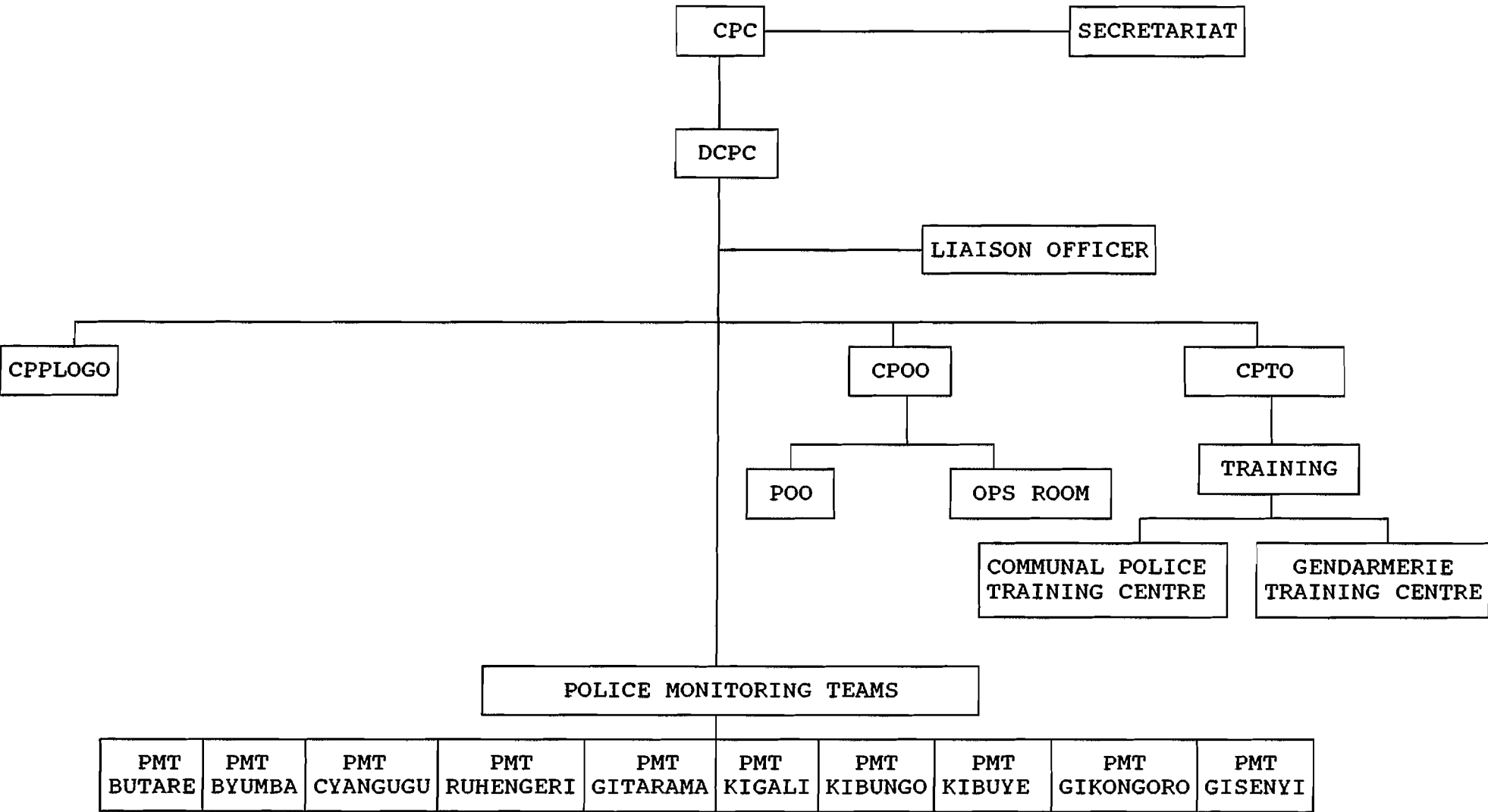
Because of the commitment taken by UNAMIR and agreed by the Government regarding the training program of the National Gendarmerie and the Communal Police being financed by UNDP, it is necessary to provide CIVPOL with 34 additional observers out of which 20 should be French Speaking and to maintain or replace the English Speaking Observers already deployed in the field. This arrangement represents a surplus of 25 observers compared to the strength of 65 fixed in the frame of the Resolution 997 (1995), but this is the only solution if CIVPOL should perform both monitoring and training activities.

Colonel Cheick Oumar Diarra  
CIVPOL Commissioner



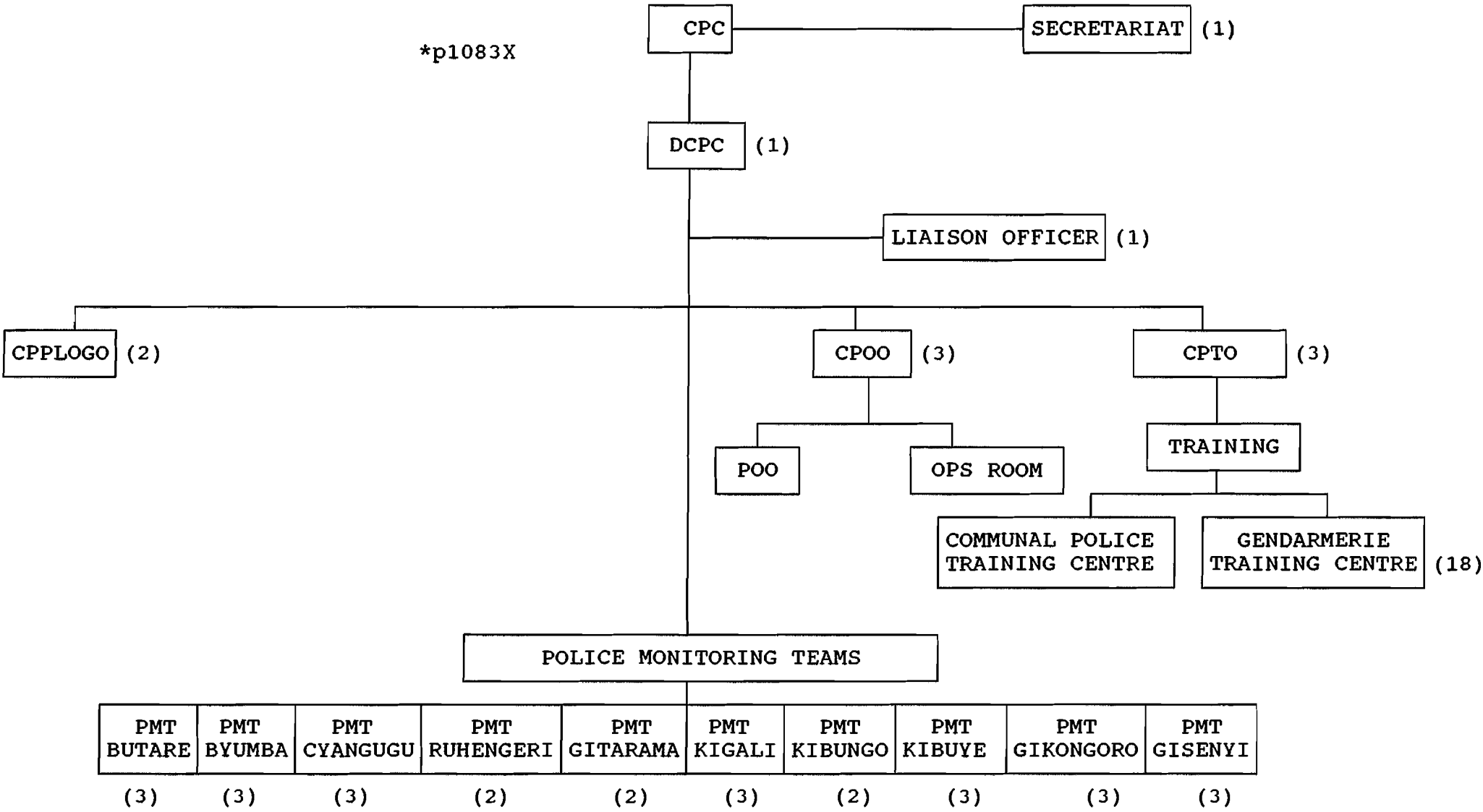
CIVPOL CHART

July 18, 1995



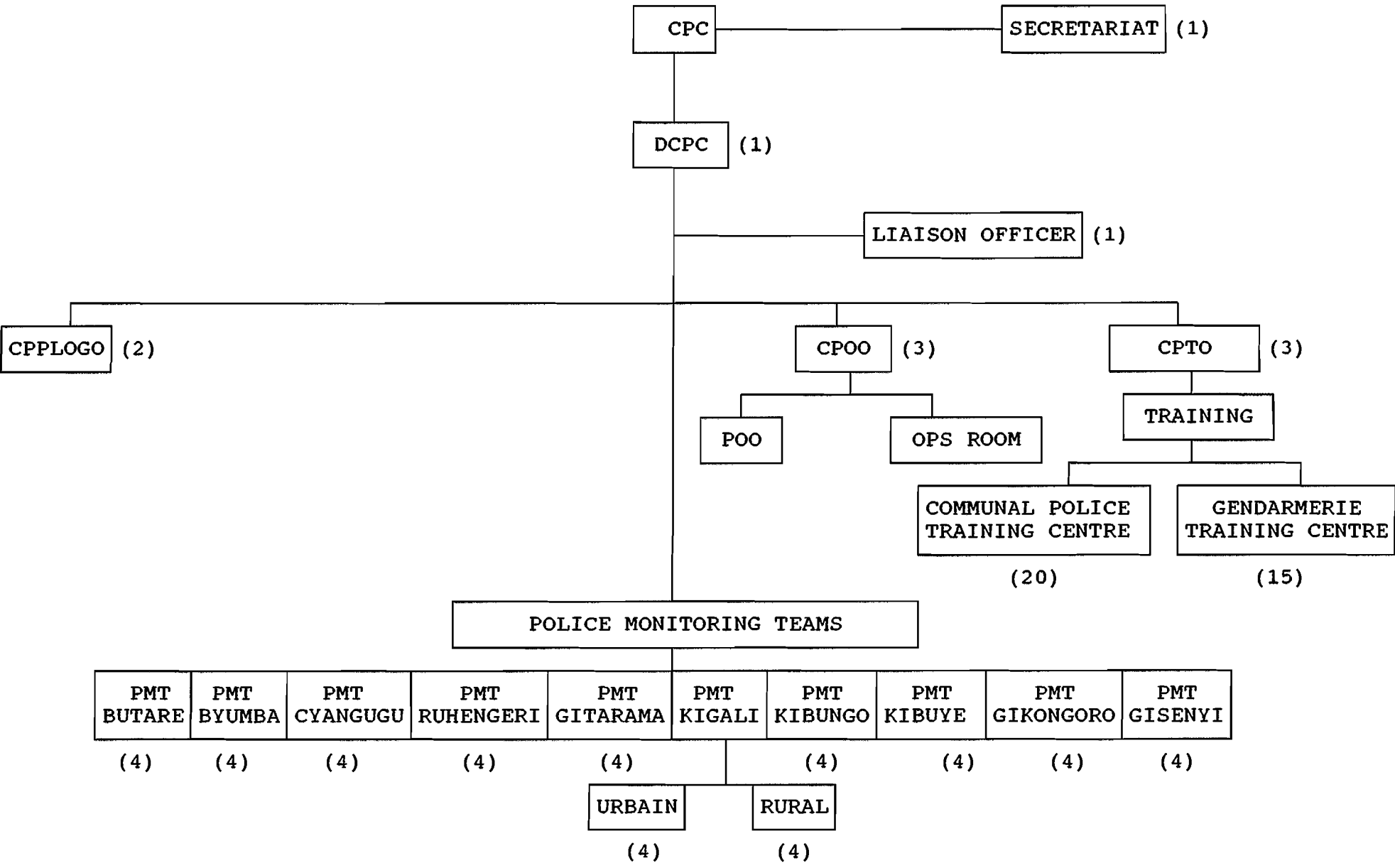
CIVPOL CHART  
(Current Deployment)

