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Internal

**RWANDA EMERGENCY NORMALISATION PLAN (RENp)**

The Rwanda Emergency Normalisation Plan (RENp) outlines the principal areas in which Rwanda needs immediate relief. RENp is neither a comprehensive approach to Rwanda's socio-economic problems nor does it provide detailed project data. It simply indicates the areas where emergency relief is needed so that the state begins to function effectively. Dividing itself into three broad headings, RENp addresses the following areas:

A. <u>Infrastructure</u>	B. <u>Essential Services</u>	C. <u>Vital Socio-Economic Needs</u>
Electricity	Balance of Payments Support	Seeds and Agricultural Needs
Water	Police and Gendarmerie	Habitat and Resettlement
Telecommunications	Judicial Services	Refugees, IDP Open Relief Centres (OSRCs)
Roads and Bridges	Prisons	Food
Repairs of Public	Administrative cadres	Schools
Buildings/Ministries	Municipal services	Hospitals/Health

Each item is briefly described in its present state with an approximate estimate for basic relief. The objective is to address these issues immediately so that the relief and rehabilitation programmes under UNDP, UN Agency Relief Operations and World Bank Programmes can be given a jump start.

All RENp projects have a common denominator with UNDP Round Table proposals, the Consolidated Inter-Agency Appeal 1995 and the World Bank programme all of which are, of course, broader in scope and gestation. RENp programmes would eventually merge into these programmes and would provide them with optimum return on investment. For instance, all the items listed under the infrastructure item of RENp ("A" above) amount to US \$54 million and are also included in the UNDP proposals for the Round Table which, being more extensive, add up to US \$70.6 million. Similarly, a number of issues contained in the Consolidated Inter-Agency Appeal 1995 e.g. (schools, hospitals, health centres, Open Relief Centres, etc.) are also part of RENp.

The issues outlined in RENp require urgent, up-front support which could either be provided through the Rwanda Trust Fund or through counter-part funds made immediately available to the government. In either case, co-ordination at the ground level is essential.

1.1. Bure

#### Long Term:

In the long term, to increase the production of electricity to address the energy deficit and the needs of the population, the following will be necessary:

- The construction of additional hydroelectric power stations: (Nyabarongo, Rukarara and Akanyaru are currently being studied);
- The construction of the inter-connecting line between Uganda and Rwanda (a project which will be very cost-efficient, with a relatively low cost and large benefit).

#### Donor Offers of Assistance:

1. The European Community Humanitarian Office (ECHO) is funding projects in the amount of \$6 million, with GTZ (German Government), executing the project and providing \$1.4 million in tools and equipment.
2. The Canadian Government, through the Agence Canadienne de Developpement International (ACDI) is funding between \$3 - 5 million in projects.
3. The Banque Europeene d'Investissement (BEI), the KFW (German Government) and the Caisse de Developpement Francais (CDF) have also made offers of assistance.
4. UNICEF, through Australian AESOP, is providing \$2 million in tools and equipment for the rehabilitation of the power grid.
5. The World Bank has committed itself to filling any gaps that may remain after the other donors have made their pledges.

It is essential that all donors work in close coordination with the Ministry of Public Works so that all funds will be used as efficiently as possible. This is also important in order to avoid any possibility of overlap or duplication.

#### Programme of support to the Ministry of Public Works (MINITRAPE):

		<u>Estimated Costs:</u>
		USD
a.	Project Management Cell	: \$1,020,000
b.	Contract Management Cell (Sub-contracting of the projects requires flexible procedures and follow-up/monitoring)	: \$1,400,000
c.	Training of Staff (the staff must be trained for new management tasks)	: \$3,740,000
d.	Plan of action for the road sector (a policy of regional disenclavement must be developed)	: \$ 200,000
Sub-total support to MINITRAPE		\$5,360,000

## 2. Water

### Current Situation:

The war dealt a serious blow to Rwanda's water and sanitation system. The massive displacement of the population into crowded camps inside and outside the country, combined with unsanitary methods of water handling and waste disposal, have created widespread health problems. Resulting epidemics, including cholera and dysentery, have claimed the lives of thousands of people. Inside Rwanda, such vital institutions as hospitals, health centres and public buildings have been left without electricity and/or functioning water pumping stations. During 1994, emergency technical assistance was provided by: UN and international agencies (UNAMIR (BRITCON), UNICEF and ICRC), bilateral aid agencies (GTZ, Australian Relief Agency) and the Canadian, Norwegian and Finnish governments. NGOs, especially MSF and OXFAM have also played an important role. Of course, Electrogaz, in coordination with the Ministry of Public Works and the Ministry of Health, has made enormous efforts (with scarce resources) to rehabilitate essential water and sanitation services. UNICEF has been designated the lead U.N. agency for the sector and has been co-ordinating, since July 1994, a large inter-agency working group that brings together Government, UN Agencies (UNAMIR, UNDP, UNHCR, WHO), bi-lateral donors and NGOs in order to agree on strategies and plan implementation.

### UNICEF:

Immediately after the crisis, teams of ICRC, UNAMIR and UNICEF water engineers undertook rapid assessments of the water supply system in Kigali city and in the 13 main urban centres throughout the country. As a result of this combined effort, the Kigali water supply was re-established in September, serving 300,000 people, at least on alternate days. Similarly, all 13 water treatment plants in Rwanda's secondary cities are now functioning due to the combined support of the above-mentioned Agencies and GTZ. These organizations also provided water treatment chemicals, fuel, pumping equipment, spare parts and incentives for Electrogaz personnel. According to UNICEF, in mid-November 1994, thanks to the combined efforts of the Government and of the International Community, the water supply to the entire urban population of Rwanda, some 1,000,000 persons, was largely restored.

In 1994, UNICEF received almost US \$11 million for use in emergency water and sanitation activities within Rwanda and in refugee areas in northern Tanzania and eastern Zaire. Activities focused on providing emergency access to potable water and sanitation facilities (latrines, wash basins) to internally displaced (SW-Rwanda) and refugee populations (Ngara, Goma, Bukavu), with a particular emphasis on unaccompanied children centres (Goma, Bukavu, Rwanda). Efforts were also made to rehabilitate the water supply system in major and secondary urban areas.

In 1995, UNICEF will continue to rehabilitate the water infrastructure, especially in rural areas, with a particular emphasis on returnee and displaced communities. A strong focus on hygiene education and sanitation will also be integrated into a preventive health strategy which will seek to prevent epidemics. To ensure sustainability of emergency assistance, UNICEF will also support hygiene education and community involvement in water supply and sanitation activities, especially regarding the reconstruction and maintenance of schools, rural health centres and water sources for communities of returning refugees. Finally, support will be provided for the re-establishment of the national capacity for emergency needs assessment, analysis and planning (including training of Government staff, logistical support and provision of chemicals for water treatment).

#### NGOs by region

##### North-West

AICF has started a study on the rehabilitation of water supply system in Ruhengeri and Gisenyi Prefectures. ICRC plans to rehabilitate 200 water systems in the two prefectures. MSF-France will rehabilitate water supply systems in health centres in the same areas.

##### North-East

Austrian Relief Programme is continuing the Mutara Rehabilitation scheme that will provide water to the Byumba region. ATLAS will install a water purification plant at Muvumba River to provide water to Nyagatare and Rwampesha while awaiting the completion of the Mutara scheme.

##### South-West:

Potable Water Supply Systems (PWSS) continue to supply water to the IDP camps at Kibeho and Ndago camps. Kibeho and Ndago have an estimated 36,500 and 45,000 IDPs respectively.

##### Requirements:

##### Programme of Potable Water Supply:

		<u>Estimated Costs:</u>
		USD
a.	Evaluation of damages to system	: \$ 200,000
b.	Reparation of water supply system	: \$1,000,000
c.	Rehabilitation of supply in rural areas	: \$2,250,000
d.	Supervision of water supply projects	: \$ 400,000
Sub-total potable water supply		\$3,850,000

5. Repairs of Public Buildings/Ministries:

Current Situation:

In Kigali, all of the Ministries and other public buildings were damaged and several were rendered inhabitable. The buildings which received the most damage are the Conseil National pour le Developpement (CND), and the Ministries of Interior, Public Functions, Public Works, Education and Health. The Court of First Instance of Kigali also received considerable damages.

In the rest of the country, rehabilitation of public buildings must be undertaken in 10 Prefectures, 22 sub-Prefectures, 145 Communes and their 1489 Sector Offices. The buildings of the Cyangugu Prefecture, along with 30 communal offices, must be rebuilt.

UNICEF has provided a "line of credit" to seven ministries with which it closely works for basic physical rehabilitation; Health; Primary and Secondary Education; Higher Education; Public Works; Energy and Water; Family and Women's Affairs; Social Affairs; and Reconstruction and Rehabilitation.

During BRITCON's tour of duty with UNAMIR, the contingent repaired the bomb damage to the roof of the Minister of Public Works offices.

Requirements:

Programme for the rehabilitation of public buildings and for urban planning

	<u>Estimated Costs:</u>
	USD
a. Rehabilitation study of public buildings:	\$ 420,000
b. Rehabilitation of public buildings	
in Kigali :	\$ 1,120,000
c. Rehabilitation of public buildings	
in the rest of Rwanda :	\$13,000,000
d. Garbage collection in the urban centres	
(it is necessary to prepare for a	
potentially dangerous situation) :	\$1,150,000
Sub-total public buildings and	
urban planning	\$15,690,000

Donor/Agency Offers of Assistance:

UNDP has announced that the \$1 million USD HABITAT Project Document entitled, "The Program of Emergency Assistance for the Rehabilitation and Reconstruction of the city of Kigali and Other Urban Centres", was signed on 14 December 1994 by the Minister of Planning, UNDP and HABITAT. The signing of this document authorized the release of \$1 million USD from the \$5 million USD Dutch contribution to the Trust Fund for the financing of the project. HABITAT will now proceed with the execution of the project.

## B: ESSENTIAL SERVICES

### 1. Balance of Payments Support:

Internal financial constraints in 1995 will probably leave few possibilities for the government to use internal resources to cover its budget deficit. Budgetary aid will therefore be necessary.

In the present context, it is very difficult to make predictions for the balance of payments of Rwanda in 1995, due to the present unstructured nature of the economy. It is therefore impossible to predict with any accuracy the amount of aid required for the balance of payments. The best estimate for budgetary aid, however, is 160.6 million dollars, the equivalent of which, in local currency, will be used to cover the budget deficit.

In addition, given Rwanda's difficult socio-economic context, assistance in goods that do not generate funds will be required in 1995. This aid involves reconstituting 9 million dollars worth of strategic fuel stock and supplying basic medicines to stock the expected local production deficit. The need for structural food aid is estimated to be 15 million dollars. The global aid for the balance of payments requested for 1995 is therefore put at 189.6 million dollars, divided as follows:

		<u>Estimated Costs:</u>
		USD
a.	Commercial Imports	: \$160,600,000
b.	Reconstituting the strategic fuel reserve:	\$ 9,000,000
c.	Medical supplies	: \$ 5,000,000
d.	Structural food aid (generating counterpart funds at a later date):	\$ 15,000,000
Sub-total for global aid for the balance of payments		\$ 189,600,000

Insofar as the efficient mobilisation of the counterpart to the aid for the balance of payments will depend on the status of commercial imports, a large part of the budget deficit should be financed through direct aid to the budget in the form of donations.

## 2. Gendarmerie and Communal Police:

Following the Belgian tradition, Rwanda has a national Gendarmerie Force under the jurisdiction of the Ministry of Defence. In addition, Rwanda has communal police which have local jurisdiction and are attached to the Ministry of Justice.

### Gendarmerie:

The UNAMIR CIVPOL Unit has begun a condensed and accelerated training programme for the Gendarmerie. The first class of 102 gendarmes, who were trained by the UNAMIR CIVPOL unit and who graduated in early November, have been deployed in brigades throughout Rwanda.

The UNAMIR CIVPOL unit has begun the second round of training at the Ecole de la Gendarmerie Nationale in Ruhengeri. The training began on 12 December with preliminary exams for new candidates with the objective of determining the level and class of each student.

The Government has requested the training of 6,000 gendarmes, which corresponds to the number mandated by the Arusha Peace Accords. There is thus a critical need for bi-lateral or multi-lateral assistance in order to train and equip the number of gendarmes requested by the Government.

In response to this request, UNAMIR CIVPOL is in the process of training a nucleus of 400 gendarmes, 100 of whom will be trained as instructors. As noted above, the first 102 of this nucleus have already been trained, and the second batch is in progress.

### Short-term Requirements:

In the short-term, UNAMIR CIVPOL requires the following for the training of the 350 currently in Ruhengeri and the subsequent round of training of 100 instructors in Ruhengeri for a period of one year:

		<u>Estimated Costs:</u>
		USD
-food assistance	:	\$420,000
-bed sheets and mattresses	:	\$ 17,500
-medicines	:	\$ 28,000
-reparations of buildings	:	\$165,000
-office supplies; and	:	\$ 20,000
-teaching aids	:	\$100,000
		-----
Sub-total, Gendarmerie:		\$750,500

### Long-term Requirements:

Training and equipment of a gendarmerie of 6,000.



Communal Police:

In the case of the communal police, the Government has requested the training of ten police officers per commune. UNAMIR CIVPOL's training programme, which has been approved by the Government, will begin in mid-January. The training will be conducted at the prefecture level.

Short-term Requirements:

		<u>Estimated Costs:</u>
		USD
-food assistance	:	\$1,716,000
-bed sheets and mattresses	:	\$ 71,500
-medicines	:	\$ 114,400
-repairs to buildings	:	\$ 165,000
-teaching aids	:	\$ 100,000
-office supplies	:	\$ 20,000
		-----
Sub-total, Communal Police	:	\$2,186,900
Total Gendarmerie and Communal Police:		\$2,937,400

Long-term Requirements:

The equipment of a communal police force for each of the 143 communes.

### 3. Judicial Services:

#### Current Situation:

The Judicial system in this country has many shortcomings due to the social political framework in which it developed. It has always served the interest of its supporters and thus its independence has been questionable.

These shortcomings are compounded by a lack of material and a lack of financial and human resources. Out of approximately 800 magistrates in Rwanda before April 1994, only 300 remain. The police force does not yet have a well-developed expertise, in comparison to the Gendarmerie and its means are very limited. In addition, the slowness with which cases are processed will only be accentuated by the large number of cases of persons accused of genocide and by the potential disputes linked to the problem of the occupation of houses and land by former refugees who are returning to the country.

In response to this situation, the government has established the following four objectives:

- reorganize the Judiciary branch of government.
- bring to justice the alleged perpetrators of genocide.
- law reform.
- restoring the security system.

The following actions have already been taken within the framework of the aforementioned objectives:

- The reopening of the Judicial Service and the Prosecution Department of the Supreme Court.
- The establishment of a commission on legislation.
- The arrest of 7,000 persons accused of participating in the genocide (their conditions of detention are being monitored by, among others, the Red Cross and the World Food Programme).

#### Requirements:

Reorganization of the Judicial System based on a real separation of powers and the independence of the magistrature.

Reinforcement of human resources in the court and tribunal.

Establishment of the institutions outlined in the Arusha Accords, the Supreme Court and the High Counsel of the Magistrature.

Implementation of a training programme for the personnel of the Magistrates, Justice Aids, and Police Criminal Investigators.

Define the modalities of collaboration with the courts put into place by the UN Security Council to bring to justice the alleged perpetrators of genocide.

Develop basic texts relative to the studies of judicial personnel, the criminal code, the code on criminal proceedings, the creation of a commission on human rights and the creation of a bar association.

Short Term Action to be taken:

- Repair of buildings, material/equipment support to Courts of First Instance and Courts of Appeal.

