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EL/WG JUNE 2009

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ORIGINAL ORDER

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SERIES S-1062BOX 63FILE 3ACC. 1998/02813

# KIGALI ZONES

PLAN TOURISTIQUE  
DE  
**KIGALI**  
ECHELLE 1/12500  
REALISE ET PUBLIE PAR  
MAPPING AGENCY  
Tél. 7 4540  
OCTOBRE 1993

## LEGENDE

- Routes nationales
- Routes provinciales
- Routes communales
- Routes rurales
- Routes de transit
- Routes de service
- Routes de transport
- Routes de commerce
- Routes de culture
- Routes de religion
- Routes de sport
- Routes de loisir
- Routes de santé
- Routes de éducation
- Routes de travail
- Routes de logement
- Routes de nourriture
- Routes de vêtements
- Routes de beauté
- Routes de hygiène
- Routes de sécurité
- Routes de justice
- Routes de police
- Routes de militaire
- Routes de diplomatie
- Routes de tourisme
- Routes de religion
- Routes de culture
- Routes de sport
- Routes de loisir
- Routes de santé
- Routes de éducation
- Routes de travail
- Routes de logement
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- Routes de beauté
- Routes de hygiène
- Routes de sécurité
- Routes de justice
- Routes de police
- Routes de militaire
- Routes de diplomatie
- Routes de tourisme



®

**AMEST**

**R A D O**

MILOBS

GP HQ  
(OPS)

FORCE  
HQ

ORDERS  
IN  
DIRECTIVES

Made in Italy



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**TO : ALL SECTORS**

**REF : MILOB/6600.0/LOG**

**INFO : CMO  
SOO  
SMPO**

**DATE : 27 FEBRUARY 1996**

**FROM : MILOB GP HQ**

**COPY N° 2 of 10**

**SUBJECT : ADMINISTRATIVE INSTRUCTIONS FOR CLOSING DOWN OF MILOB SECTORS**

**References :**

- A. G4 LOG/LOG 378 dated 6 February 1996
- B. G4 LOG/LOG 381 dated 24 February 1996
- C. MILOBS/OPS/49 dated 26 February 1996

**GENERAL**

1. The present UNAMIR Mandate comes to an end by 081800 B Mar 96. All MILOBS are expected to be in Kigali by 101800 B Mar 96. These instructions spell out the mode for pulling out of MILOBS from their respective sectors and coming down to Kigali for clearance before finally repatriating.

**AIM**

2. The aim of these instructions is to spell out guidelines for a smooth pulling out of MILOBS from their sectors.

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**1 - 1**

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### EXECUTION

3. Pulling out of MILOBS will be in 3 phases starting with the movement and backloading of non-essentials and concluding with the movement of the Sector HQ pers.

a. Phase 1

(1) All items/materials of no relevance to the sector must be in Kigali by 051800 B Mar 96.

(2) All MILOBS not involved in the Official handing over of UNAMIR Properties could pull out to Kigali before 08 Mar 96.

b. Phase 2 Hand over of all UNAMIR Eqpts and Accn as per reference A.

c. Phase 3 Movement to Kigali of sector HQ staff by 101800 B Mar 96.

d. Coordinating Instructions

(1) All bills for MILOBS houses must be settled and certified before movements.

(2) All sectors must complete Evaluation reports of individual MILOBS and returned to this HQ by 101800 B Mar 96

### SERVICE SUPPORT

4. a. Accommodation: All country senior MILOBS should by 011800 Mar 96 have submitted names of MILOBS that require Transit Accn.

b. Transport: One vehicle should be collected by each country senior MILOBS for use by MILOBS during clearance.

c. Pol: All sectors must ensure they keep an adequate reserve to move all their vehicles to Kigali.

d. Water: Each MILOBS should keep reserve Jerry cans and conserve properly for consumption only until in Kigali for replenishment.

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COMMAND AND SIGNALS

5. All signal eqpts must be returned to comm as per ref A.

a. Signal Instrs

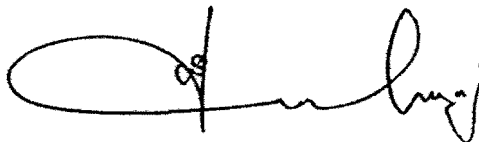
(1) Last sitrep to be in by 081800 B Mar 96

(2) All other instrs N° change

b. Loc of MILOBS GP HQ : No change

c. Tel N°s/Call signs : No change

6. ACK



S A Yusuf  
Maj  
SLOGO

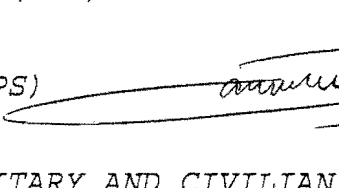
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1 - 3

MILOB 4P  
mg

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TO : GHANCOY (ITR)

FROM : DCOS (OPS) 

INFO : ALL MILITARY AND CIVILIAN  
COMPONENTS OF UNAMIR  
ITR





DATE : 2<sup>nd</sup> February, 1996

SUBJECT : CHANGE OF DESIGNATION OF  
GHANCOY 2

Reference:

A. 3000.20 (Ops) dated 30 Jan 96.

1. The Designation of GHANCOY 2 is now changed to GHANCOY (INTERNATIONAL TRIBUNAL OF RWANDA (ITR)).
2. All addressees are to note and use the new designation in any future correspondence concerning the company.

MILOBs : OPS BRANCH MAIL (DATE..3/2.....)			
	REMARKS	SIGN	DATE
CMO			
SOO			
ASOO			
OPSOFFR	seen		27/2
SIG OFFR	seen sir		27/2
SDO	seen		05/02
SMPO			
SLOGO	Seen seen		05/02 6/2

DESPATCH OF MAIL ✓

LETTER NO.....DATED.....FAX/L .....FAX/LETR....

ADDRESS	FAX	LETR	SENT BY (DO)	DATE	REMARKS
SECT 1A	<del>X</del>				
SECT 1B	<del>X</del>				
SECT 2A	<del>X</del>				
SECT 2B	<del>X</del>				
SECT 3A	<del>X</del>				
SECT 3B	<del>X</del>				
SECT 4	<del>X</del>				
SECT 5A			Copy passed to the Sect.		
SECT 5B	<del>X</del>				
SECT 5C	<del>X</del>				
SLOGO					
SMPO					
DCMO					
DFC					

forwarded to  
all Sec less  
SA.





**UNITED NATIONS**  
ASSISTANCE MISSION FOR RWANDA

UNAMIR - MINUAR

**NATIONS UNIES**  
MISSION POUR L'ASSISTANCE AU RWANDA

**TO: ALL SECTORS**

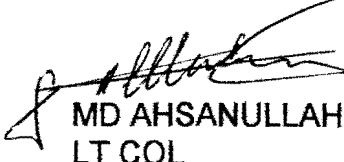
**DATE: 28 NOV 95**

**INFO: BRANCH HEADS**

**FROM: MILOB GP HQ**

**SUBJECT: SECURITY AND REPORTING OF INFORMATION**

1. Attached, please find a copy of the self-explanatory letter for your information.
2. You are requested to bring these to the notice of all under command.
3. Please accept for information.
4. Best regards.

  
MD AHSANULLAH  
LT COL  
SOO

800  
24/11 Copy to all sectors info  
Brada Head UN RESTRICTED

Operation Branch  
UNAMIR HQ  
KIGALI  
Rwanda

3000.12 (OPS)

27 November, 1995

See Distribution:

SECURITY AND REPORTING OF INFORMATION

GENERAL

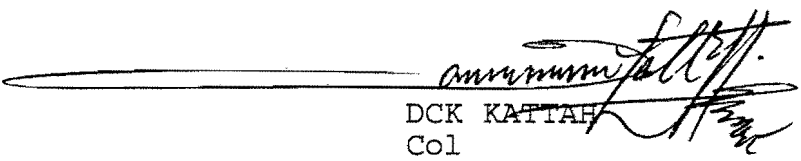
1. A number of Security Instructions and information Collection Task Table have been issued to all Formed Troops for adherence to and information collection.
2. There is the need for all formed Tps to enforce these security measures and to make all aware of what to do in Emergencies as specified in our Security Contingency Plans.

Information Reporting

3. "No information is useless" and therefore all data gathered must be passed on to the appropriate Force Branch for their integration, collation, evaluation and finally interpreting into useful information.
4. At the moment when all seem quiet, we may be deceived into believing that everything is well. The present situation could be described as the "calm before the storm". All are therefore to be more vigilant and apply themselves to their various assigned tasks more professionally and seriously.
5. It is expected that information collection and reporting should improve in details and promptness. All sources (political, military, social etc) must be explored for the collection of information.
6. This is being issued with the intention to jolt all from the slumber into which they are falling as a result of the misinterpretation of the situation.

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7. All concerned are therefore requested to remain ever vigilant and monitor the situation closely in their respective sectors so that we are not caught off guard at any point in time


  
DCK KATTAH  
Col  
DCOS OPS

Distribution:

Action:

ALL SECTORS  
FOR ENGR COY  
FORCE SIG COY  
GHANCOY 2

Information:

MA TO FC  
DFC/COS  
DCOS (SP)  
CIVPOL HQ  


UNITED NATIONS

ASSISTANCE MISSION IN RWANDA



UNAMIR-MINUAR

NATIONS UNIES

MISSION POUR L'ASSISTANCE AU RWANDA

File: 5000.46 (Plans)

To: Distribution List

From: A/DCOS OPS

Date: 21 Aug 95

Subject: SECURITY AND EVACUATION PLAN

1. The Security and Evacuation Plan has been approved by the Force Commander and is enclosed for your action.

2. All Sector Commanders (not Milob Sub Sector Commanders) are to prepare their plans to support the Security and Evacuation Plan and forward them to the Force Commander by 8 Sep 95 for his perusal. These plans should address the following issues:

- a. Identification of all Milobs and UN Agencies and NGOs personnel in your sector.
- b. The method of concentrating these personnel when and if required.
- c. A communications plan (this may require the assistance of the Force Signals company).

3. An updated list of UN Agencies and NGOs personnel will be forwarded once it has been received from the UNAMIR Chief Security Officer. However, this should not stop you from immediately gathering all UN Agencies and NGO personnel in your sectors for a security conference to address the above issues.

4. If you have any questions relating to the Security and Evacuation plan please direct them to MAJ P.K. Malik, G3 Plans 3, on Ext 11162.

5. Acknowledge receipt.

#### Enclosure:

1. Security and Evacuation Plan dated 14 Aug 95

#### Distribution:

#### Action:

List B (less RPA LO)

List C

**Information:**

List A  
Office of SRSG  
CAO  
UNAMIR CSO  
UNDP (Attn: John Cleeland)  
HNVCR

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5000.46 (Plans)

UNAMIR  
FORCE HQ  
KIGALI

14 Aug 95

SECURITY AND EVACUATION PLAN

References : A. Appreciation on Recovery of UNAMIR Troops.  
B. Map Rwanda, 1:250,000.

Appendices :

- A. Sector Concentration Areas.
- B. Administration Policy.
- C. Communication Policy.
- D. Instructions on Reinforcement.
- E. Routes (Withdrawal/Evacuation) and Possible Contingencies.
- F. Timings.
- G. Evacuation Procedure in Kigali.
- H. Aide Memoire - Summary of actions to be taken.

GENERAL

1. The history of Rwanda is one of long established inter-ethnic bloodshed which dates back to the 15th century when the Tutsis first came from the region of 'The Horn of Africa'. A peasant revolt in 1959 overthrew Tutsi leadership internally while Rwanda remained under Belgium administration. In 1962 the two territories of Rwanda and Burundi gained independence from Belgium and separated. An invasion from Burundi by Tutsi rebels in 1963 failed, but set the pattern for the future. Tensions in Rwanda produced a military coup in 1972 which resulted in the death of many Tutsis. In 1990, Tutsi exiles of the RPF invaded Rwanda seeking to topple the government. Although the first attack failed, the RPF launched further attacks from 1991 onwards. Following repeated attempts at a diplomatic solution, UNAMIR and UNOMUR were established to monitor the Arusha Accord. On the 6th of April 1994, after the deaths of the presidents of Burundi and Rwanda, a plan to commit genocide on the Tutsi population and kill moderate Hutus opposing the hardline regime was executed. This caused the death of about 500,000 Rwandans, mainly Tutsis. The ensuing civil war resulted in the defeat of the government and RGF, and the displacement of up to 1.5 million Hutus.

2. Currently there is a government of National Unity with a Tutsi dominated army and Gendarmerie. There are 1.8 million displaced refugees throughout the neighbouring countries of Tanzania, Burundi and Zaire. The FRGF has bases in GOMA camps (16-18,000 personnel), BUKAVU camps (12-15,000) and 15,000 troops in Tanzania near Akagera Park.

3. Therefore, contingency plans must be prepared for the possible resumption of hostilities, which may include the targeting of UN personnel and property and cause the withdrawal/evacuation of the mission from Rwanda.

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THREAT

4. A threat to UNAMIR could develop from internal or external forces. However, as our mandate is one of assistance, it is considered unlikely that a threat would originate from the existing government. This does not rule out disagreements which may develop from time to time between UNAMIR and the government. As such it is considered likely that any threat to UNAMIR would primarily develop from the FRGF.

5. It is likely that the FRGF would commence its operations with insurgency activities to establish bases in the rural areas dominated by the Hutus while maintaining external bases in Zaire and/or Tanzania. This could be followed by a gradual infiltration into the urban centres, in particular Kigali, which would stretch the government resources and keep the security forces off balance. It would also allow the FRGF time to mount small scale conventional operations. The FRGF would look for small victories to bolster the morale and confidence of its cadre and the Hutu population. The final stage would likely to be a large scale decisive conventional operation to reach the desired political decision. Therefore the threat could develop in different sectors simultaneously.

6. It is appreciated that the threat would likely be manifested in three levels (low, medium and high level threat).

a. Low Level Threat.

(1) Insurgent Activities. It is a preliminary phase which may be misinterpreted as a law and order problem. The effects of insurgency activities would be mainly felt in the rural areas. There may be some incidents of attack and ambush, however, a clear pattern of insurgency activities can not be established.

(2) Insecurity. The government and local population may become uncooperative and hostile due to the influence of either the Government/RPA or FRGF, and movements may be impeded and curfews imposed.

(3) Threat to UNAMIR Personnel and Property. Attempts may be made to inflict damage/injury to personnel and property of UNAMIR. Targeting of UNAMIR may be as a result of mistaken identity or a planned activity. It may be difficult to determine the real threat at this stage and therefore it may be interpreted as an isolated incident. It has the potential to develop into a serious threat.

(4) Intentions. As a result of these activities it is difficult to determine the hostile intentions towards UNAMIR.

b. Medium Level Threat.

(1) Insurgency Activities. A pattern of insurgency activities is confirmed. The frequency of incidents of attacks and ambushes increase and activities

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spread to the urban areas. Confrontations between the RPA and insurgents increase in frequency and intensity.

(2) **Insecurity.** The government and local population become uncooperative, obstructive and hostile, and movements are impeded. Humanitarian operations may be disrupted, resulting in increased security commitments.

(3) **Threat to UNAMIR Personnel and Property.** Threats to UNAMIR personnel and property increases. The pattern of attacks confirms that UNAMIR personnel and property are being targeted.

(4) **Intentions.** Hostile intentions towards UNAMIR are established.

c. **High Level Threat.**

(1) **Insurgency Activities.** Activities are well coordinated and wide spread. The intensity and the degree of violence increases. There may be instances of small scale conventional operations by the FRGF against the RPA.

(2) **Insecurity.** The administration machinery of the Government becomes ineffective. Movements are restricted and humanitarian operations may be halted. Security commitments of UNAMIR will increase significantly due to the escalating threat.

(3) **Threat to UNAMIR Personnel and Property.** The threat to UNAMIR personnel and property becomes critical and the frequency of incidents increases. UN facilities and personnel may be specifically targeted. The security situation has deteriorated to such an extent that operations are halted.

(4) **Intentions.** Hostile intentions are identified as attempting to destabilise UNAMIR's presence in Rwanda.

### SECURITY STAGES

7. **Normal Stage.** The Integrated Core Group (Crisis Management Team) is identified. Normal operations will continue. During this stage movements are restricted between 2300 hours and 0500 hours to essential duty or when specifically authorized by Contingent/Unit Commanders/Branch Heads.

8. **Alert Stage.** Civilian personnel will fall back to the company locations according to the level of threat. Reinforcements may be required to control the situation. The UN civilian and NGOs personnel will be evacuated to Kigali. Full security measures will be adopted and operations may have to be halted towards the end of this stage. The final part of this stage will see preparations for disengagement of UNAMIR personnel from the threatened sectors. It will encompass all the measures to deal with low, medium and high level threats and has been divided into the following stages:

a. **ALERT STAGE ONE (LOW LEVEL THREAT).** Operations are to be carried out with enhanced security. The situation is to be constantly monitored.



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Communications are to be established with all UN civilian personnel deployed in sectors and they are to be briefed accordingly. During this stage movements are restricted between 1800 hours and 0600 hours to essential duty and VIP visits are postponed.

- b. **ALERT STAGE TWO (MEDIUM LEVEL THREAT)**. All UN civilian personnel deployed in the sectors are to be withdrawn to the company locations. Reinforcements may be ordered if required. Operations may be restricted and are to be carried out with enhanced security measures. During this stage movements are restricted between 1800 hours and 0600 hours to essential duty and VIP visits are postponed.
- c. **ALERT STAGE THREE (HIGH LEVEL THREAT)**. All operations may have to be halted except emergency operations, which are to be carried out with maximum security. Reinforcements may be ordered if required. UN civilian personnel and NGOs (if possible) will be evacuated to Kigali. Preparations are to be made for withdrawal to the staging area. From this stage onwards all movements are restricted to essential duty only and VIP visits are cancelled.

9. **Disengagement Stage**. This stage will entail the withdrawal of troops from threatened sectors to Kigali, or evacuation to the evacuation destination outside of Rwanda (Only Sectors 4 and 5). Those sectors not threatened are to continue to occupy their sectors. Therefore, if the security situation warrants a withdrawal of these sectors, they will withdraw to Kigali/evacuation destination on order of UNAMIR HQ. If the security situation improves, troops are to redeploy in to the same sectors. However, if the security situation continues to deteriorate, threatened sectors will continue their withdrawal to Kigali. These actions will allow a graduated withdrawal and thus present a resolute front. If the evacuation of the mission from Rwanda is probable, preparations for the relocation of personnel and property in Kigali are to commence. Destruction of non-essential stores will be on order of UNAMIR HQ.

10. **Consolidation Stage (Kigali)**. In view of the deteriorating security situation and the probable evacuation of the Mission from Rwanda, Kigali will have to be consolidated. Only those troops required to support the evacuation process will remain in Kigali. Other troops not already evacuated to the evacuation destination will do so on order. All personnel in Kigali are to be relocated to Safe Areas and all UN civilian personnel prepared for evacuation in the next stage. All NGO personnel will be advised to evacuate. UN property in Kigali is to be relocated and security forces are to occupy final positions to support the evacuation.

11. **Evacuation Stage**. There will be a progressive evacuation of UN civilian, military and the remaining core group in three stages:

- a. **EVACUATION STAGE ONE**. All civilian personnel are evacuated leaving behind a core group, as required. Non-essential military personnel are to prepare for evacuation in the next stage.
- b. **EVACUATION STAGE TWO**. Military nonessential personnel and civilian core group will then be evacuated leaving behind an Integrated Core Group comprising military and UN civilian representatives.

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- c. **EVACUATION STAGE THREE.** Evacuation of the integrated Core group and the security force using the land and the air routes.

**Parallel Security States**

12. The following identifies the correlation between the military security stages and the phases defined in the United Nations Field Security Handbook:

<b><u>Defined by UN Field Security Handbook</u></b>		<b><u>Military Security Stages</u></b>
a.	Phase 1-Precautionary (Movements restricted to essential activities).	ALERT STAGE ONE & TWO
b.	Phase Two-Restricted Movements (All movements restricted)	ALERT STAGE THREE
c.	Phase 3-Relocation (Persons and property relocated in concentration centres in anticipation of evacuation).	DISENGAGEMENT & CONSOLIDATION STAGES
d.	Phase 4-Programme suspension (Regular ops can not continue, all non essential persons evacuated).	EVACUATION STAGE ONE
e.	Phase 5-Evacuation (All the ops halted and all personnel evacuated).	EVACUATION STAGES TWO & THREE

**Protection**

13. In a deteriorated security situation UNAMIR has a duty to protect the following personnel:

- a. UNHRFO, UNHCR, UNCIVPOL and other UN agency personnel.
- b. Contractors including BRSC.
- c. Any other person under UN protection.
- d. NGOs (if possible).

14. As UNAMIR resources are limited, the provision of security and humanitarian assistance, under the UNAMIR mission, may have to be limited when there is an increased threat. Therefore, in these circumstances, the extension of protection to all those listed above may be have to be restricted.

**Command Responsibility**

15. Sector Commanders are responsible for all aspects of the security plans in their sectors.

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### Activation of Security Stages

16. **Activation.** The activation of security stages will be ordered by FORCE HQ, using the fastest means possible, followed by a confirmatory hard copy. An activation message will include the following information:

- a. Subject.
- b. Brief description of the situation.
- c. Time from which these security states will be applicable.
- d. The applicable security state to the sectors.
- e. Other instructions if any.