July 18, 1995



July 18, 1995

**CIVPOL CHART**  
**(Proposed Deployment)**





Legend

C.P.C.	=	Civilian Police Commissioner
D.C.P.C	=	Deputy Civilian Police Commissioner
C.P.O.O.	=	Chief Police Operations Officer
C.P.P.LOG.O	=	Chief Police Personnel and Logistics Officer
C.P.T.O.	=	Chief Police Training Officer
P.M.T.	=	Police Monitoring Teams
L.O.	=	Liaison Officer
CIVPOL	=	Civilian Police
T.C.	=	Training Centre



*PRESENTATION SUCCINCTE DES FORCES*

*DE POLICE DU RWANDA*

*Le 11 Juillet 1995.*



UNITED NATIONS

ASSISTANCE MISSION FOR RWANDA

NATIONS UNIES

MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

CIVPOL HQ

## **PRESENTATION SUCCINCTE DES FORCES DE POLICE DU RWANDA**

### **Introduction :**

*Depuis son accession à l'indépendance, le 1er Juillet 1962 le RWANDA a adapté aux réalités nationales des principes constitutionnels établis le 24 Novembre 1962. Ceux-ci prévoyaient entre autres la restauration et le renforcement de la paix et de l'unité Nationale, sérieusement menacées peu avant l'indépendance par les événements de la Révolution de 1959.*

*Selon les termes de sa Constitution, la République Rwandaise s'est résolument engagée à être fidèle aux principes démocratiques afin d'assurer la protection de la personne humaine et de promouvoir le respect des libertés fondamentales, conformément à la Déclaration Universelle des Droits de l'Homme.*

*Des Institutions ont vu ainsi le jour, notamment le Gouvernement responsable de l'ordre public, de la protection des personnes et de leurs biens. Ce dernier s'est doté de Forces de Police chargées de veiller à l'application des textes de loi et règlements régissant la société.*

*Conformément à la tradition belge, il existe deux forces de Police, la Gendarmerie Nationale et la Police Communale. Ces forces appartiennent à des départements ministériels distincts. La Gendarmerie Nationale a une compétence nationale et est placée sous l'autorité du Ministère de la Défense Nationale. La Police Communale a une compétence locale et est placée sous la tutelle du Ministère de l'Intérieur.*

*Il y a lieu de rappeler que c'est la Police Nationale qui a pris la dénomination de **Gendarmerie Nationale** en date du 26 Juin 1973, après avoir été intégrée dans l'Armée Rwandaise.*

*Une des conséquences de cette intégration a consisté dans l'adoption d'un statut civil pour une partie du personnel. Celle-ci s'est ainsi vue placée sous l'autorité directe du Bourgmestre, par délégation du Préfet. Ce personnel a alors pris l'appellation de Police Communale.*

### *I. De la Gendarmerie Nationale*

*La Gendarmerie Nationale a été créée par le Décret-loi du 23 Janvier 1974, comme étant une force armée institutionnelle pour assurer le maintien de l'ordre et l'exécution des lois.*

*Sous l'autorité du Ministère de la Défense Nationale, cette force obéit à la discipline militaire et à la hiérarchie des Autorités Administratives et Judiciaires pouvant la mettre en action par le biais de réquisitions.*

*La Gendarmerie Nationale est compétente sur toute l'étendue du Territoire National. Ses attributions et son organisation se résument comme suit:*

#### *1.1. Attributions :*

*Les attributions de la Gendarmerie Nationale ont un caractère à la fois préventif et répressif. Elles se divisent en missions ordinaires et extraordinaires.*

*Les missions ordinaires sont celles que la Gendarmerie Nationale remplit en vertu de la loi, sans réquisition préalable de l'autorité compétente. Il s'agit notamment de prévenir les infractions, de rechercher les infractions et leurs auteurs, de faire respecter les lois et règlements, d'assurer la police de la circulation routière etc...*

*Les missions extraordinaires sont celles que la Gendarmerie Nationale ne peut remplir que sur réquisition de l'autorité compétente. Il s'agit entre autres d'assurer le maintien et le rétablissement de l'ordre public, de notifier et de mettre en exécution des mandats de justice, de prêter main forte à la justice et aux auxiliaires de justice.*

#### *1.2. Organisation :*

*1.2. A. Taille : Les effectifs de la Gendarmerie Nationale se composent d'officiers, sous-officiers, caporaux et gendarmes, et sont fixés à six mille (6000) hommes. La proportion des différentes catégories par rapport à l'ensemble de la corporation est de 6%*

pour les officiers, 24% pour les sous-officiers et 70 % pour les caporaux et gendarmes. Le mode de recrutement est réglementé par des textes fixant les conditions à remplir, parmi lesquelles on peut citer l'âge maximum et minimum, le niveau d'étude, l'aptitude physique etc...

#### *1.2.B. Structure :*

##### *La Gendarmerie Nationale comprend :*

*B- 1. Un conseil de commandement : Il constitue l'organe de concertation et de prise de décisions en matière d'organisation et de coordination de l'action de la Gendarmerie Nationale.*

*Le conseil de commandement de la Gendarmerie Nationale (CCGN) est composé par :*

- Le chef d'Etat Major de la Gendarmerie Nationale = Président*
- Le chef d'Etat Major Adjoint de la Gendarmerie Nationale = Vice président*
- Les commandants des groupements (11) : Membres*

*B- 2.- Un Etat Major : constituant l'organe de liaison entre la Gendarmerie Nationale et le pouvoir Exécutif, est chargé de l'Administration et du commandement journalier de la Gendarmerie Nationale.*

*cadre B- 3. - Un comité de sécurité : crée dans le cadre de la gestion de la sécurité intérieure, constitue au sein de la Gendarmerie Nationale l'organe de concertation et de prise de décision.*

*Il est présidé par le chef d'Etat Major, secondé d'un Adjoint et comprend des membres tels que:*

- Le chef du service de recherche criminelle*
- Le chef du service de renseignement spécialisé*
- Le commandant de groupement de la Préfecture de la ville de Kigali*

*B- 4. - Des Unités Territoriales : existant au niveau de chaque préfecture, sont appelées groupements. Chaque groupement est déployé en compagnies territoriales et celles-ci en postes de Gendarmerie Nationale.*

*B- 5. - Des Unités spécialisées : composées de dix (10) services spécialisés allant du service de Recherche Criminelle au service de la Police Militaire chargé de contrôler la discipline des gendarmes, en passant par le Groupement d'Intervention, le Service de Renseignement, la Garde Républicaine, la Brigade Mobile, l'Unité de Circulation Routière, la Police des Aéroports, la Brigade des Sapeurs-Pompiers, la Brigade des Stupéfiants et des Explosifs.*

B- 6. - Des Unités et Services d'Appui : Composés essentiellement de la Compagnie de Quartier Général, le Groupe des Services logistiques, l'Unité de Musique et le Service Médical.

### 1.3. Etat Actuel de la Gendarmerie Nationale

#### 1.3. A. Personnel

L'effectif actuel de la Gendarmerie Nationale Rwandaise s'élève à environ 5000 hommes. Dans un souci de couverture sécuritaire à long terme, le Gouvernement ambitionne de porter cet effectif à 15 000, avec pour objectif d'atteindre le ratio d'environ 2 gendarmes pour 1000 habitants.

#### 1.3.B. Infrastructures

Elles sont sur l'ensemble du territoire, vétustes, délabrées ou tout simplement détruites. Cette situation de crise généralisée freine le plus souvent la réouverture des services de Gendarmerie.

#### 1.3.C. Equipements

Ils sont quasiment inexistants et constituent un des handicaps majeurs pour le bon fonctionnement des unités.

#### 1.3.D. Véhicules

Le parc de véhicules est extrêmement réduit. En effet, il n'y a environ que 30 véhicules en bon état de fonctionnement pour l'ensemble des services de la Gendarmerie dont 10 pour l'Etat Major et une quinzaine pour les groupements à raison de 2 véhicules par groupement.

## II. De la Police Communale

De sa création à nos jours la Police a connu plusieurs transformations avec des appellations multiples.

Le 26 Juin 1973, sous l'appellation Police Nationale, elle a été intégrée à l'Armée Rwandaise, comme étant une force armée institutionnelle sous la dénomination de Gendarmerie Nationale.

C'est à l'issue de cette intégration que la nécessité de la création d'une Police Communale s'est faite sentir pour combler le vide administratif engendré par le reversement de son personnel dans l'Armée Rwandaise.

La Police Communale ainsi constituée est une force placée au niveau des communes sous l'autorité du Bourgmestre.

## 2.1. Attributions

*A l'instar de la Gendarmerie Nationale, les attributions de la Police Communale sont d'ordre préventif et répressif. La prévention réside dans le fait d'empêcher la commission de l'infraction et la répression intervient après la commission de l'infraction.*

*Principalement la Police Communale est chargée sous l'autorité du Bourgmestre, de veiller en général, à l'exécution des lois, arrêtés et règlements et spécialement :*

- De signaler immédiatement au Bourgmestre toute infraction dont elle a connaissance et prendre note des faits dont ses agents sont témoins;*
- D'assurer la surveillance des marchés, des établissements publics et des voies publiques;*
- De contribuer au maintien ou au rétablissement de l'ordre public;*
- D'appréhender et de conduire devant le Bourgmestre toute personne coupable de scandale sur la voie publique;*
- D'appréhender et de conduire devant les autorités compétentes les individus qui sont objet de poursuites judiciaires;*
- En cas de flagrant délit ou d'infraction réputée flagrante, d'appréhender et de conduire son auteur devant l'autorité compétente, conformément au code de procédure pénale;*
- De prêter main forte à l'exécution des sentences judiciaires, lorsque ces gens en sont régulièrement requis;*
- De remplir les missions administratives et de police ordonnées par l'autorité supérieure, si elles ne sont pas contraires aux lois, arrêtés et règlements.*

## 2.2. Taille

*L'effectif théorique de la Police Communale est estimé à 3000 agents. Le Gouvernement se propose cependant de mettre en place dans un premier temps une force de 1500 agents sur la base de 10 agents au minimum par commune.*

*Le recrutement se fait par voie de concours dont les conditions sont fixées par l'autorité ayant la Police Communale dans ses attributions. Les réservistes des Forces Armées Rwandaises ont priorité sur les autres candidats.*

### 2.3. Structure :

*La Police Communale comprend:*

- Un Brigadier
- Un Brigadier Adjoint
- Des Policiers

*Le Brigadier assure le commandement de la Police Communale, sous l'autorité du Bourgmestre.*

*Le Brigadier Adjoint le seconde et le remplace en cas d'empêchement ou d'absence.*

*Les Policiers constituent le personnel d'exécution des tâches dévolues à la Police Communale.*

### 2.4. Etat actuel de la Police Communale

*Après les événements tragiques qu'à connu le Rwanda, la Police Communale comme les autres services publics s'est retrouvée dans le dénuement le plus total tant au plan du personnel qu'à celui de l'infrastructure, des équipements et des véhicules. A part la nomination récente d'un Directeur National de la Police Communale placé auprès du Ministre de l'Intérieur, et d'un Directeur du Centre de Formation de la Police Communale, la Police Communale en tant que structure n'existe que de nom. Il va donc de soi que la remise en place d'une Police Communale rénovée nécessitera la mobilisation de ressources très importantes auxquelles la Communauté Internationale devra largement contribuer.*

### III. Relations entre les deux forces et les Départements Ministériels:

*En dehors de leur Ministère de Tutelle, il existe une étroite relation de collaboration entre les Forces de Police (Gendarmerie Nationale et Police Communale) et d'autres Départements Ministériels dont elles ne relèvent pas directement.*

*En d'autres termes, la Gendarmerie Nationale et la Police Communale dans leur fonctionnement et dans l'exercice de leurs missions sont à la disposition du Gouvernement tout en demeurant sous l'autorité de leur Département respectif de Tutelle.*