- Provision of foreign judges from countries with compatible legal systems (2 per each Court of First Instance and each Appeal Court, to work with one Rwandese judge);

- Assistance to the Ministry of Justice, including advisors, at the headquarters for a period of one year;

- Assistance to prosecutors and judicial police in conducting inquiries concerning accused persons being held in prisons;

- Assistance to functioning and fair civil police to help restore sense of security;

- Assistance to prison system to ensure improved care of prisoners; and

- Assistance in exploring mechanisms for establishing alternative means of dispute resolution, including traditional means as appropriate.

From a practical point of view, one agency must serve as the lead agency whose role it will be to coordinate donor efforts and funding for these projects. The UNDP and the UN Centre for Human Rights are currently discussing this question. The donors are showing great enthusiasm to assist in this area. Germany has already given \$27,000 to the Minister of Justice.

Long Term Action:

- Assistance in the training of judges, magistrates and lawyers so that the judicial system could be self-sustaining in two years.

- Assistance to training of other personnel involved in court, prison system, police and prosecutorial system. Such training would include sensitization to human rights, the right to a fair trial and defence and the instilling of a sense of professional standards.

- Assistance to civic education, freedom of association and free press, and particularly media-appropriate, such as radio, to instil faith in the justice system.

- Assistance to civic associations of all types (women, youth, NGOs, human rights, peace, professional groups, including development of a bar association.)

-Assistance in the review of laws with the objective of increasing harmonization with human rights and international norms.

Rehabilitation and Reorganization of Judicial System:

		<u>Estimated Costs:</u>
		USD
a.	Technical Assistance to the Ministry of Justice (two advisors and 24 judges)	: \$ 1,116,000
b.	Training/professionalization	: \$ 3,470,000
c.	Equipment and materials	: \$ 250,000
Sub-total		<hr/> \$ 4,836,000

#### 4. Prisons:

##### Current Situation:

The Joint Mission to Evaluate the needs of the Justice System, as a result of their recent interviews, concluded that the prison population in Rwanda consists of approximately 10,000 persons, distributed as follows:

- Kigali prison, built in 1930 for about 3,000 persons, currently holds more than 5,000 detainees.
- Butare prison, initially built for 1,200 persons, currently holds more than 3,000 persons.
- Gitarama is said to currently hold more than 2,500 persons.
- The military prison in Rilima contains 202 detainees, including one woman, who were supposedly transferred there from the Central Prison in Kigali.

The majority of detainees appear to have been arrested based on denunciations by individuals and are suspected to have participated in the genocide. These arrests are fundamentally illegal and in violation of human rights because the persons are detained indefinitely, awaiting evidence of guilt or innocence. Assistance to the investigatory arm of the justice system could help to determine which cases have enough evidence to justify bringing them to trial.

The conditions in the prisons are characterized by overcrowding, and a lack of facilities, food, hygiene and sanitation. These conditions result in the spread of dysentery and malaria, and prison officials in Kigali report about six deaths a day, while in Butare, they indicate about seven deaths per day.

Many minors are being held in adult prisons (about 114 in the Kigali prison and about 20 in the Butare prison). This is counter to standard human rights procedures.

##### Rehabilitation of the Administration of the Prison System

The mission noted that the continued detainment of accused without trial is a fundamental violation of human rights and that, although the decimation of the justice system is adequate reason for the problem of delay, the government, with the help of the international community, should pursue all reasonable means to remove this back-log. In the meantime, it is urgent to improve the conditions and care of prisoners in the following manner:

- Relocation of detainees to relieve overcrowding;
- Improvement of conditions of hygiene, health and feeding;
- Assistance for those released to be re-integrated into society;

- Separation of minors from adults/protection of minors;
- Addition of a human rights component for any training developed for prison personnel;
- Recruitment and training of prison guards, perhaps from the Gendarmerie or the Judicial Police for placement under the authority of prison administrators.

Donor/Agency Offers of Assistance:

UNICEF is providing medical supplies and food assistance to women and children being detained in the Kigali Prison.

## 5. Administrative cadres:

### Current Situation:

At the present time, the civil administration in Rwanda is in disorder due to a lack of human and material resources. In response to this situation, the Government anticipates, instead of restoring the former system, taking advantage of this need for rehabilitation to reorganize the administration, to re-define its tasks and to make it a more efficient tool of development. This new administration will conform to the new role that the Government intends to play in the economy and will also have to meet the challenges presented by the Government's rehabilitation programme. To respond to the most urgent needs of the central administration and to facilitate the Government's programme of rehabilitation, the Government plans to pursue the following objectives:

- improvement of the efficiency of central and local administrations;
- improvement of human resources management;
- the reinforcement of Government capacity in economic management;
- the reinforcement of Government capacity in public finance management; and
- the reinforcement of Government capacity in sectorial programme management.

### Administrative Organization and Coordination

The Government plans to carry out the following:

- redefinition of the Government's role in the economy;
- development of organigrams to ensure an efficient and rational use of resources;
- the establishment of internal and inter-ministerial coordination mechanisms to assure cohesion of Government actions and flow of information; and
- re-organization and up-date of the central files of the legislative and regulatory texts.

This programme, which will be administered by the Office of the Prime Minister, will require \$750,000 USD. These resources will provide for the establishment of a technical assistance and training programme.

### Human Resources Management

The public administration included, at the end of November 1994, some 22,000 civil servants compared to the 48,000 before the war in April 1994. The central administration consists of only 2,000 as opposed to its previous total of 8,700.

The Government intends to limit recruitment and the re-integration of personnel to proportions compatible with the new role of the State. More precisely, it has decided to limit the number of employees in non-professional posts to 50% of the previous figures.

The following will be undertaken in this area:

- definition of permanent positions required for efficient services;
- on-going evaluation of training and staff development needs;
- transitional measures for the recruitment, re-integration and centralization of the personnel management will be prepared for use until the general statutes of civil servants can be revised;
- access to public service will be regulated in accordance with the rules of transparency and equality of chances through the use of examinations.

These measures will require technical assistance to the Ministry of Function in the amount of \$900,000 USD.

#### Reform of Local Administration

In this area, the Government plans to:

- redefine missions and areas of responsibility of local collectivities and redefine relationships with local authorities;
- restructure training for human resources at local level;
- give fresh impetus to the executive and deliberating organs of local administrations in order to reinforce their coordinating abilities;
- define standards and modalities for the transfer and recovery of resources for local budgets pending the implementation of a new budgetary framework which will contribute to the financial autonomy of the local administrations;
- set up mechanisms for participation in the local management of groups, associations and other basic community units.

These actions will require the creation of a technical assistance and training programme in the Ministry of Interior at a cost of \$775,000 USD.

#### Economic Management

In this area, the Government plans to undertake the following:

- the rehabilitation and the reinforcement of macro-economic synthesis capacity and follow-up/contingency planning;
- improvement of analytical capacity programming, execution.



- and follow-up/evaluation of public investments (including technical assistance material);
- the reinforcement of evaluative capacity and of strategy synthesis in sectorial development;
- the creation of adequate statistical tools for planning and for economic analysis;
- the reinforcement of institutional capacity in the coordination of exterior aid;
- the rehabilitation and the reinforcement of managerial capacity in the financial and monetary sector.

These activities will require outside assistance in the sum of USD \$1.1 million.

#### Public Finance Management:

The Government's objectives in this sector are the following:

- the reinforcement of the government's capacity to develop and execute the budget;
- the improvement of management of the treasury and of the national debt;
- the rapid establishment of necessary tools and procedures for the collection of fiscal receipts, customs and others;
- the undertaking of training/professionalization of personnel within the Ministry of Finance.

These actions will require the creation, within the Ministry of Finance, of a nucleus of national staff and international experts. This reinforcement will require financial assistance in the sum of 1.15 million dollars.

#### Agency/Donor Assistance:

UNDP has fielded twelve consultants to assist the Prime Minister's office, and the Ministries of Planning, Finance, Interior, Public Service and Rehabilitation.

UNICEF is organizing, in coordination with the Ministry of Public Works, a two-week training workshop for the Mayor and for one water technician in each of the country's 143 communes.

#### Reorganization and Reinforcement of the Public Sector

		<u>Estimated Costs</u>
		USD
Human resources management	:	\$ 900,000
Administrative organization and coordination	:	\$ 750,000
Reform of local administration	:	\$ 775,000
Economic Management	:	\$ 1,100,000
Public Finance Management	:	\$ 1,150,000
Sub-total Public Sector		\$ 4,675,000

## 6. Municipal Services:

### Current Situation:

Since 1990, due to a lack of equipment and human and financial resources, Kigali town can no longer ensure a sufficient or regular collection of rubbish and refuse. Following the recent events of the period of April to July 1994, the situation has been worsened by the remains of car and truck wrecks, as well as of other pieces of equipment, especially in those areas which saw the worst fighting. The few rubbish dumps (such as in Nyamirambo for instance) are overflowing since there has been no garbage collection for several months. Illegal dumps have appeared in all areas of town.

According to AFRICARE, an NGO specialising in health and sanitation which has been working in Rwanda for ten years, there are only two pieces of machinery still in functioning order, a bulldozer and a refuse collection truck.

Up until 1990, the collection of refuse was the responsibility of the Ministry of Public Works and Energy, MINITRAPE. In 1990, Kigali Prefecture took over the task, however, it has thus far lacked the technical means to carry out the work. There is also some confusion concerning the removal of dead animals which was previously the responsibility of the Ministry of Health (MINISANTE).

The AFRICARE project, vital and urgent for the relaunching of activities in Kigali, concentrates on basic and superficial cleaning of the city. It does not include the rehabilitation of gutters and sewers, blocked by refuse and sometimes damaged or destroyed by acts of vandalism. It also does not include the development of new rubbish dumps to replace those filled to capacity.

### Donor/Agency Activity:

The project document entitled "Emergency Assistance Programme for the Rehabilitation and Reconstruction of the City of Kigali and Other Urban Centres" was signed on 14 December 1994 by the Minister of Planning, UNDP and HABITAT. US\$1 million of the US\$ 5 million Dutch contribution to the Trust Fund has thus been released to finance this project.

The budget for this programme is as follows:

		<u>Estimated Costs:</u>
		USD
a.	institutional assistance component	
	Ministry of Rehabilitation (MINIREHAB) :	\$271,000
b.	housing of 500 repatriated families :	\$272,000
c.	rehabilitation of public buildings :	\$285,500
d.	clean-up of the city of Kigali :	\$134,000
		-----
Total budget		\$962,500

### Clean-up of the City of Kigali

To cover these different aspects and lay the foundation of a regular urban management service, the present program proposes to widen considerably the AFRICARE approach by linking the emergency operations to a sustainable management for the collection and treatment of refuse.

#### Objectives of Programme:

- Guarantee that the investment produced by the AFRICARE/USAID cleaning project has a medium term effect, and that it be executed in keeping with the requirements of an urban environment;
- guarantee that this project creates high intensity labour employment;
- allow the recycling of certain recovered materials and encourage the involvement of small or medium sized companies which reutilize recovered materials;
- develop within the Prefecture a competent service for the management of the city infrastructure (such as the collection, discharge, treatment and recycling of scrap).

#### Institutional Structure:

The project will be based in the Kigali Prefecture. The release of funds needed for the implementation of the projects will be done by MINIREHAB which implies a very strict cooperation between MINIREHAB, UNDP and HABITAT, and in particular with the Institutional Assistance project in the Ministry of Rehabilitation and Social Integration.

The prefecture will appoint a National Director for the project who will be responsible for the proper execution of the project.

## C: VITAL SOCIO-ECONOMIC NEEDS

### 1. Seeds and Agricultural Needs:

#### Government Policy/RoundTable:

The provision of seeds and agricultural needs is being handled successfully by FAO, with assistance from WFP, UNICEF and other Agencies and NGOs. The Government, in its "Programme de Reconciliation Nationale et du Rehabilitation et Relance Socio-Economiques", has outlined its requirements in the agricultural sector in the amount of USD \$16,768,000. The Programme to rehabilitate the livestock sector will require US \$18,349,000. The Programme of Support to the Ministry of Agriculture (MINAGRI) totals US \$5,660,000.

UN Agencies and NGOs working in this sector should work closely with the Government to ensure that their assistance conforms to the priorities outlined in the above-mentioned document.

#### Current Activity:

##### FAO:

FAO estimates that the rural population in Rwanda in November is currently 4.5 million people, or about 850,000 farming households. According to FAO calculations, it is estimated that the distribution of seeds and hoes for the 1995 season (September - December 1994) has met 80% of the needs for bean seed (6,800 MT) and 100% of the needs for maize (1,700 MT). In addition, 5MT of vegetable seeds and 450,000 hoes were distributed to 680,000 families (approximately 3.4 million rural people).

Currently, an FAO mission of 6 experts (agronomy, fisheries, forestry, livestock, seeds, nutrition) is assessing the agricultural sector and its short- to medium-term rehabilitation requirements. A second mission has already completed its evaluation of essential inputs for the up-coming 1995 season (January - June 1995).

##### UNICEF

UNICEF has provided 700 metric tons of bean seeds to 70,000 families, who are estimated to represent 10 per cent of the agricultural population in the eastern and central regions of the country. UNICEF also distributed 80,000 hoes to help meet the agricultural needs of some 80,000 individual families. In addition, UNICEF participated in harvesting activities in the eastern region of the country in July and August by providing eight trucks with an overall capacity of 65 metric tons. This assistance enabled the population to recuperate 4,000 metric tons of beans and sorghum which represent 17 per cent of the country's total needs for planting.

## 2. Habitat and Resettlement:

### Government Policy/RoundTable:

For the Government, the most urgent problem to resolve in conjunction with the refugees and displaced persons is that of housing. HABITAT, the Nairobi-based Agency, has developed a project which will undertake the following:

- the repair and the rehabilitation of Government buildings;
- the cleansing and the re-establishment of the waste collection and waste disposal mechanisms in Kigali;
- the construction of 500 housing units in Kigali for the general public (which will serve as a pilot project which can then be duplicated in other urban centres of the country).

### Current Activity:

The Programme document entitled "Emergency Assistance Programme for the Rehabilitation and Reconstruction of the City of Kigali and Other Urban Centres" was signed on 14 December 1994 by the Minister of Planning, UNDP and HABITAT. US \$1 million of the US \$5 million Dutch contribution to the Trust Fund has thus been released to finance this project.

The budget for this programme is as follows:

		<u>Estimated Costs:</u>
		USD
a.	institutional assistance component	
	Ministry of Rehabilitation (MINIREHAB) :	\$271,000
b.	housing of 500 repatriated families :	\$272,000
c.	rehabilitation of public buildings :	\$285,500
d.	clean-up of the city of Kigali :	\$134,000
		-----
	Total budget	\$962,500

These interventions will include:

- a housing strategy which would provide for the resolution of present and future conflicts linked to access to property and reality in urban surroundings;
- a pilot scheme for the rehousing of 500 repatriated families in Kigali as well as for similar operations in other towns in the country;
- the rehabilitation of five public buildings (the CND as well as sectorial ministries) in Kigali; as well as for other similar operations in other towns in the country;

- the general cleaning of the town of Kigali (including partial demining), the rehabilitation of sewers and reestablishment of the collection and treatment of household refuse (in cooperation with AFRICARE/Kigali);

and depending on the availability of additional funds:

- the preparation and, if need be, the implementation of, other urban rehabilitation actions.

#### Target Beneficiaries

The beneficiaries of the programme are:

- urban populations and, more specifically, victims of recent military conflicts;
- national and decentralized institutions involved in the planning and implementation of rehabilitation and reconstruction programs;
- NGOs associated with national rehabilitation and reconstruction programs.