17. **Example.** An example of the activation message (sent by radio) is given below:

**4C THIS IS ZERO.**

- A. SECURITY STATES.**
- B. INSURGENT ACTIVITIES INTENSIFIED IN AREAS GISAKURA SECTOR 4, BUTARE SECTOR 3, MUTURA SECTOR 5.**
- C. WITH EFFECT FROM 120600 APRIL 95.**
- D. SECTOR 1- ALERT ONE, SECTOR 2-ALERT ONE, SECTOR 3-ALERT ONE, SECTOR 4, SECTOR 5-ALERT THREE.**
- E. SEND REGULAR INFORMATION, ROE APPLICABLE AS PER THE SOP.**

18. **Action on Receipt.** On receipt the unit is to:

- a. Send acknowledgement by telephone and FAX.
- b. Follow the action indicated in the relevant security stage.
- c. Keep UNAMIR HQ informed through regular reports.
- d. Inform UNAMIR HQ immediately by telephone and FAX of any serious development or incident, without waiting for the periodic SITREP.

19. **Authority to Change Security Stages.** The authority to change security stages resides with the Force Commander, however this authority may be delegated further. If a Sector Commander believes the security stage should be changed in his AOR, he must provide justification to UNAMIR HQ. Therefore, Sector Commanders are to constantly update UNAMIR HQ regarding the situation in their sector to allow for a timely decision.

### Evacuation Destinations (Outside of Rwanda)

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20. **Planned.**
- a. Kabale and Kampala in Uganda.
  - b. Nairobi in Kenya.
21. **Alternative.** Areas of Nyamahale and Kanazi in Tanzania.
22. **Contingency Destinations (Refer to Appx E).**
- a. Goma in Zaire.
  - b. Bukavu in Zaire.
  - c. Cibitoke or Bujumbura in Burundi.

## ACTIONS TO BE TAKEN

23. Specific and detailed actions as indicated below are to be taken once UNAMIR HQ has ordered the adoption of each of the following stages:

### Normal Stage

24. This stage denotes normal operations. The following actions are to be taken by all concerned:
- a. Monitor the security situation constantly and report any security incidents to the UNAMIR HQ.
  - b. Liaise with the neighbouring sectors for the locations of sub units near the inter sector boundary.
  - c. List all UN civilian and NGO personnel deployed in the sector (with their telephone numbers, addressees and Motorola call signs). Decide on the method of passing any message to them and establish the venue and the timings for security conferences.
  - d. Brief all the Military Observers, UNCIVPOL, UN Agencies and NGO personnel on the security plans. Ensure that they know what actions they are to take in the different security stages.
  - e. Make arrangements for accommodation in the company locations for all troops and civilian personnel requiring protection. The list of company locations is attached as Appx A.
  - f. Maintain a RRF of one section at 30 mins notice to move.
  - g. Update information on all the planned routes for movement of personnel in

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different security stages.

- h. Carry out liaison for the accommodation in Kigali.
  - i. Carry out rehearsals of the plan as required.
  - j. Identification of the Integrated Core Group (Crises Management Team) which will be comprised of the following personnel:
    - (1) SRSG.
    - (2) Force Commander.
    - (3) Chief Administration Officer.
    - (4) Deputy Force Commander.
    - (5) Chief of Staff.
    - (6) Deputy Chief of Staff Operations.
    - (7) Civilian Police Commissioner.
    - (8) Deputy Chief of Staff Support.
    - (9) Chief Integrated Support Services.
    - (10) Force Medical Officer
    - (11) Chief Movement Control Cell.
    - (12) Air Operations Officer Kigali.
    - (13) Force Engineering Officer.
    - (14) Force Signal Officer.
    - (15) UNDP Field Security Officer.
    - (16) BRSC Operations Manager.
  - k. Prepare list of essential (high priority) and non-essential(low priority) stores. All essential stores are to be evacuated, however, if suitable transport and/or time is not available, can be planned to be destroyed in the Disengagement stage.
25. **Administration.** Administration policy is attached as Appx B.
26. **Communication Policy.** Refer Appx C.

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### Alert Stage One

27. The following actions are to be taken by the affected sectors:
- a. Ensure that the security stage message is disseminated to all concerned.
  - b. Operations will continue with enhanced security.
  - c. Establish contact with all UN civilian and NGO personnel. Civilian personnel may be withdrawn to the company locations on request.
  - d. Brief all the Military Observers, UNCIVPOL, UN civilian and NGO personnel on the security stage.
  - e. Maintain a RRF of one section 30 mins notice to move.
  - f. Test communications with troops and other civilian personnel.
  - g. Movements may be impeded and is to be in groups of at least two vehicles.
  - h. Necessary security precautions are to be taken.
  - i. Conduct reconnaissance of the routes to be used in the next stage.
  - j. Be prepared to provide reinforcement to other sectors. For instructions on reinforcement refer to Appx D.
  - k. Be prepared to provide specified transport on orders of HQ UNAMIR. Each vehicle will have the driver, co-driver and one armed escort.
28. **Reporting.** All sectors are to send SITREPS as per existing timings. It should highlight all activities of the security stage.
29. **Administration.** Refer to Appx B.
30. **Communication Policy.** Refer to Appx C.

### Alert Stage Two

31. The following actions are to be taken by the affected sectors:
- a. Ensure the change in the security stage is disseminated to all concerned.
  - b. The company locations to be capable of being defended from a direct attack.
  - c. Restricted operations will continue with enhanced security measures.
  - d. UN Civilian personnel in sectors are to be withdrawn to the company locations if not done in the earlier stage. They may be evacuated to Kigali on request. Sector

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Commanders are to provide transport and escort for the movement of the civilian personnel.

- e. UN civilian personnel may be temporarily located in the company location during transit. Therefore, arrangements for the reception, accommodation, feeding and transportation of these personnel are to be made.
- f. Provide appropriate protection to UNAMIR assets as required.
- g. Update information on the routes to be followed in the next stage.
- h. Military Observers are to be given security, where possible, for the performance of their operations. Military Observers may be given military tasks only if;
  - (1) they are not sent to the site of a known or suspected threat,
  - (2) given an appropriate escort,
  - (3) they travel as a minimum party of two vehicles, and
  - (4) they have guaranteed communication.

However, if the security condition demands, they are to be withdrawn to the Concentration Areas.

- i. All movement is impeded. Convoy movements are permitted under the following conditions:
  - (1) Minimum convoy of two vehicles.
  - (2) Minimum protection of one section per convoy/packet.
  - (3) Movements on other than main routes is to be minimised.
  - (4) All convoy/packet have guaranteed communication.
  - (5) Movement at night minimised.
- j. Maintain RRF of two sections on 20 mins notice to move.
- k. **UNCIVPOL**. Sector Commanders should consider requesting UNCIVPOL support to enhance their security arrangements, in particular:
  - (1) Crowd control.

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- (4) Guarding of Key Points.
  - (5) Liaison with Gendarmerie.
  - l. Be prepared to provide reinforcement to any sector as ordered. Refer to Appx D for instructions on reinforcements.
  - m. Be prepared to receive reinforcements as ordered. Refer to Appx D for instructions on reinforcements.
  - n. Back loading of essential stores not required for sustainment in the subsequent stages.
  - o. Be prepared to provide specified transport on orders of HQ UNAMIR. Each vehicle will have the driver, co-driver and one armed escort.
32. **Reporting.** All sectors are to send SITREPS as per existing timings. It should highlight all security stage activities.
33. **Administration.** Refer to Appx B.
34. **Communication Policy.** Refer to Appx C.

**Alert Stage Three**

35. Alert stage three indicates a high level threat which may cause the evacuation of UNAMIR from Rwanda. This stage entails high level security measures and preparations for the withdrawal to Kigali or to evacuation destination (only Sectors 4 and 5) on order from UNAMIR HQ. The following actions are to be taken by all concerned:

- a. Ensure the change in the security stage is disseminated to all concerned.
- b. Operations may have to be halted due to the increased threat. Emergency operations are only to be conducted with full security measures. Sector Commanders are to keep UNAMIR HQ fully informed.
- c. UN Civilian personnel are withdrawn to Kigali. Sector Commanders are to provide transport.
- d. Military Observers are to be withdrawn to company locations if not done so in an earlier stage. In sectors where formed troops are not deployed, specific orders will be issued to the mil obs.
- e. Key civilian personnel may continue to carry out their tasks if the security situation permits and agreed to by the Sector Commanders. Sector Commanders may refuse these requests if the security situation demands restrictions. UN Civilian personnel will then be evacuated to Kigali. Sector Commanders are to provide escort and transportation for the move.

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- f. Maintain RRF of one platoon at 20 mins notice to move.
- g. Be prepared to provide reinforcements to other sector as ordered. Refer to Appx D for instructions.
- h. Be prepared to receive reinforcements as ordered.
- i. Military Observers are not be given military tasks with out permission of UNAMIR HQ.
- j. All movements are restricted. No movements permitted at night. Convoy movement is permitted only under the following conditions:
  - (1) Minimum convoy of four vehicles.
  - (2) Minimum protection of two sections per convoy or packet.
  - (3) Movements only on main routes.
  - (4) Communications must be guaranteed.
- k. Preparations will be made for withdrawal to Kigali in the next stage.
- l. Seek permission from HQ UNAMIR to destroy the essential (high priority) stores, which can not be evacuated due to the lack of transport and/or time.
- m. prepared to provide specified transport on orders of HQ UNAMIR. Each vehicle will have the driver, co-driver and one armed escort.

36. **Reporting.** All sectors are to send SITREPS as per existing timings. It should highlight all security stage activities.

37. **Administration.** Refer to Appx B.

38. **Communication Policy.** Refer to Appx C.

39. **Withdrawal/Evacuation Routes.** The withdrawal/evacuation routes and possible contingencies are attached as Appx E.

40. **Movement Timings.** Movement timings for various routes are shown in Appx F.

**Disengagement Stage**

41. The exact destination for withdrawal will be notified in the activation message. It entails withdrawal to Kigali and/or evacuation destination in case of Sectors 4 and 5.

42. The following actions are to be taken by all concerned:

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- a. Ensure the change in the security stage is disseminated to all concerned.
- b. Conduct liaison with the neighbouring sectors to gather/pass information on the current security situation and dispositions of troops near the intersector boundary.
- c. Secure/clear the major choke points on the withdrawal/evacuation route within the Sector boundaries, to prevent possible ambush. It may be difficult to secure all the likely ambush sites, therefore convoys are to have front, centre and rear escorts. Detailed instructions are to be given to the escorts, including action to be taken in case of ambush. Counter ambush drills are to be practised during the earlier stages.
- d. Units are to carry all accommodation tentage, if held.
- e. Essential stores are to be destroyed on order from UNAMIR HQ.
- f. Provide protection, where possible, to the Military Observers and attached UNAMIR personnel.
- g. Military Observers will form part of the sector withdrawing to Kigali. However, Military Observers with the sector ordered to evacuate to the alternate destination may be required to withdraw instead to Kigali. Definite instructions will be given in the activation message.
- h. Troops withdrawing to Kigali are to report to the Sector 1 Reception Point. A list is given in Appx G.
- i. The LO will receive troops at the reception point, brief and guide them to the sub sector allotted to them.
- j. The incoming troops will be self sufficient for the first three days with rations, water and POL. Subsequently resupply will be direct from CSMG as required.

43. **Administration.** Refer to Appx B.

44. **Communication Policy.** Refer to Appx C.

**Consolidation Stage (Kigali)**

45. This stage covers the Kigali consolidation process in view of the probable evacuation of the mission out of Rwanda. Only the troops required to protect UN installations and support the evacuation process are to be kept in Kigali. All others will be ordered to withdraw to the evacuation destination (if not done so in Disengagement Stage), unless air evacuation from KIA is deemed the only viable method.

46. The following actions are to be taken by all concerned:

- a. Ensure change in the security level is disseminated to all concerned.

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- b. Conduct liaison with the neighbouring sectors to gather/pass information on the current security situation.
- c. Secure/clear major choke points on the withdrawal/evacuation route within the Sector boundaries. Convoys are to have escorts.
- d. Units are to carry all accommodation tentage, if held.
- e. An advance party is to be despatched 6-8 hrs ahead of the main body, by HQ UNAMIR, to make arrangements to receive the troops ordered to evacuate to evacuation destination in this stage.
- f. Troops ordered to evacuate to evacuation destination are to be self contained for three days with rations, water and POL.
- g. Sector 1 is to maintain Two platoon RRFs, at 20 mins notice, at ALEXANDRA and UNDP HQ.
- h. It is recommended that all NGOs are evacuated in this stage because they may not be guaranteed security after this stage.
- i. Kigali Zones and Zone Wardens are shown in Appx G.
- j. All UN civilian personnel are to gather at the Assembly Points. A list of the Kigali Assembly Points is at Appx H. Sector 1 is to provide protection to the Kigali Assembly Points.
- k. Sector 1 is to provide escort and transport for the move of all UN civilian personnel from Assembly Points to Safe Areas. A list of Safe Areas in Kigali is shown in Appx G.
- l. Sector 1 is to provide security to the Safe Areas.
- m. All UN property in Kigali is to be relocated into TRAFIPRO.
- n. All UN civilian personnel requiring emergency assistance are to contact UNDP, UNHCR or UNICEF. The duty personnel at these locations are to immediately contact the UNAMIR duty officer and Sector 1 HQ Operations Room. The information to be provided is attached as Appx G.
- o. All UN civilian personnel are to prepare for evacuation in the next stage. Manifests are to be prepared by MOVCON. The baggage limit for air evacuation is 15 kgs. Instructions on evacuation by air will be issued subsequently.
- p. Security forces are to occupy their final positions to support the evacuation process. This is to include security of routes to the airport.

47. **Administration in the Safe Areas.** The planned number of personnel to be catered for

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is given in the Appx G. The various Safe Areas are to be stocked with 10 days rations and water. The required accommodation is to be catered for with the necessary sanitation facilities for the number of personnel mentioned in Appx G.

48. **Communication Policy.** Refer to Appx C.

**Evacuation Stage One**

49. This stage involves the evacuation of UN civilian personnel less "NORMED" personnel. The following actions are to be taken by all concerned:

- a. UNAMIR Operations Branch is to ensure that the change in the security stage is disseminated to all concerned.
- b. MOVCON is to manifest all civilian personnel. All manifested personnel are to be escorted to the airport and evacuated.
- c. It is likely that in this stage other civilian international personnel of embassies may also be evacuating, therefore, MOVCON will have to coordinate all necessary aspects.
- d. Some UN Agencies may leave a small core group behind, if required.
- e. Security of Safe Areas is to be adjusted as a result of the partial evacuation in this stage.
- f. Preparation for evacuation of military nonessential personnel in the next stage, including manifests, is to commence.
- g. Stores and vehicles not required in Kigali in the next stages are to be evacuated. Refer to Appx B (Administration Policy) for instructions.

50. **Communication Policy.** Refer to Appx C.

51. **Administration in Safe Areas.** Refer to Appx G.

**Evacuation Stage Two**

52. This stage involves evacuation of nonessential military personnel. The following actions are to be taken by all concerned:

- a. Nonessential military personnel and Civilian Core Group are to be escorted to the airport and evacuated.
- b. All stores and vehicles, not required in Kigali in the next stage, are to be evacuated. For instructions refer to Appx B.

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- c. Nonessential stores that can not be evacuated are to be destroyed. For instructions refer to the Destruction Plan in Appx B.

53. **Administration in Safe Areas.** Refer to Appx B.

54. **Communication Policy.** Refer to Appx C.

**Evacuation Stage Three**

55. Stage three is the final evacuation of the mission presence from Rwanda. The following actions are to be taken:

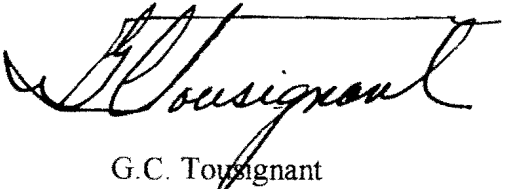
- a. Essential stores which can not be evacuated are to be destroyed on order from the Integrated Core Group. Refer to Appx B for instructions.
- b. The Integrated Core Group is to be escorted to the airport and evacuated.
- c. Some elements of the security force are to be evacuated by air and the remainder by road. The routes and destinations for evacuation of the security force by road will be determined by the Integrated Core Group prior to its evacuation.

56. **Administration in Safe Areas.** Refer to Appx B.

57. **Communication Policy.** Refer to Appx C.

58. **Summary of Actions.** A summary of action to be taken during the various stages is attached as Appx H.

59. Sector plans are to be developed in line with the guidance provided above, and forwarded to UNAMIR HQ (Plans Section). Plans are to be reviewed and updated on an as required basis.



G.C. Toussignant  
MGEN  
FC  
UNAMIR HQ

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APPENDIX A TO  
5000.46 (PLANS)  
DATED 14 AUG 95

COMPANY LOCATIONS

1. Sector 1. Kigali.
2. Sector 2. Kibungo.
3. Sector 3. Gikongoro.
4. Sector 4. Shagasha.
8. Sector 5. Nyundo.

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APPENDIX B TO  
5000.46 (PLANS)  
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**ADMINISTRATION POLICY**

**General**

1. To ensure sufficient operating stocks are held in all sectors for contingencies, 2nd line support agencies will ensure that 10 days stock of combat supplies (rations, water and fuel) are maintained in all contingents at all times during Normal and Alert stages.

**Resupply**

2. Normal weekly resupply may be affected as the security situation changes. Indicative procedures are:

- a. **Normal Stage.**

- (1) Normal resupply continues.
- (2) Safe Areas at Amohoro Hotel, Trafipro and Transit Camp stocked with 10 days rations and water.

- b. **Alert Stage One.**

- (1) Normal resupply continues with armed escorts.

- c. **Alert Stage Two.**

- (1) Resupply continues with section strength armed escorts to Sector Concentration Areas only.
- (2) Backloading of essential stores to Kigali, which are not required in subsequent stages.

- d. **Alert Stage Three.**

- (1) Essential resupply only conducted with armed escort of two sections.
- (2) Consumption of reserve stocks of combat rations and bottled water may be ordered.
- (3) Permission sought from HQ UNAMIR for the destruction of essential stores

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which can not be evacuated/backloaded due to the lack of transport and/or time.

e. **Disengagement Stage.**

- (1) Resupply likely to be suspended to sectors.
- (2) 2nd line transport likely to be dedicated to movement of personnel and stores.
- (3) Emergency issues of combat rations and water made to all international staff.
- (4) Destruction of essential stores of the sectors other than Kigali.

f. **Consolidation Stage.**

- (1) Resupply confined to Kigali.

g. **Evacuation Stage One.**

- (1) Resupply confined to Kigali.
- (2) 1st line vehicles may be brigaded to evacuate personnel and stores.

h. **Evacuation Stage Two.**

- (1) Reduced resupply of essential combat supplies to Security Force and Integrated Core Group.
- (2) All personnel, vehicles and essential stores not required in next phase evacuated.
- (3) Reduced manning of 2nd line support agencies implemented. Manning will be restricted to those elements essential for immediate support of Integrated Core Group (Command element, Repair and Recovery Team, fuel vehicles, Ammo tech).

i. **Evacuation Stage Three.**

- (1) Essential stores which cannot be evacuated destroyed.
- (2) Evacuation of Integrated Core Group by air.
- (3) Security Force evacuated by air and road.

**Health Support**

3. Medical treatment and evacuation is to continue as the various stages of the evacuation plan are implemented.



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a. **Normal Stage.**

(1) Level one medical support is to be provided at independent company locations, INDBATT and 95 CMSG.

(2) Level two/three support is to be provided by NORMED at TRAFIPRO.

(3) Evacuation for Pri1/Pri2 casualties is to be by air to NORMED as per SOP. Pri3 to be evacuated by road.

b. **Alert Stage One**

(1) As for Normal Stage with enhanced security for evacuation tasks.

c. **Alert Stage Two**

(1) Level one medical support is to be provided at independent company locations, INDBATT and 95 CMSG. Treatment to be extended to UN civilians and NGO in company locations.

(2) Level two/three support is to be provided by NORMED at TRAFIPRO.

(3) Evacuation for Pri1/Pri2 casualties is to be by air to NORMED as per SOP. Pri3 to be evacuated by road. Security to be provided at LZ and armed escorts to accompany all road evacuation.

d. **Alert Stage Three**

(1) Level one medical support is to be provided at independent company locations, INDBATT and 95 CMSG. Treatment to be extended to UN civilians and NGO in company locations.

(2) Level two/three support is to be provided by NORMED at TRAFIPRO.

(3) Evacuation for Pri1/Pri2 casualties is to be by air to NORMED as per SOP. Pri3 to be evacuated by road. Security to be provided at LZ and armed escorts to accompany all road evacuation.

(4) Dedicated medical liaison officers are to be established at destination medical facilities out of Rwanda.

e. **Disengagement Stage**

(1) Level one support remains a national responsibility. Units are to ensure this support is available to road convoys, within staging areas and at evacuation destinations.

(2) Level two/three support is to be provided by NORMED at TRAFIPRO.

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(3) Evacuation for Pri1/Pri2 casualties is to be by air to NORMED as per SOP Pri3 to be evacuated by road. Security to be provided at LZ and armed escorts to accompany all road evacuation.

f. **Consolidation Stage**

(1) Level one support is the responsibility of the contingent tasked with providing support to the evacuation process in Kigali.

(2) Level two/three support is to be provided by NORMED at TRAFIPRO. Arrangements are to be put in place for the transfer of inpatients to destination medical facilities out of Rwanda as determined by the FMO.