*S'agissant de la Gendarmerie Nationale placée sous l'autorité du Ministre de la Défense Nationale, elle collabore quotidiennement avec le Ministre de la Justice et celui de l'Intérieur dans le cadre de l'exécution de certaines missions que ces Départements ne peuvent et ne doivent exécuter sans la présence d'une force habilitée par la loi à cet effet*

*Avec le Ministère de l'Intérieur, la Gendarmerie Nationale peut être amenée sur réquisition expresse, à intervenir dans le cadre du maintien et du rétablissement de l'ordre public.*

*Concernant le Ministère de la Justice, la Gendarmerie Nationale constitue un instrument privilégié de travail, surtout en matière d'actes de Police Judiciaire et notamment dans l'exécution et la notification des mandats de Justice. La Gendarmerie Nationale peut également intervenir pour prêter main forte aux officiers de Police Judiciaire relevant du Ministère Public.*

*En ce qui concerne la Police Communale, avec le Ministère de la Justice, les mêmes missions dévolues à la Gendarmerie Nationale lui sont attribuées par la loi.*

*En dehors des missions du Ministère Public, la Police Communale reste et demeure une force civile placée sous l'autorité de son Département de Tutelle.*

## *II. Conclusion :*

*Cette présentation sommaire de la Gendarmerie Nationale et de la Police Communale est en plusieurs points. celle prévue par la législation du Rwanda et par l'Accord de paix d'Arusha.*

*En effet par rapport à la situation actuelle du pays, tel qu'il ressort de l'analyse faite ci-dessus, les attributions et les effectifs énumérés sont généralement théoriques. Le niveau d'instruction professionnelle des agents est le plus souvent très bas et les services sont dans un état de délabrement prononcé.*

*C'est pour ces raisons que le nouveau gouvernement du Rwanda dès sa mise en place, a mis l'accent sur l'urgence consistant à reconstituer les Forces de Police afin d'assurer au mieux la sécurité publique.*

*La MINUAR sollicitée à cet effet par le Gouvernement rwandais a répondu favorablement en confiant à CIVPOL, la mission d'assister le nouveau Gouvernement dans l'établissement et l'instruction d'une nouvelle Force de Police Nationale Intégrée. Cette décision a été confirmée dans la résolution 965 (1994) et réaffirmée dans la résolution 997 du Conseil de Sécurité.*



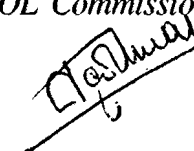
*En rapport avec le Gouvernement Rwandais, un programme de formation des gendarmes et d'agents de Police a été élaboré par la MINUAR. Ce programme est en cours.*

*Il prévoit :*

- la formation d'un noyau d'un millier de gendarmes et d'une centaine de formateurs;*
- la formation de 1500 agents de Police Communale.*

*Il est apparu nécessaire aussi d'élaborer deux documents (un pour la Gendarmerie et un pour la Police Communale) identifiant tous les besoins opérationnels des forces de police en plus de ceux relatifs au programme de formation en cours. De tels documents pourraient servir de cadre de référence pour toute action d'assistance de la communauté internationale.*

*Colonel Cheik Oumar Diarra*  
*CIVPOL Commissioner*



4444



Date: 14 Septembre 1995

### Note sur le programme d'Assistance a la Police Rwandaise

#### I. Introduction:

Les événements d'Avril 1994 qui ont ébranlé l'ensemble des services administratifs jusque dans leur fondement, n'ont pas épargné, à l'instar des autres services publics, la Gendarmerie Nationale et la Police Communale. Ces deux forces de sécurité ont été directement impliquées dans cette tragédie.

Au lendemain de la guerre, face aux besoins croissants de sécurité et de police judiciaire, il est devenu impérieux pour les nouvelles autorités Rwandaises de redynamiser et de revitaliser ces deux forces en les dotant de moyens humains et matériels nécessaires à l'accomplissement de leurs tâches.

Ainsi donc, eu égard à l'état actuel de dénuement total de la Gendarmerie Nationale et de la Police Communale, il apparaît nécessaire de mettre en oeuvre des moyens énormes. Ces moyens, très coûteux, qui dépassent largement les possibilités financières de l'Etat Rwandais nécessitent la mobilisation de ressources importantes auxquelles la Communauté Internationale devra largement contribuer.

Cette assistance internationale sera multiforme et devra se traduire par la réalisation de trois volets importants qui sont la formation, l'assistance conseil et l'équipement.

#### II. Besoins:

##### A. La formation:

Le programme d'assistance des nouvelles forces de Police Rwandaise a été mis en place en Août 1994 suite à la demande du Gouvernement d'Union Nationale qui avait sollicité à l'époque la formation de 6000 gendarmes et de 1500 agents de Police Communale, respectivement en 4 et 2 phases.

A ce jour, deux phases pour un effectif de 403 gendarmes et cinq officiers ont été réalisées et la 3ème phase de formation de 500 nouveaux gendarmes est en cours.

Quant à la formation de la Police Communale, à la différence de la Gendarmerie le programme n'a pu commencer en raison de l'absence de ressources financières et d'infrastructures.

Présentement, un Directeur de la Police Communale et un Directeur du Centre d'Instruction ont été nommés. Le site choisi est à Gishari à 50 km de Kigali. Cependant CIVPOL a proposé un programme de formation, les documents nécessaires et a désigné les instructeurs à cet effet.

Au cours de cette formation, des matières à caractère professionnel et juridique seront dispensées afin de donner aux agents des connaissances leur permettant au mieux d'exercer leur mission. Celles-ci seront complétées par la formation militaire, physique et sportive.

Les effectifs prévus à court terme sont de 2250 policiers recrutés par tranches successives de 750 éléments, soit en trois tranches dans une période allant de Septembre 1995 à Septembre 1996

Parmi les 750 élèves retenus pour la dernière phase du cycle de formation, il est prévu de former 50 formateurs.

#### **B. Assistance conseil:**

L'assistance conseil s'est traduite en ce qui concerne la MINUAR/CIVPOL par la fourniture à l'Etat major de la Gendarmerie et à la Direction générale de la Police d'assistants techniques chargés d'aider à l'élaboration de documents relatifs aux besoins opérationnels, à la restructuration et à la réorganisation des deux unités.

#### **C. Equipements**

Ce volet est nécessaire pour servir de support à la formation déjà entamée car dès la fin de celle-ci, les effectifs déployés dans les unités devront avoir les moyens matériels nécessaires et adéquats à l'accomplissement de leurs missions.

Ce rééquipement passe aussi par la rénovation des centres de formation et par la construction de nouveaux locaux permettant d'offrir un cadre idéal de travail aux éléments.

Dans le cadre de ce rééquipement, les Nations Unies à travers l'assistance du PNUD ont déjà intervenu au niveau de ces unités pour un montant de : 350.000 US\$ dans une première phase et un budget prévisionnel de 40.953.875 US\$ dans une deuxième phase pour la Gendarmerie.

Pour la Police Communale l'aide s'élève à un montant de 400.000 \$US dans la première phase qui est en cours d'exécution. La deuxième phase de formation prévoit un montant de 7,2 millions US\$.

Actuellement les besoins opérationnels de la Gendarmerie s'identifient en:

##### **I- besoins matériels:**

- \* Matériel roulant.
- \* Matériel de télécommunication.
- \* Matériel informatique.
- \* Matériel et fournitures de bureaux.

- \* Equipements et matériels spécialisés.
- \* Matériels divers.

2- Besoins en armement et munitions.

3 - Besoins en habillement.

4 - Besoins en formation.

5 - Besoins en infrastructure.

6 - Besoins en documentation.

S'agissant de la Police Communale les besoins identifiés sont les mêmes que ceux de la Gendarmerie mais à une échelle réduite.

### **III. Les Perspectives**

Sur un plan général, des efforts certains ont été réalisés à ce jour. Cependant l'assistance à l'organisation quantitative et qualitative des deux forces de sécurité que sont la Gendarmerie et la Police Communale doit impérativement être soutenue. Aussi il est urgent d'augmenter la capacité de la Gendarmerie pour lui permettre de mieux assurer sa mission de protection des personnes et de leurs biens afin de ramener le pays à la stabilité tant recherchée et d'accentuer les efforts pour rendre la Police Communale opérationnelle dans les plus brefs délais. Pour se faire un surplus d'aide est indispensable du côté de la Communauté Internationale.

CPTD

Répondre la note  
en français en  
répondant au le  
document

en anglais

ci-joint

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27/10  
A



UNAMIR - MINUAR

<b>TO:</b> Maj. Paolo Coletta, Desk Officer <b>POUR:</b> Civilian Police Unit DPKO, UNATIONS, NY	<b>FROM:</b> Col. Cheick Oumar Diarra <b>DE:</b> CIVPOL Commissioner, Kigali - Rwanda <b>DATE:</b> 26 September 1995 <b>REF:</b> CIVPOL/FAX/47/95
<b>FAX:</b> (212) 963 3452	<b>FAX:</b> 3.3090/3097
<b>SUBJECT:</b> <u>Note on the Updated Assistance Programme for the Rwandan Police</u> <b>OBJET:</b>	
<b>NUMBER OF PAGES, INCLUDING THIS ONE:</b> Three (3) <b>NOMBRE DE PAGES, Y COMPRIS CELLE LA:</b>	
1. Following your verbal instruction of today 26 September 1995. 2. Find attached the document on the above mentioned subject. 5. Best regards.	

**NOTE ON THE UPDATED ASSISTANCE PROGRAMME FOR  
THE RWANDAN POLICE**

**I. INTRODUCTION**

*The civil war of April 1994, which has shaken all the administrative departments has not spared the National Gendarmerie and the Communal Police. Both security forces were directly involved in the tragedy.*

*At the end of the war, there was the increasing needs for public security and judicial police. It is therefore necessary for the new Rwandan authorities to redynamise the two Police Forces by allocating to them equipment and human resources necessary for implementing their duties.*

*The needs of the National Gendarmerie and the Communal Police are enormous and require the assistance of the International Community.*

**II. DETAILS OF UNAMIR ASSISTANCE**

**A. Training**

*The assistance programme for the new Rwandan Police Forces started in August 1994 upon request of the Government of the National Unity. At that time, the Government solicited the training for 6,000 Gendarmes and 1,500 Communal Police Officers.*

*As of today, 403 gendarmes among which five are officers have been trained in two phases and the third training phase for 515 new gendarmes is under way in the National Gendarmerie Training School in Ruhengeri.*

*Concerning training of the Communal Police, contrary to the Gendarmerie, the program did not start due to the lack of infrastructures and financial resources.*

*Meanwhile training would start in early October as soon as the construction and renovation at the Training Centre is completed.*

*Currently, a Director of Communal Police and a Director of the Training Centre were nominated. The selected site is located at Gishari at 50 km East of Kigali.*

*Moreover CIVPOL has prepared the necessary documents and nominated instructors for the purpose of the training.*

*While in training, subjects of professional and legal character would be taught aiming at giving the Gendarmes and Police Officers the knowledge to enable them carry out their duties efficiently. Additionally, military, physical and sport training will be given to the students.*

*The revised short-term plans are as follows:*

- *The training of 100 instructors of gendarmes to follow the ongoing training of 515 gendarmes in December for a period of 12 weeks;*
- *The training of 2,250 Communal Police Officers recruited in successive groups of 750 persons for a period of 13 weeks each, starting from September 1995;*
- *The training of the last batch will be followed by the training of 50 instructors.*

**B. Advisory Assistance**

*CIVPOL provides advisory assistance to the Gendarmerie HQ and Communal Police Direction by giving them experts in preparing documents regarding restructuring and operational needs of both new Gendarmerie and new Communal Police.*

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*UNAMIR is supporting the ongoing training by providing teaching materials and renovation of the training premises. Recently UNAMIR has been assisted by UNDP which has provided an amount of US\$350,000.00 to the Gendarmerie Training Programme and US\$400,000.00 for the Communal Police Training Programme to be disbursed from the UN Trust fund.*

**CONCLUSION**

*The assistance for the Rwandan Police is in progress in its various areas i.e. training, advisory and material assistance. The nucleus of 403 gendarmes already trained are deployed throughout the country. It is expected to have up to the end of the mandate 918 gendarmes and 750 Communal Police Officers. Both Training centres would be renovated.*



Nº-24



Date: 14 Septembre 1995

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UNAMIR - MINUAR

26 SEP 1995

F/om-5070

TO: Maj. Paolo Coletta, Desk Officer POUR: Civilian Police Unit DPKO, UNATIONS, NY	FROM: Col. Cheick Oumar Diarra DE: CIVPOL Commissioner Kigali - Rwanda
	DATE: 26 September 1995
	REF: CIVPOL/FAX/47/95
FAX: (212) 963 3452	FAX: 3.3090/3097
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nrk-3376

CIVPOL

**NOTE ON THE UPDATED ASSISTANCE PROGRAMME FOR  
THE RWANDAN POLICE**

7/3

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## RAPPORT      HEBDOMADAIRE

6 EME    SEMAINE

EGENA - RUHENGRI

Le Major    BAKANDI    T. GABRIEL

Le Directeur des Etudes à l'EGENA , Ruhengeri.