#### Program Implementation Strategy

Due to its design, the programme has both an institutional and an operational aspect.

- institutional aspect:

Institutional reinforcement of the Rehabilitation and Social Integration Ministry to enable it to fulfil its role as initiator and coordinator for rehabilitation and reconstruction actions.

The program will provide institutional backing for the Ministry of Public Works and the Kigali Prefecture during the implementation of technical tasks such as the rehabilitation of public buildings, the cleaning up of the town of Kigali, etc.

This institutional support will extend to other ministries (Interior and Communal Development Ministry, Environment and Tourism Ministry, etc.), once implementation of propositions contained in the project lists have taken shape.

- operational aspects:

Implementation of rehousing projects for repatriated families, setting up welcome centres, rehabilitation of buildings destroyed or damaged during the events of April to July 1994; cleaning of the town of Kigali etc.

The program is the expression of a consensus reached between the different government institutions, several of the United Nations agencies (UNDP, UNCHS-Habitat, UNEP, WFP, UNV, UNIFEM) and NGOs represented in Rwanda (Africare for instance).

WFP will, for the first six months following the start of the program, supply food aid for up to 1000 beneficiaries either in the ministries concerned, or within the framework of tasks requiring a large workforce.

Due to the urgency with which the programme should be implemented, the UNDP will finance on CIP the first start-up actions while negotiating, should the need arise, with other donors to obtain additional financing for the other projects.

The program was designed to provide an essential link between the original humanitarian actions in Rwanda and the relaunching of the development process in the country. It can easily be included in the "Rehabilitation and Reintegration in Rwanda Program" (PRORERWA), prepared by the UNDP in Kigali.

### 3. Refugees, IDPs, Open Relief Centres (ORCs):

#### Current Situation:

At the moment the war broke out in April, the population of Rwanda was 7.8 million. This excluded the 1 million Rwandese refugees who were living in neighbouring countries (Zaire, Uganda, Burundi and Tanzania) and who had fled the country for political reasons during the period 1959-1993. The Arusha Accords, which encouraged their return, were compromised by the socio-political climate which followed its signature and which culminated in the assassination of the President.

In late November, a large part of the displaced persons - or 1.8 million persons - returned to their area of origin. There are still approximately 400,000 persons living in the displaced persons camps in the former Operation Turquoise zone. The number of recent refugees has also decreased from 2.3 million to 1.8 million. Today, the present population of Rwanda is estimated at 5.6 million.

Even if there is now a noticeable movement of persons back to Rwanda, this movement is slowed, unfortunately, by militia intimidation and by the propaganda of those believed to have perpetrated the massacres. Even today, 2.2 million Rwandans live outside Rwanda's borders. This diaspora population is composed of around 400,000 former refugees who fled the nation 20 to 30 years ago and of 1.8 million recent refugees who left the country during the recent conflict.

#### Government Policy/RoundTable:

##### OBJECTIVES AND STRATEGIES FOR SOCIAL REINTEGRATION

The most crucial problem is the repatriation of the refugees, and cooperation between the government and the UNHCR will take place in the framework of the Joint Commission (government, UNHCR, OAU) as outlined in the Arusha Accords. This commission has already been established.

For the Government, the priority problem which remains to be resolved after the repatriation or return of the refugees and displaced persons is that of housing. This is a critical factor which affects both the relaunching of the economy and the achievement of social integration. The HABITAT project proposal addresses the question of housing (See HABITAT, Resettlement). The question of the establishment of a clear legal procedure for the resolution of housing and property disputes, and more importantly, its successful and just implementation, remains critical.



Priority Programme for Action

The Priority Programme for Action consists of two components:

- The "SETTLEMENT" component for former refugees.
- The "RESETTLEMENT" component for recent refugees and displaced persons.

The "SETTLEMENT" component: The main features of this component - including 140,000 households in phase 1 and 60,000 households in phase 2 as well as their unit costs - are as follows:

- Transport, receiving and transit: \$250 per household
- Settlement in sites for former refugees in the first phase which includes the following:
  - Equipment and services which will be achieved in two year's time: \$1,300 per household.
  - Housing which will be established in 4 yrs time at \$700 per household.
  - Funds for social integration: \$140 per household, provided gradually as the housing work progresses.

The "RESETTLEMENT" component: The main aspects of this component - which involves the resettlement of recent refugees and displaced persons - are the following:

For displaced persons (360,000 households in phase 1 and 80,000 in phase 2)

- Transport, receiving and transit only for the 80,000 households in phase 2: \$125 per household.
- Resettlement thanks to the rebuilding of their housing: \$200 per household.

For recent refugees (100,000 households in phase 1; 180,000 households in phase 2; and 80,000 in phase 3)

- Transport, receiving and transit: \$125 per household.
- Resettlement which involves only the recent refugees in the first two phases: \$200 per household.

The total cost of priority actions for 1995 totals 353.9 million dollars which is broken down as follows:

- "SETTLEMENT" component	:	170.4
- "RESETTLEMENT" component	:	178.5
		-----
Sub-total		348.9
- Reinforce coordinating capabilities		1.2
- Funds for studies and investigations		3.8
		-----
Total		353.9

#### Operation Retour/Operation Homeward:

Operation Retour, the inter-agency initiative which seeks to encourage and facilitate the safe and voluntary return of displaced persons (mainly in the Prefecture of Gikongoro) to their home communes (principally in the Prefectures of Gitarama, Butare and South Kigali), moved into the implementation phase on "D-Day", 29 December. Operation Homeward, UNAMIR's initiative to transport displaced persons to their home communes, will continue to transport IDPs and will then merge with Operation Retour. The Government has revised its deadline for the movement of IDPs from the south-west and has agreed to the timetable which has been developed for Operation Retour.

Operation Retour: The following represents an outline of the components of the operation:

#### Information Campaign:

In preparation for the 29 December 1994 launching of Operation Retour, 4 inter-agency teams conducted an information campaign in the Gikongoro Prefecture to explain the operation to the IDP population.

#### Way Stations:

Cyanika Camp will serve as the first way station in the operation and will be especially useful as the way station for Rukhondo Camp (population 50,000). Construction of other way stations will be pursued.

#### Open Relief Centres:

Open Relief Centres (ORCs), temporary shelters where displaced persons can receive basic food items, seeds and construction materials and information concerning resettlement, are being established to facilitate the immediate reintegration of IDPs into their home communes.

The ORCs will be established in the following manner:

UNHCR:	set up and protection.
WFP:	food.
UNICEF:	water and sanitation.
WHO:	health.
UNAMIR:	security.
UNHCR:	protection.
UNREO:	information gathering and dissemination.

An initial 12 ORCs have been identified, and 4 are currently being established in each of the following prefectures: South Kigali, Gitarama and Butare. UNAMIR is drawing up a security plan for the operation.

Overall coordination will take place within the framework of the Integrated Operation Centre in close cooperation with the Ministry of Rehabilitation.

IOM, which is receiving UNHCR funding, is moving displaced people as well as returnees from the transit centres to their villages of origin. Since the operation started on 12 August, UNHCR/IOM trucks have moved more than 150,000 people to various parts of the country.

UNHCR has provided estimates of the refugee population in countries outside of Rwanda as follows: Goma, Zaire (850,000), Bukavu, Zaire (339,000) and Uvira, Zaire (62,000); Uganda (10,000) (UNHCR estimates there were between 60,000-70,000 refugees who fled the country prior to the latest conflict); Tanzania (583,000); and Burundi (260,000).

According to UNHCR, the total number of refugees living outside of Rwanda is 2,104,000.

Also, according to UNHCR, there are currently 350,000 internally displaced persons in south-west Rwanda.

#### UNHCR Rwandese Returnee Figures:

From 27 October to 17 November, 21,494 returnees have crossed the border from Goma.

From 10 to 24 November, 1495 returnees have crossed the border from Bukavu.

From 17 to 20 November, UNAMIR monitored 4,700 returnees from various border crossings.

Transit centres parallel to those established along the Gisenyi to Ruhengeri route have been set up to facilitate the return of refugees from Bukavu. These transit centres, run by UNHCR, are located at Cyangugu, Kizi and Butare.

4. Food needs:

Current Activity:  
WFP:

The WFP Food Stamp Programme was launched on 16 November 1994. Beneficiaries identified by the representatives of the Prefecture of Kigali in the needy "cellules" of the city will receive a voucher with which to redeem their ration from the warehouse.

A WFP assessment mission on "household food security," which included UNHCR, ADRA and ARP, was undertaken in late November to assess the needs of the Ugandan returnees in the north-east in order to adapt current assistance to their needs and to promote self-reliance.

Returnees at waystations are now receiving a 30 day ration, ten kg. of maize meal, 4 kg beans and 1 kg. oil.

WFP will recruit 6 field assistants to monitor food-for-work distribution in each prefecture. Distribution to unaccompanied childrens' centres continues. Feed the Children U.K has replaced ICRC in distributing to the hospital at Kigeme.

The establishment of a Food Security Task Force is currently being studied by UNHCR, FAO, WFP, WHO and UNICEF. A formal proposal will be submitted to the relevant governmental bodies soon, and NGOs will eventually be invited to participate. The purpose of the Task Force is to set up a structure with a standardised system of data collection for the planning of inputs and projects which contribute to food security such as demographic, nutritional and agricultural data. The emphasis will be on institutional support to rehabilitate the national food security system. Meanwhile, steps are also being taken to improve the coordination between UN agencies and NGOs in assessing food needs and agricultural assistance.

UNICEF:

IN 1995, UNICEF, in coordination with FAO and WFP, will continue to provide emergency food supplies to affected communities which includes the provision of food, equipment and supplies to 100 nutrition centres and unaccompanied children centres.

As a part of its emergency assistance in supplementary food, UNICEF has distributed a total of 2,000 tons of UNIMIX, high energy milk, dry skimmed milk and high-energy biscuits to an estimated 150,000 persons in the last six months. The distribution, which was handled by other UN agencies, NGOs, and government agencies working at the local level, targeted centres for unaccompanied children in refugee and displaced camps, both within Rwanda and in neighbouring countries, as well as hospitals and health centres.

In collaboration with the Ministry of Health, UNICEF completed "The Report on the Inventory of the Needs of the Nutrition Services and Activities throughout the Country". A key element of the Report is the identification of 40 nutrition centres in 10 prefectures which can be rehabilitated to resume their activities early next year. As a first step towards that goal, UNICEF is supporting the training of 50 nutrition/health workers to start in January. The goal for next year is to reopen at least 100 nutrition centres throughout the country.

5. Schools:  
Government Policy/RoundTable

The Government, in its "Programme de Reconciliation Nationale et du Rehabilitation et Relance Socio-Economiques", has outlined its objectives as follows:

Primary Education: Normalize conditions for approximately 1 million students.

Secondary Education: Open the maximum number of public schools and support the rehabilitation of private schools.

Higher Education: Re-establish decent work conditions at the University of Butare.

The Government, to achieve these objectives, has requested assistance in the amount of 18 million US dollars for Primary and Secondary Education and 16.6 million US dollars for Higher Education, research and culture.

Agencies working in this field should work closely with the Ministry of Education to ensure that their assistance conforms to the Government's stated needs.

Current Activity

The University in Butare has appointed lecturers, and 100 students are awaiting the start of instruction in January 1995. Before the war, Butare was renowned for being the intellectual seat of the country.

UNICEF:

Introduction of the UNICEF/UNESCO Teacher Emergency Packages (TEP) - "school in a box" - into the schools continues. Of 9,000 TEPs prepared by UNICEF and UNESCO, some 2,000 TEPs have so far been distributed. The TEP kits, each of which contains education and classroom material for the first four years of primary school for 80 pupils at a time, will cover the needs of approximately 720,000 primary school students throughout the country. According to official estimates, 710,000 children are currently attending primary schools, down from 1.1 million prior to the crisis. Some 3,000 trainers and primary school teachers have been trained in the use of TEP. Vehicles have been ordered by UNICEF for use by the prefectures to assist in the distribution of the TEPs in early 1995. UNICEF and UNESCO are working with the Ministry of Primary and Secondary Education on the re-introduction of the national curriculum for the 1995 school year and on the preparation and reprinting of text books and teachers' guides. The primary schools re-opened in Rwanda on 19 September 1994. Following the agreement with the Ministry of Primary and Secondary Education, UNICEF is making a single non-repeatable incentive payment of US\$30 per primary teacher to 15,000 teachers.

#### WFP

WFP is providing Food-for-Work Rations to approximately 10,000 primary school teachers throughout the country. The first food packages, which have an approximate value of US\$ 50.00 based on September 1994 exchange rate and Kigali market prices, were delivered to teachers in Kigali during the second week of October.

Distribution of commodities for primary school teachers in the prefectures of Cyangugu and Kibuye, which had been delayed due to the absence of NGO implementing partners and logistical constraints, was re-started in late November. This distribution is a major logistical exercise for which nine distribution centres with storage facilities have been identified nationwide. While the transport from Kigali to regional stores is done with long-haul trucks, the final distribution is undertaken by the rented short haul fleet and by implementing partners.

In addition, WFP has undertaken a school feeding project for secondary students. This project will help 'finalists' due to graduate as teachers in December 1994.

6. Hospitals/Health:

Government Policy/RoundTable

The Health Sector, which is being skillfully handled by the Australian Medical Contingent of UNAMIR, UNICEF, WHO and other Agencies and NGOs, is currently suffering the most acutely from (a) a lack of trained personnel; and (b) the lack of funds for training programmes and salaries.

The Government, in its "Programme de Reconciliation Nationale et de Rehabilitation et Relance Socio-Economiques", stated that it will pursue a health policy which will focus on primary health centres and mass medicine with a special emphasis on vulnerable groups such as mothers and children. In addition, policies regarding human resources, training and salaries will be reviewed. This programme of assistance, which includes the rehabilitation of infrastructure and equipment, the development of human resources, AIDS awareness and the rehabilitation of mental health facilities, will require funding in the amount of 38.5 million US dollars.

Current Activity:

UNAMIR:

During the period from 29 August -4 December 1994, UNAMIR medical personnel treated approximately 174,000 local people, provided in-patient care to another 2,460 and conducted an immunization programme for 43,400 additional people.

While UNAMIR has been able to provide medical personnel and facilities for humanitarian relief, NGOs, specifically, Pharmaciens Sans Frontiers, have provided the necessary drugs and medicines. In addition, the Government has made available the use of facilities such as Central Hospital Kigali for UNAMIR personnel.

The Australian Medical Support Force provides resuscitation, evacuation, treatment, in-patient, and surgical support to UNAMIR. This organisation is based at the Central Hospital of Kigali and provides sophisticated medical services to the local people in addition to its primary role of providing medical support to the Force.

The Canadian Unit Medical Station provides resuscitation, evacuation, treatment, and holding facilities for UNAMIR. This facility also conducts field clinics in support of the humanitarian effort.

Regimental and Company Aid Posts of each of the UNAMIR battalions and companies conduct clinics in support of humanitarian activities. Each of these clinics provides on-the-job training for local medical assistants. In particular, the Australian Medical Support Force (ASMSF) is currently conducting refresher training for local medical practitioners and formal



nursing education for Rwandan nurses at the Central Hospital of Kigali (CHK).

a) WHO, which received a \$1.5 million grant from The World Bank in the autumn of 1994, is carrying out the following:

- HIV prevention through safe blood transfusion;
- Resumption of the activities of the Central Pharmaceutical Office (AFAR);
- Assessment of health facilities and of health personnel available.

b) UNHCR, which recently received a \$4 million grant from the World Bank:

- is financing Norwegian People's Aid to rehabilitate and provide medical facilities in the Northeast and Southwest.
- is funding African Humanitarian Action (AHA) to provide a medical facility at Tare and Kabarondo.
- is operating two dispensaries in the Kibungo Prefecture at Kabarondo and Rusumo.
- UNHCR has provided a large amount of drugs and medical equipment to the Ministry of Health. The donation is a contribution of various organizations, including the Swiss Benedict Monks, Operation USA and the Canadian Army.

c) UNICEF:

Rehabilitation of health centres:

Following the war, at the request of the Ministry of Health, UNICEF, in cooperation with NGOs and the Provincial Health Directors, undertook a rapid assessment of the health facilities in Rwanda. In an effort to rehabilitate the health facilities throughout the country, UNICEF provided some 150 health centres and various NGOs with health kits. As of the beginning of October, some 150 centres were functioning and serving their respective areas.

