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Directives du Premier Ministre à tous les préfets pour l'organisation de l'auto-défense civile, signée par Jean Kambanda, 25 Mai 1994

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Republic of Rwanda
Prime Minister's Office
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**DIRECTIVES OF THE PRIME MINISTER TO ALL *PREFETS* ON THE
ORGANISATION OF CIVIL DEFENCE**

In conformity with our previous recommendations, we are now issuing the following directives regarding civil defence:

1. By initiating hostilities after the assassination of the President of the Republic, the RPF has again shown that it has not abandoned the logic of war as a means to achieving its objectives. As our country has been attacked, every Rwandan is duty-bound to defend it to the best of his ability and using all the means at his disposal. Each Rwandan ought to contribute to the defence of the Rwandan people, of his family and his property. It is also incumbent on him to protect public infrastructure and property. The RPF war is likely to be protracted; that is why we must prepare ourselves accordingly.
2. To defend our country successfully, it is necessary for all hands to be on deck in support our armed forces that are courageously fighting against the enemy.
3. The enemy are supported by certain foreign governments that supply them with men and equipment. To conquer them, it is imperative that we marshal our most effective weapon, which is the Rwandan people who have relentlessly given their unflinching support to the current government in order to defend our fatherland in peril. In this regard, the people are called upon to join the army in fighting against the enemy.
4. The strength of the people can only be transformed into reality if they are organised and trained to effectively defend themselves against any aggression. That is why the

communal and prefectural authorities must leave no stone unturned to ensure that the initial actions of mobilization, organisation and training are completed within the next fifteen days.

5. For the civil defence strategy to be effective and efficient, the following guidelines must be adhered to:
 - Tactical and strategic organisation of popular resistance must be effected with utmost secrecy;
 - Training of groups in each *cellule* (in urban *communes*) or in each *secteur* (in other *communes*) must act as centres of civil defence;
 - Recruitment must target only able-bodied and physically fit persons of good conduct, living in the same neighbourhood, in the same *cellule* or in the same *secteur*;
 - Close cooperation between territorial administration authorities and political parties that uphold the republican and democratic ideal is a prerequisite for the recruitment of members of resistance groups and the organisation and training of such groups. A civil defence operational unit must be set up in each *secteur*.

6. The objectives of civil defence are as follows:
 - Ensure the security of the people and encourage them to defend themselves against RPF attacks instead of abandoning their property;
 - Protect public infrastructure and property;

- Obtain information on the actions and presence of the enemy in the *commune*, the *cellule* or the neighbourhood;
 - Denounce infiltrators and collaborators of the enemy;
 - Disorganise any enemy action ahead of the intervention of the armed forces;
 - Act as agents of the army and the national *gendarmerie*.
7. Primarily, the communal police and reservists shall be responsible for training at least twenty (20) youths per *secteur* in the zones not yet affected by the war, and at least one hundred (100) youths in the war zone. The youths must be physically fit and morally upright. They shall also be responsible for training the inhabitants of the *secteur* in operational defence techniques (digging of trenches, reconnaissance, intelligence gathering, supplies). The group of civil defence instructors shall be constituted by communal police and reservists. The youths, after receiving the training which shall be continuous, must constitute the initial core of civil defence in their respective *secteurs*.
8. To ensure optimal coordination of civil defence operations, authorities of the *préfectures* are requested to expediently set up civil defence committees in the *secteurs*, *communes* and *préfectures*.
- 8.1 The civil defence committees shall be responsible for coordinating the following civil defence operations :
- i. Public sensitization and mobilisation, recruitment of members of civil defence groups;

- ii. Supervision of physical, moral and ideological training and of handling of arms;
- iii. Discipline ;
- iv. Weapons supplies and logistics (judicious use of arms and ammunition).

8.2 Members of civil defence committees in each *secteur* shall be elected during a meeting of representatives of *cellules*. The representatives of the *cellules* who shall be five (5) in number per *cellule*, shall be elected during a meeting of inhabitants of the *cellule* convened by the head of the *cellule* committee.

8.3 The coordination committee of the *secteur* shall be composed of four (4) members three of whom shall be elected :

- The *conseiller* of the *secteur* shall be a member *ex-officio* and he shall act as supervisor. He shall also chair committee meetings;
- An elected coordinator in charge of intelligence, communication and information. He shall take down minutes of meetings;
- An elected assistance coordinator (preferably a reservist) in charge of operations;
- An elected logistics and personnel officer (members of civil defence groups);
- The term of office of elected members of *secteur* committees shall be one (1) year renewable.

8.4 At communal level, the coordination committee in charge of civil defence shall be composed of four (4) members three of whom shall be elected members of the civil defence council (for composition and term of office, see point 8.5) :

- The *bourgmestre* of the commune shall be a member *ex-officio* and act as supervisor;
- An elected coordinator and intelligence, communication and information officer. He shall also be *rapporteur* at meetings chaired by the *bourgmestre* as part of civil defence. He shall chair meetings in the absence of the *bourgmestre*.
- An elected assistant coordinator in charge of operations (preferably a reservist who is a non-commissioned officer or an officer or a regular soldier of the same category);
- An elected logistics and personnel officer;
- The term of office of elected members of the communal coordination committee shall be one (1) year renewable.

8.5 Coordinators of *secteur* committees, members of communal coordination committees and officials of political parties represented in the *commune* constitute the *CONSEIL COMMUNAL D'AUTO-DEFENSE CIVILE* [Communal Civil Defence Council]. The said *conseil* shall meet at least once a month to evaluate civil defence activities at communal level and to seek practical and realistic solutions to any problems encountered in the area of civil defence.

8.6 Evaluation of civil defence activities in the *préfecture* shall be entrusted to the *CONSEIL PREFECTORAL D'AUTO-DEFENSE CIVILE* [Prefectoral Civil Defence Council] composed of :

- i. Elected coordinators of communal committees;
- ii. Retired officers resident in the *préfecture* ;
- iii. Officials of political parties represented in the *préfecture* ;
- iv. The *Commandant de la Place* [local commanding officer] or his representative.

The *conseil* shall meet at least once a month under the chairmanship of the *préfet*.

8.7 The prefectural civil defence coordination committee shall be composed of five (5) members three of whom shall be elected by members of the Prefectoral Civil Defence Council.

- The *préfet* who shall be a member *ex-officio* shall act as supervisor of civil defence activities in the *préfecture*. He shall chair meetings of prefectural organs in charge of civil defence.
- An elected coordinator and intelligence, communication and information officer (an experienced civilian executive officer);
- An appointed assistant coordinator of operations (an officer in active service or retired);
- An elected personnel officer;
- An elected logistics and finance officer.

8.8 The local commanding officer shall ensure regular supervision and evaluation of civil defence in the *préfecture* and report back to the Prefectoral Civil Defence Council.

8.9 At national level, the coordination committee shall be composed of eight (8) appointed members :

- The minister of interior and communal development (chairman);
- The minister of defence (vice chairman);
- The chief-of-staff of the Rwandan Armed Forces (member);
- A coordinator (senior officer);
- An assistant coordinator and intelligence, communication and information officer (an experienced civilian executive officer);
- A personnel officer (a civilian with a legal background);
- An operations officer (an adjutant);
- A logistics and finance officer (with at least a B.A. in economics and accounting);

This committee shall be in charge of :

- Preparing comprehensive civil defence plans;
- Taking the necessary measures to mobilise resources required for civil defence;
- Carry out general supervision and evaluation of civil defence activities.

(signed)

Jean KAMBANDA

Prime Minister

cc.: for information

- His Excellency the President of the Republic
- All ministers

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