à

Monsieur le Commissionnaire du CIVPOL, Kigali.

Objet: Rapport d'activités hebdomadaires.

Monsieur,

J'ai l'honneur de vous rendre compte à telles fins que vous jugerez utiles du déroulement des activités hebdomadaires à l'Ecole de la Gendarmerie Nationale de Ruhengeri pour la période allant du 11 au 16 Septembre 1995 dont cinq parties constituent la charpente.

#### I. Généralités

En effet, durant la période considérée, il y a lieu de préciser que les cours ont été dispensés normalement à l'Ecole de la Gendarmerie Nationale malgré l'absence non justifiée de l'Instructeur de Police Scientifique de la classe anglophone (LAB4) en la personne de BAUMSTARK Frank qui se trouverait présentement à Nairobi(Kenya) sans que la Direction des Etudes ne soit informée.

-Il est à noter aussi la tenue de la réunion pédagogique hebdomadaire des Instructeurs en vue de faire le point d'exécution des programmes dont le tableau se présente comme suit:



## II. Point d'exécution des programmes.

MATIERES	CHAPITRES EXECUTES	CHAPITRES RESTANTS	INSTRUCTEURS	OBSERVATION
Maintien de l'ordre	6 chap. exécutés	6 chap. restants	Cnes Diaouga et FADIALA S.TOULE	Progression normale.
Renseignements Généraux	5 chap. exécutés en A 4 chap. exécutés en B.	4 chap.res-tants en A 5 chap.res-tants en B.	LT MAHAMAT AHMAT DJY	Retard constaté:8 hrs.
Police de circulation	13 chap. exécutés en A 14 chap. exécutés en B.	7 chap.res-tants en A 6 chap.res-tants en B	Cnes ABDALLAH OSMAN ET Nguétadjuté	Léger retard en A et progression normale en B
Police Scientifique	5 chap.exécutés en A et B.	7 Chap.res-tants (en A et B)	LT ABDUL HAKIM	Retard constaté 12 heures.
Police judiciaire	12 chap. exécutés(en A et B)	7 Chap. restants (en A et B)	Majors BAKANDI GABRIEL et DIA ABDOU	Retard constaté 2 heures.
Service en Brigade	7 Chap. exécutés	5 chap. restants	Cne Ibrahim (A) Lt OUMAROU (B)	Progression normale
Morale	5 chap. exécutés	4 chap. restants (en A et B)	LT SANOGO MOUNKAILA	Progression normale.

Remarques: -Conformément au point d'exécution des programmes fait suivant le tableau ci-dessous, en vue de mieux parachever leur programme, il apparaît nécessaire que les temps soient prolongés des deux (2) jours pour l'Instructeur de Renseignements généraux et trois (3) jours pour celui de la Police Scientifique.

*7 jours pour  
Renseignements  
généraux  
deux jours  
pour la Police  
Scientifique*

### III. Difficultés rencontrées.

-Durant la semaine écoulée, c'est -à-dire du 11 au 16 septembre 1995, la Direction des Etudes a eu à rencontrer certaines difficultés notamment dans la programmation de certains Instructeurs dans les après-midis. Cette programmation n'a pas été acceptée par certains Instructeurs Nationaux alors qu'au temps de mon prédécesseur le Major ZANGA BERTHE

certaines d'entre nous ont été programmés dans les après-midis . Viennent s'ajouter à ces difficultés les chapitres 6 et 12 en M.O. qui n'ont pas été traduits du Français en Anglais pour pouvoir permettre à l'Instructeur de dispenser normalement son cours en classe anglophone (B4).

### IV. Besoins

a) Dans le souci de rester en contact permanent avec le " Training Branch", , il serait souhaitable qu'une ligne téléphonique soit installée à la Direction des Etudes.

-En prévision des examens, il serait également nécessaire de mettre à la disposition de la Direction des Etudes une dizaine de calculatrices pour faciliter le travail des Instructeurs (relevés de notes).

### V. Divers.

Comme nous l'avons annoncé précédemment, notre dernière réunion pédagogique s'est achevée par la mise sur pied d'un groupe de réflexion sur les conditions du déroulement des examens.

Le groupe se compose comme suit:

Président : Major BAKANDI Gabriel  
Vice-président: Cne ROBERT- Clément.

Membres:  
 -Major DODO KADRI  
 -Capt IBRAHIM MOHAMED  
 -Capt ABDALLAH OSMAN.

Conclusion: De part et d'autre de ce qui précède, il serait nécessaire d'accorder une attention particulière sur les deux (2) matières à savoir:

-Les Renseignements généraux et la Police scientifique sur lesquelles les Instructeurs ont accusé un certain nombre d'heures de retard.  
 -La traduction des chapitres 6 et 12 du Français en Anglais en M.O. pour la classe B4 retiendra également votre attention . Il en est de même pour la MORALE.

Fait à Ruhengeri, le 16 septembre 1996.  
 Le Directeur des Etudes

Le Major BAKANDI T. Gabriel.

VRB  
 A. K. B.  
 Z. B.  
 C. P. 10/12

**UNITED NATIONS**

ASSISTANCE MISSION FOR RWANDA



**NATIONS UNIES**

MISSION POUR L'ASSISTANCE AU RWANDA

**UNAMIR - MINUAR**

Original: French

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**SUCCINCT INTRODUCTION TO THE  
POLICE FORCES OF RWANDA**

27 October 1995

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## UNAMIR - MINUAR

## SUCCINCT INTRODUCTION TO THE POLICE FORCES OF RWANDA

Foreword:

Since independence, on 1st July 1962, Rwanda has adapted to national realities the constitutional principles established on 24 November 1962. Those principles included, inter alia, the restoration and strengthening of peace and national unity which had been seriously threatened a short time before independence by the events of the revolution of 1959.

According to its Constitution, the Republic of Rwanda is firmly committed to democratic principles, to the protection of the human person and to the promotion and respect of fundamental liberties, in accordance with the Universal Declaration of Human Rights.

Various institutions were established, including the Government which is responsible for public order and the protection of persons and property. The Government thus created the Police Forces, which are responsible for ensuring the application of the laws and regulations that govern society.

In accordance with Belgian tradition, Rwanda has two Police Forces: the Gendarmerie and the Communal Police. The two forces each belong to different Ministries. The Gendarmerie has nation-wide jurisdiction and is under the authority of the Ministry of National Defense. The Communal Police have local jurisdiction and are under the authority of the Ministry of the Interior.

It was the former *Police Nationale* (National Police) which, on 26 June 1973, changed its name to *Gendarmerie Nationale* (National Gendarmerie) after incorporation into the Rwandan Army.

In conjunction with incorporation of the main part of the force, the remaining part was given civilian status. That part now came under the direct authority of the Burgomaster (*le Bourgmestre*), by delegation from the Prefect (*le Préfet*). This new Force was called the *Police Communale* (Communal Police).

### 1. The Gendarmerie (*la Gendarmerie Nationale*)

The Gendarmerie was established by the Law of 23 January 1974 as an institutional armed force responsible for maintaining law and order.

This force is under the authority of the Ministry of Defense (*Ministère de la Défense*) and is modelled on the military. It responds to requisitions from the

administrative and judicial authorities that are empowered to mobilize its assistance.

The Gendarmerie is competent throughout Rwanda and its functions and organization can be summarized as follows:

### 1.1. Functions

The role of Gendarmerie is both preventive and repressive. Its functions can be divided into ordinary functions and special functions.

Its ordinary functions are those that it fulfils in pursuance of legislation without any prior requisition. This is the case in the prevention of breaches of the law, investigation of offences and of offenders, enforcement of laws and regulations, the policing of traffic etc.

Its special functions are those that it can only undertake upon requisition by an appropriate authority. Inter alia this includes the maintenance and re-establishment of public order, the delivery and execution legal warrants and summonses, to lend assistance to the judiciary and to judicial officers.

### 1.2. Organization

#### 1.2.A. Size

The Gendarmerie's establishment consists of officers, NCOs (non-commissioned officers), corporals and gendarmes. Its strength, in accordance with the Arusha agreements, is fixed at six thousand (6 000) men. Grade ratios, in relation to the entire establishment, are as follows: officers 6%, NCOs 24%, corporals and gendarmes 70%. Mode of recruitment is regulated by the established conditions which should be met in regard to, among other things, minimum and maximum age, years of schooling, physical fitness etc

#### 1.2.B. Structure

The Gendarmerie includes:

##### B.1. The Command Council -

A discussion and decision making body concerned with the organization and coordination of the Gendarmerie's activities.

The Gendarmerie's Command Council (*CCGN - le Conseil de Commandement de la Gendarmerie Nationale*) is composed of:

- The Chief of Staff (*le Chef d'état-major*) of the Gendarmerie, Chairman;

- The Deputy Chief of Staff (*le Chef d'état-major adjoint*) of the Gendarmerie, Vice Chairman;
- The "Groupements" Commanders (11), Members.

#### B.2. H.Q. (*l'Etat-major*)

This body ensures liaison between the Gendarmerie and the Government. It is also responsible for the day to day administration and command of the Gendarmerie.

#### B.3. The Security Committee (*le Comité de sécurité*)

A discussion and decision making body concerned with the management of internal security.

It is chaired by the Chief of Staff assisted by a deputy and composed of members such as:

- The Head of the Criminal Investigation section (*le Chef du service de recherche criminelle*);
- The Head of Special Intelligence section (*le Chef du service de renseignement spécialisé*);
- The Commanding officer of Kigali Urban gendarmerie (*le Commandant de groupement de la Préfecture de la ville de Kigali*).

#### B.4. Territorial units (*les Unités Territoriales*):

These are grouped at prefectoral level; they are called "*les groupements*". Each *groupement* is composed of territorial companies (*les companies territoriales*) and these in turn are composed of Gendarmerie stations (*les postes de Gendarmerie nationale*).

#### B.5. Specialized Sections:

These are ten (10) in number, from Criminal Investigation through to Military Police, who keep discipline among the gendarmes, and including the Intervention Force (*le Groupement d'Intervention*), Intelligence (*le Service de Renseignement*), the Republican Guard (*la Garde Républicaine*), the Mobile Brigade (*la Brigade mobile*), Traffic Section (*l'Unité de Circulation routière*), Airport Security (*la Police des Aéroports*), the Fire Brigade (*la Brigade des Sapeurs-Pompiers*) and the Drugs and Explosives Squad (*la Brigade des Stupéfiants et des Explosifs*).

## B.6. Support Sections and Services:

Consisting essentially of the Headquarters' Company (*Compagnie de Quartier Général*), Logistics (*le Groupe des Services logistiques*), the Music Section (*l'Unité de Musique*) and the Medical Service (*le Service médical*).

### 1.3. Present state of the Gendarmerie

#### 1.3.A. Strength

Present strength is about 5 000 men. The government, considering security requirements in the long term, plans to increase strength to 15 000 men. Its aim is to achieve a coverage ratio of about 2 gendarmes per 1 000 inhabitants.