Rehabilitation of the EPI cold store/immunizations:

In addition to rehabilitating health centres, UNICEF assisted the central EPI cold store to allow for the resumption of immunization activities throughout the country. This included furnishing two vehicles for EPI monitoring and distribution. UNICEF is currently assisting the Ministry of Health in the resumption of the country's immunization programme with the goal of achieving 80 per cent coverage for all EPI antigens in all prefectures. UNICEF provided a total of 803,050 doses of vaccines from September-November 1994. UNICEF also distributed, through NGOs and other agencies, cold chain equipment and supplies, including 92,400 needles and 139,890 syringes

Central Medical Drug Store:

UNICEF rehabilitated the Central Medical Drug Store which enabled MOH to provide drugs and medical supplies directly to regional distribution centres, health facilities and NGOs.

Assistance to the Ministry of Health (MOH):

In order to strengthen the managerial capacities of the Ministry of Health (MOH) at the central and regional level, UNICEF provided technical assistance for the development of a management information system (MIS) in MOH and for the training of senior level managers in MOH to improve their MIS skills. In collaboration with WHO, UNICEF also assisted MOH in organizing and implementing a health monitoring system at all levels to allow regular morbidity and mortality reporting and follow-up of medical activities. UNICEF also developed mortality and morbidity report forms for major diseases and epidemics. In this regard, UNICEF has produced a sentinel sites map for health in Rwanda, with 24 health centres identified as sentinel sites for regular reporting on morbidity.

UNICEF has also assisted MOH in the identification of health priorities for the short term, as well as in the development of a national health policy for the longer term. In this connection, UNICEF organized a major Health Policy and Management workshop on 24-29 October 1994. The first national health needs assessment workshop served as a platform for nationals and internationals to meet and exchange views about priorities and strategies. It was attended by government officials, provincial health directors, UN agencies and NGOs. In addition, a plan of action for 1995 was worked out with the MOH. The plan foresees a budget of \$16 million for 1995, which includes UNICEF assistance, to revitalize the health system.

- d) WFP is currently providing hospital feeding for the central hospital in Kigali (implemented through Emergency) and Food-for-Work in the hospital in Kibungo (implemented through IMC).
- e) There are a number of NGOs who are providing essential medical services throughout Rwanda. Some of these NGOs are also participating in the long-term re-structuring of primary health care centres and provincial hospitals. In most instances, NGOs are paying the salaries of local medical staff because the Ministry of Health is currently unable to pay salaries.

**RWANDA EMERGENCY NORMALIZATION PLAN (RENP) REVISED**  
**12 JANUARY 1995**

**SUMMARY OF COSTS**

<b>A. <u>INFRASTRUCTURE</u></b>		
1. Electricity		\$9,490,000.00
Programme of Support to MINITRAPE		\$6,360,000.00
2. Water		\$3,850,000.00
3. Telecommunications & Postal System		
- Telecommunications		\$2,555,000.00
- Support to MINITRANSCO		\$ 879,000.00
- Postal System		\$1,054,000.00
4. Road & Bridges		\$14,360,000.00
5. Repairs of Public buildings		\$15,690,000.00
	Total A	\$54,238,000.00
<b>B. <u>ESSENTIAL SERVICES</u></b>		
1. Balance of Payments Support		\$189,600,000.00
2. Gendarmerie/Communal Police		\$ 2,937,400.00
3. Judicial Services		\$ 4,836,000.00
4. Prisons: No cost estimate available		
5. Administrative Cadres		\$ 4,675,000.00
6. Municipal Services: (1,150,000 already included in Repairs of public buildings Section)		
	Total B	\$202,048,400.00
<b>C: <u>VITAL SOCIO ECONOMIC NEEDS</u></b>		
1. Seeds & Agricultural needs		\$ 40,777,000.00
2. Habitat & Resettlement		
3. Refugees, IDPs, ORCs (including HABITAT & Resettlement)		\$273,650,000.00
4. Food: No cost estimate available		
5. Schools		\$ 34,600,000.00
6. Hospitals/health		\$ 38,500,000.00
	Total C	\$387,527,000.00
	<b>GRAND TOTAL</b>	<b>\$643,813,400.00</b>



Kigali, 27 October 1994

TO: All U.N. Agencies, NGOs and Governments  
Engaged in Humanitarian Operations in Rwanda

FROM: Shaharyar Khan  
Special Representative of the  
Secretary-General for Rwanda

SUBJECT: **RWANDA EMERGENCY NORMALIZATION PLAN (RENP)**

Please find attached a copy of the Rwanda Emergency Normalization Plan (RENP) which we have prepared in consultation with representatives of the Rwandan Government, U.N. agencies, NGOs and Foreign Governments currently engaged in humanitarian operations in Rwanda.

Please note that the agencies and countries listed for each project have already indicated or demonstrated an interest. This does not, however, preclude other agencies or countries from offering their assistance.

The RENP outlines priorities for development, which are not exhaustive, on which we feel that donors and agencies should focus their efforts and resources.

The present version of RENP has been revised to include programs of assistance in the areas of the judiciary and matters relating to land tenure and private property claims, both critical issues at this point in time.

Thank you for your continuing cooperation and interest in the Rwanda Emergency Normalization Plan.



UNAMIR - MINUAR

Kigali, 13 October 1994

To: All UN Agencies, NGO's and Governments Engaged in  
Humanitarian Operations in Rwanda; and  
All Journalists Working in Rwanda

From: Ambassador Shaharyar Khan,  
Special Representative of the  
Secretary-General

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

Subject: RWANDA EMERGENCY NORMALIZATION PLAN (RENP)

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The present version of RENP has been revised to include programs of assistance in the areas of the judiciary and matters relating to land tenure and private property claims, both critical issues at this point in time.

Thank you for your cooperation.



Revised 13/10/94

Internal

RWANDA EMERGENCY NORMALIZATION PLAN (RENP)

A. Immediate Measures (in the coming days)

1. Grant/Soft Loan/Opening of Central Bank and Mint:

Rwanda needs liquid funds to start functioning i.e. pay salaries, essential imports, diplomatic missions etc. Unfortunately, this budgetary assistance has still not been secured. The Rwandan Government must have the ability to pay salaries to its military and civilian staff to repair infrastructure such as electricity, water and telecommunications (Electrogaz, Rwandatel, etc.).

2. Re-opening of hospitals and other priority health facilities:

Completed. Hospitals are open and functioning adequately. Urgent needs are being met. Long-term health projects which are less urgent can be pursued.

The location of hospitals and health care centres may be indicated to Colonel Yaache.

- a) The Australian medical contingent is operating the Central Hospital of Kigali in coordination with Samaritan's Purse, Italian Emergency and other NGO's. The Australian contingent is still operating their treatment section out of the Butare University Hospital which has a resuscitation and patient holding facility in support of UNAMIR troops. The Australians, in connection with Care Australia, are providing medical teams to support humanitarian relief efforts in the area of Butare. The treatment sector from Butare is also working in conjunction with 23 parachute field ambulance in conducting daily clinics in the refugee camps in Kibeho. Twice weekly clinics are also being conducted in Kibungo in conjunction with IMC and Canadian MED teams.
- b) The Canadian 2 Field Ambulance remains in Mareru, however, they will cease operations in Rwanda on 12 October 1994 in preparation for their return home. They will have departed Rwanda by 20 October 1994. The unit has donated all of its tentage and medical supplies to UNHCR for distribution to NGOs. (Médecins Sans Frontières has taken over operations at Ruhengeri Hospital.) The platoon is providing inpatient and

outpatient facilities to returnees along the Ruhengeri to Gisenyi route.

- c) The British Parachute Field Ambulance remains in Gikongoro Prefecture with a base camp in Kitabi, a field surgical team in Kigemi and a treatment facility in Kibeho. The unit is still sending mobile medical teams to displaced persons camps in the southern part of the Gikongoro Prefecture on a daily basis.
- d) Médecins Sans Frontières is operating the King Faycal Hospital in Kigali.
- e) WHO, which recently received a \$1.5 million grant from The World Bank, plans to undertake the following:
  - Re-establishment of a nationwide epidemiological surveillance system;
  - HIV prevention through safe blood transfusion;
  - Resumption of the activities of the Central Pharmaceutical Office (OPHAR);
  - Assessment of health facilities and of health personnel available.
- f) UNHCR, which recently received a \$4 million grant from the World Bank:
  - is financing Norwegian People's Aid to rehabilitate and provide medical facilities in the Northeast and Southwest.
  - is funding African Humanitarian Action (AHA) to provide a medical facility at Tare.
  - is operating two dispensaries in the Kibungo Prefecture at Kabarondo and Rusumo.
- g) UNICEF has launched a mortality/morbidity data collection project throughout the country in conjunction with Ministry of Health officials. In addition, Phase 2 of the Health Facility Assessment, which consists of twenty-six teams of two persons and two teams of supervisors in the field, is in progress. Assessment of health facilities in the region assigned to UNICEF will commence 3 October.

Following extensive repairs by UNICEF, the Central Medical Store (OPHAR) will begin to receive drugs from different donors as well as from consignees. NGOs will now be directed to OPHAR to fulfil their requests for drugs or other medical equipment.

- h) The organisation of the BRITCON Field Ambulance allows for medical sections of one doctor and 7 trained medics to visit villages within sector 4 and perform minor treatments for these villages. As part of these visits to the villages, BRITCON is performing epidemiology and nutritional studies as well as assessing the general situation in sector 4.

Agencies/Countries responsible: AUSTRALIA/BRITAIN/  
CANADA/WHO/UNICEF/  
ICRC/MSF/MDM

UNAMIR Officer in Charge: Col. Yaache

Lead UN Agency: Nigel Fisher/UNICEF

3. Resumption of Rwanda's Representation in the UN Security Council:

Completed.

Rwanda's new Permanent Representative to the UN has been nominated. He presented his credentials to the Secretary-General on 26 August 1994. Rwanda has thus resumed its seat in the UN and in the UN Security Council. No further action.

B. Measures To Be Achieved In The Coming Weeks:

I - Reopening of Airport/Restoration of Commercial Air Traffic:

The re-opening of the airport has already been achieved thanks to logistic support given by USA and Canada. Commercial air traffic has been restored on a limited basis at the rate of one commercial international aircraft per week, along with five to ten small charter aircraft per day. Lloyd's of London's insurance rate for a Sabena flight from Kigali to Brussels was \$220 per passenger as of mid September, thus \$22,000 for a DC-10 of 100 passengers. The rate has now been lowered to \$150 per passenger, however, commercial airlines from Kenya, Ethiopia, and Uganda are waiting until this rate goes down to 0. This exorbitant rate is due to the poor safety and security rating attributed to Kigali Airport for three main reasons:

- . Fire-fighting vehicles are inadequate. The airport must have one water tanker and four mobile vehicles.
- . Spare parts must be acquired.



- . The glass in the air traffic control tower must be replaced urgently. An air traffic controller must be able to see the aircraft while he is guiding it to landing. At the present time, the broken windows are boarded up.

In order to fully restore commercial air traffic, the following urgent needs must be met:

- i. The airport must have adequate fire-fighting equipment, trucks and personnel. Two of the Rwandese Airport Authority fire fighting vehicles are operational, but in poor repair. The third is in need of repair. These vehicles must be replaced in order to meet the minimum international safety standard for commercial air traffic.
- ii. Spare parts, especially for the air traffic control tower, and transportation for Rwandese technicians are lacking. Support in this regard must be provided immediately to Rwandese technicians if they are to successfully take over their duties.
- iii. The glass in the air traffic control tower and in the terminal building needs to be replaced urgently. The terminal building is also in need of structural repairs.
- iv. The airport must have civilian air traffic controllers in the control towers. Several former Rwandan air traffic controllers have returned to their posts. Ten UN Volunteers have been identified and will be arriving soon to replace the Canadians and to assist in the management and operation of the air tower pending their arrival and insertion of Rwandese staff. The UN Volunteers will serve two functions: in coordination with the Rwandese Airport Authority, UNV's will assist with air traffic control and provide training as needed to their Rwandese counterparts. The immigration unit has been established by the Rwandese Airport Authority and is fully functional, and the customs service has been established, but is not fully manned.
- v. Two meteorological officers will be required.
- vi. Fuel Depot: The three major fuel tanks at the airport all sustained damage (holes) during the war. Two are operational but require repairs, and the third is unserviceable. The inability of the Kigali Airport to re-fuel aircraft is interfering with the routing and scheduling of international commercial aircraft. BRITCON is currently repairing the fuel tanks.

- vii. The UNAMIR 65 0 kva generator currently supplying power to the airport must be relocated to another site. Either the electricity needs to be permanently restored to Kigali or a replacement generator needs to be procured and installed urgently.
- viii. The Rwandese airport staff must be paid. At present, the Government does not have funding to pay these salaries nor to buy essential spare parts. Budgetary assistance must be provided, at least in the short-term, to enable the Government to pay its staff so that the Rwandese Airport Authority will be able to take over the airport as soon as possible. UNDP's financing of UNV's and local staff is a positive contribution in this regard.

**Cost:**

1. UNDP is financing the UN Volunteer staff, who are paid at a rate of \$2,200 per month. UNDP will also be providing technical assistance with immigration and customs. The UNDP plans to approximate \$245,000 to finance ten UNV's and to pay local salaries.
2. The cost to finance fire emergency protective services: \$400,000.
3. The cost to replace the glass in the air traffic control tower: \$30,000.

**Time Frame:**

1. SABENA would like to expand its current operations to two flights per week beginning 1 November. The above-listed requirements must be met by this date.

**Action To Be Taken:**

1. Provide fire-fighting vehicles equipment and vehicles.
2. Provide spare parts and transportation support.
3. Replace glass in airport control tower.
4. Provide the \$400,000 for equipment immediately.
5. Provide budgetary support in order to pay Rwandese local staff.
6. Repair electrical power grid or replace generator to supply electricity to airport urgently.

Countries/Agencies responsible:	UNDP/ICAO Canada - USA, Brown & Root
UNAMIR Officer in Charge follow up actions:	R. Lambo
Lead UN Agency/Officer in Charge:	Ahmed Rhazaoui, UNDP

**II - Transport of Returnees and Displaced persons:**

This includes the establishment of transit depots which contain food, water and medical components. All agencies and NGO's are requested to inform UNREO/ HAC of all transport available for returning refugees and displaced persons. This transport would then be requested to schedule return journey from specified pick-up points. All information regarding transit depots may also be conveyed to UNREO/HAC/UNAMIR.

The following transit depots have been established:

**Medical Way Stations: Gisenyi to Ruhengeri Route:**

Location:	Manned by:
1. Gisenyi	German Doctors
2. Rubavu	MSF
3. Mutura (laiterie)	Canadian Field Ambulance
4. Kora	Concern Worldwide
5. Nkuli	AICF (Action Contre la Faim)
6. Mukingo	MSF
7. Ruhengeri	ICRC doctors

UNHCR is providing biscuits and non-food items to several of the above way stations.