(3) Evacuation of all casualties to NORMED by road. Armed escorts to accompany all tasks.

g. **Evacuation Stage One**

(1) Level one support is the responsibility of the contingent tasked with providing support to the evacuation process in Kigali.

(2) All inpatients from NORMED are to be transferred to destination medical facilities out of Rwanda as determined by the FMO.

h. **Evacuation Stage Two**

(1) Integrated Core Group to ensure Level one and road evacuation capability is maintained.

(2) NORMED facility to close.

(3) All casualties to be evacuated to destination medical facilities out of Rwanda as coordinated by FMO.

g. **Evacuation Stage Three**

(1) Integrated Core Group to ensure Level one and road evacuation capability is maintained.

(2) Security forces moving by road are to ensure level one capability is included in convoy.

(3) FMO to coordinate reception and further evacuation of casualties arriving at designated evacuation destinations.

**Backloading/Destruction Policy**

4. Backloading will be commenced in Alert Stage Two and will be implemented to ensure

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the withdrawal of maximum amount of equipment. Allocation of 2nd line transport, and possible brigaded 1st line transport, to effect this task may be expected from Alert Stage Two.

5. Destruction will be commenced on order from UNAMIR HQ and will be implemented to prevent UN equipment, which cannot be backloaded and evacuated, from being used to contribute to actions against UN personnel or the authority of the Rwandan Government. Destruction by contingents of non-essential stores may be authorised as a general policy by UNAMIR HQ. Destruction of essential stores is only to occur on approval of UNAMIR HQ on a specific item by item basis. Essential stores are defined as:

- a. Weapons.
- b. Ammunition.
- c. Vehicles.
- d. Communications equipment.
- e. Fuel.
- f. Combat rations.
- g. Packaged and bulk water.
- h. EDP (Computer) equipment.

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APPENDIX C TO  
5000.46 (PLANS)  
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COMMUNICATION POLICY

General

1. In order to ensure a smooth withdrawal/evacuation it is imperative to provide infallible communication during all stages of evacuation. It is necessary to cater for all contingencies by using a judicious mix of satellite, VHF and HF communications.

Communication Planning

2. Communication planning and its implementation will be dovetailed in the evacuation plan.

a. Normal Stage. The following will be the means of communication;

i. Satellite.

- (1) VSATs.
- (2) INMARSAT-C & M.

ii. VHF.

- (1) Rural shoots.
- (2) Base Stations/mobile/hand held radio sets.

iii. HF.

- (1) From INDSIGS ( as back up).
- (2) By contingents using their own equipments.

b. Alert Stage 1. The communications remain unchanged as in normal stage, with the following exceptions;

- i. Communication to RRFs will be planned by the contingents on existing VHF channels as also with contingent owned equipment.
- ii. Additional HF/VHF links to safe areas under contingent arrangements.

c. Alert Stage Two. Same as 2 (b).

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d. **Alert Stage Three.**

- i. Field cables going out of the sector HQs to be reeled back.
- ii. VHF communication at Kigali to be strengthened by the Force Sig Coy by installing extra repeaters to cater for reinforced troops.

e. **Disengagement Stage.**

- i. VSAT and VHF communication will be primary means.
- ii. HF and INMARSAT will be stand by means.
- iii. Activation of VHF repeaters for communication of reinforced troops.
- iv. Detachments for close down of VSATs, VHF repeaters and VHF rural shoots to be kept at six hours notice.

f. **Consolidation Stage.**

i. **Sector HQ.**

- (1) All communication to Sector HQ will be closed down.
- (2) HF will be the primary means.

ii. **Reinforced Troops.**

- (1) Reinforced troops to come on activated VHF repeaters in Kigali.
- (2) VHF rural shoots to be established in a phased manner between Force HQ and the reinforced troops.

iii. **Kigali/Evacuation Destination.**

- (1) Contingent owned HF will be the primary means.
- (2) INMARSAT- C will be used for data communication.

g. **Evacuation Stage One.**

i. **Kigali.**

- (1) VHF will be the primary means.
- (2) Close down all civilian communication.

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- (3) For troops evacuating by road, HF will be the means of communication.

- ii. **Evacuation Destination.**

- (1) Contingent owned HF will be the primary means.
- (2) Contingents to hand over all UN communication equipment.

- h. **Evacuation Stage Two.**

- i. Close down of VHF rural shoots in a phased manner.
- ii. VHF communication will be the primary means.
- iii. HF to be the stand by means.

- i. **Evacuation Stage Three.**

- i. HF will be the primary means.
- ii. Close down of all VHF communications.
- iii. Use of HF communications till final evacuation.

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APPENDIX D TO  
5000.46 (PLANS)  
DATED 14 AUG 95

INSTRUCTIONS ON REINFORCEMENT

OPERATION PLAN HECTOR

General Aspects

1. **Scenario.** Reinforcements may be used to meet the additional requirement of troops in certain sectors due to a deteriorating security situation. Therefore, reinforcements may be provided to a threatened sector from sectors facing no or relatively little threat. Consequently, all sectors need to be prepared to provide and receive reinforcements to/from any sector.
2. **Requirement and Scale of Reinforcement.** Under this plan, reinforcements of platoons and even the companies may be ordered. Sectors are to be prepared to provide platoon size reinforcements. The requirement to reinforce a sector will be determined by the following:
  - a. At the request of the Sector Commander.
  - b. On evidence of a deteriorating security situation in the sector.
  - c. To preempt a possible threat.
  - d. In response to a changing political situation.
3. **Command and Control.** The gaining Sector Commander will assume command of reinforcing troops, unless otherwise directed by UNAMIR HQ.
4. **Composition of the Platoon Reinforcement.**
  - a. **Personnel.** 30
    - (1) Advance Party - 5.
    - (2) Main Body - 25.
  - b. **Vehicles.** Two Four Runner/pick ups and three trucks.
  - c. **Other Stores.** Tents and generator.
5. **Notice to Move.** Reinforcements are to be maintained at the following notice to move (NTM) after receipt of activation message:

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a. **ALERT STAGE ONE.**

- (1) **Advance Party.** 6 hrs NTM (move 6 hrs after receipt of message).
- (2) **Main Body.** 12 hrs NTM (move 12 hrs after receipt of message).

b. **ALERT STAGE TWO.**

- (1) **Advance Party.** 4 hrs NTM (move 4 hrs after receipt of message).
- (2) **Main Body.** 8 hrs NTM (move 8 hrs after receipt of message).

c. **ALERT STAGE THREE.**

- (1) **Advance Party.** 2 hrs NTM (move 2 hrs after receipt of message).
- (2) **Main Body.** 6hrs NTM (move 6 hrs after receipt of message).

6. **Activation.** An activation message will be sent by UNAMIR HQ using the fastest means, followed by a hard copy. The activation message will include the following:

- a. The code word HECTOR and the applicable security stage.
- b. Security situation.
- c. Reinforcing and gaining sectors.
- d. Level of reinforcement.
- e. Notice to move and time to reach RV.
- f. Location of RV in the gaining sector (met by guides from gaining sector).
- g. Other instructions.

7. **Example.**

1 AND 2 THIS IS ZERO

- A. HECTOR, ALERT THREE.
- B. INCREASED INSURGENCY ACTIVITIES IN SECTOR 5. REQUIRED TO AUGMENT SECURITY IN RUHENGARI.
- C. SECTOR 2 WILL REINFORCE 5.
- D. ONE PLATOON.
- E. 4 HRS NOTICE, REACH RV NLT 121800 APRIL.
- F. RV-RUHENGARI, GR 123456.
- G. SELF CONTAINED FOR THREE DAYS FOR SUPPLIES, WATER



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**AND POL.**

8. **Deployment.** The reinforcement of company size and are to be given a subsector to ease command and control problems.

**Predeployment Preparations**

9. The following preparations are to be carried in ALERT STAGE ONE for the provision of reinforcements:

- a. Identify reinforcement troops.
- b. Concentrate three days stock of combat supplies, water and POL.
- c. Identify tentage requirements.
- d. Identify suitable vehicles.
- e. Brief reinforcement commander and troops.
- f. Identify other stores requirements.

10. The following preparations are to be carried in ALERT STAGE ONE for receiving reinforcements:

- a. Identify subsector/location for the reinforcement.
- b. Nominate a Liaison Officer and provide guides for RV.
- c. Identify possible accommodation/camping area for the reinforcement.
- d. Prepare for the provision of administrative support to the incoming troops, after the initial three days period.

**Actions on Receipt of Activation Message.**

11. **When Ordered to Provide Reinforcements.** The following actions are to be completed on receipt of an activation message:

- a. Contact the gaining Sector Commander.
- b. Issue a warning order.
- c. Ensure sections weapons are issued.
- d. Ensure issue of first line ammunition, three days combat supplies, helmets and

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ballistic protective jackets. Subsequent issue of combat supplies is to be done by the gaining unit.

- e. Conduct checks of communications equipment.
- f. Move to RV.
- g. Receive brief on current security situation in sector at RV from Liaison Officer and move with guides to the deployment area.
- h. Reinforcement troops are under command gaining Sector Commander upon reaching the RV.

12. **When Ordered to Receive Reinforcement.** The following actions are to be completed on receipt of an activation message:

- a. Contact the sector providing reinforcements to confirm RV.
- b. Advance party is received and briefed at RV by Liaison Officer and guided to deployment area. The briefing is to include the security situation, deployment area, accommodation arrangements, key points requiring protection in the sub sector/location allotted to the reinforcement, communication instructions and any other relevant information.
- c. Main body is to be received and guided to deployment area.
- d. Provide defence stores to the reinforcing troops, if required.

13. The communication policy is attached as Appx C.

**ROUTES FOR WITHDRAWAL/EVACUATION,**

**AND**

**POSSIBLE CONTINGENCIES**

**Routes**

1. **Withdrawal Routes to Kigali.**

- a. **Sector 2.** Kibungo - Kigali.
- c. **Sector 3.** Gikongoro - Butare - Gitarama - Kigali.
- c. **Sector 4.** Shagasha - Gikongoro - Butare - Gitarama - Kigali as the main and the alternate will be Shagasha - Kibuye - Gitarama - Kigali.
- d. **Sector 5.** Nyundo - Ruhengeri - Kigali.

2. **Evacuation Routes.** Units are responsible for security of the evacuation routes with in their sector boundaries.

- a. **Sector 1.** Kigali - Byumba - Kabale (Uganda) as the main route and Kigali - Murambi - Gabiro - Kabale as an alternate. Road Kigali - Kibungo - Rusumo - Nyamahale (Tanzania) will be the route to the evacuation destination.
- b. **Sector 2.** Kibungo - Kigali - Byumba - Kabale (Uganda) as the main and Kibungo - Murambi - Gabiro - Kabale as the alternate route. Road Kibungo - Nyamahale (Tanzania) will be the route to the evacuation destination.
- c. **Sector 3.** Gikongoro - Butare - Gitarama - Kigali - Byumba - kabale (Uganda) as the main and Gikongoro - Butare - Gitarama - Kigali - Murambi - Gabiro - Kabale as the alternate route. Road Gikongoro - Butare - Gitarama - Kigali - Kibungo - Rusumo - Nyamahale (Tanzania) will be the route to the evacuation destination.
- d. **Sector 4.** Shagasha - Gikongoro - Butare - Gitarama - Kigali - Byumba - Kabale (Uganda) as the main route and Shagasha - Gikongoro - Butare - Kigali - Murambi - Gabiro - Kabale as the Alternate route. Shagasha - Butare - Kigali - Kibungo - Rusumo - Nyamahale (Tanzania) will be the route to the evacuation destination.

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- e. **Sector 5.** Nyundo - Ruhengeri - Kigali/Gitarama - Byumba -Kabale (Uganda) as the main route and Nyundo - Ruhengeri - Kigali/Gitarama - Murambi - Gabiro - Kabale as an alternate route and Nyundo -Ruhengeri - Kigali/Gitarama - Kibungo - Rusumo - Nyamahale (Tanzania) as the route to the evacuation destination.

### Contingencies

3. Various contingencies may arise as a result of hostile action against UNAMIR. The withdrawal/evacuation may have to be conducted in a hostile environment. The following contingencies may occur:

- a. Interference with the withdrawal of the protected personnel to the company locations.
- b. Interference with the withdrawal to Kigali.
- c. Interference with the evacuation to evacuation destination (outside of Rwanda).

4. Hostile action may be encountered while withdrawing to company location/Kigali. Therefore, RRFs are to be employed to control the situation and extricate personnel. The RRF is to be reinforced as required. Some helicopter assets may be available to assist in extricating personnel, finding disengagement difficult, to Safe Areas. Therefore, some equipments, which can't be evacuated, are to be destroyed on order from UNAMIR HQ. Communication is to be established and maintained with UNAMIR HQ. Likely choke points along the planned route of withdrawal/evacuation are to be secured before the movement of troops/personnel commences.

5. **Contingency Peculiar to Sector 4.** Due to the location of this sector and its natural features, there are many opportunities for a hostile force to disrupt the withdrawal of troops/personnel. For example the withdrawal routes to Gikongoro and Kibuye may be severed. In such a circumstance the following actions may have to be taken:

- a. **Evacuation by Air.** If the security situation allows, all personnel are to concentrate at Kamembe airfield for evacuation by air.
- b. **Withdrawal to Zaire/Burundi.** In case of open conflict between the RPA and FRGF, UNAMIR troops are to disengage and withdraw from the area. If all planned withdrawal routes(air/land) are blocked all troops/personnel may have to withdraw to Zaire or Burundi. It is unlikely that any force will intentionally fire at UNAMIR troops, this is not to rule out the possibility of stray fire. Troops/personnel are to proceed to Bukavu airport in Zaire or to Nyakagunda, Rugumbo or Bujumbura airports in Burundi for evacuation to Kampala.

MOVEMENT TIMINGS

1. These timings cater for movement timings, halts, TPP and possible contingencies.

a. Sector 1.

- |     |   |     |         |
|-----|---|-----|---------|
| (1) | Kigali - Kabale                           | --- | 6 hrs.  |
| (2) | Kigali - Kabale via<br>Murambi and Gabiro | --- | 11 hrs. |
| (3) | Kigali - Kibungo -<br>Nyamahale.          | --- | 8 hrs.  |

a. Sector 2.

- |     |  |     |        |
|-----|--|-----|--------|
| (1) | Kibungo - Kigali                           | --- | 4 hrs. |
| (2) | Kibungo - Nyamahale                        | --- | 4 hrs  |
| (3) | Kibungo - Kabale<br>via Kigali and Byumba  | --- | 10 hrs |
| (4) | Kibungo - Kabale<br>via Murambi and Gabiro | --- | 12 hrs |

b. Sector 3.

- |     |  |     |         |
|-----|--|-----|---------|
| (1) | Gikongoro - Kigali                           | --- | 5 hrs.  |
| (2) | Gikongoro - Kabale<br>via Byumba             | --- | 11 hrs. |
| (3) | Gikongoro - Kabale<br>via Murambi and Gabiro | --- | 16 hrs. |
| (4) | Gikongoro - Nyamahale                        | --- | 13 hrs. |

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g. **Sector 4.**

- |     |   |     |         |
|-----|---|-----|---------|
| (1) | Shagasha - Kigali                           | --- | 11 hrs. |
| (2) | Shagasha - Kabale<br>via Byumba.            | --- | 16 hrs. |
| (3) | Shagasha - Kabale<br>via Murambi and Gabiro | --- | 21 hrs. |
| (4) | Shagasha - Nyamahale                        | --- | 19 hrs. |

h. **Sector 5.**

- |     |                                   |      |         |
|-----|-----------------------------------|------|---------|
| (1) | Shagasha -<br>Kigali              | ---- | 6 hrs.  |
| (2) | Shgasha -<br>Kabale via Ruhengeri | ---  | 6 hrs.  |
| (3) | Shagasha -<br>Kabale via Byumba   | ---  | 12 hrs. |
| (4) | Shagasha -<br>Kabale via Gabiro   | ---  | 13 hrs. |
| (5) | Shagasha -<br>Nyamahale           | ---  | 14 hrs. |

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APPENDIX G TO  
5000.46 (PLANS)  
DATED/4 AUG 95

**EVACUATION PROCEDURE IN KIGALI**

**RECEPTION POINTS**

1. The reception points in Kigali are:
  - a. For personnel withdrawing from Kibungo - road bend at GR 154843.
  - b. For personnel withdrawing from Gitarama, Ruhengeri and Byumba - cross road junction at GR 048856.

**ZONES IN KIGALI**

2. Kigali is divided in seven zones controlled by Zone Wardens. These zones are marked on the attached map. Zone wardens are to coordinate all requirements with the Military Coordinators listed below:

- a. **Zone 1, 2 and 3.** Major M M Singh.
- b. **Zone 4.** Major T P S Rana.
- c. **Zone 5 and 6.** Major M S Hooda.
- d. **Zone 7** Major G S Bora.

**ASSEMBLY POINTS**

3. The assembly points in Kigali for civilian personnel are:
  - a. UNHCR HQ.
  - b. UNDP HQ.
  - c. BNR Building.
  - d. Hotel Meridien.
  - e. TRAFIPRO.
  - f. Amahoro Complex.

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- g. Regional Stadium for the local staff.

### SAFE AREAS

- 4. The Safe Areas in Kigali are:

- a. Amahoro Hotel.
- b. Transit Camp.
- c. UNICEF Building.
- d. Chez Lando hotel.
- e. Airport.
- f. TRAFIPRO.

### CAPACITY REQUIREMENTS OF SAFE AREAS

- 5. The following are the numbers of personnel to be planned for in the Kigali Safe Areas:
  - a. Formed Troops. It is anticipated that about 800 to 1000 troops will be required in Kigali to support the evacuation process. However, most of the troops will be conducting security duties. Therefore, accommodation in the safe areas is only required for approximately 500.
  - b. UNAMIR Civilian staff. It is anticipated that accommodation for approximately 205 civilian staff will be required.
  - c. UN Agencies. It is anticipated that approximately 180 personnel from UN agencies will require accommodation.
  - d. Local Staff. It is anticipated that approximately 300 locally employed UN staff (including families) will require accommodation.
  - e. NGOs. Accommodation may be required for up to 100 NGO personnel.
  - f. UNAMIR Military Staff. Accommodation for 35 staff officers will be required.
  - g. Mil Obs. Accommodation for 300 mil obs will be required.
  - h. Contractors including BRSC. Accommodation of up to 115 persons will be required.

Therefore the total number of personnel requiring accommodation in the Kigali Safe Areas is



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approximately 2000.

**EMERGENCY ASSISTANCE**

5. If emergency assistance is required by civilian personnel, an emergency assistance message is to be sent to UNAMIR. The message is to contain the following information:
- a. **Situation.** What type of emergency, for example, house is being surrounded and there are approximately four armed men. Unable to come out. Vehicle damaged.
  - b. **Assistance Required.**
    - (1) Troops (RRF/escort).
    - (2) Transport.
    - (3) Medical.
  - c. **Example.**
    - (1) HOUSE SURROUNDED BY APPROXIMATELY FIVE ARMED MEN. SOME FIRING ALSO HEARD. THERE WAS A BANG ON THE DOOR TWICE. NOT ABLE TO COME OUT. ONE MEMBER HURT ON HAND. CAR DAMAGED.
    - (2) SEND SECURITY AS SOON AS POSSIBLE.
    - (3) TRANSPORT REQUIRED FOR FIVE PERSONS.
    - (4) MEDICAL AID REQUIRED.