#### 1.3.B. Infrastructures

Throughout the country infrastructures are run-down, damaged or, quite simply, completely destroyed. This critical situation in general frequently delays the resumption of Gendarmerie services.

#### 1.3.C. Equipment

Equipment is practically non-existent, which is a major handicap to operations.

#### 1.3.D. Vehicles

The vehicle pool is extremely small. Indeed, there are only about 30 vehicles in good running order for all Gendarmerie sections, of which 10 are for the H.Q. Staff and about 15 are for the *groupements* at an average of 2 per *groupement*.

## 2. The Communal Police (*la Police Communale*)

The Rwandan Police forces, from their beginnings to the present day, have gone through several transformations and have had several names.

On 26 June 1973, when it was called the National Police (*la Police Nationale*), it was integrated with the Rwandan Army as an institutional armed force to be called the Gendarmerie (*la Gendarmerie Nationale*).

It was subsequent to that act of incorporation that the need was felt to establish a communal police force in order to fill the administrative vacuum that followed the integration with the Army.

The Communal Police force when created will operate at communal level under the authority of the Burgomaster.

## 2.1. Functions

Like the Gendarmerie, the Communal Police have both a preventive and a repressive role. Prevention consists of undertaking appropriate action before an offense is committed to keep it from happening, repression is pursued after an offense has been committed.

Under the authority of the Burgomaster, the Communal Police is principally entrusted with the implementation of laws, bye-laws and regulations and, more particularly, with the following:

- To inform the Burgomaster of any offense it is aware of and to make records of events witnessed by policemen;
- To ensure supervision of markets, public establishments and of public thoroughfares;
- To contribute to the maintenance or restoration of public order;
- To apprehend and bring before the Burgomaster any person guilty of a scandalous act on the public thoroughfare;
- To apprehend and bring before the competent authority any person that is the subject of legal prosecution;
- In cases of *flagrante delicto*, someone caught in-the-act, or of offences reputed as such, to apprehend and bring the offender before the competent authority, in accordance with the penal code;
- To lend assistance in the execution of judicial sentences when force members have been requisitioned to do so in the appropriate way;
- To fulfil, when instructed to do so by higher authority, administrative and policing functions that are not contrary to laws, bye-laws and regulations.

## 2.2. Strength

The target total is about 3 000 strong. The Government plans however to initially deploy a force of 1 500, on the basis of a minimum strength of 10 men per commune.

Recruitment is competitive and conditions are fixed by the authorities responsible for this Force. Armed forces reservists have priority over other candidates.



### 2.3. Structure

A Communal Police unit consist of:

- A Sergeant (*un Brigadier*)
- A Deputy Sergeant (*un Brigadier adjoint*)
- Policemen (*des Policiers*).

The Sergeant is the commanding officer of the Communal police under the authority of the Burgomaster.

The Deputy Sergeant assists him and replaces him in case of unavailability or absence.

The policemen constitute the basic executive component of the functions attributed to the Communal police.

### 2.4. Present state of the Communal Police

After the tragedy that befell Rwanda, the Communal Police, like other Public services, found itself in a complete state of destitution - not only devoid of manpower but also of infrastructures, equipment and vehicles. Apart from the recent nomination of a National Director of the Communal Police force, under the Minister of the Interior, and of a Director of the Communal Police Training Centre, in material terms, the Communal Police exists in name only. It is therefore evident that the rehabilitation of the Communal Police will require the mobilization of considerable resources, needing a large contribution from the international community.

### 3. Relations Between The Two Forces and Ministerial Departments

Apart from the ministries to which they directly belong, a close degree of cooperation exists between the two Police Forces (Gendarmerie and Communal police) and other ministerial departments.

In other words, the Gendarmerie and the Communal police are both functionally and operationally at the disposal of the Government while remaining under the authority of their respective departments.

The Gendarmerie, which belongs to the Ministry of Defence, works closely day to day with the ministries of Justice and of the Interior in official functions which cannot and should not be discharged without the presence of a force that is legally empowered to that effect.

In conjunction with the Ministry of the Interior, the Gendarmerie, if expressly requisitioned to do so, can be brought to intervene in the maintenance or restoration of public order.

The Gendarmerie is also the right arm of the Ministry of Justice in judicial police functions including the notification and execution of legal warrants and summonses. The Gendarmerie can also be called upon to lend assistance to officials of the Judicial Police who belong to the Public Prosecutor's department.

The Communal police force, in relation to the Ministry of Justice, is required to discharge functions similar to those of the Gendarmerie.

Apart from its functions on behalf of the Public Prosecutor's department, the Communal police force is a civil force under the direct control of the ministry to which it belongs.

#### 4. Conclusion

This succinct introduction to the Gendarmerie and to the Communal police is in several respects based on the intentions of Rwandan legislation and the Arusha Peace Agreement.

Indeed, in relation to the present state of the country, as the preceding analysis reveals, the attributed manning strengths and functions are generally theoretical. The level of vocational training of force members is often very low and facilities are extremely impaired.

That is why, as soon as it was instituted, the new Rwandan Government emphasized the urgency of the need to reconstitute the Police forces in order to ensure public security to the fullest possible extent.

When requested by the Rwandan government to help with this task, UNAMIR responded positively and entrusted CIVPOL with the task of assisting the new government to establish and train a new, integrated national Police Force. This decision was confirmed in resolution 965 (1994) and reaffirmed by resolution 997 of the Security Council.

The assistance of UNAMIR for the Rwandan Police includes training, advisory and material support.

A training programme for gendarmes and policemen has been formulated by UNAMIR in cooperation with the Rwandan government. The programme is at present under way and includes the following:

- The training of a nucleus of a thousand Gendarmes and a hundred instructors;
- The training of 1 500 Communal policemen.

It also appeared necessary to prepare two documents, one each for the Gendarmerie and the Communal police, identifying all operational and training requirements, which could constitute a frame of reference for any assistance from the international community.

Recently on July 1995, the Assistance Programme to Rwandan Police has been supported by the UN Trust Fund for an amount of US\$400.000.000 for the Communal Police and US\$ 350.000.000 for the National Gendarmerie.

A request has been also submitted to the donors for an amount for 7,200.000 for the equipment of the Communal Police and 40.953.875 for the equipment of National Gendarmerie.

Colonel Cheick Oumar Diarra  
CIVPOL Commissioner

A handwritten signature in black ink, slanted upwards from left to right. The signature appears to be 'Cheick Oumar Diarra' written in a cursive, somewhat stylized script.

**UNITED NATIONS**

ASSISTANCE MISSION FOR RWANDA



**NATIONS UNIES**

MISSION POUR L'ASSISTANCE AU RWANDA

**UNAMIR - MINUAR**

**CIVPOL**

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**NOTE ON THE UPDATED ASSISTANCE PROGRAMME FOR  
THE RWANDAN POLICE**

27 October 1995

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## NOTE ON THE UPDATED ASSISTANCE PROGRAMME FOR THE RWANDAN POLICE

### I. INTRODUCTION

The civil war of April 1994, which has shaken all the administrative departments has not spared the National Gendarmerie and the Communal Police. Both police forces were directly involved in the tragedy.

At the end of the war, there was the increasing needs for public security and judicial police. It was therefore necessary for the new Rwandan authorities to redynamise the two Police Forces by allocating to them equipment and human resources necessary for implementing their duties.

The needs of the National Gendarmerie and the Communal Police are enormous and require the assistance of the International Community.

The assistance programme for the new Rwandan Police Forces started in August 1994 upon request of the Government of the National Unity for establishment and training of a New National Police Force in order to solve problems related to the public security after former police forces involved in genocide fled the country.

The programme includes the training advisory and material assistance.

#### A. Training

The aim of the training programme prepared by UNAMIR and approved by the Government was to train as quickly as possible in different stages a nucleus of gendarmes and police officers who are able to execute the tasks assigned to them.

The programme includes basic knowledge of gendarmerie and police activities, such as the areas of the judiciary, order maintenance, public security, traffic police, administrative and scientific police, serving in brigades or police post and criminal investigation, and

intelligence, so as to make these elements available to carry out efficiently the tasks required by the duties of gendarme or police officers. The trainees must be able after the completion of their training of servicing in a mobile gendarmerie unit or in a territorial unit or in police unit.

The Government requested for the training of 6000 Gendarmes and 1500 Communal Police Officers.

Additionally, military, physical, moral and civic training will be given to the students.

#### **I. GENDARMES TRAINING PROGRAMMES**

- a. The intensive training in 45 days of 100 Gendarmes from August 16, to October 8, 1994 in order to solve security problems.
- b. The intensive training program in 16 weeks of 300 Gendarmes from 19 December, 1994 to 29 April, 1995 to be deployed throughout the country.
- c. The intensive training program in 16 weeks of 400 gendarmes from 29 May, 1995 to 19 September, 1995 to be deployed throughout the country.
- d. The intensive training program in 12 weeks of 100 trainers from 15 October, 1995 to 15 December, 1995 from the 800 already trained.

#### **B. Communal Police**

- a. The intensive training program in 12 weeks of 750 police officers from 1st April, to 1st July, 1995.
- b. The intensive training program in 12 weeks of 750 police officers from 1st August, to 1 September, 1995.

## II. EXECUTION OF THE PROGRAMME

### A. Gendarmerie

- a. The first contingent of 102 Gendarmes among which 3 were Officers, was trained in Kigali from 16th August, to 30th November, 1994.
- b. The second contingent of 301 Gendarmes among which 2 were officers was trained from 19th December, 1994 to 29th April, 1995.

It remains the training of 100 instructors. As of today, 403 gendarmes among which five are officers have been trained in two phases and the third training phase for 515 new gendarmes is under way in the National Gendarmerie Training School in Ruhengeri.

The training program of Gendarmerie is therefore following the normal timing inspite of minor delays caused mainly by material and financial difficulties.

### B. Communal Police

As of today, the Communal Police training program has not been able to start because of lack of financial resources and infrastructure.

Compared to the Gendarmerie, the Communal Police is almost inexistant. However, the Government appointed a Director of the Communal Police and a Director of the Training Centre.

Meanwhile training would start in early November as soon as the construction and renovation at the Training Centre is completed.

Moreover CIVPOL has prepared the necessary documents and nominated instructors for the purpose of the training.

The revised short-term plans for the Rwandan Police Training are as follows:

- The training of 100 instructors of gendarmes to follow the ongoing training of 515 gendarmes in December for a period of 12 weeks;
- The training of 2,250 Communal Police Officers recruited in successive groups of 750 persons for a period of 13 weeks each, starting from September 1995;
- The training of the last batch will be followed by the training of 50 instructors.

B. Advisory Assistance

CIVPOL provides advisory assistance to the Gendarmerie HQ and Communal Police Direction by giving them experts in preparing documents regarding restructuring and operational needs of both new Gendarmerie and new Communal Police.

C. Material Assistance

UNAMIR is supporting the ongoing training by providing teaching materials and renovation of the training premises. Recently UNAMIR has been assisted by UNDP which has provided an amount of US\$350,000.00 to the Gendarmerie Training Programme and US\$400,000.00 for the Communal Police Training Programme to be disbursed from the UN Trust fund.

## CONCLUSION

The assistance for the Rwandan Police is in progress in its various areas i.e. training, advisory and material assistance. The nucleus of 403 gendarmes already trained are deployed throughout the country. It is expected to have up to the end of the mandate 918 gendarmes and 750 Communal Police Officers. Both Training centres would be renovated.

However it is to be mentioned that the programme has been conducted with:

- absence of allocated resources;



- lack of instructors;
- absence of infrastructure;
- absence of teaching materials;
- lack of support personnel;

and requires a more important support.