**CARE/UNHCR Stations Gisenyi to Ruhengeri Route:**

1. Gisenyi
2. Nyundo
3. Mukamura
4. Apavapi
5. Mukingo
6. Ruhengeri

CARE is manning the stations which will provide: water, high protein biscuits, corn-soy blend and non-food items (blankets). WFP is also providing 10 days of rations, and UNHCR is providing seeds and tools. UNHCR is establishing transit centres in Ruhengeri and Butare, and transporting people from waystations to their homes. They are also providing non-food items such as blankets, mats, seed kits, agricultural tools and soap.

BRITCON, the British contingent of UNAMIR, estimates the population of displaced persons in Rwanda as of 26 September to be 1,967,760, with some 900,000 located in Sector 4 in the southwestern region of the country. These estimates are in the process of being confirmed by other UN agencies, especially UNHCR, and other NGOs.

BRITCON has also provided estimates of the displaced persons/refugee population in countries outside of Rwanda to be as follows: Goma, Zaire (800,000), Bukavu, Zaire (320,000) and Uvira, Zaire (190,000); 15,000 in Uganda (UNHCR estimates there are between 60,000-70,000 refugees who fled country prior to latest conflict); Ngara, Tanzania (300,000), Karagwe, Tanzania (98,400); and Burundi (179,500). It should be underlined that these figures are, in some case, substantially different than those provided by UNHCR.

Operation Homeward, UNAMIR's initiative to transport people from Sector 4 to their places of origin was launched on 16 September. The total number transported to-date is 1,182.

The repatriation process works as follows:

UNHCR coordinates repatriation from Zaire to Rwanda (Cyangugu, Gisenyi). UNAMIR, through Operation Homeward, then coordinates transportation using International Organisation for Migration (IOM) vehicles, from these points to Kigali. En-route, returnees spend the night at the UNHCR reception centre in Butare. Returnees are transported to the UNHCR reception Centre in Kigali at which time UNAMIR coordinates transportation, using IOM vehicles, to their final destination.

According to UNAMIR, the following are average daily refugee movements from the week of 3 October: 785 into Rwanda and 30 out of Rwanda. It should be noted, however, that in the last few days the daily in-flow into Rwanda has been over 1,000. Repatriation efforts have been, unfortunately, adversely affected by allegations of extra-judicial reprisals in Rwanda, however, increased UNAMIR deployment, as well as that of Human Rights monitors throughout the country, should instil confidence and encourage repatriation.

**Sector 4 Health Centres (The Former French Zone):**

The two displaced persons camps which were established in the Cyangugu Prefecture before the departure of Operation Turquoise, remain in operation. Mururu has a capacity of 30,000 and is being run by Médecins Sans Frontières (MSF). The second, at Cyimbogo, has the same capacity and is being run by Médecins du Monde (MDM).

Transit depots parallel to those established along the Gisenyi to Ruhengeri route have been set up to facilitate the return of refugees from Bukavu. These transit depots/reception centres, run by UNHCR, are located at Cyangugu, Kizi and Butare.

**Agencies / Countries involved:** WFP/UNHCR/IOM/UNREO/USA

**UNAMIR Officer in Charge:** Col. Yaache,  
**Lead UN Agency:** Mr. Urasa,  
UNHCR

**III - Restoration of Power and Electricity:**

The restoration of electricity in Rwanda remains a priority. The rehabilitation of the power grid will lead to the restoration of water, telecommunications, radio and television. Electricity is essential at the airport, in hospitals, in schools and in general to restore the quality of life. Recently, a surgeon working for an NGO at Kigali Central Hospital, was forced to complete a surgical procedure without electricity when the generator failed.

According to Electrogaz, the line between Mukongwa and Jabana was repaired in September by Electrogaz. In addition, one of the two transmitters at the Jabana station was repaired by Electrogaz. As a result of these repairs, electricity has been restored to approximately 50% of the residences in the following sectors of Kigali:

Kiyovu, Kimihurura, Kacyiru, Le Parc Industriel, Gikondo and Kichukiro.

Also according to Electrogaz, outside Kigali, electricity has been restored to: Ruhengeri, Gisenyi, Kibuye, Cyangugu and Byumba.

Electrogaz, which has a contract of cooperation with the German enterprise NECKARWERKE (through GTZ), has recently received through this contract, donated equipment vital to the repair of the power grid.

In addition, UNICEF has made available \$2 million dollars to Electrogaz for the purchase of additional equipment. Electrogaz is currently considering bids on the equipment, and will place their order by 20 October 1994.

The critical need in the area of electricity is funding to pay the salaries of Electrogaz employees. According to Electrogaz, both the cost of living and the average salary have risen dramatically since the war. Electrogaz estimates that they will require assistance to pay salaries for an initial period of three months.

Assessments were carried out by:

- a. Joint Task Force (US Forces) (JTF): 12 August
- b. Electrogaz (Rwanda): 9 August
- c. Ad Hoc Group: UNAMIR, UNICEF, JTF and ICRC 17 August

From these assessments, the following should be noted:

- a. The Gikondo transformer station in Kigali is badly damaged and requires extensive repairs. The Canadian Government has committed itself to the repair of this station.
- b. One of the two transmitters at the Jabana transformer station near Kigali has been repaired by Electrogaz. The other transmitter must be repaired, as well.
- c. According to the Building Maintenance Systems (BMS)/Brown and Root assessment, the power lines from Cyangugu to Kilinda are intact and functioning.
- d. From Kigoma to Kilinda, there are several power lines down and in need of repair.
- e. From transformer station Gikondo in Kigali to the first bend on the line to Kigoma, all lines are down and in need of repair.
- f. All of the transformer stations that have been inspected are in good repair, however, at Kilinda, there are several lines disconnected and several fuses missing.

**Requirements: The following represent urgent requirements:**

1. Equipment: As a result of consultations between JTF-Bravo, a UNAMIR engineer, UNICEF and Electrogaz the following is required immediately:

- three to five 5-ton trucks;
- a line truck;
- a bucket truck
- electric cable
- fuses
- insulators

**Cost:**

In addition, Electrogaz, in their detailed assessment, proposes the following:

Permanent restoration (Repairs to the Gikondo and Jabana stations and also to high, medium and low-tension lines using local Rwandan labor). Now that Electrogaz has the required equipment, they require funding to pay salaries. Electrogaz estimates that they will need \$70,000 per month for an initial period of three months to pay employee salaries in order to restore the power grid. At the end of the initial three month period, the situation would be evaluated to determine if further funding would be required.

**Time Frame:**

Now that Electrogaz has the required equipment, they require funding to pay salaries. With this funding, they estimate that the power grid could be completely restored in approximately three months.

**Action To Be Taken :**

As a result of consultations with JTF and Brown and Root, the following is recommended:

1. The repair of the power grid by Electrogaz is more cost effective and time efficient than operating with generators. If the \$70,000 per month for three months is made available immediately to repair the power grid, the purchase of 27 generators for the short-term would be unnecessary. In the time that it would take to procure and install the 27 proposed generators, the permanent repairs to the power grid could be completed.

2. The manpower (local and international) is already on the ground. Every effort should be made to provide the funding as soon as possible.

Agencies/Countries responsible: Electrogaz/BRITCON/Germany/GTZ/Canada

UNAMIR Officer in Charge: Col. Yaache

#### IV - Repair of Water Supply:

##### Background:

The city water plant is operational and is producing adequate water for the city. Water is now pumped to most of the districts of Kigali, but power to the district's pumps must still be provided in order to pump the water to storage tanks for further distribution around the city. UNAMIR Communications Section, generator unit, has repaired two of the three 837 kva generators at the Gatsata power booster station to date, and they are providing power to the main city water plant at Kimisagara. The Kimisagara water plant pumps the water to the city's ten substations, which, currently with the use of generators, pump the water up to reservoirs on top of Kigali's hills. UNICEF,

UNAMIR and ICRC are currently providing the city's ten substations with generators, however, there are several drawbacks to this short-term solution:

- high consumption of expensive diesel fuel;
- problem of transport of diesel fuel; and
- the problem of maintenance and repair of generators.

Both UNICEF and BRITCON/UNAMIR are involved in the rehabilitation of water treatment plants, pipeline systems and the overall rehabilitation of the water system in Rwanda. However, if the funds being diverted for these projects would be instead diverted to the restoration of the electrical power grid, a great deal of both time and money would be saved.



Requirements:

1. As was noted in the "Restoration of Electricity" report, it would be more cost-effective and time-efficient to repair Rwanda's power grid than to continue to purchase diesel and generators.
2. There are breaks in the water lines which must be repaired.

Cost:

1. Since the restoration of electricity will restore the water, the cost of \$70,000 per month for three months to repair the power grid will also restore the water.
2. The cost of repairing the water line breaks should be minimal.

Time Frame:

As was indicated in the "Restoration of Electricity" report, if funds are made available immediately, electricity could be restored within three months. The restoration of water would immediately follow.

Action To Be Taken:

Provide the \$70,000 USD per month for three months immediately to restore electricity. The restoration of water will follow immediately.

Agencies/Countries responsible: ICRC/UNICEF/

Officers in Charge:

Ahmed Rhazaoui, UNDP

V - Radio:

- i. **Radio Rwanda:** Radio Rwanda has been strengthened to reach Cyangugu, Zaire and portions of Burundi. The Canadian Signals Squadron and Deutsche Welle are both working to boost the radio. Currently, Radio Rwanda's FM capability covers two-thirds of the country. There is a repeater on Mt. Jari which transmits up to the repeater in the region of

Ruhengeri, down south to Butare and west to Mt. Karongi. Mt. Karongi's signal reaches Cyangugu, and the FM repeater station, Kinanira, in Cyangugu, repeats the signal into Zaire and Burundi. Currently, the Kinanira repeater station in Cyangugu is transmitting at 50 watts, one-sixth of its normal power. The Rwandese Government has requested UNAMIR, therefore, to repair the generator and to transport diesel fuel in order to restore the station to its full capability.

- ii. **Radio UNAMIR:** A low-powered radio station arrived at UNAMIR HQ, as a first phase to a nation-wide UN broadcasting network. An additional station which will broadcast to the refugee camps in Goma is due to arrive this week. The full station, comprising a mobile studio and five transmitters, is expected in the coming weeks. At this stage, UNAMIR requires the following in order to begin broadcasting officially: (1) broadcasting licence; and (2) allocation of frequency. Negotiations with the Government in this regard are being pursued as a matter of priority. Test broadcasting began on 1 October, and the equipment tested successfully. Programming for Radio MINUAR/UNAMIR is being developed, and interested parties are encouraged to submit suggestions.

**Agencies/Countries responsible:** Mr. Nick Harman,  
Communications  
Consultant, UNAMIR/  
Mr. Jeffrey Hayman,  
Consultant  
CANADIAN SIGNALS  
SQUADRON, UNAMIR,  
DEUTSCHE WELLE,  
BRITAIN, UNDP

**Officer in Charge:** Mr. Nick Harman,  
Communications  
Consultant  
Mr. Jeffrey Heyman,  
Communications  
Consultant

#### VI - Telecommunications:

**Local service:** Service in Kigali has been restored to most of the downtown (western) area (exchange "7"), and to the eastern portion (exchange "8"). The substation at Kimihura is powered by a generator, however, it is believed that there is a cable break. The Canadian Signals Squadron has proved Rwandatel with linemen to assist with the installation of a large

telecommunications cable. The linemen also helped to restore a "trencher" for Rwandatel which will be used to dig the cable route. At the present time, however, the necessary clearances from the gas, water and transportation agencies have yet to be received. Rwandatel now has billing capability, however, Rwandatel must establish a system for the assignment of telephone numbers and the compilation of a telephone directory.

**International Service:** According to the Canadian Signals Squadron, 28 of the 49 circuits of the satellite earth station at Nyanza's have been restored. There is, however, a need for some cable to connect the equipment to the satellite dish (cost of approximately \$2000). The GTZ group has agreed to finance the purchase of this cable. Currently, the portion of the city in exchange "7" has international calling capability. When the remaining circuits of the Nyanza station are repaired, the eastern portion (exchange "8") will have international calling capacity, as well.

<b>Agencies/Countries responsible:</b>	ALCATEL-GERMANY, CANADIAN SIG SQDRN/ GERMANY GTZ//UNDP
<b>Officer in Charge:</b>	Thad Anglin UNAMIR/ Major Rutherford, CANSIG
<b>Lead UN Agency:</b>	Ahmed Rhazaoui, UNDP

#### VII - De-mining:

De-mining requires immediate attention. Mine awareness training is urgently needed for all people living in Rwanda. Currently, only four Canadian military personnel are disposing of mines and munitions in Rwanda.

Currently, King Faycal Hospital reports an average of two civilian casualties per day in Kigali. Most of these cases are a result of children stepping on anti-personnel mines while at play.

A Mine Action Headquarters has been set up in HQ UNAMIR with a mine intelligence cell, and the UN De-mining Expert has drawn up a preliminary plan in which a civilian contractor would train 150 Rwandan mine clearers and 30 explosive ordnance disposal (EOD) assistants over a period of one year. The mine clearance in Rwanda would then eventually be handed over to the Rwandan Government.

According to DHA, the responsibility of the humanitarian demining throughout Rwanda rests with and is coordinated by DHA. The DHA demining consultant, during his visit to Kigali, held meetings with the Government as well as with UNAMIR to determine the type of assistance that will best meet the humanitarian demining requirements in Rwanda. He consulted with the Rwandan Government to discuss demining options and sought Government cooperation before returning to New York with his findings.

Requirements:

Please refer to Brigadier (Retd) Blagden's Mine Clearance Plan of 17 August 1994.

**Cost:**

\$4.3 million USD total, broken down as follows:

- a. \$.2 million for the main and mine dog contracts;
- b. \$.25 million for manpower;
- c. \$.02 million for rental;
- d. \$2.03 million for equipment and running costs.

**Time Frame:**

During the first year, the plan envisages mine clearance by the contractor, incorporating the training of the 150 Rwandans. Once the contract has been awarded, and the trainers are on the ground, the training of the 150 Rwandans could be completed within one year.

**Action To Be Taken:**

1. Provide funding and award contract to civilian contractor as soon as possible.
2. Secure the approval and clearance of the Rwandan Government to proceed with the plan.

<b>Agencies/Countries responsible:</b>	UK/Civilian Contractor/ U N    d e - m i n i n g unit/DPKO/DHA
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<b>Officer in Charge:</b>	General Blagden, DPKO Capt. Hurlston, BRITCON
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C. Measures to be achieved in the coming months

1. Judicial System:

There is an urgent need for a judicial system to begin operating not only because of the human rights violations and genocide that have taken place, but especially because there is an urgent need for a judicial procedure to deal with the critical issues of land tenure and private property.

Agencies/Countries responsible: United States,  
Switzerland, Belgium

Officer in Charge: Mr. Ike Minta,  
UNAMIR

2. Land Tenure and Private Property:

The issues of land tenure and private property are critical and must be addressed as a matter of priority.

There must be a procedure in place to assist returnees with resettlement. Returnees who are not able to reclaim their homes and property must be assisted with resettlement.

HABITAT has drafted a preliminary rehabilitation programme for Kigali outlining the construction criteria for public buildings, infrastructure and private homes. The project, which would require \$1 million USD, has been submitted to UNDP and other donors for funding.

Agencies/Countries responsible: US, Germany, Great  
Britain, Belgium,  
France, Switzerland,  
Japan,  
HABITAT, UNDP, FAO,  
UNICEF

Officer in Charge: Ahmed Rhazaoui, UNDP

3. Harvest/Supply of Agricultural Inputs:

UNHCR is currently distributing seed kits and agricultural tools to displaced persons returning from Zaire along the Gisenyi to Ruhengeri route and also to returnees from Sector 4. Returnees are provided with ten days of food and seeds and tools at the reception centre before being transported to their final destination.

