

UNAMIR

COMMUNAL POLICE

1-15 JULY 1995

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**United Nations Development Programme
Programme Proposal**

Project Title: Rwandan Communal Police Training Programme (Phase I)
Project Number: RWA/95/009
Country: Rwanda
Starting date: 1 July 1995
Duration: Nine months
Budget: US\$ 374,149 +
Executing Agency: Ministry of Interior and Communal Development
Cooperating agencies: UNAMIR/CIVPOL, UNDP, WHO, WFP

Project Summary

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

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

Minister of Planning

Date

Minister of Interior

Date

UNDP

Date

Background and Justification

The Police Force in Rwanda is composed of the Communal Police and the National Gendarmerie. As opposed to the Gendarmerie who have National jurisdiction and fall under the Ministry of Defense, the Communal Police are unarmed and under the supervision of the Bourgmestres who are accountable to the Ministry of Interior.

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

Today in Rwanda the lack of police in the communes gives returning refugees and displaced persons little confidence in the law enforcement system. Under the current situation the role of law enforcement is assumed by the military who have neither the training nor the capacity as law enforcement officers. This in turn deters further repatriation from the camps outside the country. It is essential to create a credible and impartial police force which will instill a sense of security in the communes, contribute to the reconciliation process and also assist in the delivery of humanitarian aid.

Today the Government, through the Ministry of Internal Affairs and Communal Development, has established a site for a national school of Communal Police training with a view of giving the new policemen proper training and a national outlook. Repairs and equipment for the site are required to render the school operational. A curriculum has been written in conjunction with the Ministry of Interior and the first 1000 cadets are ready to begin the course. Due to budgetary constraints however, the programme at present is at a standstill.

500

Objectives

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

1. Commence the training of the 500 already identified candidates and prepare for the subsequent training of two additional groups of 500 police officers.
2. Train Rwandan police in the use of police equipment and in the proper discharge of their duties.

Establishment of Rwandan Police Force

Gishari, 50 kms from Kigali and located in Kibungo Prefecture, has been identified for the site of the Communal Police training centre. Repairs and equipment are required to render the school operational. The Rwandan Government has appointed a Commandant who will work with the Director of Studies from UNAMIR. For management of the school and supervision of examinations a board will be established comprising of representative of the implementing bodies and the

Rwandan Government. On completion of their training, cadets will be deployed immediately throughout the communes with a force of at least 5 officers in each of the 145 communes initially identified.

Training of Rwanda Police Personnel

The training curriculum has been devised by the Ministry of Interior and the UNAMIR CIVPOL. The course is three months long and includes 8 weeks of theory, 1 week of practical training, 1 week of revision and two weeks of examination. Training will be in French, English, Kinyarwanda and Swahili with UNAMIR providing translators.

OUTPUT

The training of 1,500 Communal Police giving each Commune a minimum of 5 policemen.

Immediate needs

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

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

Description of Activities

- a) Rehabilitation of buildings and necessary infrastructure at existing site
- b) Construction of 1 library, classrooms and dormitories for 500 men
- c) Identification and recruitment of trainers, police training candidates and support staff
- d) Training of 1,500 men in three separate groups of 500 with each receiving three months of instruction in the maintenance of the law and order. The following topics will be covered:
 - 1. Implementing law enforcement techniques
 - 2. Guarding sensitive areas
 - 3. Receiving complaints and depositions
 - 4. Filing Police reports
 - 5. Carrying out administrative police missions
 - 6. Searching and utilizing intelligence related to public order and security.

Inputs

a) The site at Gishari has four buildings already available but which need cleaning, improvements and a variety of materials to serve their new functions. It is planned to use these buildings for:

Administrative offices
Housing for trainers and other necessary personnel
Kitchen and possibly dining facilities
Storage rooms
Dispensary

It is expected that these facilities will need the following (although some of these might already be available on site)

Cleaning and repair materials
Utilities (water, electricity, waste disposal)
Office furniture and supplies for school administration
Sleeping space and Bedding for personnel
Food storage, kitchen and dining materials
Food for 500 cadets and 25 trainers and possible support staff for 9 months
Basic first aid supplies

b) Materials, labor and preparation of grounds to build necessary classrooms, library/study rooms, assembly area for 500 students and dormitories which are expected to include:

Concrete or other type of floor on which to build educational and dormitory facilities

Metal sheeting for walls and roofing of educational and dormitory buildings
(6 classrooms to hold 100 students each and dormitories with 50 men in each section were envisioned)

Electrical wiring, fixtures and lightbulbs for above facilities

Desks for 25 trainers and 500 students

Blackboards, chalk and erasers

Library and study room materials such as tables, chairs, shelves and reference materials

c) Materials and personnel needed to identify and recruit Rwandan trainers, support staff and police training candidates



d) Salaries for 15 Rwandan Trainers and 11 support staff for 9 months, text books, sample police forms, basic school supplies

Contributions in kind:

Food	WFP
First aid/Medicines	WHO
Personnel 20 Trainers	UNAMIR
Transportation 3 Trucks (1 pickup, 1 lorry and 1 with tank for water)	UNAMIR in uniform
Equipment	UNAMIR
Utilities Generator (Water/electricity)	UNAMIR

