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POLICE COMMUNIALE

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**UNAMIR-MINUAR**

The Special Representative of the U.N. Secretary-General  
P.O. Box 749  
Kigali, Rwanda  
Telephone: 212 - 963 - 3930  
Fax: 212 - 963 - 3090

Date: 1 November 1995

Dear Mr. Hasegawa,

Subject: Assistance to the Communal Police Training Programme

On 19th October 1995, a joint visit comprising some UNAMIR and Rwandese officials was undertaken to the Gishari Training School in order to assess the progress of the construction and rehabilitation work which is in the frame of the project of which you are the initiator.

Please find attached the report on this issue. In the same context, you will also find the request of the Vice-Prime Minister and Minister of Internal Affairs and Communal Development on the complimentary requirements of the project.

I would therefore like to propose a visit to the site together with you to examine the requirements.

Finally let me take this opportunity to thank you most sincerely for your continued support to this programme.

Yours sincerely,

A handwritten signature in dark ink, appearing to read 'Shaharyar M. Khan'.

Shaharyar M. Khan  
Special Representative of the  
Secretary-General

Mr. Sukehiro Hasegawa  
Resident Representative  
UNDP  
Kigali  
Rwanda

### VISIT TO THE NEW TRAINING CENTRE AT GISHARI FOR COMMUNAL POLICE

A joint mission of high level authorities from UNAMIR, the Ministry of Internal Affairs and Community development visited the Construction site of the new Training Centre at Gishari for Communal Police.

The UNAMIR Members comprised of:

- CIVPOL Commissioner
- Special Tasks Officer
- Chief Logistics Officer

The Rwandese Government entourage consisted of:

- Director of Cabinet in the Ministry of Internal Affairs and Community Development
- Director of the Communal Police.

On arrival at the site, the entourage was met by the Commander of the Training Centre and CIVPOL Monitoring Team of Rwamagana.

It should be stated here that the rehabilitation of the Training Centre is being financed by the UN TRUST FUND for an amount of U\$ 400,000.00. The project includes UNDP, UNAMIR, WHO, WFP and the Rwandese Government.

The rehabilitation of the Centre involves the construction of fifteen(15) dormitories, Ten (10) class rooms, Recreation rooms, Toilets Medical Unit and renovation of existing old buildings in order to accommodate Seven Hundred fifty (750) students and about thirty(30) Instructors.

As at today, out of U\$ 100,000.00 budget, 75% of the construction work has been completed while a total of U\$ 125,733.00(Budget Line) was budgeted. The work is progressing satisfactorily.

During the visit the following constructions were noted to have been accomplished:

- 10 Dormitories out of 15.
- 80 showers out of 83
- All Toilets, 2 recreation rooms and the Kitchen.
- 10 projected class room project are about to be completed.

Most of the needed bedding, food items and medicines have already been provided. However, it is necessary to note that despite efforts made for a maximum achievement by spending less money it is still necessary to execute some additional essential work which was initially not approved in the budget. It will be thus necessary to allocate an additional budget

to cover the cost related to the above mentioned work. The Rwandese are to make a request for that purpose.

As for the commitment accepted by UNAMIR in the project, the following provisions have already been done:

- Training curricula have already been worked out.
- Instructors have been chosen and deployed at the site.
- One truck and a pick up have been released to the centre to solve various transportation problems encountered by the Training Centre.

On water and Electricity supply, appropriate UNAMIR services have been contacted and proposals have been made in conjunction with the Rwandese.

In addition the Training period provided for the Police Agents is to last for a maximum of 12 weeks. A question arises here as to whether the Training will be entirely covered before the UNAMIR Mandate expires on 8/12/95, not to mention the training of the second contingent of 750 students. This question requires special attention from the UNAMIR authorities and should be discussed with the appropriate Rwandan authorities.

Finally the entourage realized the viability of the Rehabilitation of the Training Centre which offers to the Rwandese Government facilities which will enable them solve important requirement for Trained Police Agents in solving matters related to Public Security in Communes.

Pl. send a copy to UNDP also

This is a serious  
request. We may pl. examine.  
I would like a swift reply.

Shahyar Khan  
28/10

MEMO

RECEIVED

20 OCT 1995

OFFICE OF THE SRSG  
UNAMIR

FROM: VICE-PRIME MINISTER AND MINISTER FOR INTERNAL AFFAIRS  
AND COMMUNAL DEVELOPMENT.

TO : AMBASSADOR SHAHYAR KHAN S.R.S.G.

Received by.....  
By:.....  
Date: 10 OCT 30 1995

As you are aware, efforts and all other possible resources in our means towards a proper establishment of the Communal Police training centre are currently being put together as the school is nearing the start, expected to be at the end of this month.

Your support for this programme has been remarkable. The requirements however are numerous and the funding from donors which you are aware of limits us to only the key items that will permit a start.

Your excellency, the importance we are attaching to this programme entails me to make a few other requests from UNAMIR, through you, with the hope that your usual co-operation will be of great use:

#### 1. TRANSPORT

Apart from the two vehicles lent to us for the training centre, the Communal Police Headquarters at the Ministry seriously needs transport to be able to monitor activities at the school and subsequent operations in the field. In this regard, I am requesting you to assist the department with another four vehicles;  
One Four wheel driver station wagon and 3 other double cabin pick-ups.

#### 2. COMMUNICATION

Communication for any security organisation is a vital aspect. It will similarly be a necessity for our Policemen.

The Departing troops of UNAMIR have these gargets. If a few were left behind for use by the Communal Police force. 200 Radios with their accessories and small generators would suffice.

3. FUEL

Our Ministry faced with a heavy load of activities in the countryside, with a strained budget finds it difficult to purchase enough fuel to run all our activities.