The Humanitarian Action Cell (HAC) of UNAMIR's seed and tool distribution programme targets a population of 700,000 people in Rwanda. The target date for the planting season is 15 October. FAO reports that the amount of seeds in stock will be sufficient to cover needs throughout Rwanda, however, transporting seeds by the 15 October deadline will be a challenge. According to FAO, as of 1 October, 3,885 tons of seed and 264,090 hoes had been distributed. ICRC has been concentrating its deliveries to the Gitarama and Byumba prefectures. Every effort is being made to deliver food aid along with seeds so that the seeds are not consumed as food.

Agencies/Countries responsible: HAC-UNAMIR  
/WFP/FAO/ICRC/UNHCR/  
ADRA/SWISS RELIEF  
AGENCY

Officer in Charge: Ahmed Rhazaoui, UNDP  
Mr. Gascon, FAO

4. Training of police force - gendarmerie:

UNCIVPOL has completed both the Theoretical and the Practical Phase of the training of 103 Rwandese gendarmes. The candidates are now taking their final exams which will complete the training, and the gendarmes will then be ready for duty. The Rwandese Chief of Staff of the Gendarmerie has made a request to the UNAMIR CIVPOL Commissioner that UNAMIR train an additional 6,000 gendarmes. The CIVPOL Commissioner asked that the Government make a formal written request to the United Nations.

Agencies/Countries responsible: UNCIVPOL/BELGIUM/  
JAPAN/EUROPEAN UNION

Officer in Charge: Col. Diarra, UNAMIR

5. Prison systems:

A prison system along with a prisons service needs to be built up for Rwanda.

Agencies/Countries responsible: BELGIUM/EU/GERMANY  
Officer in Charge: Col. Diarra, UNAMIR

6. Re-opening of schools:

- i) For primary and secondary schools teachers are immediately required. They need books and scholastic equipment. A teachers training school would also need to be opened.
- ii) The University would also need to be opened with adequate staff.

During the week beginning 26 September 1994, schools in the following prefectures opened: Kigali (city and rural) on 26 September, Gikongoro on 27 September, Cyangugu on 28 September and Kibuye on 29 September.

A UNESCO consultant conducted a survey of school buildings/facilities, looking at the prefectures of Kibuye and Gisenyi. The results of this survey, which is being conducted in coordination with UNDP, will be presented as they become available.

The second phase of TEP preparation is in progress with the dispatch of a team to Byumba. Some of their findings are as follows:

- . In the 17 communes of Byumba, there are 123,085 primary school pupils and 1,942 teachers, resulting in a pupil ratio of 63.4:1;
- . 70.6 percent of the pupils are enrolled in grades 1-3, precisely those grades which the TEP targets;
- . The majority of the teachers are underqualified or unqualified, but TEP training is going ahead and can be expected to be particularly important for these teachers. It is important to note that the teachers are not being paid; some report that they have not been paid for the past two years;
- . In some schools, many teachers and pupils have come from outside Rwanda, especially from Uganda;

- . Many schools have little or no school furniture; the great majority of schools have no textbooks, exercise books, pencils, etc.;
- . A few schools completed the 1993-94 school year (eg., in Muvumba), with limited disruption; this is unlikely to be replicated in other prefectures, however;
- . A typical pattern of school organizations is as follows: Grades 1-3 have two shifts, a morning shift from 8:30-12:00 and an afternoon shift from 1:30-4:30; pupils in Grades 4-5 attend all day;
- . The language of instruction is Kinyarwanda; French lessons are offered in Grades 4-6, but some older children have more competence in English than in French;

While the director of the Printing Press in Kigali has given assurances about its capacity to meet orders for textbooks, the UNICEF/UNESCO education team is investigating the comparative costs and production capacities of other printers.

A meeting was held at the Bureau Pédagogique on 29 September with a group of curriculum specialists; work will begin shortly on reviewing and, if necessary, revising textbooks and teacher-guides for Grades 1-6 subjects in anticipation of the commencement of textbook production in a few weeks time.

A UNESCO consultant has arrived to conduct a study of the educational needs and aspirations of young persons, especially of post-primary school age.

Agencies/Countries responsible: BELGIUM/CANADA/UNESCO/  
UNICEF/UNDP

Officer in Charge: Nigel Fisher, UNICEF

6. Training of cadres and Administrative services:

The administrative cadres have been severely depleted and would need to be filled by newly trained personnel. A training school for administrative cadres would be necessary. Equipment (Computers, typewriters, telecoms, fax machines, data bank) need also to be repaired for use.

Agencies/Countries responsible: BELGIUM/OAU/JAPAN/EU/  
UNDP/UNICEF

Officer in Charge: Ahmed Rhazaoui, UNDP



8. Physical repair of Ministries:

Most of the Ministries have been physically damaged by mortars, shelling etc. They need to be repaired for use. Offices must also be equipped.

UNICEF has given formal notification that it will provide a "line of credit" to seven ministries with which it closely works for basic physical rehabilitation; Health; Primary and Secondary Education; Higher Education; Public Works; Energy and Water; Family and Women's Affairs; Social Affairs; and Reconstruction and Rehabilitation.

UNDP has provided five vehicles for the central ministries with which it collaborates -- Finance, Planning, Office of the Prime Minister, Rehabilitation and Reconstruction, and the Interior. This action demonstrated that other UN agencies are complementing UNICEF's planned support for other central ministries with whom it cooperates.

BRITCON-UNAMIR has repaired the bomb damage to the roof of the Minister of Public Works offices.

Agencies/Countries responsible:	US/Civilian contractor (all UN agencies should help their counterparts)
Officer in Charge:	CAO UNAMIR
Lead UN Agency:	Nigel Fisher, UNICEF

9. Restoration of Municipal Services:

Training of cadres and also provision of equipment (fire engines, cleaning vehicles, garbage collection, sewerage cleaning) would need to be provided.

Agencies/Countries responsible:	BELGIUM/JAPAN/EU/UNDP
Officer in Charge:	Ahmed Rhazaoui, UNDP

10. Repair of roads and bridges:

BRITCON has been repairing roads throughout Rwanda. Its primary engineering task, the construction of a bridge at Kituna, the boarder crossing from Rwanda to Uganda, has been completed. The current bridge is a temporary measure and a Baliey bridge should be procured if this vital supply route is to be maintained. BRITCON has also cleared the road between Byumba and Kituna, which had been littered with road blocks and landslides.

Agencies/Countries responsible: BRITCON/BRITAIN/UNDP

Officer in Charge: Ahmed Rhazaoui, UNDP

11. Transport:

Buses, taxis need to begin plying on the roads again between major towns.

Agencies/Countries responsible: JAPAN/EU/GERMANY

Officer in Charge: CAO UNAMIR



Kigali, 7 October 1994

*Ny 2000/1000*

Thank you for your kind letter and especially for the support which you have so generously offered to UNAMIR and, more importantly, to the people of Rwanda. I enjoyed spending time with you during your visit.

UNICEF has been doing tremendous work in Rwanda, and I extend my congratulations to you, to Nigel Fischer and to your organization. As you know, however, our work is far from finished.

Your offer of assistance, namely, the \$200,000 per month inter-agency emergency package, the special grants to partner ministries, the \$2,000,000 line of credit from the World Bank grant and the support of the UN radio are very much appreciated. Assistance to the Rwandan Government to promote its stability and credibility at this stage is critical, and your understanding of the urgency and your willingness to act rapidly is both commendable and appreciated.

As you know, UNAMIR now has its own radio, "Radio MINUAR", and our team has already conducted successful test broadcasts. We are optimistic that this radio will enable UNAMIR to explain its mandate, to encourage repatriation and to broadcast information on the humanitarian and development activities of UN agencies and NGO's. Your offer of UNICEF support in the area of programming is most welcome.

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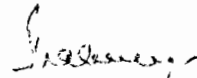
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New York, N.Y. 10017  
U.S.A.

I have instructed my officer in charge of the Rwanda Emergency Normalization Plan (RENP) to coordinate closely with Nigel and his team so that UNAMIR and UNICEF can work as a team and keep each other fully informed.

Thank you again for your cooperation and support of our efforts to bring peace and stability to Rwanda.

With warm regards.

Yours sincerely,



Shaharyar M. Khan  
Special Representative of the  
Secretary-General for Rwanda

Revised 23/09/94  
InternalRWANDA EMERGENCY NORMALIZATION PLAN (RENP)A. Immediate Measures (in the coming days)1. Grant/Soft Loan/Opening of Central Bank and Mint:

Rwanda needs liquid funds to start functioning i.e. pay salaries, essential imports, diplomatic missions etc. Unfortunately, this budgetary assistance has still not been secured.

2. Re-opening of hospitals and other priority health facilities:

Completed. Hospitals are open and functioning adequately. Urgent needs are being met. Long-term health projects which are less urgent can be pursued.

The location of hospitals and health care centres may be indicated to Colonel Yaache.

- a) The Australian medical contingent is operating the Central Hospital of Kigali in coordination with Samaritan's Purse, Italian Emergency and other NGO's. The Australian contingent has sent a treatment section to Butare University Hospital to set up a resuscitation and patient holding facility in support of UNAMIR troops. In addition, the Australians, in connection with Care Australia, will be providing medical teams to support humanitarian relief efforts in the area of Butare.
- b) The Canadian 2 Field Ambulance platoon that was working out of Ruhengeri Hospital is now in Mareru and is sending a medical section to Kora daily. (Médecins Sans Frontières has taken over operations at Ruhengeri Hospital.) The platoon is providing inpatient and outpatient facilities to returnees along the Ruhengeri to Gisenyi route. The remainder of Canadian Field Ambulance will redeploy to Canada by 15 October.
- c) The British Parachute Field Ambulance contingent remains in Gikongoro Prefecture with a field surgical team and a patient holding facility in Kitabi and a treatment facility at Kibeho. The unit is still sending mobile medical teams to displaced persons

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camps in the Gikongoro Prefecture on a daily basis. The two major camps receiving treatment are Camps 106 and 107 in the north of the prefecture.

- d) Médecins Sans Frontières is operating the King Faycal Hospital in Kigali.
- e) WHO, which recently received a \$1.5 million grant from The World Bank, plans to undertake the following:
  - Re-establishment of a nationwide epidemiological surveillance system;
  - HIV prevention through safe blood transfusion;
  - Resumption of the activities of the Central Pharmaceutical Office (OPHAR);
  - Assessment of health facilities and of health personnel available.
- f) UNHCR, which recently received a \$4 million grant from the World Bank:
  - is financing Norwegian People's Aid to rehabilitate and provide medical facilities in the Northeast and Southwest.
  - is funding African Humanitarian Action (AHA) to provide a medical facility at Tare.
  - is operating two dispensaries in the Kibungo Prefecture at Kabarondo and Rusumo.

Agencies/Countries responsible: AUSTRALIA/BRITAIN/  
CANADA/WHO/UNICEF/  
ICRC/MSF/MDM

UNAMIR Officer in Charge: Col. Yaache

Lead UN Agency: Nigel Fisher/UNICEF

3. Resumption of Rwanda's Representation in the UN Security Council:

Completed.

Rwanda's new Permanent Representative to the UN has been nominated. He presented his credentials to the Secretary-General on 26 August 1994. Rwanda has thus resumed its seat in the UN and in the UN Security Council. No further action.

.../...

**B. Measures To Be Achieved In The Coming Weeks:**

**I - Reopening of Airport/Restoration of Commercial Air Traffic:**

The re-opening of the airport has already been achieved thanks to logistic support given by USA and Canada. Commercial air traffic has been restored on a limited basis at the rate of one commercial international aircraft per week, along with five to ten small charter aircraft per day.

In order to fully restore commercial air traffic, the following urgent needs must be met:

- i. The airport must have civilian airtraffic controllers in the control towers. Several former Rwandese air traffic controllers have returned to their posts and are currently being supervised by the Canadian Air Traffic Control Unit. Ten UN Volunteers have been identified and will be arriving soon to replace the Canadians and to assist in the management and operation of the air tower pending the arrival and insertion of Rwandese staff. The UN Volunteers will serve two functions: in coordination with the Rwandese Airport Authority, UNV's will assist with air traffic control and provide training as needed to their Rwandese counterparts. The immigration unit has been established by the Rwandese Airport Authority and is fully functional, and the customs service has been established, but is not fully manned.
- ii. Two meteorological officers will be required.
- iii. The airport must have adequate fire-fighting equipment, trucks and personnel. Two of the Rwandese Airport Authority fire fighting vehicles are operational, but in poor repair. The third is in need of repair. These vehicles must be replaced in order to meet the minimum international safety standard for commercial air traffic.
- iv. Fuel Depot: The three major fuel tanks at the airport all sustained damage (holes) during the war. Two are operational but require repairs, and the third is unserviceable. The inability of the Kigali Airport to re-fuel aircraft is interfering with the routing and scheduling of international commercial aircraft.

.../...

- v. The UNAMIR 650 kva generator currently supplying power to the airport must be relocated to another site. Either the electricity needs to be permanently restored to Kigali or a replacement generator needs to be procured and installed urgently.
- vi. The glass in the air traffic control tower and in the terminal building needs to be replaced urgently. The terminal building is also in need of structural repairs.
- vii. Spare parts, especially for the air traffic control tower, and transportation for Rwandese technicians are lacking. Support in this regard must be provided immediately to Rwandese technicians if they are to successfully take over their duties.
- viii. The Rwandese airport staff must be paid. At present, the Government does not have funding to pay these salaries nor to buy essential spare parts. Budgetary assistance must be provided, at least in the short-term, to enable the Government to pay its staff so that the Rwandese Airport Authority will be able to take over the airport as soon as possible. UNDP's financing of UNV's and local staff is a positive contribution in this regard.

Cost:

- 1. UNDP is financing the UN Volunteer staff, who are paid at a rate of \$2,200 per month. UNDP will also be providing technical assistance with immigration and customs. The UNDP plans to approximate \$245,000 to finance ten UNV's and to pay local salaries.
- 2. The cost to finance fire emergency protective services: \$400,000.

Time Frame :

- 1. SABENA would like to expand its current operations to two flights per week beginning 1 November. The above-listed requirements must be met by this date.

Action To Be Taken:

- 1. Provide the \$400,000 for equipment and the \$200,000 to cover the technical personnel immediately.
- 2. Deploy the above-referenced ten trained UN Volunteers immediately.

.../...



3. Provide fire-fighting vehicles equipment and vehicles.
4. Repair fuel depots.
5. Provide spare parts and transportation support.
6. Provide budgetary support in order to pay Rwandese local staff.
7. Replace glass in airport control tower.
8. Repair electrical power grid or replace generator to supply electricity to airport urgently.

Countries/Agencies responsible:	UNDP/ICAO Canada - USA, Brown & Root
UNAMIR Officer in Charge follow up actions:	R. Lambo
Lead UN Agency/Officer in Charge:	Ahmed Rhazaoui, UNDP

## **II - Transport of Returnees and Displaced persons:**

This includes the establishment of transit depots which contain food, water and medical components. All agencies and NGO's are requested to inform UNREO/ Colonel Yaache of all transport available for returning refugees and displaced persons. This transport would then be requested to schedule return journey from specified pick-up points. All information regarding transit depots may also be conveyed to UNREO/Colonel Yaache.

The following transit depots have been established:

### **Medical Way Stations: Gisenyi to Ruhengeri Route:**

Location:	Manned by:
1. Gisenyi	German Doctors
2. Rubavu	MSF
3. Mutura (laiterie)	Canadian Field Ambulance
4. Kora	Concern Worldwide
5. Nkuli	AICF (Action Contre la Faim)
6. Mukingo	MSF
7. Ruhengeri	BRITCON assisted by ICRC doctors

UNHCR is providing biscuits and non-food items to several of the above way stations.