CIVPOL COMMISSIONER



Colonel Cheick Oumar Diarra



4859

MIR-2457

UNAMIR - MINUAR

20 JUL 1995

<b>TO:</b> Mr. Hedi Annabi, Director <b>POUR:</b> Africa Division, DPKO		<b>FROM:</b> Colonel C.O. Diarra <b>DE:</b> CIVPOL-Commissioner UNAMIR, KIGALI RWANDA	
		<b>DATE:</b> 19 juillet 1995 <b>REF:</b> CIVPOL/FAX/34/95	
<b>FAX:</b> 001 (212) 963 6460		<b>FAX:</b> 3.3090/3097	
<b>SUBJECT:</b> <u>Présentation des Forces de Police du Rwanda</u> <b>OBJET:</b>			
<b>NUMBER OF PAGES, INCLUDING THIS ONE:</b> Ten (10) <b>NOMBRE DE PAGES, Y COMPRIS CELLE LA:</b>			
<p>1. J'ai l'honneur de vous faire parvenir pour toutes fins utiles une note de présentation des Forces de police du Rwanda.</p> <p>2. Salutations respectueuses.</p>			

( CIVPOL )

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UNAMIR - MINUAR  
CIVPOL HQ

*PRESENTATION SUCCINCTE DES FORCES*

*DE POLICE DU RWANDA*

*Le 11 Juillet 1995.*



UNITED NATIONS      NATIONS UNIES  
ASSISTANCE MISSION FOR RWANDA      MISSION POUR L'ASSISTANCE AU RWANDA  
UNAMIR - MINUAR  
CIVPOL HQ

## **PRESENTATION SUCCINCTE DES FORCES DE POLICE DU RWANDA**

### **Introduction :**

*Depuis son accession à l'indépendance, le 1er Juillet 1962 le RWANDA a adapté aux réalités nationales des principes constitutionnels établis le 24 Novembre 1962. Ceux-ci prévoyaient entre autres la restauration et le renforcement de la paix et de l'unité Nationale, sérieusement menacées peu avant l'indépendance par les événements de la Révolution de 1959.*

*Selon les termes de sa Constitution, la République Rwandaise s'est résolument engagée à être fidèle aux principes démocratiques afin d'assurer la protection de la personne humaine et de promouvoir le respect des libertés fondamentales, conformément à la Déclaration Universelle des Droits de l'Homme.*

*Des Institutions ont vu ainsi le jour, notamment le Gouvernement responsable de l'ordre public, de la protection des personnes et de leurs biens. Ce dernier s'est doté de Forces de Police chargées de veiller à l'application des textes de loi et règlements régissant la société.*

*Conformément à la tradition belge, il existe deux forces de Police, la Gendarmerie Nationale et la Police Communale. Ces forces appartiennent à des départements ministériels distincts. La Gendarmerie Nationale a une compétence nationale et est placée sous l'autorité du Ministère de la Défense Nationale. La Police Communale a une compétence locale et est placée sous la tutelle du Ministère de l'Intérieur.*

*Il y a lieu de rappeler que c'est la Police Nationale qui a pris la dénomination de Gendarmerie Nationale en date du 26 Juin 1973, après avoir été intégrée dans l'Armée Rwandaise.*

*Une des conséquences de cette intégration a consisté dans l'adoption d'un statut civil pour une partie du personnel. Celle-ci s'est ainsi vue placée sous l'autorité directe du Bourgmestre, par délégation du Préfet. Ce personnel a alors pris l'appellation de Police Communale.*

### *I. De la Gendarmerie Nationale*

*La Gendarmerie Nationale a été créée par le Décret-loi du 23 Janvier 1974, comme étant une force armée institutionnelle pour assurer le maintien de l'ordre et l'exécution des lois.*

*Sous l'autorité du Ministère de la Défense Nationale, cette force obéit à la discipline militaire et à la hiérarchie des Autorités Administratives et Judiciaires pouvant la mettre en action par le biais de réquisitions.*

*La Gendarmerie Nationale est compétente sur toute l'étendue du Territoire National. Ses attributions et son organisation se résument comme suit:*

#### *1.1. Attributions :*

*Les attributions de la Gendarmerie Nationale ont un caractère à la fois préventif et répressif. Elles se divisent en missions ordinaires et extraordinaires.*

*Les missions ordinaires sont celles que la Gendarmerie Nationale remplit en vertu de la loi, sans réquisition préalable de l'autorité compétente. Il s'agit notamment de prévenir les infractions, de rechercher les infractions et leurs auteurs, de faire respecter les lois et règlements, d'assurer la police de la circulation routière etc...*

*Les missions extraordinaires sont celles que la Gendarmerie Nationale ne peut remplir que sur réquisition de l'autorité compétente. Il s'agit entre autres d'assurer le maintien et le rétablissement de l'ordre public, de notifier et de mettre en exécution des mandats de justice, de prêter main forte à la justice et aux auxiliaires de justice.*

#### *1.2. Organisation :*

*1.2. A. Taille : Les effectifs de la Gendarmerie Nationale se composent d'officiers, sous-officiers, caporaux et gendarmes, et sont fixés à six mille (6000) hommes. La proportion des différentes catégories par rapport à l'ensemble de la corporation est de 6%*

*pour les officiers, 24% pour les sous-officiers et 70 % pour les caporaux et gendarmes. Le mode de recrutement est réglementé par des textes fixant les conditions à remplir, parmi lesquelles on peut citer l'âge maximum et minimum, le niveau d'étude, l'aptitude physique etc...*

#### *1.2.B. Structure :*

##### *La Gendarmerie Nationale comprend :*

*B- 1. Un conseil de commandement : Il constitue l'organe de concertation et de prise de décisions en matière d'organisation et de coordination de l'action de la Gendarmerie Nationale.*

*Le conseil de commandement de la Gendarmerie Nationale (CCGN) est composé par :*

- Le chef d'Etat Major de la Gendarmerie Nationale = Président*
- Le chef d'Etat Major Adjoint de la Gendarmerie Nationale = Vice président*
- Les commandants des groupements (11) : Membres*

*B- 2.- Un Etat Major : constituant l'organe de liaison entre la Gendarmerie Nationale et le pouvoir Exécutif, est chargé de l'Administration et du commandement journalier de la Gendarmerie Nationale.*

*B- 3. - Un comité de sécurité : créé dans le cadre de la gestion de la sécurité intérieure, constitue au sein de la Gendarmerie Nationale l'organe de concertation et de prise de décision.*

*Il est présidé par le chef d'Etat Major, secondé d'un Adjoint et comprend des membres tels que:*

- Le chef du service de recherche criminelle*
- Le chef du service de renseignement spécialisé*
- Le commandant de groupement de la Préfecture de la ville de Kigali*

*B- 4. - Des Unités Territoriales : existant au niveau de chaque préfecture, sont appelées groupements. Chaque groupement est déployé en compagnies territoriales et celles-ci en postes de Gendarmerie Nationale.*

*B- 5. - Des Unités spécialisées : composées de dix (10) services spécialisés allant du service de Recherche Criminelle au service de la Police Militaire chargé de contrôler la discipline des gendarmes, en passant par le Groupement d'Intervention, le Service de Renseignement, la Garde Républicaine, la Brigade Mobile, l'Unité de Circulation Routière, la Police des Aéroports, la Brigade des Sapeurs-Pompiers, la Brigade des Stupéfiants et des Explosifs.*

*B- 6. - Des Unités et Services d'Appui : Composés essentiellement de la Compagnie de Quartier Général, le Groupe des Services logistiques, l'Unité de Musique et le Service Médical.*

### *1.3. Etat Actuel de la Gendarmerie Nationale*

#### *1.3. A. Personnel*

*L'effectif actuel de la Gendarmerie Nationale Rwandaise s'élève à environ 5000 hommes. Dans un souci de couverture sécuritaire à long terme, le Gouvernement ambitionne de porter cet effectif à 15 000, avec pour objectif d'atteindre le ratio d'environ 2 gendarmes pour 1000 habitants.*

#### *1.3.B. Infrastructures*

*Elles sont sur l'ensemble du territoire, vétustes, délabrées ou tout simplement détruites. Cette situation de crise généralisée freine le plus souvent la réouverture des services de Gendarmerie.*

#### *1.3.C. Equipements*

*Ils sont quasiment inexistants et constituent un des handicaps majeurs pour le bon fonctionnement des unités.*

#### *1.3.D. Véhicules*

*Le parc de véhicules est extrêmement réduit. En effet, il n'y a environ que 30 véhicules en bon état de fonctionnement pour l'ensemble des services de la Gendarmerie dont 10 pour l'Etat Major et une quinzaine pour les groupements à raison de 2 véhicules par groupement.*

## *II. De la Police Communale*

*De sa création à nos jours la Police a connu plusieurs transformations avec des appellations multiples.*

*Le 26 Juin 1973, sous l'appellation Police Nationale, elle a été intégrée à l'Armée Rwandaise, comme étant une force armée institutionnelle sous la dénomination de Gendarmerie Nationale.*

*C'est à l'issue de cette intégration que la nécessité de la création d'une Police Communale s'est faite sentir pour combler le vide administratif engendré par le reversement de son personnel dans l'Armée Rwandaise.*

*La Police Communale ainsi constituée est une force placée au niveau des communes sous l'autorité du Bourgmestre.*

### 2.1. Attributions

*A l'instar de la Gendarmerie Nationale, les attributions de la Police Communale sont d'ordre préventif et répressif. La prévention réside dans le fait d'empêcher la commission de l'infraction et la répression intervient après la commission de l'infraction.*

*Principalement la Police Communale est chargée sous l'autorité du Bourgmestre, de veiller en général, à l'exécution des lois, arrêtés et règlements et spécialement :*

- De signaler immédiatement au Bourgmestre toute infraction dont elle a connaissance et prendre note des faits dont ses agents sont témoins;*
- D'assurer la surveillance des marchés, des établissements publics et des voies publiques;*
- De contribuer au maintien ou au rétablissement de l'ordre public;*
- D'appréhender et de conduire devant le Bourgmestre toute personne coupable de scandale sur la voie publique;*
- D'appréhender et de conduire devant les autorités compétentes les individus qui sont objet de poursuites judiciaires;*
- En cas de flagrant délit ou d'infraction réputée flagrante, d'appréhender et de conduire son auteur devant l'autorité compétente, conformément au code de procédure pénale;*
- De prêter main forte à l'exécution des sentences judiciaires, lorsque ces gens en sont régulièrement requis;*
- De remplir les missions administratives et de police ordonnées par l'autorité supérieure, si elles ne sont pas contraires aux lois, arrêtés et règlements.*

### 2.2. Taille

*L'effectif théorique de la Police Communale est estimé à 3000 agents. Le Gouvernement se propose cependant de mettre en place dans un premier temps une force de 1500 agents sur la base de 10 agents au minimum par commune.*

*Le recrutement se fait par voie de concours dont les conditions sont fixées par l'autorité ayant la Police Communale dans ses attributions. Les réservistes des Forces Armées Rwandaises ont priorité sur les autres candidats.*



### 2.3. Structure :

*La Police Communale comprend:*

- Un Brigadier
- Un Brigadier Adjoint
- Des Policiers

*Le Brigadier assure le commandement de la Police Communale, sous l'autorité du Bourgmestre.*

*Le Brigadier Adjoint le seconde et le remplace en cas d'empêchement ou d'absence.*

*Les Policiers constituent le personnel d'exécution des tâches dévolues à la Police Communale.*

### 2.4. Etat actuel de la Police Communale

*Après les événements tragiques qu'à connu le Rwanda, la Police Communale comme les autres services publics s'est retrouvée dans le dénuement le plus total tant au plan du personnel qu'à celui de l'infrastructure, des équipements et des véhicules. A part la nomination récente d'un Directeur National de la Police Communale placé auprès du Ministre de l'Intérieur, et d'un Directeur du Centre de Formation de la Police Communale, la Police Communale en tant que structure n'existe que de nom. Il va donc de soi que la remise en place d'une Police Communale rénovée nécessitera la mobilisation de ressources très importantes auxquelles la Communauté Internationale devra largement contribuer.*

### III. Relations entre les deux forces et les Départements Ministériels:

*En dehors de leur Ministère de Tutelle, il existe une étroite relation de collaboration entre les Forces de Police (Gendarmerie Nationale et Police Communale) et d'autres Départements Ministériels dont elles ne relèvent pas directement.*