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APPENDIX H TO  
5000.46 (PLANS)  
DATED 14 AUG 95

AIDE-MEMOIRE

ACTION TO BE TAKEN DURING SECURITY STAGES

H/1/7

SECURITY STATE	ACTION REQUIRED		
	UNAMIR HQ	SECTORS	UN CIVILIAN/NGO PERS
NORMAL	<ul style="list-style-type: none"><li>Identify Integrated Core Group</li><li>Movement restricted between 2300-0500 hrs</li><li>Normal ops continue</li></ul>	<ul style="list-style-type: none"><li>Monitor &amp; report security situation</li><li>Liaise with neighbouring sectors</li><li>List all UN civilian &amp; NGO pers (tel # &amp; C/S) and decide method of passing info</li><li>Estbl timing/place for security conferences</li><li>Brief all on security plans</li><li>Arrange accn in the company location for all personnel to be protected in case required due to the security situation</li><li>RRF of 1 section on 30 min NTM</li><li>update route info for each security stage</li><li>Conduct liaison for accn in Kigali</li><li>Conduct rehearsals for the plan</li><li>Movement restricted between 2300-0500 hrs</li><li>Normal ops continue</li><li>Prepare list of Essential and Non essential stores</li></ul>	<ul style="list-style-type: none"><li>Pass accn/work details to Sector Commanders</li></ul>

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**APPENDIX H**

SECURITY STAGE	ACTION REQUIRED		
	UNAMIR HQ	SECTORS	UN CIVILIAN/NGO PERS
ALERT STAGE ONE	<ul style="list-style-type: none"> <li>. All briefed on security stage</li> <li>. Security measures enhanced</li> <li>. Movement restricted between 1800-0600 hrs</li> </ul>	<ul style="list-style-type: none"> <li>. Min strength when moving out on task to be one section</li> <li>. Enhanced security measures</li> <li>. Comms to UN civilians and NGOs estbl.</li> <li>. Disseminate change in security stage to all</li> <li>. All briefed on security stage</li> <li>. RRF of 1 sec on 30 min NTM</li> <li>. Test comms between troops</li> <li>. Movement in groups of 2 veh minimum</li> <li>. Conduct route recce of withdrawal routes</li> <li>. Be prepared to provide reinforcements to other sectors</li> <li>. SITREPs as per normal timings</li> <li>. Movement restricted between 1800-0600 hrs</li> <li>. Be prepared to provide specified transport on orders of HQ UNAMIR</li> </ul>	<ul style="list-style-type: none"> <li>. Establ comms with Sector HQ</li> <li>. May be withdrawn to company location on request</li> </ul>

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**APPENDIX H**

SECURITY STAGE	ACTION REQUIRED		
	UNAMIR HQ	SECTORS	UN CIVILIAN/NGO PERS
ALERT STAGE TWO	<ul style="list-style-type: none"> <li>Disseminate change in security stage to all</li> <li>Order withdrawal of civilian pers from sectors if required</li> <li>Movement restricted between 1800-0600 hrs</li> <li>VIP visits postpone</li> </ul>	<ul style="list-style-type: none"> <li>Disseminate change in security stage to all</li> <li>Min 2 vehicles when moving out on any task.</li> <li>Company location capable of being defended from direct attack</li> <li>Civilian personnel withdrawn to company location, may be to Kigali on request</li> <li>Provide tpt/accn/feeding for withdrawal of civilians</li> <li>Update info on routes to be used in next stage</li> <li>Provide security to MILOB Ops</li> <li>RRF of 2 sections on 20 min NTM</li> <li>use CIVPOL sp to enhance security arrangements</li> <li>Be prepared to provide/receive reinforcements</li> <li>Ops conducted with enhanced security measures</li> <li>SITREPS as per normal timings</li> <li>Movement restricted between 1800-0600 hrs</li> <li>Backloading of Essential stores to Kigali</li> <li>Be prepared to provide specified transport on orders of HQ UNAMIR</li> </ul>	<ul style="list-style-type: none"> <li>Concentrate as per own security plan</li> <li>Withdraw to company location on orders</li> </ul>

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APPENDIX H

SECURITY STAGE	ACTION REQUIRED		
	UNAMIR HQ	SECTORS	UN CIVILIAN/NGO PERS
ALERT STAGE THREE	Disseminate change in security stage to all All movements restricted to essential duty only VIP visits are cancelled	<ul style="list-style-type: none"> <li>. Disseminate change in security stage to all</li> <li>. Be prepared to provide/receive reinforcements</li> <li>. Minimum strength for any task to be one platoon</li> <li>. Ops (less emergencies) may be halted and carried out with maximum security</li> <li>. Preparations made for withdrawal to Kigali/evac destination as ordered</li> <li>. MILOBs withdrawn to company location</li> <li>. Civilian pers withdrawn to Kigali</li> <li>. Provide tpt &amp; escort for movement of civilian pers</li> <li>. RRF of 1 platoon on 20 min NTM</li> <li>. MILOBs tasked only on permission of UNAMIR HQ</li> <li>. Prepare contingency plan and seek permission for destruction of Essential stores</li> <li>. All movements restricted to essential duty only</li> <li>. No movements permitted at night</li> <li>. SITREPs as per normal timings</li> <li>. Be prepared to provide specified transport on orders of HQ UNAMIR</li> </ul>	Withdraw to Kigali under command of Sector HQ

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APPENDIX H

SECURITY STAGE	ACTION REQUIRED		
	UNAMIR HQ	SECTORS	CIVILIAN/NGO PERS
<p>DISENGAGEMENT STAGE</p>	<ul style="list-style-type: none"> <li>. Disseminate change in security stage to all</li> <li>. Notify destinations for withdrawing troops</li> <li>. Order withdraw of troops from threatened sectors</li> <li>. All movements restricted to essential duty only</li> </ul>	<ul style="list-style-type: none"> <li>. Disseminate change in security stage to all</li> <li>. Conduct liaison with neighbouring sectors</li> <li>. Withdraw troops on order from UNAMIR HQ to Kigali or the evaluate to evac destination (only Sectors 4 &amp; 5)</li> <li>. Secure/clear choke pts on withdrawal/evac route with in your sector boundaries</li> <li>. Destruction of Essential stores on order UNAMIR HQ</li> <li>. Carry all accn tentage</li> <li>. Troops withdrawing to Kigali to report to Sector 1 reception pt</li> <li>. incoming troops to be self sufficient for 3 days combat supplies</li> <li>. Sector 1 LO to receive incoming troops and guide them to the deployment areas</li> <li>. Redeployment to sectors if security situation improves</li> <li>. All movements restricted to essential duty only</li> </ul>	

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APPENDIX H

SECURITY STAGE	ACTION REQUIRED		
	UNAMIR HQ	SECTORS	UN CIVILIAN/NGO PERS
CONSOLIDATION STAGE	<ul style="list-style-type: none"> <li>Relocation of troops in Kigali to Safe Areas</li> <li>NGOs advised to evac</li> <li>UN property in Kigali to be relocated to Safe Areas</li> <li>Order destruction of nonessential stores</li> <li>despatch advance party to the evac destination</li> </ul>	<ul style="list-style-type: none"> <li>Disseminate change in security stage to all</li> <li>Secure/clear major choke pts on evac route</li> <li>Carry all accon tentage</li> <li>Destroy Essential stores on order UNAMIR HQ, in Kigali</li> <li>Evac of remaining troops to evac destination</li> <li>Evacuating troops to be self sufficient for 3 days in combat supplies, water and POL.</li> </ul> <p align="center"><b>SECTOR 1</b></p> <ul style="list-style-type: none"> <li>Provide tpt &amp; escort the civilian pers to Safe Areas</li> <li>Provide security to Safe Areas</li> <li>Relocate UN equipment to Safe Areas</li> <li>Sector 1 to maintain 2 pl RRFs on 20 min NTM</li> <li>Security forces in Kigali occupy final positions</li> </ul>	<ul style="list-style-type: none"> <li>Civilian pers prepared for evac</li> <li>Civilian pers requiring emergency assistance from UNAMIR to contact UNDP, UNHCR or UNICEF</li> </ul>

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APPENDIX H

SECURITY STAGE	ACTION REQUIRED		
	UNAMIR HQ	SECTORS	OTHERS
EVACUATION STAGE ONE	<ul style="list-style-type: none"> <li>Disseminate change in security stage to all MOVCON to manifest all civilian pers</li> <li>Manifested civilian pers to be evac</li> <li>MOVCON to coord evac of other international civilian pers</li> </ul>	<ul style="list-style-type: none"> <li>disseminate change in security stage to all</li> <li>Non-essential military pers prepare for evac</li> <li>Adjust security of Safe Areas</li> <li>All stores &amp; vehs not required in next stage evacuated</li> <li>Nonessential stores that cannot be evacuated to be destroyed</li> </ul>	All civilian pers (less Core Group if required) evacuated
EVACUATION STAGE TWO	<ul style="list-style-type: none"> <li>Disseminate change in security stage to all</li> <li>Order evac of civilian pers and nonessential mil pers</li> </ul>	<ul style="list-style-type: none"> <li>Disseminate change in security stage to all</li> <li>Military non-essential pers evacuated</li> <li>Nonessential stores that cannot be evacuated to be destroyed</li> </ul>	Civilian Core Group evacuated
EVACUATION STAGE THREE	<ul style="list-style-type: none"> <li>Disseminate change in security stage to all</li> <li>Provide evac routes and destinations to Security Force</li> <li>Order evac of Integrated Core Group and Security Force</li> </ul>	<ul style="list-style-type: none"> <li>Disseminate change in security stage to all</li> <li>Essential stores not evacuated to be destroyed on orders of Integrated Core Group</li> <li>Escort Integrated Core Group to airport for evac</li> <li>Security force evac</li> </ul>	



# MILOB OPS FIRST SIGHT MAIL

DATE.....

SEEN BY	COMMENTS	SIGN	DATE
D C M O	Seen	W	13/10
S O O			
OPS OFFR1	seen	Jb	13/10
OPS OFFR2			
SIG OFFR			
S M P O			
SLOGO			



UNAMIR - MINUAR

File No 5000.7 (PLANS)

To: DISTRIBUTION LIST

From: G3 PLANS *[Handwritten signature]*

Date: 2 Oct 95

Subject: AMENDMENT TO UNAMIR FORCE SOPs

- 
1. Please find enclosed the latest version of the UNAMIR Force SOP Part Seven (7), Sections 1-6.
  2. For necessary action.

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UNAMIR FORCE SOP

PART SEVEN

MEDICAL

CONTENTS

SECTION ONE	-	COMMAND AND CONTROL
SECTION TWO	-	RESPONSIBILITIES OF KEY PERSONNEL
SECTION THREE	-	REPORTS AND RETURNS
SECTION FOUR	-	FUNCTIONING OF THE MED BR OP ROOM
SECTION FIVE	-	EVACUATION AND REPATRIATION
SECTION SIX	-	HEALTH LOGISTICS

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UNAMIR FORCE SOP

PART SEVEN

MEDICAL

CONTENTS

SECTION ONE	-	COMMAND AND CONTROL
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SECTION THREE	-	REPORTS AND RETURNS
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SECTION FIVE	-	EVACUATION AND REPATRIATION
SECTION SIX	-	HEALTH LOGISTICS

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SECTION ONE - COMMAND AND CONTROL

GENERAL

1. This SOP details the method of comd and con of Medical Branch. Medical Branch is responsible to the FC on all matters affecting the health of UNAMIR.
2. Role. The role of Medical Branch is the co-ordination of all medical support to the force and to Humanitarian Support relief in Rwanda. It also provides advice to the FC on matters designed to promote health and prevent disease.
3. ORBAT. Med Branch is organised as follows:
  - a. Force Med Officer (FMO);
  - b. G3 Med (Ops) - Health Operations (SO2 Hlth Ops);
  - c. G4 Med (Log) - Health Logistics (SO2 Hlth Log);
  - d. SO Med;
  - e. F Health Officer; and
  - f. Chief Clerk (CCLK).
4. From time to time other staff members will be attached to Med Br. These may be liaison off/representatives from the Force Medical Units as follows:
  - a. Norwegian Medical Centre (NORMED);
  - b. 95 CMSG.
5. An advisory position of FHO on Med Br is held by the senior Pvnt Med Officer from 95 CMSG.

METHOD AND SUCCESSION OF COMMAND

6. FMO will normally exercise comd of Med Br from Force HQ. However he/she may temporarily exercise comd from another loc. The succession of comd in Med Br is as follows:
  - a. G3 Med (Ops);
  - b. SO Med (Admin Offr);
  - c. G4 Med (Log);
  - d. Senior Medical Officer from NORMED.

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**ORDERS GROUPS**

7. The Med Br OGP will comprise all members and attached personnel. A representative of each Medical unit will usually be required to attend.

**RECON GROUP**

8. The composition of the R GP will generally be as follows:

- a. FMO;
- b. Representative from Med Br (usually Lo);
- c. Linguist;
- d. Int rep;
- e. Med asst;
- f. Driver; and
- g. Protection party

9. Variations to the above list will be made based on the situation and task.

**DISTRIBUTION OF ORDERS/PLANS AND DIRECTIVES**

10. The distribution list for orders, plans and directives is as per UNAMIR distribution list. All health units under comd or in spt of UNAMIR are to submit an info copy of orders and plans to Med Br.

**LIAISON**

11. Liaison between Med Br and health units is frequently required for comd and con purposes. Initiative should be taken to arrange contact without direction.

12. LOs will be used as follows:

- a. to convey orders and future intentions of the FMO;
- b. to provide info on the situation to the FMO;
- c. to interface with other UN authorities, NGO and government offices.

13. LOs are to attend all conferences at their own HQ whenever possible, as well as attending O Gp of the HQ to which they are attached.

14. An Aide Memoire for LOs is at Annex A.

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ANNEX A TO  
UNAMIR SOPs  
PART 7 SECTION 1

**AIDE MEMOIRE FOR LIAISON OFFERS**

1. Liaison Offers are to:

a. **Before Departure.**

- (1) Be prep to spend the night away from HQ.
- (2) Check comms and SOI details
- (3) Take with them the latest SITREP from the HQ.
- (4) Inform HQ of their whereabouts.
- (5) Check their routine with the Ops Room and the latest grid ref of the HQ unit they are visiting.
- (6) Know the next likely loc of the HQ.
- (7) Inform the HQ/unit they are visiting of their ETA.

b. **At the Destination**

- (1) Obtain latest SITREP and pass on latest info.
- (2) Advise parent HQ of ETD and ETA as soon as known.

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SECTION TWO - RESPONSIBILITIES OF KEY PERSONNEL

GENERAL

1. All personnel within Med Br are responsible to the FMO for the smooth functioning of the Branch. While each has a specialist field, all should be prepared to assist in the functioning of the Branch as a whole.

Responsibilities. Responsibilities of key personnel are as follows:

a. Force Medical Officer (FMO):

(1) Plans, directs, and advises and supervises all activities related to the medical support plan. Provides medical expertise to the Force Commander (FC) and to all contingent Senior Medical Officers (SMedOS) of the mission.

(2) Conducts initial and on-going deployment medical assessments and surveys. Gathers and distributes information of general medical situation in the operational area and of medical threats.

(a) Assesses the local medical facilities and advises on their suitability.

(b) Evaluates and coordinates medical support received from Host Nation Support.

(3) Oversees medical standards of all medical care functions. This will also include inspections of military medical facilities in-theatre.

(4) Ensures all military medical units extend their services to the UN civilian support staff, and other UN staff members assigned to that particular mission.

(5) Recommends Holding/Evacuation Policies to FC, and to UN HQ.

(6) Provides guidelines for MEDEVACS and coordinates inter and intra-theatre MEDEVACS.

(7) In concert with UN HQ, and the FC, provides guidance in the treatment of non-UN force personnel.



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(8) Responsible for coordination of medical matters with Non-Government Organizations (NGOs), Private Organizations (PVOS), and with local medical authorities.

(9) Responsible for collection of medical information/statistical reporting as required by UN HQ.

(10) Resolves clinical differences between national contingents.

(11) Responsible for the economic considerations for all of the above.

b. **G3 Med (Ops)**. Responsible to the FMO for:

(1) The overall co-ordination of the Med Br Ops Rm;

(2) Assisting in preparation of orders and plans;

(3) Keeping the FMO informed of the loc, situation and capabilities;

(4) The co-ordination of all evacuation matters;

(5) The co-ordination of all repatriation matters as they apply to Med Br;

(6) Compilation of med ops returns; and

(7) Medical advisor to F Comd in absence of FMO.

c. **G4 Med (Log)**. Responsible to the FMO for:

(1) The overall supervision of medical procurement and resupply to units;

(2) The provision of advice on health logistics matters;

(3) Assisting in the preparation of orders and plans;

(4) Keeping the FMO informed of all health resupply;

(5) Compilation of medical logistics returns

d. **SO Med Admin**. Responsible to FMO for:

(1) 2IC functions in HQ Med Section;

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- (2) Advises med staff officers, NORMED staff and contingent RAP's on med admin matters;
- (3) Overall coord of activities between med ops and med logistics;
- (4) Supervises staff and functions of orderly room;
- (5) Pers admin for HQ Med Section staff;
- (6) Overall coord of Med reports and med policy and procedures;
- (7) Participates in duty roster for Med Br Ops.

e. **Force Health Officer** Responsible to the FMO for:

- (1) The provision of health advice to staff and national contingents on preventive measures;
- (2) Inspection and auditing of national measures to ensure international standards are maintained in the area of:
  - (a) food;
  - (b) water; and
  - (c) sanitation.
- (3) The co-ordination of mission dependant preventive medicine services such as regional spraying or vector control;
- (4) Reporting on, and maintaining standards of occupational Health and Safety as they apply to national contingents.

f. **WO CLK ADMIN.** Responsible to the FMO for:

- (1) Maintenance, receipt, dispatch, correspondence and filing daily;
- (2) Assisting in Medical Evacuation procedures both tactical and strategic;
- (3) Assisting in repatriation of UN military personnel on medical grounds;
- (4) Ensuring all periodical reports and returns completed at end of each week and each month;

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- (5) Ensuring weekly medical treatment reports collated and necessary action taken;
- (6) Collate and distribute weekly and monthly treatment statistics;
- (7) Perform the duties of Medical Branch Duty Officer when required;
- (8) Resupply as necessary office equipment and stationary;
- (9) Carrying out daily general administration;
- (10) Assisting FMO, FHO and G4 Med Log when required;
- (11) Assisting G3 Med Ops with medical operations duties as required.

g. **LO Representatives from Force Medical Units**  
Responsible to the FMO for:

- (1) All co-ordination matters between their unit and Med Br;
- (2) Assisting G3 Med (Ops) and G4 Med (Log) as required.

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ANNEX A TO  
UNAMIR SOPs  
PART 7 SECTION 2

DUTY STATEMENT - WO CLK ADMIN

MEDICAL BRANCH HQ UNAMIR

**Duties:**

1. Maintain, receipt, dispatch, correspondance and filing, daily.
2. Assist in Medical Evacuation procedures both tactical and strategic.
3. Assist in Repatriation of UN military personnel on medical grounds.
4. Ensure all periodical reports and returns completed at end of each week and each month.
5. Ensure weekly Medical Treatment reports collated and necessary action taken.
6. Collate and distribute weekly and monthly treatment statistics.
7. Perform the duties of Medical Branch Duty Officer when required.
8. Ensure necessary items are available for daily sitrep.
9. Resupply as necessary office equipment and stationary.
10. Sub Account holder.
11. Carry out daily general administration.
12. Assist FMO, FHO and G4 Med Log when required.
13. Assist G3 Med Ops with medical operations duties as required.

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SECTION THREE - REPORTS AND RETURNS

General

1. The FMO is required to submit periodic reports and returns to both Force HQ and HQ UN NY. To assist in this reporting, medical establishments are required to provide information to Med Branch on a regular basis. The requirements for reports and returns are laid down as follows:

Annexes:

A. Medical Operations Returns

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MEDICAL OPERATIONS  
SCHEDULE OF REPORTS, RETURNS AND TIMINGS

Serial/ Appendix	Title of Report/ Return	Correct as at	Originator		Sent To	By Time	Means of Transmission	Remarks
			Medical Unit	Medical Branch				
1	Daily Medical SITREP	Midnight	(Levels 2 and 3 only)		Medical Branch	0800 following day	Hard Copy	
2	Weekly Medical SITREP	Midnight on Sunday	Level 1 only		Medical Branch	0800 following day	Hard Copy	
3	Location, level, and capabilities return	Last day of the month	(Levels 2 and 3 only)	X	Unit to Med Br Med Br to UN NY	1st of following month	Hard copy fax or message	Initial notification to be made by verbal means
4	Medical Flash Report	ASAP	ALL		Med Branch	ASAP after incident	Hard copy fax or message	
5	Medical Treatment Report	Midnight Sunday of each week	ALL	X	Med Branch	0800 hrs Monday	Hard copy fax or message	
6	Health Surveillance Report	Midnight on Sunday of each week	Level 1 only		Med Branch	1200 Monday	Hard Copy	

**DAILY MEDICAL SITUATION REPORT**  
**LEVELS 2 AND 3 ONLY**

Purpose of Medical Situation Report (MEDSITREP): To inform medical staff at operational level headquarters of the Health Service situation.

1. From:
2. To:
3. Info:
  - a. DTG of release.
  - b. Report as at (DTG)
  - c. Medical evacuation status:
    - (1) Number of pers unit supporting.
    - (2) Number of patients treated since last report.
    - (3) Number of patients admitted since last report.
    - (4) Number of patients evacuated since last report.
    - (5) Number of patients returned to duty since last report.
    - (6) Number of patients died since last report.
    - (7) Number of patients presently held.
    - (8) Number of patients awaiting evacuation.
  - d. Hospital status:
    - (1) Name of unit/org (1).
    - (2) Number of operational beds (2).
    - (3) Number of available beds (10). (NORMED)
    - (4) Significant personnel shortages.
    - (5) Significant events/activities.

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APPENDIX I TO  
ANNEX A

- e. Medical logistic situation - Significant shortages of medical and dental (Class 8) supply items.
  - f. Mass casualty situation (As required)
    - (1) Cause.
    - (2) Location (name/grid reference).
    - (3) Number of casualties.
    - (4) Unit(s) affected.
  - 4. Epidemic situation (As required)
    - (1) Disease.
    - (2) Location (name/grid reference).
    - (3) Number of patients.
    - (4) Unit(s) affected.
  - a. Remarks:
- Notes:
- 1. Repeat as necessary.
  - 2. Beds supported by personnel and equipment to provide treatment appropriate to unit role.
  - 3. Beds that are operational and NOT occupied by patients.

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APPENDIX II TO  
ANNEX A

WEEKLY MEDICAL SITUATION REPORT  
LEVEL ONE ONLY

Purpose of Medical Situation Report (MEDSITREP): To inform medical staff at operational level headquarters of the Health Service situation.

1. From:
2. To:
3. Info:
  - a. DTG of release.
  - b. Report as at (DTG)
  - c. Medical evacuation status:
    - (1) Number of pers unit supporting.
    - (2) Number of patients treated since last report.
    - (3) Number of patients admitted since last report.
    - (4) Number of patients evacuated since last report.
    - (5) Number of patients returned to duty since last report.
    - (6) Number of patients died since last report.
    - (7) Number of patients presently held.
    - (8) Number of patients awaiting evacuation.
  - d. Hospital status:
    - (1) Name of unit/org (1).
    - (2) Number of operational beds (2).
    - (3) Number of available beds (10. (NORMED)
    - (4) Significant personnel shortages.
    - (5) Significant major equipment deficiencies.
    - (6) Significant events/activities.