1 commission a form for law

Prices were obtained based on \$1 = 280 RWF

Immediate requirements			
Item	Quantity	Provided by	Cost USD
Personnel: trainers Local staff Secretary/ translators	10 UNAMIR trainers <i>15</i> 15 Rwandan trainers 10 Support staff 1 Professional Secretary <i>9</i>		11 support staff @ 15,000 FRW/month x 9 months = \$5,303.43
Training School/Repairs	General repairs including latrines and showers		4,000
Furniture	250 two seater desks and 6 blackboards		250 desks @ \$70 17,500 6 BlkBrds @ \$79 474
Equipment	3 typewriters 2 computers 2 photocopy machines		14,150
Supplies	14,000 notebooks 60 pkts. pens 50 pkts pencils 20 staplers 100 boxes staples 100 boxes paper clips 20 boxes of scotch tape 15 boxes glue 10 rulers 15 baskets		13,200
Food	Rations	WFP	
Cooking Pots	27		800
Water containers	20		800
Plates	1027 <i>See attached</i>		5,135
Cups	1027		3,100
Jerrican	200		200

Beds	514 beds @ \$75		38,550
mattresses	514 mattresses @		20,560
Blankets	\$40		10,280
Sheets	514 blankets @ \$20		+ 8,100
	514 sets of sheets		77,490
	@ 15		
First aid supplies	1027 men for 3 months	WHO	
Generator	1	UNAMIR/CIVPOL	
Water Tank	1	UNAMIR/CIVPOL	
Transportation	2 trucks - (1 from UNAMIR, 1 purchased for project) 2 pick-ups (same condition)		Pickup 20,000 Lorry + 30,000 50,000
Fuel for vehicles	40 liters X 300 days (Fuel for other 2 vehicles supplied by UNAMIR)		19,000
Vehicle maintenance			
Classrooms	6 @ \$3,675		22,050
Dormitories	10 @ \$5,441		54,410
Library	1 @ \$ 3,418		3,418
Library furniture (for study area) and books/materials			7,000
Assembly area	1 @ \$ 5,078		5,078
Fuel Wood			10,526
Shoe polish tins	150		2,000
Hoes	150		600
Pickaxes	50		200
Basins	450		2,300
Scissors	60		300
Razor blades	1,200		700

Fig. 2

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Slashers	100		400
Padlocks	15		200
Charcoal flat-iron	150		600
Machete	150		500
Soap	6,162 pcs		3,750
TOTAL			319,530

Still to be added to budget: Vehicle maintenance costs, Salaries for Rwandan Trainers, Paper for copiers, miscellaneous items not considered

Need to confirm that WFP will provide food and that WHO will provide First aid supplies

UNITED NATIONS DEVELOPMENT PROGRAMME

Title: Strengthening the National Gendarmerie
of Rwanda

Number: RWA/95/B16/A/6Y/99

Duration: 6 Months

Starting Date: July 15, 1995

Sector: Security Activities

Executing Agency: Ministry of Defense

Cooperating Agencies: UNAMIR, WHO

Project Budget: US\$ 350,000

Source of Funds: UN Trust Fund

Summary

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

Minister of Defense
Major-General Paul Kagame

Date

Minister of Planning
Mr. Jean Berchmans Birara

Date

Assistant Administrator, UNDP
Ms. Ellen Johnson Sirleaf

Date

UNAMIR
Ambassador Khan SRSG

Date

Background and Justification

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

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

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

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

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

Development Objectives

The long term objective of the project is the restoration of order and security throughout the country by establishing a professional and impartial Gendarmerie. As stated in the Round Table document, and *Programme of National Reconciliation and Socio-Economic Rehabilitation*, it is of paramount importance to restore the

functioning and management capacity of the Rwandan Government and its national institutions. These are necessary conditions to ensure, among others, a climate of peace and national reconciliation.

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

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

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

Immediate Objectives

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

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

Outputs

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

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

damaged areas

g) The formation, training and equipping of the ILU

Inputs

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

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

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

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

- b) Classrooms
 - 100 desks
 - blackboards and chalk

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

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

- e) Communications Equipment
 - 10 walkie-talkie radios

- f) Structural repairs

dormitory Roofs
staff housing
other areas as needed

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

- 1) Transportation - Two vehicles, radio equipped
- 2) Communications - One repeater and hand held radios for team members, a phone number and line from Rwandatel
- 3) Accessories - Flashlights, nightsticks, first aid supplies and other items agreed upon

Disbursement of Funds

UNDP's Finance Section will make direct payment to contractors and firms upon presentation of bills obtained through the National Project Coordinator and the Programme Manager Officer of UNDP.

Monitoring and Review

Both parts of the project will be monitored by UNDP through on-site visits, and will be reviewed jointly by the Government, UNDP and UNAMIR.

ANNEX A

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

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

ANNEX B

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

jeep	1	UNAMIR	
generators	2	UNAMIR	
subcontract work		UNDP	145,000
Equipment for ILU		UNDP	50,000
TOTAL			350,000