*En d'autres termes, la Gendarmerie Nationale et la Police Communale dans leur fonctionnement et dans l'exercice de leurs missions sont à la disposition du Gouvernement tout en demeurant sous l'autorité de leur Département respectif de Tutelle.*

*S'agissant de la Gendarmerie Nationale placée sous l'autorité du Ministre de la Défense Nationale, elle collabore quotidiennement avec le Ministre de la Justice et celui de l'Intérieur dans le cadre de l'exécution de certaines missions que ces Départements ne peuvent et ne doivent exécuter sans la présence d'une force habilitée par la loi à cet effet.*

*Avec le Ministère de l'Intérieur, la Gendarmerie Nationale peut être amenée sur réquisition expresse, à intervenir dans le cadre du maintien et du rétablissement de l'ordre public.*

*Concernant le Ministère de la Justice, la Gendarmerie Nationale constitue un instrument privilégié de travail, surtout en matière d'actes de Police Judiciaire et notamment dans l'exécution et la notification des mandats de Justice. La Gendarmerie Nationale peut également intervenir pour prêter main forte aux officiers de Police Judiciaire relevant du Ministère Public.*

*En ce qui concerne la Police Communale, avec le Ministère de la Justice, les mêmes missions dévolues à la Gendarmerie Nationale lui sont attribuées par la loi.*

*En dehors des missions du Ministère Public, la Police Communale reste et demeure une force civile placée sous l'autorité de son Département de Tutelle.*

## *II. Conclusion :*

*Cette présentation sommaire de la Gendarmerie Nationale et de la Police Communale est en plusieurs points, celle prévue par la législation du Rwanda et par l'Accord de paix d'Arusha.*

*En effet par rapport à la situation actuelle du pays, tel qu'il ressort de l'analyse faite ci-dessus, les attributions et les effectifs énumérés sont généralement théoriques. Le niveau d'instruction professionnelle des agents est le plus souvent très bas et les services sont dans un état de délabrement prononcé.*

*C'est pour ces raisons que le nouveau gouvernement du Rwanda dès sa mise en place, a mis l'accent sur l'urgence consistant à reconstituer les Forces de Police afin d'assurer au mieux la sécurité publique.*

*La MINUAR sollicitée à cet effet par le Gouvernement rwandais a répondu favorablement en confiant à CIVPOL, la mission d'assister le nouveau Gouvernement dans l'établissement et l'instruction d'une nouvelle Force de Police Nationale Intégrée. Cette décision a été confirmée dans la résolution 965 (1994) et réaffirmée dans la résolution N° 997 du Conseil de Sécurité.*

*En rapport avec le Gouvernement Rwandais, un programme de formation des gendarmes et d'agents de Police a été élaboré par la MINUAR. Ce programme est en cours.*

*Il prévoit :*

- la formation d'un noyau d'un millier de gendarmes et d'une centaine de formateurs;*
- la formation de 1500 agents de Police Communale.*

*Il est apparu nécessaire aussi d'élaborer deux documents (un pour la Gendarmerie et un pour la Police Communale) identifiant tous les besoins opérationnels des forces de police en plus de ceux relatifs au programme de formation en cours. De tels documents pourraient servir de cadre de référence pour toute action d'assistance de la communauté internationale.*

*Colonel Cheik Oumar Diarra*  
*CIVPOL Commissioner*



24/8/95

REPUBLIC OF RWANDA AND  
UNITED NATIONS DEVELOPMENT PROGRAMME  
PROJECT PROPOSAL

Project Title: Rwandan Communal Police Training-  
Project Phase II

Project Number: RWA/95/019

Country: Rwanda

Starting Date: September 1995

Duration: 8 months

Implementing Agency: Ministry of Interior and Communal  
Development

Budget: \$7.2 million

Possible Donors: Canada, Germany, Ireland, Japan,  
Netherlands, Spain, Switzerland, United  
Kingdom, United States.

*This is a good project  
report it to the donors  
needs to be done by the  
Government Donors  
February 1996*

PROJECT SUMMARY

Phase I of this project provided the renovation, construction and equipping of buildings to open Rwanda's first police training centre. It also included the means to train the first 1,500 police cadets. Considerable progress towards establishing Rwanda's police force was therefore made on a limited budget. In light of this however, there are still many needs that are left unmet to make the Police force fully operational.

The purpose of Phase II of this project is to support the work that has started towards ensuring the maintenance of law and order in Rwanda's 145 communes. Phase II will provide assistance in the form of improvements to the police training center in Gishari, the construction and equipping of 145 police stations, the training of an additional 750 police cadets and the provision of uniforms and salaries for a one year for all police officers.

By the end of this project there will be almost 14 trained police officers per commune and 200 within Kigali. In addition, fifty of the cadets will become trainers themselves for providing continuous refresher courses and the maintenance of standards.

## BACKGROUND AND JUSTIFICATION

The Communal Police in Rwanda forms the second component of the Police Force, of which the National Gendarmerie is also a part. As opposed to the Gendarmerie who have National jurisdiction and fall under the Ministry of Defence, the unarmed communal police have local jurisdiction and are under the supervision of the Bourgmestres who are accountable to the Ministry of Interior and Communal Development.

The civil war in Rwanda and the genocide of April 1994 devastated the communal police force to the extent that they were rendered non-existent and the maintenance of law and order came to a standstill. Some officers were killed while others took part in the genocide and fled. The physical infrastructure was destroyed; all equipment was lost.

At this juncture the absence of law enforcement officers in communes leaves the population without full confidence in their security nor the means to resolve disputes in an orderly manner. Returnees and displaced persons need more confidence in the local law enforcement system. In order to establish this it is essential to have a proper communal police force which will instill a sense of security and community among the people and assist in the delivery of humanitarian assistance. Today the situation very often results in the role of law enforcement being performed by the military who are not trained for this and have other responsibilities to attend to.

## OBJECTIVES

### DEVELOPMENT OBJECTIVES

The ultimate goal of the training project is the establishment and maintenance of law and order and providing an atmosphere conducive to reconciliation among all people in Rwanda and the rehabilitation of the country. An important step towards achieving this goal is to re-establish a credible police force in Rwanda.

### IMMEDIATE OBJECTIVES

The immediate objectives are to:

1. Train 750 additional cadets;
2. Provide further equipment and structural improvements to the training centre in Gishari;
3. Build and equip 145 police stations and attendant living accommodations; and
4. Provide all Rwandan police with uniforms, equipment and their first years salary.

## OUTPUTS

### 1. TRAINING

Phase I, already underway, will begin actual training of cadets in early September with the first group of 750. They will be followed by a similar number to begin in January 1996 and will graduate by April 1996. There after, Phase II will cover the training for the third, and final, group of 750 who will begin by June 1996 and graduate by September of the same year.

The training curriculum has been devised by the Ministry of Interior and the UNAMIR Civpol. As in Phase I, the course is three months long and includes 8 weeks of theory, 1 week of practical training, 1 week of revision and two weeks of examination. The subject matter to be covered includes:

- a. Implementing law enforcement techniques
- b. Guarding sensitive areas
- c. Receiving complaints and depositions
- d. The Protection of Human Rights
- e. Carrying out administrative police missions
- f. Searching and utilizing intelligence related to public order and security.
- g. Filing Police reports

50 cadets will receive additional training to enable the police force to provide continuous refresher courses. They too, will be deployed in the communes. Scholarships and seminars may be provided by donor countries to further knowledge in training and police techniques used in other countries.

On completion of their training cadets will be deployed immediately throughout the communes with an average force of 14 officers in each commune.

### 2. FURTHER IMPROVEMENTS TO THE TRAINING CENTRE IN GISHARI

Because of the considerable needs for starting the training centre, and the limited budget for meeting them, a number of essential items remain to be addressed. Further renovation of the initial 4 buildings are needed. This includes painting, installation of utilities (electric, water) the provision of doors and basic structural repairs. Tables, benches and eating utensils are still needed for the dining hall, additional office space and a gathering place, or simple auditorium, for the whole school is needed as well as. Two vehicles will be required if UNAMIR withdraws theirs when leaving.

### 3. BUILDING AND EQUIPPING POLICE STATIONS

Police stations will be built, equipped and furnished with

basic office needs. Each station will also be allocated a motorbike and 5 bicycles for improved mobility. The Police Commander for the prefecture and sub-prefecture shall require a vehicle, preferably a four wheel drive pickup, to enable them to carry out their duties.

The construction and equipping of the police stations should begin as soon as possible so that police have the necessary infrastructure to operate from upon graduation. Construction will be supplemented by local labor at commune level under the supervision of the burgomasters. Materials will be purchased locally as much as possible.

#### 4. PROVISION OF UNIFORMS, PERSONAL EQUIPMENT AND SALARIES

Upon graduation cadets will be equipped with the necessary law enforcement items which will include: two full uniforms, whistles, a raincoat, boots, berets, night sticks and a police manual covering standard operational procedures and the laws of Rwanda.

Payment of police salaries will begin upon commencement of their duties as follows: policemen will receive 10,800 Frw per month for a 12 month period, Brigadiers will receive 15,650 Frw per month for a similar period and the Prefecture and Sous Prefectures Police Commanders will receive 20,000 Frw per month for the same period. The Ministry of the Interior will make salary payments thereafter through the traditional system of collecting taxes at the commune level.

#### DESCRIPTION OF ACTIVITIES

##### 1) Training programme

750 men will receive three months training for becoming police officers starting in January 1996. Fifty men will be trained as trainers.

##### 2) Further improvements to the police training centre

The continued renovation of the Police training centre in Gishari will be continuous with Phase I if funds are available and will take approximately seven months. Phase II will improve the four existing buildings on site. This will include installation of utilities, painting and basic structural repairs. Additional office space will also be constructed for school administration. Needed furniture for the dinning hall, administrative offices and instructor's living quarters will be purchased.

##### 3) Building of police stations and living facilities

145 police stations will be built along with the necessary sleeping, cooking and sanitary facilities. Work should start as soon as possible so the first graduating cadets (expected by mid December) will have the necessary structures to operate from. Sites for each station and attendant buildings will be identified with the local bourgmeister who will also organize local voluntary help for their construction.

#### 4) Provision of uniforms, equipment and salaries

A supplier, or suppliers, will be identified for the procurement of uniforms and standard police equipment for the contra's police force. Each cadet will receive two uniforms and appropriate law enforcement equipment such as batons, whistles and raincoats (see budget for further details). They will not have firearms.

The first years salaries will be provided for 2072 policemen, 145 brigadiers and 33 prefecture and sous prefecture commanders (see budget for salary details). After this period the Ministry of the Interior will assume the responsibility for paying salaries through community taxation.

### INPUTS

#### GOVERNMENT

The Government of Rwanda will continue to provide the Commandant to manage the school and fifteen trainers. The curriculum developed in part by the Ministry of Interior will be used and modified as needed. The Government is also providing the land and the initial four buildings on site.

#### UNAMIR

UNAMIR has helped design the curriculum and will be asked to continue their support of providing trainers and translators. Vehicles provided in Phase I will be requested for Phase II as well.

#### WFP

The World Food Programme will be asked to provide basic food supplies such as cooking oil, beans etc.

#### UNDP

UNDP will provide infrastructural improvements and furnish additional materials and equipment to the training center in Gishari. Construction and equipping of 145 police stations and attendant living quarters will be contributed. Transportation, salaries and uniforms and additional food stuffs will also be given.