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APPENDIX II TO  
ANNEX A

- e. Medical logistic situation - Significant shortages of medical and dental (Class 8) supply items.
  - f. Mass casualty situation (As required)
    - (1) Cause.
    - (2) Location (name/grid reference).
    - (3) Number of casualties.
    - (4) Unit(s) affected.
  - 4. Epidemic situation (As required)
    - (1) Disease.
    - (2) Location (name/grid reference).
    - (3) Number of patients.
    - (4) Unit(s) affected.
  - a. Remarks:
- Notes:
- 1. Repeat as necessary.
  - 2. Beds supported by personnel and equipment to provide treatment appropriate to unit role.
  - 3. Beds that are operational and NOT occupied by patients.

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APPENDIX III TO  
ANNEX A

**LOCATION, LEVEL, CAPABILITIES** - level 2 and 3 only  
(Report is requested on the first of every month)

Date of report: \_\_\_\_\_

Name of Mission/medical  
unit \_\_\_\_\_

Change in location, level, capabilities:  
NO - see former report  
YES - see report below

1. Organization:

Name, rank, title of  
header \_\_\_\_\_

Location: \_\_\_\_\_  
Point of  
contact: \_\_\_\_\_

Phone  
number: \_\_\_\_\_

Other communication system (numbers, radio frequencies,  
call sign  
etc): \_\_\_\_\_

Next airfield or  
helicopter/distance: \_\_\_\_\_

2. Personnel:

physicians/specialists: \_\_\_\_\_

nurses: \_\_\_\_\_

medics: \_\_\_\_\_

other: \_\_\_\_\_

total: \_\_\_\_\_

3. Beds and/or cots: total: \_\_\_\_\_

surgical: \_\_\_\_\_

maximum number in case of mass casualty: \_\_\_\_\_

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4. Medical capability:  
specialities \_\_\_\_\_

isolation ward: \_\_\_\_\_

5. Intensive care unit: ICU  
beds: \_\_\_\_\_  
equipment: \_\_\_\_\_

6. Surgical capability:  
specialities: \_\_\_\_\_

operating rooms: \_\_\_\_\_

operating teams: \_\_\_\_\_

7. Laboratory capabilities:  
microbiology: \_\_\_\_\_

virology: \_\_\_\_\_

parasitology: \_\_\_\_\_

8. X-RAY:  
skeleton: \_\_\_\_\_

abdominal: \_\_\_\_\_

ultrasound: \_\_\_\_\_

others: \_\_\_\_\_

9. Blood bank: screening  
methods: \_\_\_\_\_

10. Dental  
Capability: \_\_\_\_\_

11. Other special  
capabilities: \_\_\_\_\_

12. Preventative medicine  
assets: \_\_\_\_\_

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APPENDIX III TO  
ANNEX A

13. Veterinarian  
service: \_\_\_\_\_

14. Medevac capability:  
ground: (number of ambulances): \_\_\_\_\_  
air: (number of aircraft (Capacity and location) \_\_\_\_\_

request procedures incl. phone number or frequencies:  
\_\_\_\_\_  
\_\_\_\_\_

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**Medical Flash Report**

(Report must be submitted immediately, with follow-up reports as soon as additional information is available)

Mission/Unit: \_\_\_\_\_ Date of report: \_\_/\_\_/\_\_  
 Type of incident: \_\_\_\_\_  
 Place of incident: \_\_\_\_\_  
 Time of incident: \_\_\_\_\_

DEAD	DNBI	DOW	KIA	TOTAL
Military UN				
Civil UN				
Local hired UN				
Military Observers				
Civil Police				
Civilians				

WOUNDED, INJURED, SICK	DNBI	NBI	WIA	TOTAL
Military UN				
Civil Un				
Local hired UN				
Military Observers				
Civil Police				
Civilians				

DNBW = dies as result of non-battle wound/injury  
 DOW = died in hospital as result of battle wound/injury  
 KIA = killed in action (dies out of hospital)  
 DNBI = disease and non battle injury  
 NBI = non battle injury  
 WIA = wounded in action

Diagnoses of infectious disease outbreak or other illnesses:

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APPENDIX IV TO  
ANNEX A


Verified: \_\_\_\_\_  
Decisions made: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Additional information: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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UNITED NATIONS MEDICAL SUPPORT  
MEDICAL TREATMENT REPORT - DIAGNOSES (Monthly - for previous month)

DATE OF REPORT:					
MISSION: UNIT	OUTPATIENT	INPATIENT	MEDICAL EVACUATION	REPATRIATION	DEATH
- WEAPONS, MINES, ETC					
- TRAFFIC					
- SPORT/OTHER ACCIDENTS					
- CARDIOVASCULAR					
- PULMONARY (EXCEPT TBC)					
- GASTROINTESTINAL					
- URO-GENITAL (EXCEPT VENEREAL)					
- ARTHRITIS & MUSCULOSKELETAL					
- NEUROLOGICAL					
- EYE					
- ENT					
- SKIN					
- ABUSE (ALCOHOL & DRUGS)					
- TUMOURS					
- UPPER RESPIRATORY INFECTION					
- DIARRHOEA					
- DYSENTERY					
- TUBERCULOSIS					
- INFLUENZA					
- TYPHOID FEVER					
- HEPATITIS (A,B,C)					
- DENGUE FEVER					
- CHOLERA					
- POLIOMYELITIS					
- MENINGITIS					
- MALARIA					
- AMOEBIASIS					
- GIARDIASIS					
- LEISHMANIASIS					
- PEDICULOSIS					
- SCABIES					
- ASCARIASIS					
- ENTEROBIASIS					
- ANCHYLOSTOMIASIS					
- TAENIA					
- ECHINOCOCCUS					
- BILHARZIASIS					
- FILARIASIS					
- GONORRHOEA					
- SYPHILIS					
- CHANCROID					
- HIV/AIDS					
- VAGINITIS					
- PID					
- PREGNANCY					
- OTHER					
- ACCIDENTAL					
- CHEMICAL/BIOLOGICAL AGENTS					
- DOG					
- SNAKE					
- SCORPION					
- VACCINATIONS					
- EXAMINATIONS					
- FITTINGS					
- OTHER					



DATE OF REPORT		MEDICAL TREATMENT REPORT - PER CAPITA (Monthly - for previous month)																	
MISSION UNIT		OPERATIONS							INHAZERT										
		MILITARY UN PERSONNEL	CIVIL UN PERSONNEL	LOCAL HIREED PERSONNEL	MILITARY PERSONNEL	CIVIL PERSONNEL	FAMILY PERSONNEL	CIVILIANS	MILITARY UN PERSONNEL	CIVIL UN PERSONNEL	LOCAL HIREED PERSONNEL	MILITARY PERSONNEL	CIVIL PERSONNEL	FAMILY PERSONNEL	CIVILIANS				
LEVEL 1																			
LEVEL 2																			
LEVEL 3																			

WEEKLY HEALTH SURVEILLANCE REPORT

LEVEL 1F/CY      LOCATION:      REPORT PERIOD:

SERIAL	DIAGNOSTIC CATEGORIES	PERS	REMARKS
	GENERAL DIAGNOSTIC CATEGORIES		
A	DERMATOLOGICAL ILLNESSES (DER)		
B	OPHTHALMIC ILLNESSES/INJURIES (EYE)		
C	RESPIRATORY ILLNESSES (RES)		
D	GASTRO-INTESTINAL ILLNESSES (G-I)		
E	MEDICAL ILLNESSES (MED)		
F	SURGICAL INJURIES (SUR)		
G	ORTHOPAEDIC INJURIES:		
	SPORTS INJURIES (OSP)		
	OTHER INJURIES (OOI)		
	OTHER (OTH)		
H	HEAT/COLD INJURIES (H/C)		
I	ANIMAL BITES (BIT)		
J	SEXUALLY TRANSMITTED DISEASES (STD)		
K	UNEXPLAINED FEVER (FEV)		
L	PSYCHIATRIC ILLNESSES (PSY)		
M	SUBSTANCES ABUSE (ABU)		
N	DENTAL (DEN)		
O	GYNAECOLOGICAL ILLNESSES (GYN)		
P	MISCELLANEOUS (MIS)		
	SPECIAL DIAGNOSTIC CATEGORIES:		
	COMMENTS/REMARKS		

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ANNEX B TO  
UNAMIR SOPs  
PART 7 SECTION 2

PERSONNEL  
SCHEDULE OF REPORTS, RETURNS AND TIMINGS

SERIAL/APPENDIX	TITLE OF REPORT /RETURN	CORRECT AS AT	ORIGINATOR		SENT TO	BY	TIME	MEANS OF TRANSMISSION	REMARKS
			MED UNIT	MED SR					

MEDICAL LOGISTICS  
SCHEDULE OF REPORTS, RETURNS AND TIMINGS

SERIAL/APPENDIX	TITLE OF REPORT /RETURN	CORRECT AS AT	ORIGINATOR		SENT TO	BY TIME	MEANS OF TRANSMISSION	REMARKS
			MED UNIT	MED BR				

**SECTION FOUR - FUNCTIONING OF THE OPS ROOM****General**

1. The Med Br Ops room is to be manned throughout UNAMIR HQ working hours. It is located in room 2077 of UNAMIR HQ. Manning of Ops room will be a minimum of one person at all times. After hours, manning will be via motorola by rostered duty offr, call sign M93D on channel 4.

2. G3 Med (Ops) is responsible for formulating the duty officer roster. He is also responsible for briefing oncoming duty officers before they mount duty.

**Responsibilities**

3. The responsibilities of the duty officer are at Annex A. He is the representative of the FMO after hours and should be prepared to give an up to date brief/sitrep at any time. A handover procedure checklist is also contained in Annex A.

**Duty Logs**

4. Duty officers are to maintain a duty log, a copy of which is at Annex B. Details are to include a summary of voice, radio, telephone info received/sent.

**Communications**

5. Contact telephone numbers as follows:

a. **Working hours:**

(1)	FMO	-	11105 c/s M9 ch 4
(2)	G3 Med (Ops)	-	11116 c/s M93 ch 4
(3)	S0 Med	-	11116 c/s M92 ch 4
(4)	G4 Med (Log)	-	11116 c/s M94 ch 4
(5)	NORMED	-	11731 c/s NORMED ch 4
(6)	Air Ops	-	11161 c/s 93HA ch 4

b. **After working hours:**

(1)	Duty Offr	-	c/s M93D ch 4
(2)	FMO	-	11711 c/s M9 ch 4
(3)	G3 Med (Ops)	-	83869 c/s M93 ch 4
(4)	G4 Med (Log)	-	11028 c/s M94 ch 4

Annexes: A. Duty Officers Responsibilities

B. Duty Officer's Log

DUTY OFFICERS RESPONSIBILITIES

Duty Offr

1. All Ops Cell Duty Offr are responsible for the gen op of the ops cell and handling all occurrences. Duty Offr are to understand fully the med plan and must ensure it is being implemented properly. Duty Offr are to make the FMO/G3 Med (Ops) aware of any significant occurrences that may jeopardize the execution of the plan.
2. The on-coming Duty Offr must be fully briefed by the off-going Duty Offr on the following:
  - a. Activities up to the present time;
  - b. Current sit;
  - c. Future intentions;
  - d. Outstanding action;
  - e. Codeword and nick names;
  - f. Comm state, codes SOI and Net diagrams; and
  - g. Loc of FMO and G3 Med (Ops)
3. The Duty Offr is to:
  - a. Record occurrences in the duty log in sufficient details to be understood
  - b. Cfm accuracy of all locstats given and sent;
  - c. Follow up late returns from units;
  - d. Submit reports and returns IAW section three of this SOP;
  - e. Be prepared to brief on current sit as req;
  - f. Spr maint and tidiness of the Ops Cell; and
  - g. Brief the relief Duty Offr.

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ANNEX B TO  
UNAMIR SOPs  
PART 7 SECTION 4

DUTY LOG

DATE:                      PERIOD FROM:                      HRS    TO:                      HRS

SERIAL	TIME	TO	TEXT	ACTION BY DO	CP ACTION COMPLETED

**SECTION FIVE - EVACUATION AND REPATRIATION**

**General**

1. This SOP is divided into three areas;
  - a. Casualty Evacuation;
  - b. Medical Evacuation; and
  - c. Medical Repatriation.

**CASUALTY EVACUATION**

**General**

2. Casualty evacuation (CASEVAC) is the process of moving any person who is wounded, injured or diseased to and or between medical treatment facilities. It includes surface evacuation and aeromedical evacuation (AME).
3. The purpose of this SOP is to define the casualty evacuation process and to describe the procedures in the evacuation of all casualties.

**Evacuation Priorities**

4. All cas and especially those with major injuries require special consideration of their individual treatment and evacuation needs. Consequently the following priorities are assigned to cover this requirement:
  - a. Priority one. Pri one cas are those whose life is immediately threatened. Rapid evacuation, urgent resuscitation and or surgery are required.
  - b. Priority two. Pri two cas are those whose life or limb is in serious jeopardy. Evacuation to allow early resuscitation and or surgery is required.
  - c. Priority three. Pri three cas are those for whom neither life nor limb are in serious jeopardy. Evacuation should be as soon as possible.

**Types of Evacuation**

5. Aeromedical evacuation (AME). AME is the movement of patients to a medical facility by air transportation. It may be by fixed wing or rotary wing aircraft. AME is the preferred means of evacuation for all priority one and two casualties. Priority three mode of evac to be assigned according to distance, weight and aircraft availability, after consultation with medical authority.



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6. Road evacuation. Is the movement of patients to a medical facility by any road means. Road evacuation is the preferred means for pri three casualties. This should be by dedicated ambulance.

Casualty Regulation

7. Casualty regulation in the AOR is necessary to ensure that the most appropriate evacuation assets are used. The control of casualty evacuation also ensures that the casualty is transported to the most appropriate medical facility. This is a med ops function.

CASEVAC Procedures

8. Request for CASEVAC. All CASEVAC request will be transmitted on the force command net and should be in the message format described at Annex A. This format is to be repeated in all unit SOPs.

9. Casualty Regulation. All requests for CASEVAC will be transmitted to Ops Br HQ UNAMIR. Casualty regulation will be conducted by Medical Branch, HQ UNAMIR. Ops staff will consult Medical Branch for advice on the most suitable means of evacuation and the destination of the casualty. The use of the AME dedicated aircraft will be authorised by the FMO or his representative. The use of other aircraft requires authorization by SO2, G3 Air or duty offr Air Ops on the advice of FMO. Procedures with respect to CASEVAC are outlined at Annex B.

10. AME. If AME is the preferred means of evacuation then the:

- a. AME medical team will be drawn from 95 CMSG Med elements/NORMED. The roster for the on-line AME team will be maintained by med br. The team will be dispatched from the providing unit location to KIGALI airfield.
- b. Aircrew will be notified of the CASEVAC request by Air Ops staff.
- c. Air Ops staff should also advise the control tower at KIGALI airport and gain clearance for the AME team to approach the CASEVAC aircraft; and
- d. Receiving medical facility will be notified of incoming cas by Med Br.

11. Road Evac. Will be used for all pri three cas that occur in the KIGALI area. The process of arranging road evac will be:

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- a. Road evac from RAP to NORMED facilities will be provided by NORMED or INDBATT assets; and
- b. NORMED will be tasked by Med Br to conduct road evacuation.

12. Reporting. The receiving medical facility is to notify Ops Br on the completion of the CASEVAC task.

**MEDICAL EVACUATION**

**GENERAL**

13. Medical evacuation (MEDEVAC) is the movement of any person to a medical facility beyond those provided by UNAMIR. Strategic MEDEVAC generally occurs when the UNAMIR medical facility is unable to provide the services or level of care required in-theatre.

14. The purpose of this SOP is to define the procedures for MEDEVAC.

**ELIGIBILITY**

15. As MEDEVAC is usually at UN expense the MEDEVAC will be to either the nearest suitable destination or that which is most economical. The FMO/CAO will decide the most appropriate location to use. As a guide the following locations are acceptable for use by UN missions in Africa or the Middle East:

a. Africa:

- (1) Nairobi;
- (2) Harare;
- (3) Abidjan;
- (4) Dakar; or
- (5) Johannesburg.

b. Middle East:

- (1) Amman;
- (2) Jerusalem; or
- (3) Cairo.

16. There are basically three means for MEDEVAC out of UNAMIR theatre, namely:

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- a. By dedicated UNAMIR Fixed Wing Aircraft. At present UNAMIR does not have access to a dedicated aircraft. When available this aircraft will be stationed at Kigali International Airport (KIA).
- b. By Opportunity Aircraft. Regular scheduled UNAMIR flights operating between Kigali and other locations will generally be used for routine MEDEVAC. Other aircraft flying into Kigali may also be considered; chartered flying ambulance service may be authorized in some circumstances.
- c. Swiss Air Ambulance. In 1989 the government of Switzerland made available to the UN, air ambulance facilities for the evacuation and repatriation of UN personnel. The organization which provides the service is La Garde Aerienne Suisse de Sauvetage (REGA). More detail about this service will be provided later in this SOP.

**MEDEVAC/PATIENTS APPOINTMENTS/LAB SPECIMENS TO NAIROBI**

17. MEDEVAC must be approved by CAO/FC at UNAMIR HQ. Requests to CAO will be made by the FMO. When initial request is made, a medical report for the patients condition is to be sent. the CAO will then request for final approval from UNNY.

18. In the event of an emergency, the CAO may authorize the MEDEVAC on the advice of the FMO. When available, all details of the MEDEVAC are to be forwarded to UNNY HQ.

**RESPONSIBILITIES DURING MEDEVAC PROCEDURE/PATIENT APPOINTMENTS/LABORATORY SPECIMENS**

19. Contingent. Will provide passport, money, all med documents and personal effects of the patients to the escort while being conveyed to NAIROBI.

20. NORMED. For all MEDEVAC from Kigali to Nairobi, NORMED will play the fol roles:

- a. Provide medical evaluation of the patient's condition, patient stabilization as required, and initiation of MEDEVAC request if clinically indicated.
- b. NORMED attending physician to contact the accepting specialist in Nairobi and arrange the date of appt/hospitalisation.
- c. NORMED to provide early info to Med Ops at UNAMIR HQ of the need to evacuate the patient providing info about his med report, the receiving specialist and equipment/med pers needed to accompany the patient.

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- d. In case of sample for investigation NORMED to info Med Log about the type of sample and investigation required as per SOP. (enclosed as Annex A & B to MEDEVAC Procedures)
- e. For out-patient appts the appt date, specialist name and address are to be forwarded to Med Ops.
- f. NORMED to obtain daily SITREP of patient's condition from the specialist in NAIROBI and info FMO Office.

21. FMO's OFFICE

- a. Is to provide advance info to FCT regarding an intended MEDEVAC.
- b. On confirmation of the Flt schedule Med Ops is to fax the memo to FCT regarding the patient, arrangement for hospitalization, transportation of patient from airport to the specialist hospital, the type of plane and its ETA at Nairobi. FCT to arrange accn for the escort(s).
- c. CASEVAC Coordinator will coord activities at NORMED including patient preparation, passport and personal effects. CASEVAC Coord will relay clinical information to Med Ops, who will coord Air Ops response.
- d. Med Ops to cfm the expected time of departure of the a/c from Kigali to Nairobi in order to direct NORMED to move the patient/sample to the airport.
- e. The movement of personnel (MOP) Form to be completed for patient and escorts and then the completed forms and the copy of a memo fax to FCT be given to the travel unit at Trafipro.
- f. In emergency cases the FCT will be info at short notice and he is expected to respond immediately.

22. FCT

- a. Cfm arrangements with the Specialist Hosp and accompany patient to hospital.
- b. Collect patient and/or samples from the airport and deliver to the receiving medical unit in Nairobi. Coord with Movcon Nairobi as required.
- c. Arrangement accn for the escort(s).

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- d. Liaise with Movcon Nairobi to arrange return journey for the escort(s).
- e. Collect results of investigation on samples and give to movcon to be fwd to NORMED and/or relay results to NORMED by telephone if urgently required.

23. MOVCON

a. MOVCON Kigali is to liaise with MOVCON Nairobi who will collect the passport/visas of patient and escort for processing and arrangement of return journey for the escort(s).

b. MOVCON Nairobi is responsible for collection and safe custody of samples until collected from them by FCT.

**USE OF REGA AIRCRAFT**

24. The use of REGA evacuation means involves special authorization procedures to those outlined above. Once it has been established that an air ambulance is required the FMO will immediately advise CAO. The request from FMO is to include the following details:

a. Evacuation

From: To:

Date evacuation required:

b. Details of patient

NAME:

Date of birth:

Nationality:

Nature of illness/injury:

Present Location:

c. Attending Medical Officer:

Name:

Address:

Contact Number:

d. UN Contact: (Usually CAO)

Name:

Appointment:

Contact Number: (incl Fax)

25. CAO will review the request and advise REGA, who will in turn advise UNAMIR of details. At the completion of the evacuation the FMO is to inform the CAO for his nec actions.

26. There is a monetary ceiling on the use of the REGA facility. Before a request to use REGA is made, all options especially the use of scheduled flights should be

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examined. Countries who organize their own evacuation without correctly requesting it should be aware that the UN may not reimburse costs.