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**CARE/UNHCR Stations Gisenyi to Ruhengeri Route:**

1. Gisenyi
2. Nyundo
3. Mukamura
4. Apavapi
5. Mukingo
6. Ruhengeri

CARE is manning the stations which will provide: water, high protein biscuits, corn-soy blend and non-food items (blankets). WFP is also providing 10 days of rations, and UNHCR is providing seeds and tools. UNHCR is establishing transit centres in Ruhengeri and Butare, and transporting people from waystations to their homes. They are also providing non-food items such as blankets, mats, seed kits, agricultural tools and soap.

**Sector 4 Health Centres (The Former French Zone):**

Two displaced persons camps are being established in the Cyangugu Prefecture: the one at Mururu has a capacity of 30,000 and is being run by Médecins Sans Frontières (MSF). The second, at Cyimbogo, has the same capacity and is being run by Médecins du Monde (MDM).

Transit depots parallel to those established along the Gisenyi to Ruhengeri route will eventually be set up to facilitate the return of refugees from Bukavu.

**Agencies / Countries involved:** WFP/UNHCR/IOM/UNREO/USA

**UNAMIR Officer in Charge:**  
**Lead UN Agency:**

Col. Yaache,  
M r .  
Urasa, UNHCR

**III - Restoration of Power and Electricity:**

Assessments have been carried out by:

- a. Joint Task Force (US Forces) (JTF): 12 August
- b. Electrogaz (Rwanda): 9 August
- c. Ad Hoc Group: UNAMIR, UNICEF, JTF and ICRC 17 August

From these assessments, the following should be noted:

- a. The Gikondo transformer station in Kigali is badly damaged and requires extensive repairs.

.../...

- b. The Jabana transformer station near Kigali is in need of only minor repair, and has the near-term potential to provide limited power to the city.
- c. According to the Building Maintenance Systems (BMS)/Brown and Root assessment, the power lines from Cyangugu to Kigoma are intact and functioning.
- d. From Kigoma to Kilinda, there are several power lines down and in need of repair.
- e. From transformer station Gikondo in Kigali to the first bend on the line to Kigoma, all lines are down and in need of repair.
- f. All of the transformer stations that have been inspected are in good repair, however, at Kilinda, there are several lines disconnected and several fuses missing.

**Requirements: The following represent urgent requirements:**

1. Equipment: As a result of consultations between JTF-Bravo, a UNAMIR engineer, UNICEF and Electrogaz the following is required immediately:
  - three to five 5-ton trucks;
  - a line truck;
  - a bucket truck
  - electric cable
  - fuses
  - insulators

**Cost:**

In addition, Electrogaz, in their detailed assessment, proposed the following:

- Phase I: Immediate restoration; would require 27 generators of varying capacity at a total cost of 10.5 million FF or \$2.5 million USD.
- Phase II: Permanent restoration (Repairs to the Gikondo and Jabana stations and also to high, medium and low-tension lines using local Rwandan labor): \$2 million USD.

.../...



UNAMIR and ICRC are currently providing the city's ten substations with generators, however, there are several drawbacks to this short-term solution:

- high consumption of expensive diesel fuel;
- problem of transport of diesel fuel; and
- the problem of maintenance and repair of generators.

**Requirements:**

1. As was noted in the "Restoration of Electricity" report, it would be more cost-effective and time-efficient to repair Rwanda's power grid than to continue to purchase diesel and generators. In fact, as this report is written, the Gatsata power booster station is out of diesel fuel.
2. There are breaks in the water lines which must be repaired.

**Cost:**

1. Since the restoration of electricity will restore the water, the cost of \$2 million USD to repair the power grid will also restore the water.
2. The cost of repairing the water line breaks should be minimal.

**Time Frame:**

As was indicated in the "Restoration of Electricity" report, if funds, equipment and materials are made available immediately, electricity could be restored within six weeks. The restoration of water would immediately follow.

**Action To Be Taken:**

Provide \$2 million USD immediately to restore electricity. The restoration of water will follow immediately.

**Agencies/Countries responsible:** ICRC/UNICEF/USA/  
AUSTRIA/BROWN AND ROOT

**Officers in Charge:** Arturo Hein, UNDP  
Ahmed Rhazaoui, UNDP

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V - Radio:

- i. **Radio Rwanda:** Radio Rwanda has been strengthened to reach Cyangugu, Zaire and portions of Burundi. The Canadian Signals Squadron and Deutsche Welle are both working to boost the radio. Currently, Radio Rwanda's FM capability covers two-thirds of the country. There is a repeater on Mt. Jari which transmits up to the repeater in the region of Ruhengeri, down south to Butare and west to Mt. Karongi. Mt. Karongi's signal reaches Cyangugu, and the FM repeater station, Kinanira, in Cyangugu, repeats the signal into Zaire and Burundi. Currently, the Kinanira repeater station in Cyangugu is transmitting at 50 watts, one-sixth of its normal power. The Rwandese Government has requested UNAMIR, therefore, to repair the generator and to transport diesel fuel in order to restore the station to its full capability.
- ii. It is also essential for UNAMIR to have its own independent radio to assist UNAMIR in explaining its mandate, encouraging the return of refugees and displaced persons and in disseminating humanitarian information.

Requirements:

Our consultations indicate that the requirements are as follows:

1. The purchase of five 2 kw tuneable FM transmitters each housed in standard 10 foot ISO containers along with antenna systems, diesel generators and fuel storage;
2. A broadcast studio with minimal standard equipment;
3. A program distribution system;
4. Other supplies (tape stock, audio cartridges, cable);
5. UNAMIR feels that it can recruit sufficient local staff to work under its editorial control.

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**Cost: Preliminary Estimates**

1. Item 1 above: \$60,000-\$80,000 each
  2. Item 2 above: \$25,000-\$50,000
  3. Item 3 above: \$50,000-\$100,000
  4. Item 4 above: \$15,000-\$25,000
- Total: \$600,000

**Time Frame:**

Preliminary information from contractors who were involved in UNPROFOR and UNTAC radio projects indicates that the project could be operational 4-6 weeks from the date the contract is awarded.

**Action To Be Taken:**

Request donor country to donate the above-listed equipment; or explore possibility of having donor countries contribute funds for a UNAMIR radio station.

Agencies/Countries responsible: Mr. Nick Harman,  
Communications  
Consultant, UNAMIR/  
Mr. Jeffrey Hayman,  
Consultant  
CANADIAN SIGNALS  
SQUADRON, UNAMIR,  
DEUTSCHE WELLE,  
BRITAIN, UNDP

Officer in Charge: Mr. Nick Harman,  
Communications  
Consultant  
Mr. Jeffrey Heyman,  
Communications  
Consultant

.../...

#### **VI - Telecommunications:**

Local service: Service in Kigali has been restored to most of the downtown (western) area (exchange "7"), however, service has not yet been restored to the eastern portion (exchange "8"). The substation at Kimihura is powered by a generator, however, it is believed that there is a cable break. The Canadian Signals Squadron is working to repair this break and to restore local service. In addition, ALCATEL, the firm which installed the original equipment, repaired the link between the exchange main processor and the billing computer for transfer of billing information. Rwandatel now has billing capability.

International Service: According to the Canadian Signals Squadron, 28 of the 49 circuits of the satellite earth station at Nyanza's have been restored. There is, however, a need for some cable to connect the equipment to the satellite dish (cost of approximately \$2000). Currently, the portion of the city in exchange "7" has international calling capability. When the remaining circuits of the Nyanza station are repaired, the eastern portion (exchange "8") will have international calling capacity, as well.

<b>Agencies/Countries responsible:</b>	<b>ALCATEL-GERMANY, CANADIAN SIG SQDRN/ GERMANY/AUSTRIA/UNDP</b>
<b>Officer in Charge:</b>	<b>Thad Anglin UNAMIR/ Major Rutherford, CANSIG</b>
<b>Lead UN Agency:</b>	<b>Ahmed Rhazaoui, UNDP</b>

#### **VII - De-mining:**

De-mining requires immediate attention. Mine awareness training is urgently needed for all people living in Rwanda. Currently, only four Canadian military personnel are disposing of mines and munitions in Rwanda.

Currently, King Faycal Hospital reports an average of two civilian casualties per day in Kigali. Most of these cases are a result of children stepping on anti-personnel mines while at play.

A Mine Action Headquarters has been set up in HQ UNAMIR with a mine intelligence cell, and the UN De-mining Expert has drawn up a preliminary plan in which a civilian contractor would train 150 Rwandan mine clearers and 30 explosive ordnance disposal (EOD) assistants over a period of one year. The mine clearance in Rwanda would then eventually be handed over to the Rwandan Government.

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**Requirements:**

Please refer to Brigadier (Retd) Blagden's Mine Clearance Plan of 17 August 1994.

**Cost:**

\$4.3 million USD total, broken down as follows:

- a. \$.2 million for the main and mine dog contracts;
- b. \$.25 million for manpower;
- c. \$.02 million for rental;
- d. \$2.03 million for equipment and running costs.

**Time Frame:**

During the first year, the plan envisages mine clearance by the contractor, incorporating the training of the 150 Rwandans. Once the contract has been awarded, and the trainers are on the ground, the training of the 150 Rwandans could be completed within one year.

**Action To Be Taken:**

- 1. Provide funding and award contract to civilian contractor as soon as possible.
- 2. Secure the approval and clearance of the Rwandan Government to proceed with the plan.

Agencies/Countries responsible:      UK Civilian Contractor/  
UN de-mining unit

Officer in Charge:                      General Blagden, DPKO  
Capt. Hurlston, BRITCON

**C. Measures to be achieved in the coming months**

**1. Harvest/Supply of Agricultural Inputs:**

UNHCR is currently distributing seed kits and agricultural tools to displaced persons returning from Zaire along the Gisenyi to Ruhengeri route.

Agencies/Countries responsible:      WFP/FAO/UNICEF/UNHCR/  
UNDP

Officer in Charge:                      Ahmed Rhazaoui, UNDP  
Mr. Gascon, FAO

.../...

**2. Training of police force - gendarmerie:**

UNCIVPOL has completed the Theoretical Phase of the training of 103 Rwandese gendarmes. The one-week Practical Phase, which will take place next week, will complete the training, and the gendarmes will then be ready for duty. The Rwandese Chief of Staff of the Gendarmerie has made a request to the UNAMIR CIVPOL Commissioner that UNAMIR train an additional 6,000 gendarmes. The CIVPOL Commissioner asked that the Government make a formal written request to the United Nations.

Agencies/Countries responsible:      UNCIVPOL/BELGIUM/  
JAPAN/EUROPEAN UNION

Officer in Charge:                      Col. Diarra, UNAMIR

**3. Prison systems:**

A prison system along with a prisons service needs to be built up for Rwanda.

Agencies/Countries responsible:      BELGIUM/EU/GERMANY

Officer in Charge:                      Col. Diarra, UNAMIR

**4. Re-opening of schools:**

i) For primary and secondary schools teachers are immediately required. They need books and scholastic equipment. A teachers training school would also need to be opened.

ii) The University would also need to be opened with adequate staff.

Agencies/Countries responsible:      BELGIUM/CANADA/UNESCO/  
UNICEF/UNDP

Officer in Charge:                      Nigel Fisher, UNICEF

UNICEF and UNESCO have a joint program. UNICEF is also providing funds to UNESCO.

.../...

5. Training of cadres and Administrative services:

The administrative cadres have been severely depleted and would need to be filled by newly trained personnel. A training school for administrative cadres would be necessary. Equipment (Computers, typewriters, telecoms, fax machines, data bank) need also to be repaired for use.

Agencies/Countries responsible: BELGIUM/OAU/AFRICA/  
JAPAN/EU/UNDP/UNICEF

Officer in Charge: Ahmed Rhazaoui, UNDP

6. Physical repair of Ministries:

Most of the Ministries have been physically damaged by mortars, shelling etc. They need to be repaired for use. Offices must also be equipped.

Agencies/Countries responsible: US/Civilian contractor  
(all UN agencies should  
help their  
counterparts)

Officer in Charge: CAO UNAMIR

Lead UN Agency: Nigel Fisher, UNICEF

7. Restoration of Municipal Services:

Training of cadres and also provision of equipment (fire engines, cleaning vehicles, garbage collection, sewerage cleaning) would need to be provided.

Agencies/Countries responsible: BELGIUM/JAPAN/EU/UNDP

Officer in Charge: Ahmed Rhazaoui, UNDP

8. Repair of roads and bridges:

Several bridges and roads require early repair.

Agencies/Countries responsible: USA/CANADA/BRITAIN/UNDP

Officer in Charge: Ahmed Rhazaoui, UNDP

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9. **Transport:**

Buses, taxis need to begin plying on the roads again between major towns.

Agencies/Countries responsible: JAPAN/EU/GERMANY

Officer in Charge: CAO UNAMIR

Revised 31/8/94  
Internal

RWANDA EMERGENCY NORMALIZATION PLAN (REN P)

A. Immediate Measures (in the coming days)

1. Grant/Soft Loan/Opening of Central Bank and Mint

Rwanda needs liquid funds to start functioning i.e. pay salaries, essential imports, diplomatic missions etc. The World Bank/IMF will hold their next board meeting on 30 August. It is hoped that, at this meeting, it will decide to extend the Rwandan Government a loan of \$20 million.

2. Re-opening of hospitals and other health facilities.

The location of hospitals and health care centres may be indicated to Colonel Yaache.

- a) The Australian medical contingent is operating the Central Hospital of Kigali in coordination with Samaritan's Purse and Emergency and other NGO's. The Australian contingent has sent a treatment section to Butare University Hospital to set up a resuscitation and patient holding facility in support of UNAMIR troops. In addition, the Australians, in connection with Care Australia, will be providing medical teams to support humanitarian relief efforts in the area of Butare and also treatment facilities for the Ethiopian Battalion in Cyangugu.
- b) The British medical contingent had been operating the hospital in Ruhengeri, however, the Canadian Field Ambulance has sent a team to take over the hospital. The Canadian team will be maintaining the outpatient and inpatient services already in place.
- c) The British Parachute Field Ambulance contingent has established a medical facility in Gikongoro Prefecture with a field surgical team and a patient holding facility in Kitabi and a treatment facility at Kibeho. The British contingent is sending mobile medical teams to displaced persons camps in the Gikongoro Prefecture on a daily basis.
- d) Mediciens Sans Frontieres is operating the King Faycal Hospital in Kigali.
- e) WHO is planning to set up health stations between the following towns:

.../...

Kigali and Kabale, Kigali and Ngara, Kigali and Bujumbura, Kigali and Goma and Kigali and Bukavu.

WHO has deployed an epidemiologist to collect data in the area between Kigali and Gikongoro to assess the spread of cholera and also to assess the state of health facilities.

Agencies/Countries responsible: AUSTRALIA/BRITAIN/  
CANADA/WHO/ICRC/MSF  
MDM

Officer in Charge: Col. Yaache

3. Resumption of Rwanda's Representation in the UN Security Council.

Rwanda's new Permanent Representative to the UN has been nominated. He presented his credentials to the Secretary-General on 26 August 1994. Rwanda will thus resume its seat in the UN and in the UN Security Council. In addition, it will shortly take its turn as President of the Security Council.

B. Measures To Be Achieved In The Coming Weeks:

I - Reopening of Airport/Restoration of Commercial Air Traffic.