I am therefore requesting that UNAMIR assists the Communal Police project with fuel, 5000 Lts of diesel and 1000 Lts of petrol per month.

4. OFFICE MACHINERY

Only two computers, two photocopiers and two type-writers have been purchased with the support from UNDP. These will certainly not be sufficient especially given the fact that the users are not very experienced.

UNAMIR support in this respect would also be vital with 4 more computers with thier accessories, 2 photocopiers, 4 type-writers.

5. HOUSING

Accomadation for policemen in the town of Kigali will not be easy as the communes of the town do not have enough land and construction costs are rather high. The mobile houses currently used by UNIMAR personnel near Amahoro stadium would suit our purpose if left behind.

Sincere regards

Col. Alexis Ndirakobuca  
Vice - Prime Minister and  
Minister of Internal Affairs  
and Communal Development.



UNITED NATIONS DEVELOPMENT PROGRAMME  
PROJECT DOCUMENT

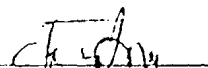
Project Title: Rwandan Communal Police Training Programme (Phase I)  
Project Number: RWA/95/B13/A/6Y/99  
Country: Rwanda  
Starting date: 15 July 1995  
Duration: 6 months  
Budget: US\$ 400,000  
Executing Agency: Ministry of Interior and Communal Development  
Cooperating agencies: UNAMIR/CIVPOL,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

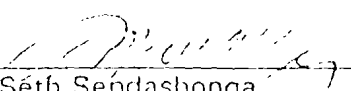
In conjunction with the Ministry of Interior, training will be carried out over six months period and will be facilitated by 20 qualified trainers from UNAMIR/CIVPOL. WFP and WHO will provide contributions in kind.

Government

  
Mr. Jean Berchmans Birara  
Minister of Planning

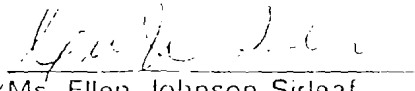
6.1.95  
Date

Executing Agency

  
Mr. Séth Sendashonga  
Minister of Interior

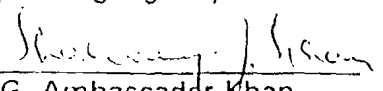
21.1.95  
Date

UNDP

  
Ms. Ellen Johnson Sirleaf  
Assistant Administrator

1.1.95  
Date

Cooperating Agency

  
SRSG, Ambassador Khan  
UNAMIR

21.7.95  
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 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 in Gishari has buildings already available but which need cleaning, improvement, and additional materials to serve their new functions. The four pre-existing buildings are intended 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 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  
 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
*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
*080	MISCELLANEOUS		
083-001	MISC. & FOOD FOR TRAINEES	72,006	72,006
089	COMPONENT TOTAL	72,006	72,006
999	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 <i>Secretary</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	
Plates	800	UNDP	
Cups	800	UNDP	275
Jerrican	200	UNDP	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	110
TOTAL			400,000

UNITED NATIONS DEVELOPMENT PROGRAMME

Title: Strengthening the National Gendarmerie of Rwanda

Number: RWA/95/B16/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

Mr. Jean Berchmans Birara  
Minister of Planning

6.7.95  
Date

Executing Agency

Major-General Paul Kagame  
Minister of Defense

6.7.1995  
Date

UNDP

Ms. Ellen Johnson Sirleaf  
Assistant Administrator

6/7/95  
Date

Cooperating Agency

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 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: 05/07/95
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 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
TOTAL		350,000

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>

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 A similar exercise  
needs to be done for the  
commune. Donors will be  
following. 1248*

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
TOTAL	US\$ 7,200,000

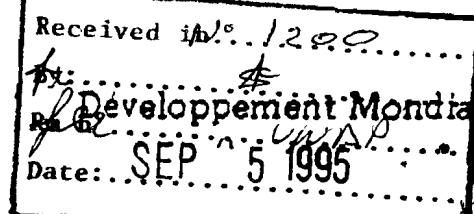
Budget Breakdown  
In US\$

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	100,000
	Provision of reference materials, pocket law manuals for each policeman, instructional aids for trainers	
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

Programme des Nations Unies  
pour le Développement

**pnud**



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TO: - Heads of Diplomatic Missions

- Heads of UN Agencies

FROM: Sukehiro Hasegawa  
Resident Coordinator  
UNDP Kigali

DATE: 29 August 1995

Subject: Consultation Meeting with Donors

Following our last meeting held on Thursday, 24 August 1995, I wish to confirm that our next consultation meeting will take place on Thursday, 31 August 1995 at 15:00 hours in the UNDP Kigali Conference Room.

The agenda items are as follows:

1. Situation of refugees repatriation
2. Gendarmerie training programme

Coffee and tea break

3. Progress of the extension of Nsinda prison
4. Other matters.

I look forward to your participation.

SGR FC CAO





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PROGRAMME DES NATIONS UNIES  
POUR LE DEVELOPPEMENT  
  
MEMORANDUM INTERIEUR



UNITED NATIONS  
DEVELOPMENT PROGRAMME  
  
INTEROFFICE MEMORANDUM

A: Tous les Chefs d'Agences des Nations Unies  
Experts et fonctionnaires internationaux

14/03/1995  
Circ. 029/95  
FIN/213/1

DE :

*[Signature]*  
Sukehiro HASEGAWA  
Représentant Résident.  
PNUD, KIGALI

OBJET : Taux de change des Nations Unies.

J'ai le plaisir de porter à votre connaissance que le taux de change des Nations Unies est de 223 FRW Pour 1 US \$ et ce à partir du 15 mars 1995.

Je vous remercie.

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