27. REGA provides all evacuation teams and equipment. Countries are not required to provide escorts or evacuation teams.

**REPATRIATION**

**GENERAL**

28. The administration procedures for Repatriation are contained in Personnel Branch SOP. The information detailed below provides guidance on Medical Procedures.

29. Repatriation on medical grounds will normally be at UN expense. It is required when the person concerned:

- a. Will not be fit for duty within 30 days including the time for hospitalisation;
- b. Requires treatment which is not available in the mission area: or
- c. Requires special treatment in a national institution.

**AUTHORIZATION**

30. Repatriation on medical grounds is to be authorised by the FC on the recommendation of the FMO. The standard format for requests is contained in Personnel Branch SOP.

31. Once the FC authorises the repatriation the CAO may approve and proceed with the arrangement for having the individual repatriated. The CAO will consider the urgency of the requirement and the most economical means. The CAO will either make the arrangements through UNAMIR HQ or task the contingent to do so through their national agencies if this is considered most efficient.

**MEDICAL BRANCH RESPONSIBILITIES**

32. Medical Branch will receive the repatriation request from the unit concerned and the FMO will make a recommendation on the request before passing it to Personnel Branch. Once approved, Medical Branch will only become involved in the co-ordination of patient preparation and movement between UNAMIR medical facility and the departure airfield.

33. The UNAMIR medical facility will be responsible for providing transport to the airport. Medical Branch is to co-ordinate liaison between contingents/units.

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Annexes:

- A. CASEVAC REQUEST PROFORMA
- B. CASEVAC procedures

7-5-8

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UNAMIR II MEDICAL SOP - SOP CASUALTY EVACUATION  
CASEVAC REQUESTPurpose

1. The purpose of this form is to standardise the format of CASEVAC requests. This proforma is to be used when requiring a CASEVAC REQUEST.

Time Received:.....

Time Completed:.....

Serial	Description of Serial	Actual CASEVAC Information
A.	STATUS AND NAME(S) OF CAS 1. 2. 3.	
B.	UNIT NAME	
C.	CALLSIGN & FREQ/LL OF UNIT	
D.	PRIORITY OF CASUALTIES	
E.	NUMBER OF CASUALTIES LYING	
F.	NUMBER OF CAS WALKING	
G.	NATURE OF INJURY OR ILLNESS	
H.	GRID REFERENCE AND DESCRIPTION OF LOCATION OF CASUALTY	
I.	REQUIREMENT FOR SPECIAL EQUIPMENT	
J.	TACTICAL SECURITY AT PICKUP POINT	
K.	ANY ADDITIONAL REMARKS INCLUDING MARKING AND APPROACH TO LZ	



UNAMIR MEDICAL SOP - CASUALTY EVACUATION

## CASEVAC REQUEST

Purpose

1. The purpose of this form is to standardise the format of CASEVAC requests. This proforma is to be used when requiring CASEVAC Request

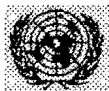
Time Received: \_\_\_\_\_

Serial	Description of Serial	Actual CASEVAC Information
A	Unit Name	
B	Callsign and Frequency of Unit	
C	Priority of Casualty	
D	Number of Casualties - Lying	
E	Number of Casualties - Walking	
F	Nature of Injury or Illness	
G	Grid Reference and Description of location of Casualty	
H	Requirement for Special Equipment	

CASEVAC PROCEDURES

1. Monitor comd net for CASEVAC request.
2. On receipt of CASEVAC request, Duty Offr Ops notify Medical Branch. (Medical Branch advises on means of evacuation and the destination of the casualty.) Med Br will carry out the following actions:
3. AME
  - a. Task AME team to move to airfield. Tasking is to include all details of CASEVAC request.
  - b. Notify Air Ops to task aircraft.
  - c. Notify receiving medical facility of CASEVAC.
4. ROAD EVAC:
  - a. Task NORMED to conduct road evac. Tasking is to include all details of CASEVAC request.
5. Reporting:
  - a. Air Ops to inform Med Br when CASEVAC has commenced and when it is completed.

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Annex A to  
SOP MEDIVAC PROCEDURES

**UNITED NATIONS**  
ASSISTANCE MISSION IN RWANDA

**NATIONS UNIES**  
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

Out Going Fax NO. \*\*\*/95

Page 1 of 4 File 538-13-1

TO: MR Y. DIMETROS SAO UNAMIR NAIROBI	FROM: MS SUSAN MATTHEW CAO UNAMIR KIGALI
ATTN: Dave Driggers MOVCON Nairobi MAJ Pratap Shashank/MAJ NG Chowdhury UNAMIR FORCE COORD TEAM	DATE: 95
FAX NO: 254 2 622 668 FAX NO: 254 2 218 016	PHONE: INT + 250 84270 Ext 11116
INFO: NAIROBI HOSPITAL PATHOLOGY DEPT Fax No. *****	FAX NO: INT + 250 86877
Internal dist: DCMO, NORMED, WELFARE OFFR, MOVCON KIGALI	DRAFTED BY: MAJ J.O.Y. ABEBRESE G4 Med Log
Subject: <u>MEDICAL PATHOLOGY TESTING - NAIROBI</u>	
REFERENCE: DCMO MINUTE WELFNBO1 OF 1 MAR 95	

**PRIORITY**

1. UNAMIR PATHOLOGY TESTS THAT ARE BEYOND THE SCOPE OF NORMED ARE REFERRED TO NAIROBI HOSPITAL PATHOLOGY DEPT.
2. MED BR REQUESTS MILOB LOC NAIROBI UNDERTAKE HANDLING OF SAMPLES IN NAIROBI.
3. PROCEDURES AS FOL:
  - A. NORMED HAS REQ MED BR ARRANGE MOV OF SAMPLES (COPY ENC).
  - B. MED BR HAS ARRANGED AIR MOV FOR \*\*\*\*\* 95 (COPY OF MOVREQ ENC).
  - C. **FOR ACTION AUSMED.** CONSIGNMENT IS TO BE DELIVERED TO KIGALI AIRPORT POC KEVIN STORK (DELTA MIKE 7 CHANNEL 11) NLT \*\*\*\*\*HR \*\*\*\*\*95
  - D. **FOR ACTION UNAMIR MOVCON NAIROBI.** REQ SAMPLE BE HELD (REFRIGERATE IF COLLECTION WILL BE DELAYED BEYOND 1400HR) FOR COLLECTION BY MILOB, MILOB IS MAJ NASIM CHOWDHURYI/MAJ PRATAP SHASHANK PH 622598, FAX 622668
  - E. **FOR ACTION MILOB NAIROBI.** REQ MILOB COLLECT SAMPLES FM AIRPORT POC DAVE DRIGGERS 622700 AND ARRANGE RAPID TPT TO PATHOLOGY DEPT NAIROBI HOSP. A LETTER TO NAIROBI REQUESTING THAT THE TESTING BE PERFORMED IS ATTACHED WITH THIS FAX AND SHOULD ACCOMPANY DELIVERY. THIS FAX CONFIRMS MY EARLIER TELEPHONE ADVICE.
  - F. **NAIROBI HOSPITAL PATHOLOGY DEPT.** PLEASE UNDERTAKE THE PATH TESTING ON THE SAMPLES THAT WILL BE DELIVERED TO YOU IN ACCORDANCE WITH THE ATTACHED LETTER AND THE REQUEST FORMS ENCLOSED WITH THE SAMPLES.

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Annex A to  
SOP MEDIVAC PROCEDURES

**UNITED NATIONS**  
ASSISTANCE MISSION IN RWANDA

**NATIONS UNIES**  
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

Out Going Fax NO. \*\*\*/95

Page 1 of 2 File 6500-1-1

TO: MR Y. DIMETROS SAO UNAMIR NAIROBI	FROM: MS SUSAN MATTHEW CAO UNAMIR KIGALI
ATTN: 1. MOVCON NAIROBI 2. UNAMIR LOGISTICS NAIROBI	DATE: 95
FAX NO: FAX NO: 254 2 622 668	PHONE: INT + 250 84270 Ext 11116
INFO: UNAMIR Procurement GI  GIRI Fax No: 254 2 622 065	FAX NO. INT + 250 86877
Internal dist: PROCUREMENT SECTION CONTROL, CILM , MOVCON KIGALI, 95 CMSG	DRAFTED BY: MAJ J.O.Y. ABEBRESE G4 Med Log
Subject: GAS CYLINDERS FOR REFILL IN NAIROBI (BOC GASSES_EX EAST AFRICA OXYGEN)	
REFERENCE: IOR Requisition LOG-20265 AMD 1 of 17 Jul 95	

**PRIORITY**

AAA PLEASE FIND ENCLOSED A COPY OF THE AIR MOVEMENT REQUEST FOR MEDICAL GAS CYLINDERS THAT REQUIRE URGENT REFILL. THE 60 EMPTY CYLINDERS REQUIRE MOVEMENT FROM KIGALI UNAMIR CARGO TERMINAL TO NAIROBI AND TESTING AND REFILLING BY BOC GASSES UNDER CONTRACT AS PER REFERENCE A.

BBB THE GAS TYPES AND CYLINDERS SIZES ARE AS FOLLOWS:  
01 X MEDICAL AIR, SIZE G  
18 X OXYGEN, SIZE G  
08 OXYGEN, SIZE D  
25 X OXYGEN, SIZE C  
01 X ENTENOX, SIZE C  
07 X NO2, SIZE C

CCC THE CYLINDERS ARE PACKED ON THREE PALLETS:  
PALLET A 2M X 1.5M X 1.5M 850 KG  
PALLET B 2M X 1.5M X 1.5M 600 KG  
PALLET C 2M X 1.5M X 1.5M 200 KG

DDD THE CYLINDERS ARE TO BE MOVED TO KIGALI AIRPORT UNAMIR TERMINAL  
\*\*\*\* 95 BY 95 CMSG

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**SECTION 6 - HEALTH LOGISTICS**

**HEALTH LOGISTICS REPORTS AND RETURNS**

1. Health logistics reports and returns are detailed in the schedule at Annex A and are to be submitted in signal or written format in accordance with the schedule.
2. Commodity codes are to be used when practicable. Commodity codes for level one medical supplies are listed at Annex B.

**STOCK LEVELS**

3. In general terms stock levels within theatre are determined by operational activity levels, the total strength/dependency of the Force, and the ability of the civil infrastructure to provide support.
4. All units will deploy with 90 days Class VIII medical stock for organic levels one and two medical facilities. Subsequently a minimum of 14 days stock is to be held and maintained at all times by units deployed in the field.
5. Force Class VIII stock for 60 days is to be held and maintained at the Force Medical Unit pharmacy. The management of this stock is to be the responsibility of HQ UNAMIR (G4 MED). Dispersing of pharmaceuticals is to be carried out at the Force Medical Unit pharmacy.

**REPLENISHMENT PROCEDURES**

6. Demand Replenishment. Units are to submit message demands to HQ UNAMIR (G4 MED), in the format at Annex C, for routine and urgent replenishment of medical supplies. Demands will be staffed by HQ UNAMIR to Force Medical Unit pharmacy for issue. Routine demands will normally be satisfied within 7 days and supplies will be made available for collection by the demanding unit from Force Medical Unit pharmacy.
7. Items which are peculiar to or specific to a National contingent's requirements are to be procured through National lines of supply at that Nation's expense.
8. Demands for items which are not held in Force stock are to be staffed by G4 Med to CSUPO for local procurement action.
9. Items required by UNAMIR, which are to be procured through donor Nation supply channels are to be the subject of IOR Requests for Medical Supplies raised by HQ UNAMIR (CAO) and will be subject to reimbursement from the UN.

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10. Force Stock Replenishment. Force Stock will be replenished through UN sources under local purchase arrangements every 60 days. G4 Med is to submit a Request for Supplies, covering the relevant inventory, to CSUPO six weeks prior to the required delivery date.

11. Humanitarian Supplies. Request for humanitarian medical supplies are to be submitted to HQ UNAMIR (G4 MED) utilising requisition forms issued separately by G4 MED. Humanitarian medical supplies and pharmaceuticals will be procured through Non Government Organizations and other agencies under arrangements advised by G4 MED. UN medical supplies are not to be utilized for humanitarian relief other than under those circumstances directed by the FMO.

**BLOOD SUPPLY**

12. Force blood stock is to be maintained at the NORMED pathology laboratory. NORMED is to maintain the capacity to store 40 units of blood. Force blood stock levels will be directed by the FMO.

13. Replenishment of blood and perishable blood reagents is to occur every 21 days under arrangements advised by G4 MED through Red Cross Netherlands. NORMED is to be responsible for the safe transit of blood and blood reagents from the airhead to the laboratory.

**HANDLING OF THERMO-LABILE MEDICAL SUPPLIES**

14. Personnel responsible for the procurement, storage, handling and movement of thermo-labile (temperature sensitive) medical supplies are to ensure that such supplies are packaged and stored at the prescribed temperature before, during and after transit. Furthermore, such supplies are to be handled expeditiously to prevent damage from temperature fluctuation caused by undue delays. Medical advice is to be sought wherever necessary in relation to the handling of thermo-labile medical supplies.

**MEDICAL GASES**

15. replenishment of medical gases is to occur every 14 days under arrangements advised by G4 MED.

16. Units requiring medical gas replenishment are to deliver empty gas cylinders to the Force Medical Unit pharmacy. Cylinders will be re-filled by the UN contractor in NAIROBI and subsequently returned to the Force Medical Unit pharmacy within 14 days. Collection of cylinders from the Force Medical Unit pharmacy is to be a unit responsibility.

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REPAIR OF MEDICAL EQUIPMENT

17. First line repair of medical equipment is to be a unit responsibility. Requests for the repair of equipment requiring second line repair are to be submitted, on an EMEFIX form, to HQ UNAMIR (G4 EME). Equipment which is beyond the capability of UNAMIR to repair is to be repaired or replaced through National contingent arrangements. Medical equipment is only to be repaired and maintained by appropriately qualified medical equipment technicians.

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ANNEX A TO  
UNAMIR SOPs  
PART 7 SECTION 6

SCHEDULE OF HEALTH LOGISTICS REPORTS AND RETURNS

Serial (a)	Return/Report (b)	Format (c)	Time (d)	From (e)	To (f)
1.	Message Demand	Message	When req.	Units	HQ UNAMIR
2.	Request for Humanitarian Medical Supplies	Form	When req.	Units	HQ UNAMIR
3.	EMERIX	Message	When req.	Units	HQ UNAMIR

A-1/1

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ANNEX B TO  
UNAMIR SOPs  
PART 7 SECTION 6

MEDICAL SUPPLY COMMODITY CODES

(To be issued)

B-1/1

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ANNEX C TO  
UNAMIR SOPs  
PART 7 SECTION 6

FORMAT FOR MEDICAL RESUPPLY MESSAGE DEMAND

PRECEDENCE

FROM:

TO:

FORMAT (EXPLANATION)

SUBJECT: DEMAND FOR MEDICAL SUPPLIES  
(OPDEM/PRIDEM/MAINTDEM)

- A. UNIT/LOCATION AND DEMAND NUMBER
- B. REASON FOR DEMAND (UNAMIR or Humanitarian use.)
- C. ITEM/S DESCRIPTION AND QUANTITY (Generic description of item/s.)
- D. COLLECTION/DELIVERY REQUIREMENTS (Units will normally be required to collect.)
- E. LATEST DATE/TIME SUPPLIES REQUIRED (BRAVO time zone.)
- F. SIGNALS AT DEMANDING LOCATION (Frequency and Call Sign.)

Notes:

- 1. OPDEM - Operationally urgent demand required up to 6 hours.
- 2. PRIDEM - Priority demand required up to 24 hours.
- 3. MAINTDEM - Maintenance demand required up to 7 days.
- 4. OPDEM and PRIDEM normally passed over radio communications net or facsimile.
- 5. MAINTDEM normally passed in written format.

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**MILOB OPS FIRST SIGHT MAIL**

DATE.....

SEEN BY	COMMENTS	SIGN	DATE
D C M O	<i>Len</i>	<i>W</i>	<i>13/10</i>
S O O	<i>See</i>		
OPS OFFR1	<i>Seen</i>	<i>Jo</i>	<i>11/10</i>
OPS OFFR2			
SIG OFFR			
S M P O			
SLOGO			



UNAMIR - MINUAR

File No 5000.8 (G3 PLANS)

To: DISTRIBUTION LIST

From: G3 PLANS

Date: 10 Oct 95

Subject: AMENDMENT TO UNAMIR RULES OF ENGAGEMENT

1. Please find enclosed the latest version of the UNAMIR Rules Of Engagement (ROE).
2. For necessary action.

~~S.C. Dadhwal~~  
~~LCol~~  
G3 Plans

DISTRIBUTION LIST

INTERNAL

Force Commander  
Deputy Force Commander  
COS  
Operations Branch  
Military Personnel Branch  
Logistics Branch  
Plans Branch  
Camp Commandant  
Military Observer Group Headquarters  
NICOY  
GHANCOY 1 & 2  
MALAWICOY  
INDBATT  
Force Engineer Company  
Force Signal Company  
Composite Mission Support Group (CMSG)  
Medical Company  
G3 Air  
Humanitarian Assistance Cell (HAC)  
Force Provost Marshall  
Military Police Company  
Human Rights Liaison Officer

EXTERNAL

CAO (Div. of Admin. and Management)  
SRSG Office  
United Nations HQ New York (DPKO)

3 October 1995

## UNAMIR STANDING OPERATING PROCEDURES

### SECTION 17: RULES OF ENGAGEMENT

#### PART I

##### INTRODUCTION

1. The conduct of military operations is controlled and regulated by the provision of international and national law, conventions and precedence. Actions of individuals is also governed by applicable national laws. In the case of a United Nations (UN) conducted operation, it is the responsibility of the UN to set the parameters within which UN Forces will operate. Rules of Engagement (ROE) are the means by which the UN can provide to commanders at all levels the political and legal direction and guidance on the use of Force by UN personnel. ROE are drafted by the Force Commander, but are approved by the UN and may only be changed with UN authority.

2. These UNAMIR ROE are provided for UN Forces operating under the auspices of UN Security Council Resolution 997 (1995) of 9 June 1995. That Resolution states that UNAMIR will:

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

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of need.

3. Under the terms of the Arusha Peace Agreement and the UN Security Council Resolution mandates, UNAMIR has a commitment to all parties to assist them to achieve national reconciliation. However, circumstances could arise where the use of force by UNAMIR personnel would be necessary and justified. Impartiality will be the fundamental principle of the activities of UNAMIR.

**PART II**

**AIM**

4. The aim of this directive is to provide guidance to commanders and soldiers at all levels in the use of force. However, no definitive directive can be created that can detail every possible course of action for every possible situation. It is critical and mandatory that all members of UNAMIR understand these ROE and apply them to any and all situations that develop requiring the use of force.

**PART III**

**DEFINITIONS**

5. The following key definitions must be clearly understood by all personnel in UNAMIR:

- a. Force. The use of, or the threat to use, physical means to impose one's will. Military force is the use of the physical means provided by formed, armed and disciplined bodies of troops under unified command to achieve the same end and generally implies the potential to use significant levels of violence.
- b. Minimum Force. The minimum degree of authorised force which is necessary, reasonable and lawful in the circumstances.
- c. Self-Defence. The use of force in Rwanda to protect:
  - (1) oneself and the personnel in one's unit,
  - (2) UN Agencies, International Tribunal for Rwanda, including the Prosecutor's Office, Human Rights Officers and Humanitarian Agencies,
  - (3) non-UNAMIR humanitarian aid personnel, or
  - (4) other UN-authorized military or civilian personnel, against a hostile act or hostile intent, where there is no other choice or time for deliberation.

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NOTE: The right to self-defence is related to, but separate from, ROE and applies no matter what other factors are present. Therefore, notwithstanding any ROE that may be authorised, when an attack occurs, or is anticipated, the right exists to use proportionate force in self-defence to deter, neutralise or destroy the threat.

- d. Hostile Act. A hostile act is an attack or other use of force against those entities listed in paragraph 5.c. above.
- e. Hostile Intent. Hostile intent is the threat of the imminent use of force against those entities listed in paragraph 5.c. above.
- f. Collateral Damage. Damage to persons or property adjacent to, but not part of an authorised target.
- g. Non-deadly force. Any physical means of forcing compliance that does not pose a risk of death or serious bodily harm to the individual against whom the force is directed. This is usually through the use of physical force short of the use of firearms or other deadly weapons. Examples include: pushing and lesser forms of striking or hitting, and physically or mechanically restraining persons. Warning shots are non-deadly force, even though they involve the use of firearms.
- h. Deadly Force. This is the ultimate degree of force. Deadly force is that level of force which is intended or is likely to cause death or serious bodily harm regardless of whether death or serious bodily harm actually results.
- i. Serious Criminal Offence. Any offence which may result in death or serious bodily injury or significant damage to property. Such offences include, but are not limited to: murder, rape, robbery and burglary.

PART IV

INSTRUCTIONS ON THE USE OF FORCE

APPLICABILITY

6. All information contained in this part shall be construed as orders. These orders do not restrict a soldier's inherent right to self-defence.



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**COMMANDERS' RESPONSIBILITY**

7. UNAMIR Commanders at all levels are required:
  - a. to have this directive translated and disseminated to every subordinate under their command; and
  - b. to ensure that every subordinate under their command:
    - (1) is briefed and refreshed on the meaning and application of these ROE as they relate to assigned missions;
    - (2) understands and complies with the contents of this document; and
    - (3) has the opportunity to seek additional clarification, guidance or direction if these ROE are considered insufficient.
8. The UNAMIR Force Commander shall issue orders on the readiness of personal weapons to be maintained appropriate to the situation.