The re-opening of the airport has already been achieved thanks to logistic support given by USA and Canada. In order to restore commercial air traffic, the urgent requirements now are as follows:

- i. The airport must have civilian airtraffic controllers in the control towers. Five air traffic controllers would be required.
- ii. Two meteorological officers would be required.
- iii. The airport must have adequate fire-fighting equipment, trucks and personnel. Eight fire fighting officers would be required.

The personnel for each of these areas could be recruited from UN Volunteers. These UN Volunteers are paid at a rate of \$2,200 per month.

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Cost

1. The cost to finance technical personnel: \$200,000.00
2. The cost to finance fire emergency protective services: \$1.9 million.

Time Frame

1. SABENA would like to begin using Kigali airport on 2 or 3 September. The above-listed requirements must be met by this date.
2. The UN Volunteers are already trained, and would be tasked to work with the newly-appointed Rwandan Airport Director and Commandant to train their Rwandan counterparts. They would also assist in the establishment of customs and immigration services. The airport will eventually be handed over to trained Rwandan personnel.

Action To Be Taken:

1. Provide the \$1.9 million for equipment and the \$200,000 to cover the technical personnel immediately.
2. Deploy the above-referenced fifteen trained UN Volunteers immediately.

Countries/Agencies responsible: Canada - USA,  
Brown & Root,  
UNDP/ICAO

Officer in Charge follow up actions: R. Lambo, UNAMIR/  
Arturo Hein/UNREO

II - Transport of Returnees and Displaced persons.

This includes the establishment of transit depots which contain food, water and medical components. All agencies and NGO's are requested to inform UNREO/ Colonel Yaache of all transport available for returning refugees and displaced persons. This transport would then be requested to schedule return journey from specified pick-up points. All information regarding transit depots may also be conveyed to UNREO/Colonel Yaache.

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The following transit depots have been established:

Medical Way Stations: Gisenyi to Ruhengeri Route:

Location:	Manned by:
1. Gisenyi	GE Doctors
2. Rubavu	MSF
3. Mutura (laiterie)	Canadian Field Ambulance
4. Kora	Concern Worldwide
5. Nkuli	AICF (Action Contre la Faim)
6. Mukingo	MSF
7. Ruhengeri	BRITCON assisted by ICRC doctors

CARE/UNHCR Stations Gisenyi to Ruhengeri Route

1. Gisenyi
2. Nyundo
3. Mukamura
4. Apavapi
5. Mukingo
6. Ruhengeri

CARE is manning the stations which will provide: water, high protein biscuits, corn-soy blend and non-food items (blankets). WFP is also providing 10 days of rations, and UNHCR is providing seeds and tools. UNHCR is transporting people from the waystations to their homes. They are also providing non-food items such as blankets, mats, seed kits, agricultural tools and soap.

Sector 4 Health Centres (The Former French Zone)

Two displaced persons camps are being established in the Cyangugu Prefecture: the one at Mururu has a capacity of 30,000 and is being run by Medecins Sans Frontieres (MSF). The second, at Cyimbogo, has the same capacity and is being run by Medecins du Monde (MDM).

Transit depots parallel to those established along the Gisenyi to Ruhengeri route will eventually be set up to facilitate the return of refugees from Bukavu.

Agencies / Countries involved:	WFP/UNHCR/IOM/USA
Officer in Charge:	Col. Yaache, UNAMIR, Mr. Urasa, UNHCR

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**III - Restoration of Power and Electricity.**

Assessments have been carried out by:

- a. Joint Task Force (US Forces) (JTF): 12 August
- b. Electrogaz (Rwanda): 9 August
- c. Ad Hoc Group: UNAMIR, UNICEF, JTF and ICRC 17 August

From these assessments, the following should be noted:

- a. The Gikondo transformer station in Kigali is badly damaged and requires extensive repairs.
- b. The Jabana transformer station near Kigali is in need of only minor repair, and has the near-term potential to provide limited power to the city.
- c. According to the Building Maintenance Systems (BMS)/Brown and Root assessment, the power lines from Cyangugu to Kigoma are intact and functioning.
- d. From Kigoma to Kilinda, there are several power lines down and in need of repair.
- e. From transformer station Gikondo in Kigali to the first bend on the line to Kigoma, all lines are down and in need of repair.
- f. All of the transformer stations that have been inspected are in good repair, however, at Kilinda, there are several lines disconnected and several fuses missing.

**Requirements: The following represent urgent requirements:**

1. **Equipment:** As a result of consultations between JTF-Bravo, a UNAMIR engineer, UNICEF and Electrogaz the following is required immediately:
  - three to five 5-ton trucks;
  - a line truck;
  - a bucket truck
  - electric cable
  - fuses
  - insulators

.../...

**Cost:**

In addition, Electrogaz, in their detailed assessment, proposed the following:

Phase I: Immediate restoration; would require 27 generators of varying capacity at a total cost of 10.5 million FF or \$2.5 million USD.

Phase II: Permanent restoration (Repairs to the Gikondo and Jabana stations and also to high, medium and low-tension lines using local Rwandan labor): \$2 million USD.

**Time Frame:**

According to discussions with Brown and Root and with JTF, once the above-listed funding is available, along with equipment and materials, it is estimated that the electricity in Rwanda could be restored on a permanent basis within six weeks.

**Action To Be Taken :**

As a result of consultations with JTF and Brown and Root, the following is recommended:

1. Phase II proposed by Electrogaz is more cost effective and time efficient. If \$2 million USD is made available immediately to repair the power grid, the purchase of 27 generators for the short-term would be unnecessary. In the time that it would take to procure and install the 27 proposed generators, the permanent repairs to the power grid could be completed.
2. The manpower (local and international) is already on the ground. Every effort should be made to provide the \$2 million USD as soon as possible and to procure the necessary equipment and materials.

Agencies/Countries responsible: USA/Brown & Root,  
Deutsche Welle

Officer in Charge: Col. Yaache

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### III - Repair of Water Supply.

**Background:** The city water plant is operational and is producing adequate water for the city. Water is now pumped to most of the districts of Kigali, but power to the district's pumps must still be provided in order to pump the water to storage tanks for further distribution around the city. UNAMIR Communications Section, generator unit, has repaired two of the three 837 kva generators at the Gatsata power booster station to date, and they are providing power to the main city water plant at Kimisagara. The Kimisagara water plant pumps the water to the city's ten substations, which, currently with the use of generators, pump the water up to reservoirs on top of Kigali's hills. UNICEF, UNAMIR and ICRC are currently providing the city's ten substations with generators, however, there are several drawbacks to this short-term solution:

- high consumption of expensive diesel fuel;
- problem of transport of diesel fuel; and
- the problem of maintenance and repair of generators.

#### Requirements

1. As was noted in the "Restoration of Electricity" report, it would be more cost-effective and time-efficient to repair Rwanda's power grid than to continue to purchase diesel and generators. In fact, as this report is written, the Gatsata power booster station is out of diesel fuel.
2. There are breaks in the water lines which must be repaired.

#### Cost:

1. Since the restoration of electricity will restore the water, the cost of \$2 million USD to repair the power grid will also restore the water.
2. The cost of repairing the water line breaks should be minimal.

**Time Frame:** As was indicated in the "Restoration of Electricity" report, if funds, equipment and materials are made available immediately, electricity could be restored within six weeks. The restoration of water would immediately follow.

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**Action To Be Taken**

Provide \$2 million USD immediately to restore electricity.  
The restoration of water will follow immediately.

Agencies/Countries responsible: ICRC/UNICEF/USA/  
AUSTRIA/BROWN AND ROOT

Officer in Charge: Arturo Hein, UNREO

**V - Radio.**

- i. **Radio Rwanda:** Radio Rwanda needs to be strengthened in order to reach camps in Zaire, Tanzania and Burundi. It is essential that Radio Rwanda reach the entire country. The Canadian Signals Squadron and Deutsche Welle are both working to boost the radio. Currently, Radio Rwanda's FM capability covers two-thirds of the country. There is a repeater on Mt. Jari which transmits up the repeater in the region of Ruhengeri, down south to Butare and west to Mt. Karongi. Mt. Karongi's power was restored yesterday, and the Rwandan officials believe that Mt. Karongi now permits Radio Rwanda to reach Cyangugu. The FM repeater station, Kinanira, in Cyangugu, was looted, and will require replacement parts which the Rwandans believe they can get from Mt. Karongi. The Rwandan Government may require UNAMIR assistance for the transport of equipment from Mt. Karongi to Cyangugu.
- ii. It is also essential for UNAMIR to have its own independent radio to assist UNAMIR in explaining its mandate, encouraging the return of refugees and displaced persons and in disseminating humanitarian information.

**Requirements:** Our consultations indicate that the requirements are as follows:

1. The purchase of five 2 kw tuneable FM transmitters each housed in standard 10 foot ISO containers along with antenna systems, diesel generators and fuel storage;
2. A broadcast studio with minimal standard equipment;
3. A program distribution system;
4. Other supplies (tape stock, audio cartridges, cable)
5. UNAMIR feels that it can recruit sufficient local staff to work under its editorial control.

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Cost: Preliminary Estimates

1. Item 1 above: \$60,000-\$80,000 each
2. Item 2 above: \$25,000-\$50,000
3. Item 3 above: \$50,000-\$100,000
4. Item 4 above: \$15,000-\$25,000

Total: \$600,000

Time Frame:

Preliminary information from contractors who were involved in UNPROFOR and UNTAC radio projects indicates that the project could be operational 4-6 weeks from the date the contract is awarded.

Action To Be Taken:

Request donor country to donate the above-listed equipment; or explore possibility of having donor countries contribute funds for a UNAMIR radio station.

Agencies/Countries responsible: Mr. Nick Harman,  
Communications  
Consultant, UNAMIR/  
Mr. Jeffrey Hayman,  
Consultant  
CANADIAN SIGNALS  
SQUADRON, UNAMIR,  
DEUTSCHE WELLE, /  
BRITAIN, UNDP

Officer in Charge: Arturo Hein, UNREO,  
Mr. Nick Harman,  
Communications  
Consultant

VI - Telecommunications.

Local service: Local service has been restored to most of the downtown area. The substation at Kimihura is powered by a generator, however, it is believed that there is a cable break. The Canadian Signals Squadron is working to repair this break and to restore local service. In addition, the local telephone service lacks the link between the exchange main processor and the billing computer for transfer of billing information. UNAMIR has

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contacted ALCATEL, the firm which installed the original equipment, to request that they come to Kigali to repair the link.

**International Service:** According to the Canadian Signals Squadron, the satellite earth station at Nyanza's power has been restored. There is, however, a need for some cable to connect the equipment to the satellite dish (cost of approximately \$500.00). CANSIG expects to receive this cable from Germany, possibly by tomorrow. The repair of this Nyanza station will give the city of Kigali international calling capability.

**Agencies/Countries responsible:** ALCATEL-GERMANY,  
CANADIAN SIG SQDRN/  
GERMANY/AUSTRIA/UNDP

**Officer in Charge:** Thad Anglin UNAMIR/  
Major Rutherford,  
CANSIG

#### VII - De-mining.

De-mining requires immediate attention. Mine awareness training is urgently needed for all people living in Rwanda. Currently, only four Canadian military personnel are disposing of mines and munitions in Rwanda.

Currently, King Faycal Hospital reports an average of two civilian casualties per day in Kigali. Most of these cases are a result of children stepping on anti-personnel mines while at play.

A Mine Action Headquarters has been set up in HQ UNAMIR with a mine intelligence cell, and the UN De-mining Expert has drawn up a preliminary plan in which a civilian contractor would train 150 Rwandan mine clearers and 30 explosive ordnance disposal (EOD) assistants over a period of one year. The mine clearance in Rwanda would then eventually be handed over to the Rwandan Government.

#### Requirements:

Please refer to Brigadier (Retd) Blagden's Mine Clearance Plan of 17 August 1994.

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Cost:

1. \$4.3 million USD total, broken down as follows:
  - a. \$2 million USD for the main and mine dog contracts;
  - b. \$.25 million for manpower;
  - c. \$.02 million for rental;
  - d. \$2.03 million for equipment and running costs.

Time Frame:

During the first year, the plan envisages mine clearance by the contractor, incorporating the training of the 150 Rwandans. Once the contract has been awarded, and the trainers are on the ground, the training of the 150 Rwandans could be completed within one year.

Action To Be Taken:

1. Provide funding and award contract to civilian contractor as soon as possible.
2. Secure the approval and clearance of the Rwandan Government to proceed with the plan.

Agencies/Countries responsible: UK Civilian Contractor/  
UN de-mining unit

Officer in Charge: General Blagden, DPKO  
Capt. Hurlston, BRITCON

**C. MEASURES TO BE ACHIEVED IN THE COMING MONTHS**

**1) Harvest/Supply of Agricultural Inputs.**

UNHCR is currently distributing seed kits and agricultural tools to displaced persons returning from Zaire along the Gisenyi to Ruhengeri route.

Agencies/Countries responsible: WFP/FAO/UNICEF/UNHCR/  
UNDP

Officer in Charge: Arturo Hein, UNPRO/  
Mr. Gascon, FAO

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2) Training of police force - gendarmerie.

UNCIVPOL has made a beginning in training a police force. A fully equipped police force needs to be trained to implement law and order. Police equipment needs also to be provided for the police force/gendarmerie.

Agencies/Countries responsible:      UNCIVPOL/BELGIUM/  
JAPAN/EUROPEAN UNION

Officer in Charge:                      Col. Diarra, UNAMIR

Colonel Diarra has drafted a plan that calls for the immediate training of 100 gendarmes in Kigali. The training is currently in progress. The second phase involves the formation of a National Gendarmerie. He is arranging a meeting with the Ministers of Defense, Justice and Interior in order to collect specific information regarding their needs.

3) Prison systems.

A prison system along with a prisons service needs to be built up for Rwanda.

Agencies/Countries responsible:      BELGIUM/EU/GERMANY

Officer in Charge:                      Col. Diarra, UNAMIR

4) Re-opening of schools.

i) For primary and secondary schools teachers are immediately required. They need books and scholastic equipment. A teachers training school would also need to be opened.

ii) The University would also need to be opened with adequate staff.

Agencies/Countries responsible:      BELGIUM/CANADA/UNESCO/  
UNICEF/UNDP

Officer in Charge:                      Arturo Hein, UNDP

UNICEF and UNESCO have a joint program. UNICEF is also providing funds to UNESCO.

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5) Training of cadres and Administrative services.

The administrative cadres have been severely depleted and would need to be filled by newly trained personnel. A training school for administrative cadres would be necessary. Equipment (Computers, typewriters, telecoms, fax machines, data bank) need also to be repaired for use.

Agencies/Countries responsible: BELGIUM/OAU/AFRICA/  
JAPAN/EU/UNDP/UNICEF

Officer in Charge: Arturo Hein/  
Assadi Ahmadi, UNDP

6) Physical repair of Ministries.

Most of the Ministries have been physically damaged by mortars, shelling etc. They need to be repaired for use. Offices must also be equipped.

Agencies/Countries responsible: US/Civilian contractor  
(all UN agencies should help their counterparts)

Officer in Charge: CAO UNAMIR

7) Restoration of Municipal Services.

Training of cadres as also provision of equipment (fire engines, cleaning vehicles, garbage collection, sewerage cleaning) would need to be provided.

Agencies/Countries responsible: BELGIUM/JAPAN/EU/UNDP

Officer in Charge: Arturo Hein/  
Assadi Ahmadi, UNDP

8) Repair of roads and bridges.

Several bridges and roads require early repair.

Agencies/Countries responsible: USA/CANADA/BRITAIN/UNDP

Officer in Charge: Arturo Hein, UNDP

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9) **Transport.**

Buses, taxis need to begin plying on the roads again between major towns.

Agencies/Countries responsible: JAPAN/EU/GERMANY

Officer in Charge: CAO UNAMIR