# BUDGET SUMMARY

1. Personnel	US\$ 370,000
2. Equipment and Renovation for training centre	US\$ 100,000
3. Training, library and printed materials	US\$ 100,000
4. Foodstuffs	US\$ 50,000
5. Building 145 police stations	US\$ 725,000
6. Building living quarters for 145 police stations	US\$ 2,465,000
7. Equipment for police stations	US\$ 150,000
8. Transportation and maintenance	US\$ 1,474,150
9. Police Salaries	US\$ 979,619
10. Uniforms	US\$ 525,000
11. Miscellaneous	US\$ 261,231
<b>TOTAL</b>	<b>US\$ 7,200,000</b>

Budget Breakdown  
In US\$

1.	PERSONNEL	
	15 International trainers for 3 months X \$8,000 per month	\$360,000
	22 national staff for 3 months	10,000
2.	ADDITIONAL CONSTRUCTION AND EQUIPPING OF POLICE TRAINING CENTRE	100,000
	Provision of electricity, water and necessary fixtures to each of the four original buildings. Painting and repairing ceilings, roofs, windows, floors etc.	
	Construction and electrification of additional office space for school administrators	
	Procurement of necessary office, dinning and living quarter furniture	
3.	LIBRARY AND TRAINING MATERIALS Provision of reference materials, pocket law manuals for each policeman, instructional aids for trainers	100,000
4.	FOOD for training centre not provided by WFP	50,000
5.	CONSTRUCTION OF 145 POLICE STATIONS stations of 2 rooms each @ \$5,000	725,000
6.	LIVING QUARTERS FOR POLICE Sleeping, cooking and sanitary facilities for 14 men x 145 stations @ \$17,000 each	2,465,000
7.	EQUIPMENT FOR 145 POLICE STATIONS 2 desks, 5 chairs, 2 file cabinets, 1 manual typewriter, stationary, 2 kerosene lamps	150,000
8.	TRANSPORTATION AND MAINTENANCE 34 four wheel drive vehicles @\$23,00 145 motorcycles @2,500	1,474,150

725 bicycles @250

9. POLICE SALARIES

2072 policemen x 12 months 866,229

145 brigadiers x 12 months 87,842

33 Prefecture and Sous Prefecture Police  
x 12 months 25,548

10. UNIFORMS 525,000  
trousers, shirt, cap, raincoat,  
boots, belt, whistle, nightstick,  
handcuffs

11. Miscellaneous 261,231

**TOTAL** **US\$ 7,200,000**

UNITED NATIONS DEVELOPMENT PROGRAMME  
PROJECT DOCUMENT

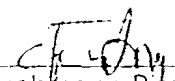
Project Title: Rwandan Communal Police Training Programme (Phase I)  
Project Number: RWA/95/B13/A/6Y/99  
Country: Rwanda  
Starting date: 15 July 1995  
Duration: 6 months  
Budget: US\$ 400,000  
Executing Agency: Ministry of Interior and Communal Development  
Cooperating agencies: UNAMIR/CIVPOL, WHO, WFP  
Source of Funds: UN Trust Fund

Project Summary

The immediate needs of the Rwandan Communal Police Training Programme should be seen as the initial component of a more comprehensive programme. The purpose of this part of the programme is to train 1,500 communal police cadets to ensure maintenance of law and order in 145 communes throughout Rwanda.

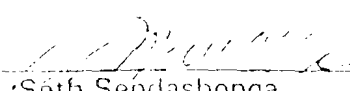
In conjunction with the Ministry of Interior, training will be carried out over six months period and will be facilitated by 20 qualified trainers from UNAMIR/CIVPOL. WFP and WHO will provide contributions in kind.

Government

  
Mr. Jean Berchmans Bihara  
Minister of Planning

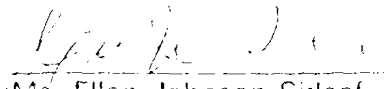
6.1.95  
Date

Executing Agency

  
Mr. Seth Sendashonga  
Minister of Interior

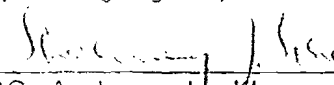
2/10/95  
Date

UNDP

  
Ms. Ellen Johnson Sirleaf  
Assistant Administrator

2/10/95  
Date

Cooperating Agency

  
SRSG, Ambassador Khan  
UNAMIR

2/7/95  
Date

### Background and Justification

The Police Force in Rwanda is composed of the Communal Police and the National Gendarmerie. As opposed to the Gendarmerie who have National jurisdiction and fall under the Ministry of Defense, the Communal Police are normally unarmed and under the supervision of the Bourgmestres who are accountable to the Ministry of Interior and Communal Development. Their stations will be equipped with firearms but they will not be used on a routine basis. They will only be used in extreme emergency cases.

The bulk of the former members of the Communal Police took part in last year's genocide and fled the country along with former soldiers, militias etc. This left the country with no policemen to enforce local law. As well, many had been recruited along corrupt and ethnic lines, were ill trained and often worked to fulfill the interests of their patrons. Many other officers who did not take part in the massacres were killed or fled as well. Thus, the country's Communal police force ceased to exist and all its equipment was lost or destroyed.

Today in Rwanda as administrative structures take root the lack of police in the communes makes local administration difficult and gives the people little confidence in the law enforcement system. Under the current situation the role of law enforcement is assumed by the military who have neither the training nor the capacity as law enforcement officers.

Today the Government, through the Ministry of Internal Affairs and Communal Development, has established a site for a national school of Communal Police training with a view of giving the new policemen proper training and a national outlook. Repairs and equipment for the site are required to render the school operational. A curriculum has been written in conjunction with the Ministry of Interior and the first 750 cadets are ready to begin the course. Due to budgetary constraints however, the programme at present is at a standstill.

In order to continue the training programme as initially established by UNAMIR/CIVPOL, there are urgent needs to address. A building with the capacity to train and house 750 men at a time has to be constructed. The four buildings on the site need to be renovated and furnished. Food and supplies for a total of 1,500 men for are also required.

CIVPOL has already completed a training programme curriculum in consultation with the Ministry of Interior. With the appropriate resources the first training session under this project can begin in July and with the first group completing training in October.

### Development Objectives

The long range goal of the training programme is the restoration of law, order and a sense of security at the commune level throughout the country. An important step towards achieving this is by re-establishing a credible Rwandan Communal Police Force. As part of their detail to enforce the payment of taxes Communal police also serve to improve local government's ability to provide other needed services.

### Immediate Objectives

The immediate objectives are to:

1. Provide a training facility, necessary staff and equipment to train Communal Police officers
2. Commence the training of the initial 750 candidates in the use of police equipment and in the proper discharge of their duties.
3. Prepare for the subsequent training of an additional 750 police officers..

#### Outputs

A facility, necessary equipment, instructors and administration for the training of Communal Police officers. Trained Police Officers who will be deployed in communes throughout Rwanda with a minimum of 4 per commune.

#### Description of Activities

- a) Rehabilitation of buildings and necessary infrastructure at existing site
- b) Construction of 1 library, classrooms and dormitories for 750 men
- c) Identification and recruitment of trainers, police training candidates and support staff
- d) Training of 1,500 men in two separate groups of 750 with each receiving three months of instruction in the maintenance of the law and order. The course is three months long and includes 8 weeks of theory, 1 week of practical training, 1 week of revision and two weeks of examination. Training will be in French, English, Kinyarwanda and Swahili. Some of the topics to be covered include:
  1. Implementing law enforcement techniques
  2. Guarding sensitive areas
  3. The protection of human rights
  4. Receiving complaints and depositions
  5. Filing Police reports
  6. Carrying out administrative police missions
  7. Searching and utilizing intelligence related to public order and security.

#### Inputs

##### Government

The Rwandan Government has appointed a Commandant to manage the school and provide 15 trainers. The training curriculum has been devised by the Ministry of Int and the UNAMIR CIVPOL. The Communal Police Training centre s t r u c t u r e buildings already available but which need cleaning, improvement and materials to serve their new functions. The four pre-existing buildings are for:

- Administrative offices
- Housing for trainers and other necessary personnel
- Storage rooms
- Dispensary

To be fully functional these 4 buildings will need:

- Cleaning and repair materials
- Utilities (water, electricity, waste disposal)
- Office furniture and supplies for school administration
- Bedding for trainers, administrative staff and support staff

#### UNDP

UNDP will assist in the renovation of these buildings plus provide the construction, necessary materials and furnishings for: classrooms, library/study rooms, and dormitories. In addition UNDP will provide administrative equipment, materials, basic school supplies and 11 support staff for duration of training.

#### UNAMIR

The training curriculum has been devised by UNAMIR Civpot with the Ministry of Interior. The Director of Studies and the necessary translators will be provided by UNAMIR as will a variety of equipment which includes two vehicles, a generator and water drums.

#### WFP

Basic foods will be provided by WFP.

#### WHO

Basic medicines for first aid needs will be provided by WHO.

COUNTRY : RWANDA	DATE PRINTED: 06/07/95
PROJECT NUMBER : RWA/95/013/A/91/99	SHADOW BUDGET   LAST REV:
PROJECT TITLE : RWANDAN COMMUNAL POLICE TRAINING PROGRAMME	

PROJECT BUDGET COVERING UNDP CONTRIBUTION in U.S. dollars:

PROJECT COMPONENTS	TOTAL AMT M/M	1995 AMT M/M
*010 PROJECT PERSONNEL		
*13 Admin support personnel:		
013-001 LOCAL SUPPORT STAFF	6,000	6,000
13-99 Subtotal	6,000	6,000
019 COMPONENT TOTAL	6,000	6,000
*030 SUBCONTRACTS		
031 001 SUBCONTRACT WORK	119,433	119,433
039 COMPONENT TOTAL	119,433	119,433
*040 EQUIPMENT		
045 001 EQUIPMENT& SUPPLIES	202,561	202,561
049 COMPONENT TOTAL	202,561	202,561
*050 MISCELLANEOUS		
051 001 MISC. & FOOD FOR TRAINEES	72,006	72,006
059 COMPONENT TOTAL	72,006	72,006
099 BUDGET TYPE TOTAL	400,000	400,000
999 UNDP TOTAL	400,000	400,000



ANNEX A

Project Number: RWA/95/013/A/01/99

Project Title: Rwandan Communal Police Training Programme

Source of Funds: Trust Fund

Executing Agency: Ministry of Interior and Communal Development

Budget Description Line	Project Total
13 Local support staff	5,000
21 Subcontract work	125,733
45.01 Equipment and supplies	202,561
0.53 Diverse (mainly food)	72,006
TOTAL	400,000

ANNEX B

Immediate requirements			
Item	Quantity	Provided by	Cost USD
Personnel: trainers, translators Local staff Secretary	15 UNAMIR trainers 30 Rwandan trainers 20 Support staff 2 Professional Secretaries	UNAMIR GOVT UNDP	\$5,000
Renovation of 4 existing buildings and water system repair	General renovation of 4 buildings and water system	UNDP	5,000
Furniture	375 two seater desks and 12 blackboards	UNDP	18,460
Equipment	2 typewriters 2 computers 2 photocopiers 1 printer Computer Software	UNDP	15,000
Supplies <i>Stationery</i>	14,000 notebooks 60 pkts. pens 50 pkts pencils 20 staplers 100 boxes staples 100 boxes paper clips 20 boxes of scotch tape 15 boxes glue 10 rulers 15 baskets	UNDP	13,200
Cooking Pots	27	UNDP	800
Food	Items not supplied by WFP	UNDP	5,000
Plates	800	UNDP	
Cups	800	UNDP	275
Jerrican	200	UNDP	800

Spoons	800	UNDP	600
Beds	775 beds		58,900
mattresses	775 mattresses		31,000
Blankets	775 blankets	UNDP	15,500
Sheets	775 sets of sheets		<u>+ 20,925</u>
			126,325
Transportation	2 trucks from UNAMIR	UNAMIR	
Fuel for vehicles		UNAMIR	
Dinning Hall	1	UNDP	6,300
Classrooms	8	UNDP	29,400
Dormitories	15	UNDP	81,615
Library	1	UNDP	3,418
Library furniture (for study area) and books/materials	20 Tables with benches and other library materials	UNDP	8,000
Fuel Wood		UNDP	10,526
Hoes	150	UNDP	600
Pickaxes	50	UNDP	200
Basins	200	UNDP	700
Scissors	60	UNDP	250
Slashers	100	UNDP	400
Padlocks	15	UNDP	200
Charcoal flat-iron	100	UNDP	600
Machetes	50	UNDP	200
Soap	6,162 pcs	UNDP	3,750
Miscellaneous		UNDP	1,100
TOTAL			400,000