**USE OF FORCE AND ENGAGEMENT PRINCIPLES**

9. When an incident occurs that requires the use of force, the following principles will be adhered to:
  - a. Reasonable Belief. Mere speculation does not constitute reasonable belief. The use of force must be predicated upon a tangible threat;
  - b. Minimum Force. UNAMIR personnel will never use more force than the minimum necessary to enable them to carry out their duties and accomplish assigned objectives or the mission;
  - c. Proportionality. Only a response proportionate to the perception of the level of threat is justified. Any force used must be limited to the degree, intensity, and duration necessary to achieve the objective for which the force is used, and no more;
  - d. Duration of Force and Disengagement. The application of force, at whatever level, is to cease when the hostile act stops, or whenever the commander considers there is no imminent threat or attack.
  - e. Negotiation and Warnings. If possible, negotiation and warnings must be exhausted before any use of force is initiated;

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- f. Deadly Force. Deadly force is justified only under conditions of extreme necessity and as a last resort when all lesser means have failed or cannot reasonably be employed;
- h. Escalation. Escalation of the level of violence is to be minimised;
- i. Collateral Damage. Collateral damage is to be minimised;
- j. Retaliation and Reprisal. The use of force in retaliation and reprisal is prohibited; and
- k. Application of Force. The use of force shall be controlled, where possible, by the on-scene commander and is to cease once the aim has been achieved

**AUTHORITY TO USE FORCE**

10. Force may be used as follows:

- a. Non-Deadly Force. UNAMIR personnel are authorised to use non-deadly force in the following circumstances:
  - (1) in self-defence;
  - (2) against attempts at infiltration or envelopment of UNAMIR units, compounds or locales;
  - (3) when UNAMIR premises are violated in attempts to steal UNAMIR property or property under the protection of the UN;
  - (4) when attempts are made to abduct or detain UNAMIR civilian or military personnel; and
  - (5) when attempts are made to prevent UNAMIR personnel from carrying out their responsibilities as ordered by their commanders.
- b. Deadly Force. UNAMIR personnel are authorised to use deadly force in the following circumstances:
  - (1) in self-defence (as defined in paragraph 5.c.) against persons committing a hostile act or exhibiting hostile intent;

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(2) to protect from damage or destruction, property or installations belonging to or under the protection of UNAMIR, including protected sites and the means for the distribution and delivery of humanitarian relief:

(a) which have been designated by the unit Commanding Officer, in consultation with the Force Commander, as essential to the success of the UNAMIR mission,

(b) which justify protection through the use of deadly force, and

(c) where there is no way to prevent the damage or destruction;

(3) to overcome armed attempts to prevent UNAMIR Force from discharging its duties, when authorised by the Force Commander;

(4) to resist armed attempts to disarm, abduct or detain UNAMIR military or civilian personnel;

(5) to resist armed attempts to compel UNAMIR personnel to withdraw from protection areas they were ordered to occupy by the Force Commander or his delegate; and

(6) to resist armed attempts to cut off a UNAMIR force.

c. Use force as appropriate, to protect persons from suffering death or serious bodily injury when there are no Rwandan Authorities available to render immediate assistance.

**AUTHORITY TO SEARCH AND DETAIN**

11. Authority to Stop and Search. UNAMIR personnel are authorised to stop all individuals attempting to enter or who are discovered inside any facilities under UNAMIR protection and to request that the individual submit to a consensual search of himself/herself and his/her vehicle where applicable. Any individual not willing to be searched shall be denied access, escorted from the premises or detained as appropriate. Searches of persons and their property are also

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authorised for the purpose of security. Such searches must be conducted with the minimal use of force necessary.

12. Authority to Detain. Individuals shall only be detained if they commit a hostile act or display hostile intent, or commit a serious criminal offence or carry out any activity which would require that force be used against them in accordance with the ROE, International Humanitarian Law or Rwandan law.

13. Once detained, only minimal non-deadly force is authorised to prevent the escape of a detainee, unless there is a necessity to act in self-defence, in which case minimum force, up to and including deadly force, is authorised. However, if the individuals flee and the threat of their use of force has thus been removed, further force of any kind shall not be employed to apprehend them.

14. Any individual detained shall be turned over as soon as possible to appropriate authorities as designated by the Force Commander. Any weapons or items seized from detainees shall be confiscated and handed over to the appropriate authorities or, if required, rendered militarily ineffective.

15. Treatment of Detainees. Detainees shall not be subject to intimidation, deprivation or humiliation. Medical care and the attention of medical personnel will be provided when required. Detainees will be given rations and shelter equivalent to that of UNAMIR personnel.

16. UNAMIR Personnel may stop, search, and if necessary, detain individuals who committed a serious criminal offence when there are no Rwandan Authorities available to act in time. If detained such individuals shall immediately be handed over to the custody of the competent Rwandan Authorities.

**CHALLENGE AND ESCALATION PROCEDURES**

17. Except where a response is required to open fire without warning, the following procedures are to be adhered to:

- a. Verbal or Visual Warning. Warn the aggressor to stop the activity, which in normal circumstances, should follow the sequence below:

- (1) depending on the circumstances, a warning may be

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given orally, by a sign or by illumination (ie, hand-held red flares, search-lights, etc.). The issuance of a warning should also be passed up the chain of command with continuous Situation Reports;

(2) repeat the verbal or visual warning as many times as is necessary to ensure understanding or compliance;

- b. Charge Weapons. Make use of the visual effect of such action to convince the aggressor that failure to stop the aggressive activity may result in the use of deadly force;
- c. Non-Deadly Force. If warnings are ignored, where possible, employ minimal non-deadly force;
- d. Warning Shots. If the threat continues, employ aimed warning shots in a safe direction so that there is no danger of personal injury or collateral damage; and
- e. Deadly Force. If minimal non-deadly force is either not feasible or fails, on order and under the control of a superior, minimal deadly force, such as single aimed shots, may be used until the threat is removed. If a soldier is acting in self-defence he does not have to wait for a superior to order or control his fire.

**PROCEDURES DURING FIRING**

18. Any use of firearms as a means of applying deadly force shall be aimed fire. Fire must be controlled and will not be indiscriminate. Automatic fire will only be used as a last resort and fire for effect will only continue as long as it is necessary to achieve the immediate aim of self-defence (or the defence of others).

**PROCEDURE AFTER FIRING**

19. After firing, commanders should ensure the following actions are taken.

- a. Medical. Any wounded, including those fired upon by UNAMIR personnel will be given first aid, if such an action can be done without further endangering the lives of UNAMIR personnel.

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b. Recording. Details of the incident will be recorded, including:

- (1) date, time and place of firing;
- (2) unit and personnel involved;
- (3) the events leading up to the firing;
- (4) why UNAMIR personnel opened fire;
- (5) who or what was fired on;
- (6) the weapons fired; and
- (7) the apparent results of the firing.

c. Reporting. The above information and the current situation will be reported through the chain of command to UNAMIR Force HQ Attn Force Commander and Deputy Chief of Staff Operations.

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PART V

RULES OF ENGAGEMENT

20. The ROE stated in this directive apply to all military personnel provided by troop contributing States and operating in accordance with the United Nations Security Council Resolution 997 (1995) of 9 June 1995. These ROE are written in the form of either prohibitions or permissions. Issued as prohibitions, they are orders not to take specific actions. Issued as permissions they are guidance to commanders that certain specific actions may be taken if they are judged necessary to achieve the aim of the mission. The use of force by UNAMIR personnel is prohibited unless specifically authorised by the ROE.

21. Rule No. One: Authority to Carry Arms:

- a. State A: No authority.
- b. State B: Authority granted to carry weapons.

22. Rule No. Two: Status of Weapons:

- a. State A: Weapons will be carried with loaded magazines.
- b. State B: Weapons will be carried, charged and made safe.

23. Rule No. Three: Response to Hostile Intent or Hostile Act without the Use of Fire:

- a. State A: Observe and report but will withdraw in order to preserve own force.
- b. State B: Stay in place. Make contact and establish liaison with opposing force(s) and/or local authorities concerned.
- c. State C: Observe and Report. Stay in place. Warn aggressor of intent to use force and demonstrate resolve by appropriate means without opening fire.
- d. State D: Observe and Report. Stay in place. Warn aggressor of intent to use force and demonstrate resolve by appropriate means. Demonstrative use of fire is authorised.

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24. Rule No. Four: Disarmament of Paramilitary Personnel or Civilians:

- a. State A: No authorisation granted.
- b. State B: Authorisation is granted. In doing so, use minimum force and escalate to include use of deadly force if hostile intent is exhibited or a hostile act is committed. Hand over to appropriate authority at the earliest opportunity.

25. Rule No. Five: Intervention and Warning Shots:

- a. State A: Intervention between warring factions is prohibited.
- b. State B: Intervention with deadly force against positively identified and designated targets only after warning shots have been fired as part of the warning process.

26. Rule No. Six: Control of Weapons Systems:

- a. State A: Manning, preparation, movement and firing of weapons in the presence of the forces in conflict is prohibited.
- b. State B: Designated activity in the presence of the forces in conflict is permitted but will be specified by the following notes:
  - (1) Man (type of system);
  - (2) Prepare (type of system);
  - (3) Move (type of system); and
  - (4) Fire (type of system).

27. There are three ROE states that may apply in any given sector in Rwanda. These states are GREEN, YELLOW and RED and are described on UNAMIR Levels of Readiness/Alert pages in Annex A. In normal circumstances, the ROE status shall be GREEN.



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28. Changes in the normal status of the ROE for UNAMIR Forces as a whole will be ordered by the Force Commander or his delegate. Sector Commanders may order changes in normal status of the ROE for their sectors, if authorised by the Force Commander or his delegate. Contingent Commanders will inform or, if necessary, seek approval from national authority for the change in status.

PART VI

CONCLUSION

30. Amendments to this Directive will be issued as required and be approved by the UN.

31. This Directive will be classified UN RESTRICTED.

Annexes:

Annex A Instructions for all Members of the UNAMIR Military Component Regarding Opening Fire in Rwanda.

Annex B UNAMIR Levels of Readiness/Alert

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ANNEX A TO  
RULES OF ENGAGEMENT  
DATED 3 OCTOBER 1995

## INSTRUCTIONS FOR ALL MEMBERS OF THE UNAMIR MILITARY COMPONENT REGARDING OPENING FIRE IN RWANDA

1. You are to avoid the use of force, if it is possible to do so, and your conduct must cause the least possible concern, fear or danger to the local population.

2. Your immediate commander will order any change in the states of weapon readiness. While your commander will normally issue the order to open fire, you have the right to use appropriate force in self-defence to protect yourself and those it is your duty to protect. Whenever possible a warning should be given before opening fire.

3. If you have to use force, you must only use the **MINIMUM FORCE** necessary. **MINIMUM FORCE** normally involves the following sequential actions:

- a. open display of weapons,
- b. verbal warning,
- c. barring access to the point being protected,
- d. physical restraint,
- e. warning shots,
- f. pointing weapons, and
- g. firing weapons at a person.

### WARNINGS

4. **WARNING BEFORE FIRING.** Whenever possible a warning should be given before firing. The warning should be given in a loud clear voice in ENGLISH/FRENCH or KINYARWANDA:

STOP-HANDS UP/ ARRETEZ LEVEZ LES MAINS/ AGARARA, AMABOKO  
HEJURU

(PAUSE)

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STOP OR I WILL SHOOT/ ARRETEZ OU JE TIRE/ HAGARARA, CYANGWA  
BAKURASE

5. **FIRE AFTER WARNING.** After warning you may fire on a person in order to avoid death or grievous bodily harm only if:

- a. the person is carrying a dangerous weapon (e.g. firearm, improvised firing device or machete); AND
- b. you believe the person is about to attack you, your unit, or any person it is your duty to protect; AND
- c. the person refuses to stop when called upon to do so; AND
- d. you believe there is no other way of stopping the person.

6. **FIRE WITHOUT WARNING.** You may fire without warning on a person in order to avoid death or grievous bodily harm only if that person:

- a. has used or is using a fire arm or other dangerous weapon against you, your unit or persons it is your duty to protect; OR
- b. is carrying what you believe to be a dangerous weapon, AND is clearly about to use it, AND you believe that there is no other way to protect yourself, your unit, or the persons it is your duty to protect.

7. If you have to fire, you must account for all rounds expended in an after action report submitted in writing to your immediate commander.

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ANNEX B TO  
RULES OF ENGAGEMENT  
DATED 3 OCTOBER 1995

UNAMIR LEVELS OF READINESS/ALERT

SERIAL	STATUS	UNITS/HQ	ACTION
1	GREEN	ALL	1. Normal activities 2. ROE: Rule 1-Status B, Rule 2-Status A, Rule 3-Status B, Rule 4-Status A, Rule 5-Status A, Rule 6-Status A.
2	YELLOW	HQ	1. Planning for next higher status commences. 2. Liaison increased. 3. VIP visits postponed. 4. No leave granted except on compassionate grounds.
		UNITS	1. Precautionary stage. 2. Double sentries. 3. Night movement restricted. 4. Test shelters. 5. Stand To/Local alarm practice. 6. No leave granted except on compassionate grounds. 7. Backup comms/units/wpns. 8. Reserves put on 3 hrs notice to move.
		ALL	ROE: Rule 1-Status B, Rule 2-Status B, Rule 3-Status C, Rule 4-Status A, Rule 5-Status A, Rule 6-Status A.
3	RED	HQ	1. General Alert. 2. VIP visits cancelled. 3. No leave granted. 4. Emergency movement only. 5. Special SITREPS to UNHQ. 6. Civilian evacuation if the situation warrants
		UNITS	1. Troops in defensive positions. 2. Troops in Stand To positions. 3. Reserves put on one hour notice to move. 4. No leave granted. 5. Troops on duty outside to wear flak jackets.
		ALL	ROE: Rule 1-Status B, Rule 2-Status B, Rule 3-Status D, Rule 4-Status B, Rule 5-Status B, Rule 6-Status B.

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APPENDIX ONE TO  
ANNEX B TO  
RULES OF ENGAGEMENT  
DATED 3 OCTOBER 1995

AIDE MEMOIRE - RULES OF ENGAGEMENT

NOTE: GREEN status indicated in boxes

**RULE ONE:            AUTHORITY TO CARRY ARMS**

STATE A: No authority granted.

STATE B: Authority granted to carry weapons.

**RULE TWO:            STATUS OF WEAPONS**

STATE A: Weapons will be carried with loaded magazines.

STATE B: Weapons will be carried, charged and made safe.

**RULE THREE:        RESPONSE TO HOSTILE INTENT OR HOSTILE ACT WITHOUT THE  
USE OF FIRE**

STATE A: Observe and report but will withdraw in order to  
preserve own forces.

STATE B: Stay in place. Make contact and establish  
liaison with opposing force(s) and/or local  
authorities concerned.

STATE C: Observe and report. Stay in place. Warn aggressor of  
intent to use force and demonstrate resolve by  
appropriate means without opening fire.

STATE D: Observe and report. Stay in place. Warn aggressor of  
intent to use force and demonstrate resolve by  
appropriate means. Demonstrative use of fire is  
authorized.

**RULE FOUR:        DISARMAMENT OF PARAMILITARY PERSONNEL OR CIVILIANS**

STATE A: No authorization granted.

STATE B: Authorization is granted. In doing so, use minimum  
force and escalate to include use of deadly force if  
hostile intent is exhibited or a hostile act is  
committed. Hand over to appropriate authority at  
earliest opportunity.

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**RULE FIVE:      INTERVENTION AND WARNING SHOTS**

STATE A: Intervention between warring factions is prohibited.

STATE B: Intervention with deadly force against positively identified and designated targets only after warning shots have been fired as part of the warning process.

**RULE SIX:      CONTROL OF WEAPON SYSTEMS**

STATE A: Manning, preparation, movement firing of weapons in the presence of forces in conflict is prohibited.

STATE B: Designated activity in the presence of the forces in conflict permitted but will be specified by the following notes:

- (1) Man (type of system);
- (2) Prepare (type of system);
- (3) Move (type of system); and
- (4) Fire (type of system).

3 octobre 1995

PROCEDURES OPERATIONNELLES PERMANENTES DE LA MINUARSECTION 17: REGLES D'ENGAGEMENTPREMIERE PARTIEINTRODUCTION

1. La conduite des opérations militaires est contrôlée et réglementée par la disposition de lois nationales et internationales, de conventions et de jurisprudence. Les actes posés par des individus sont aussi régis par des lois nationales en application. Dans le cas d'une opération placée sous le commandement des Nations Unies (NU), il est du ressort des NU d'établir les paramètres selon lesquelles les forces des Nations Unies vont opérer. Les RDE constituent le moyen par lequel les Nations Unies fournissent, aux commandants à tous les niveaux, des instructions politiques et légales concernant l'usage de la force par le personnel de l'ONU. Les RDE sont préparées par le Commandant de la Force; mais elles doivent être approuvées par les NU et ne peuvent être modifiées que sous l'autorisation des Nations Unies.

2. Les RDE de la MINUAR sont prévues pour les forces onusiennes opérant sous les auspices de la Résolution 997(1995) vote en date du 9 juin 1995 par le Conseil de Sécurité des Nations Unies. Cette Résolution stipule que la MINUAR:

(a) User de ses bons offices pour faciliter la réconciliation nationale dans le cadre de l'Accord de Paix d'Arusha;

(b) Aider le Gouvernement rwandais à faciliter le retour librement consenti des réfugiés, en toute sécurité, ainsi que leur réinsertion dans leur milieu d'origine, et, à cette fin, appuyer les efforts faits par le Gouvernement rwandais pour instaurer un climat de stabilité et de confiance, grâce à des activités de surveillance menées dans l'ensemble du pays par des observateurs militaires et des observateurs de police;

(c) Faciliter l'aide humanitaire, ainsi que la fourniture d'une assistance et de services spécialisés en matière de génie civil, de logistique, de santé publique et de déminage;

(d) Aider à l'instruction d'une force de police nationale;

(e) Contribuer à assurer la sécurité, au Rwanda, du personnel et de locaux des organismes des Nations Unies, du Tribunal international pour le Rwanda, notamment en assurant en performance la protection du Bureau du Procureur, ainsi que des spécialistes des droits de l'homme, et contribuer également, si besoin est, à assurer la sécurité des organismes humanitaires;

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3. Selon les termes de l'Accord de Paix d'Arusha et des mandats de la Résolution du Conseil de Sécurité des Nations Unies, la MINUAR a un engagement d'aider toutes les parties en conflit à atteindre la national reconciliation. L'impartialité en constitue la clé et toute action de la MINUAR doit viser à l'avancement vers cet objectif. Cependant, des circonstances peuvent surgir où l'usage de la force serait nécessaire et justifié. L'impartialité sera le principe fondamental sur lequel sera fondé les activités de la MINUAR.

DEUXIEME PARTIE

BUT

4. L'objectif de cette circulaire est de fournir un guide aux commandants et soldats de tous niveaux en cas d'usage de la force. Cependant, aucune circulaire définitive ne peut être établie qui puisse détailler toute action possible pour toute situation possible. Il est important et obligatoire que tous les membres de la MINUAR comprennent et appliquent ces RDE à toutes les situations qui se présentent exigeant l'usage de la force.

TROISIEME PARTIE

DEFINITIONS

5. Les définitions-clés suivantes doivent être bien comprises par tout le personnel de la MINUAR:

- a. Force. C'est l'utilisation (ou menace d'usage) des moyens physiques pour imposer sa volonté. La force militaire est l'usage des moyens physiques fournis par des corps de troupes formés et disciplinés placés sous un commandement unifié pour atteindre le même but et en général ceci implique la possibilité d'user de la violence à des niveaux importants.
- b. Force minimale. Le degré minimum de force autorisée qui est nécessaire, raisonnable et légitime dans les circonstances.
- c. Auto-défense. L'emploi de la force pour protéger:
  - (1) soi-même et le personnel de son unité;
  - (2) les agences des Nations Unies, le Tribunal International for le Rwanda, incluant le bureau du procureur, les officiers du bureau des Droits de l'Homme et les agences humanitaires;
  - (3) le personnel chargé de l'aide humanitaire n'appartenant pas à la MINUAR;
  - (4) autre personnel civil ou militaire autorisé des Nations Unies, contre un acte ou une intention hostile, là où il n'y a pas d'autre choix ou de temps de délibérer.



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Note: Le droit à l'auto-défense est allié mais séparé des RDE et il s'applique quels que soient les autres facteurs en présence. Par conséquent, malgré toute RDE qui puisse être autorisée, quand une attaque a eu lieu, ou est anticipée, le droit d'employer une force proportionnée en cas d'auto-défense existe pour décourager, neutraliser ou détruire la menace.

- d. Acte hostile. Un acte hostile consiste en une attaque ou autre usage de la force contre toutes les entités énumérées au para 5.c. ci-dessus.
- e. Intention hostile. C'est une menace d'usage imminent de la force contre les entités énumérées au para 5.c. ci-dessus.
- f. Domage collatéral. Domage causé aux personnes ou aux biens adjacents mais ne faisant pas partie d'une cible autorisée.
- g. Force non-mortelle. Tout moyen physique pour forcer à accepter qui ne présente pas de risque de mort ou de dommage corporel grave contre l'individu sur lequel la force est exercée. C'est généralement à travers l'usage de la force physique sans l'emploi d'armes à feu ou d'autres armes mortelles. Par exemple, le fait de pousser et d'autres formes légères de frapper ou cogner, ainsi que le fait de contraindre des personnes physiquement ou mécaniquement. Les tirs d'avertissement relèvent de la force non-mortelle, même si cela implique l'usage d'armes à feu.
- h. Force mortelle. C'est le dernier degré d'usage de la force. La force mortelle constitue ce niveau où la force exercée vise à ou est susceptible de causer la mort ou un dommage corporel grave quel que soit l'effet réellement produit par cette force.
- i. Crimes graves. Il peut s'agir de n'importe quel crime pouvant occasionner la mort ou blessure corporelle grave ou bien même des dégâts matériels. C'est par exemple le meurtre, viol, vol ou cambriolage.

## PARTIE VI

### INSTRUCTIONS SUR L'UTILISATION DE LA FORCE

#### APPLICABILITE

6. Toutes les informations contenues dans cette partie seront prises pour des ordres. Cependant, ces ordres ne limitent en rien le droit inhérent d'un soldat à l'auto-défense.

**LA RESPONSABILITE DES COMMANDANTS**

7. Les commandants de la MINUAR à tous les niveaux doivent:
  - a. faire traduire et parvenir cette circulaire à tous les hommes placés sous leur commandement; et
  - b. s'assurer que chaque personne sous leur commandement:
    - (1) est documentée à nouveau sur le sens et l'application de ces RDE dans la mesure où elles sont en relation avec les missions assignées;
    - (2) comprend et se conforme au contenu de ce document; et
    - (3) à l'occasion de demander des clarifications, conseils, ordres supplémentaires lorsque ces RDE lui paraissent insuffisantes.
8. Le Commandant de la Force de la MINUAR émettra des ordres sur la mise en alerte des armes personnelles à maintenir selon la situation.

**L'USAGE DE LA FORCE ET LES PRINCIPES D'ENGAGEMENT**

9. Quand un incident qui exige l'utilisation de la force se produit, il faut suivre les principes suivants:
  - a. Croyance raisonnable. La simple spéculation ne constitue pas une croyance raisonnable. L'usage de la force doit se baser sur une menace tangible;
  - b. Force minimale. Le personnel de la MINUAR n'emploiera jamais plus de force que le minimum requis pour pouvoir exercer les fonctions et accomplir sa mission ou les objectifs qui lui sont assignés;
  - c. Proportionnalité. Seule est justifiée une riposte proportionnelle au degré de menace perçu. Toute force employée doit être limitée au degré, intensité, et durée nécessaires pour atteindre l'objectif pour lequel la force est utilisée, et pas plus;
  - d. Durée de la Force et Désengagement. L'application de la force, à n'importe quel niveau, doit cesser quand l'acte hostile n'est plus ou chaque fois que le commandant considère qu'il n'y a plus d'attaque ou de menace imminente;
  - e. Négociation et Avertissements. Si possible, les possibilités de négociation et d'avertissements doivent être épuisées avant de commencer n'importe quel usage de force;
  - f. Force mortelle. La force mortelle est justifiée seulement dans des conditions d'extrême nécessité et comme dernier recours quand toutes les autres mesures

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légères ont échoué ou ne peuvent vraiment pas être employées;

- g. Escalade. L'escalade du degré de violence doit être réduite au minimum;
- h. Domage secondaire. Les dommages secondaires doivent être réduits au minimum;
- i. Revanche et Représailles. Il est interdit d'user de la force pour faire des représailles ou chercher la revanche; et
- j. Application de la force. L'usage de la force sera contrôlé, là où c'est possible, par le commandant présent sur scène et la force doit cesser une fois que l'objectif est atteint.

**AUTORISATION DE FAIRE USAGE DE LA FORCE**

10. La force peut être employée comme suit:

- a. Force non-mortelle. Le personnel de la MINUAR est autorisé à utiliser la force non-mortelle dans les circonstances suivantes:
  - (1) en cas d'auto-défense;
  - (2) contre des tentatives d'infiltrer ou d'encercler les unités, les enclos ou locaux appartenant à la MINUAR;
  - (3) quand les bâtiments de la MINUAR sont violés dans des tentatives de voler les biens de la MINUAR ou ceux placés sous la protection des Nations Unies;
  - (4) en cas de tentatives d'enlever ou de détenir le personnel civil ou militaire de la MINUAR; et
  - (5) quand des tentatives sont faites pour empêcher le personnel de la MINUAR d'accomplir ses fonctions telles qu'ordonnées par ses commandants.
- b. Force Mortelle. Le personnel de la MINUAR est autorisé à faire usage de la force mortelle dans les circonstances suivantes:
  - (1) en cas d'auto-défense (tel que défini au para 5.c.) contre des personnes commettant un acte hostile ou affichant une intention hostile;
  - (2) pour protéger contre dommage ou destruction les biens ou installations appartenant à la MINUAR ou placés sous sa protection, y compris les sites protégés et les moyens de distribution et de livraison de l'aide humanitaire;

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(a) qui ont été désignés par le Commandant de l'unité, en consultation avec le Commandant de la Force, comme étant essentiels pour le succès de la mission de la MINUAR,

(b) qui justifient la protection au moyen de l'usage de la force mortelle, et

(c) là où il n'y a aucun moyen d'empêcher le dommage ou la destruction;

(3) pour parer à des tentatives armées visant à empêcher la Force de la MINUAR de remplir ses fonctions, alors qu'elles sont autorisées par le Commandant de la Force;

(4) pour résister à des tentatives armées visant à désarmer, enlever ou détenir le personnel civil ou militaire de la MINUAR;

(5) pour résister à des tentatives armées visant à contraindre le personnel de la MINUAR de se retirer des zones de protection occupées sur ordre du Commandant de la Force ou de son adjoint; et

(6) pour résister à des tentatives armées visant à couper la force de la MINUAR.

c. Utiliser la force adéquatement pour protéger la population contre des blessures corporelles sérieuses ou la mort lorsqu'il n'y a pas d'autorités rwandaises disponibles pour assister dans l'immédiat.

AUTORISATION DE FOUILLER ET DETENIR

11. Autorisation d'arrêter et de fouiller. Le personnel de la MINUAR est autorisé à arrêter tout individu qui essaie de pénétrer ou qui est découvert à l'intérieur des bâtiments sous la protection de la MINUAR et à demander à l'intéressé de se soumettre à la fouille sa personne ou de son véhicule, le cas échéant. L'accès sera refusé à toute personne n'acceptant pas la fouille et elle sera conduite hors du bâtiment sous escorte ou détenue selon les règles appropriées. Des fouilles de personnes et de leurs biens sont aussi autorisées par mesure de sécurité. De telles fouilles peuvent être menées avec le minimum nécessaire d'usage de la force.

12. Autorisation de détenir. Les individus peuvent être emprisonnés seulement s'ils ont commis un acte hostile, s'ils ont manifestés une intention d'hostilité, s'ils ont commis un crime grave ou une autre mauvaise action nécessitant une punition d'usage de force et cela en accord avec la RDE. Loi Humanitaire Internationale ou bien alors la Législation Rwandaise.

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13. Une fois que quelqu'un est détenu, seule une force minimale non-mortelle est autorisée pour prévenir son évasion, à moins qu'il y ait une nécessité d'agir pour s'auto-défendre, dans lequel cas une force minimale est autorisée jusqu'à et y compris la force mortelle. Cependant, si les personnes parviennent à s'enfuir et que par conséquent elles ne constituent plus une menace, aucune force de quelque nature que ce soit ne peut plus être exercée pour les appréhender.

14. Tout détenu sera remis aussitôt que possible aux autorités habilitées désignées par le Commandant de la Force. Toutes les armes ou objets saisis sur les détenus seront confisqués et remis aux autorités compétentes ou, si nécessaire, rendus militairement inefficaces.

15. Traitement des détenus. Les détenus ne doivent pas être soumis à l'intimidation, la privation ou l'humiliation. Les soins médicaux ainsi que l'attention du personnel médical seront accordés chaque fois au besoin. Les détenus auront droit aux mêmes rations et abris que ceux du personnel de la MINUAR.

16. Le personnel de la MINUAR peuvent arrêter, fouiller et, si nécessaire, detenir quiconque a commis une offense criminelle sérieuse lorsqu'il n'y a pas d'autorités rwandaise disponible sur place. Dans le cas d'une détention, l'individu devra être remis immédiatement aux autorités compétentes rwandaises pour incarcération.

### PROCEDURES DE DEFI ET D'ESCALADE

17. Sauf dans le cas où une riposte nécessitant l'ouverture du feu sans avertissement est nécessaire, les procédures suivantes doivent être respectées:

- a. Avertissement verbal ou visuel. Avertir l'agresseur d'arrêter son activité, ce qui, dans les circonstances normales, devrait suivre la séquence suivante:

(1) selon les circonstances, un avertissement peut être oral, un signe ou une lumière (i.e. des feux rouges tenus en mains, des lampes-torches, etc.). Le fait de donner un avertissement devrait être communiqué aux niveaux de commandement supérieurs accompagné de rapports continus sur la situation;

(2) répéter l'avertissement verbal ou visuel autant de fois que possible pour s'assurer qu'il est compris ou accepté;

- b. Charger les armes. Exploiter l'effet visuel d'une telle action pour convaincre l'agresseur que son refus d'arrêter l'acte agressif peut provoquer l'usage de la force mortelle;
- c. Force non-mortelle. Si les avertissements sont ignorés, utiliser la force minimale là où c'est possible;

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- d. Tirs d'avertissement. Si la menace persiste, utiliser des tirs d'avertissements ciblés dans une direction sûre afin qu'il n'y ait pas de danger d'atteindre quelqu'un ou de causer des dommages secondaires;
- e. Force mortelle. Si une force minimale non-mortelle n'est pas adaptée ou n'a pas d'effet, sur ordre et sous le contrôle d'un supérieur, on peut recourir à une force minimale mortelle comme des tirs non-automatiques ciblés, jusqu'à ce que la menace soit écartée. Si un soldat se trouve devant un cas d'auto-défense, il ne doit pas attendre qu'un supérieur lui donne l'ordre de tirer ou réglemente ses tirs.

**PROCEDURES AU COURS DE L'OUVERTURE DU FEU**

18. Tout usage d'armes à feu comme moyen d'exercer une force mortelle consistera en des tirs ciblés pour ne pas tirer aveuglément. Les tirs automatiques ne seront utilisés qu'en dernier recours et les tirs ciblés continueront aussi longtemps qu'il sera nécessaire pour atteindre le but immédiat d'auto-défense (ou de la défense d'autres personnes).

**PROCEDURES APRES L'OUVERTURE DU FEU**

19. Après l'ouverture du feu, les commandants devraient s'assurer que les actions suivantes sont menées.

- a. Action médicale. Toutes les personnes blessées, y compris celles sur lesquelles le personnel de la MINUAR a tiré bénéficieront des premiers soins si toutefois cette action peut se faire sans mettre davantage en danger les vies du personnel de la MINUAR.
- b. Enregistrement. Les détails sur l'incident seront enregistrés. Ils comprendront:
  - (1) la date, l'heure et le lieu où l'ouverture du feu a eu lieu;
  - (2) l'unité et le personnel impliqués;
  - (3) les événements qui ont conduit à l'ouverture du feu;
  - (4) ce pourquoi le personnel de la MINUAR a ouvert le feu;
  - (5) sur qui ou quoi on a tiré;
  - (6) les armes utilisées; et
  - (7) les résultats apparents des coups tirés;

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- c. Rapport. Les informations ci-dessus ainsi que la situation qui prévaut seront transmises à travers la chaîne de commandement au QG de la MINUAR à l'attention du Commandant de la Force et du Chef d'Etat-Major Adjoint pour les Opérations.

**PARTIE V**

**REGLES D'ENGAGEMENT**

20. Les RDE citées dans cette circulaire s'appliquent à tout le personnel fourni par les pays participant à la MINUAR selon les dispositions de la Résolution 977(1995) votée en date du 9 juin 1995 par le Conseil de Sécurité des Nations Unies. Ces RDE sont libellées sous forme d'interdictions ou de permissions. Sous forme d'interdictions, elles constituent des ordres de ne pas mener des actions spécifiques. Sous forme de permissions, elles servent de guide aux commandants sur certaines actions qui peuvent être menées si elles sont jugées nécessaires pour atteindre les objectifs de la mission. L'usage de la force par le personnel de la MINUAR est interdit à moins d'être spécifiquement autorisé par le RDE.

21. Règle No. Un: Autorisation de porter des armes
- a. Scénario A: Pas d'autorisation; et
  - b. Scénario B: Autorisation accordée de porter des armes.
22. Règle No. Deux: Etat des armes
- a. Scénario A: Les armes seront portées avec des chargeurs remplis.
  - b. Scénario B: Les armes seront portées chargées mais sécurisées.
23. Règle No. Trois: Riposte à une intention ou action hostile sans tirer
- a. Scénario A: Observer et transmettre les rapports, mais se retirer pour préserver sa propre force.
  - b. Scénario B: Rester sur place. Contacter et établir une liaison avec la(les) force (s) opposée(s) et/ou les autorités locales concernées.
  - c. Scénario C: Observer et faire des rapports. Rester sur place. Prévenir l'agresseur de votre intention de faire usage de la force et montrer votre détermination par des moyens appropriés sans ouvrir le feu.

RESTREINT NU

- d. Scénario D: Observer et faire des rapports. Rester sur place. Prévenir l'agresseur de votre intention de faire usage de la force et montrer votre détermination par des moyens appropriés. L'ouverture du feu à titre démonstratif est autorisée.
24. Règle No. Quatre: Désarmement du Personnel Paramilitaire ou des civils
- a. Scénario A: Pas d'autorisation.
- b. Scénario B: Autorisation accordée. Au cours du désarmement, utiliser la force minimale et monter jusqu'à l'usage de la force mortelle si une intention hostile est affichée ou un acte hostile commis. Remettre l'affaire à l'autorité compétente dès que possible.
25. Règle No. Cinq: Intervention et tirs d'avertissement
- a. Scénario A: L'intervention entre les factions en guerre est interdite.
- b. Scénario B: Intervenir avec une force mortelle contre des cibles bien identifiées et désignées seulement après que des coups d'avertissement aient été tirés dans le cadre du processus d'avertissement.
26. Règle No. Six: Contrôle des systèmes d'armes
- a. Scénario A: Il est interdit d'armer, préparer, déplacer des armes et d'en faire usage en présence des forces en conflit.
- b. Scénario B: L'activité ci-haut nommée est autorisée en présence des forces en conflit, mais elle sera spécifiée par les notes suivantes:
- (1) Armer (type de système);
  - (2) Préparer (type de système);
  - (3) Déplacer (type de système); et
  - (4) Ouvrir le feu (type de système).

27. Il existe trois situations de RDE qui peuvent s'appliquer dans n'importe quel secteur du RWANDA. Ces situations sont dénommées VERTE, JAUNE, ROUGE et décrites dans la rubrique "Niveaux de Préparation/Alerte" en Annexe A. Dans les conditions normales, la situation des RDE sera VERTE.



RESTREINT NU

28. Les modifications dans la situation normale des RDE pour les Forces de la MINUAR en général seront ordonnées par le Commandant de la Force ou son représentant. Les Commandants des Secteurs peuvent ordonner des changements dans la situation normale des RDE pour leurs secteurs, sur autorisation du Commandant de la Force ou son représentant. Les Commandants des Contingents informeront ou, si nécessaire, requerront l'approbation des autorités nationales pour modifier une situation.

**PARTIE VI**

**CONCLUSION**

29. Les amendements à cette circulaire seront faits tel que requis et approuvés par les Nations Unies.

30. Cette circulaire sera classée avec mention DISTRIBUTION RESTREINT NU.

**Annexes:**

Annexe A Directives pour tout le Personnel Militaire de la MINUAR concernant l'Ouverture du Feu au Rwanda.

Annexe B Niveaux de Préparation/Alerte de la MINUAR

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RESTREINT NU

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RESTREINT NU

ANNEXE A  
AUX REGLES D'ENGAGEMENT  
DATE: 3 OCTOBRE 1995

**DIRECTIVES POUR TOUT LE PERSONNEL MILITAIRE DE LA MINUAR  
CONCERNANT L'OUVERTURE DU FEU AU RWANDA.**

1. Vous devez éviter l'usage de la force autant que faire se peut, et votre comportement doit susciter le moins d'inquiétude, de peur ou de danger possible à la population locale.

2. Votre commandant immédiat décidera n'importe quelle modification dans les niveaux de préparation d'armes. Alors que normalement votre commandant donnera l'ordre d'ouvrir le feu, vous avez le droit de faire usage de la force nécessaire en cas d'autodéfense pour vous protéger vous-même et ceux dont il est votre devoir de protéger. Chaque fois que possible, un avertissement devrait être donné avant d'ouvrir le feu.

3. S'il faut absolument faire usage de la force, vous ne devez employer que le **FORCE MINIMALE** nécessaire. Normalement, le **FORCE MINIMALE** nécessaire implique la succession des actions suivantes:

- a. exhibition d'armes,
- b. avertissement verbal,
- c. refus d'accès à l'endroit protégé,
- d. restriction physique,
- e. tirs d'avertissement,
- f. pointer les armes, et
- g. faire feu sur une personne.

**AVERTISSEMENTS**

4. **AVERTISSEMENT AVANT D'OUVRIR LE FEU.** Chaque fois que possible, un avertissement doit être donné avant de tirer. L'avertissement doit être clairement lancé à haute voix en ANGLAIS/FRANCAIS ou en KINYARWANDA:

**STOP-HANDS UP/ ARRETEZ, LEVEZ LES MAINS/  
HAGARARA, AMABOKO HEJURU**

**(PAUSE)**

**STOP OR I WILL SHOOT/ ARRETEZ OU JE TIRE/  
HAGARARA CYANGWA BAKURASE**

5. **FAIRE FEU APRES AVERTISSEMENT.** Après avertissement, vous pouvez tirer sur une personne afin d'éviter la mort ou un dommage corporel grave si et seulement si:

- a. la personne porte une arme dangereuse (ex. une arme à feu, un système improvisé pour faire feu ou une machette);
- b. vous pensez que ET la personne est sur le point de vous attaquer vous-même, votre unité, ou toute personne dont il est votre devoir de protéger; ET
- c. la personne refuse de s'arrêter quand elle est appelée à le faire; ET
- d. vous estimez qu'il n'y a pas d'autres moyens d'arrêter la personne.

6. **FAIRE FEU SANS AVERTISSEMENT.** Vous pouvez tirer sur une personne sans avertissement afin d'éviter la mort ou un dommage corporel grave si et seulement si cette personne:

- a. a utilisé ou est entrain d'utiliser une arme à feu ou une autre arme dangereuse contre vous, votre unité ou des personnes dont il est votre devoir de protéger; OU
- b. porte ce que vous estimez être une arme dangereuse, ET elle est visiblement sur le point de l'utiliser, ET vous estimez qu'il n'y a pas d'autre moyen de vous protéger vous-même, votre unité, ou les personnes dont il est votre devoir de protéger.

7. Si vous devez absolument tirer, vous devez rendre compte de tous les coups tirés dans un rapport rédigé et soumis à votre commandant immédiat.

RESTREINT NU

ANNEXE B AUX  
REGLES D'ENGAGEMENT  
DATE: 3 OCTOBRE 1995

NIVEAUX DE PREPARATION/ALERTE DE LA MINUAR

NO	SITUATION	UNITES/QG	ACTION
1	VERTE	TOUS	1.Activités normales 2.RDE: Règle 1-Scénario B, Règle 2-Scénario A, Règle 3-Scénario B, Règle 4-Scénario A, Règle 5-Scénario A, Règle 6-Scénario A.
2	JAUNE	QG	1.Préparation de la situation suivante commence. 2.Intensification des liaisons. 3.Visites des VIP reportées. 4.Pas de congé sauf pour des raisons humanitaires.
		UNITES	1.Stade de précaution. 2.Double sentinelle. 3.Mouvement nocturne restreint. 4.Tester les abris. 5.Alerter les troupes. 6.Pas de congé sauf pour des raisons humanitaires. 7.Consolider les communications, les unités et les armes. 8.3 heures de Préparation accordées aux troupes en réserve pour se mettre en mouvement.
		TOUS	RDE: Règle 1-Scénario B, Règle 2-Scénario B, Règle 3-Scénario C, Règle 4-Scénario A, Règle 5-Scénario A, Règle 6-Scénario A.

RESTREINT NU

3	ROUGE	QG	<ol style="list-style-type: none"><li>1. Alerte générale.</li><li>2. Visites des personnalités importantes annulées.</li><li>3. Pas de congé.</li><li>4. Seuls les mouvements d'urgence sont permis.</li><li>5. Envoi des Rapports Spéciaux sur la Situation au QG des NU.</li><li>6. Evacuation des civils si la situation le permet.</li></ol>
		UNITES	<ol style="list-style-type: none"><li>1. Troupes en position défensive.</li><li>2. Troupes en position d'alerte.</li><li>3. Une heure de préparation aux troupes en réserve pour se mettre en mouvement.</li><li>4. Pas de congé.</li><li>5. Les troupes de garde à l'extérieur portent des gilets pare-balles.</li></ol>
		TOUS	<b>RDE: Règle 1-Scénario B, Règle 2-Scénario B, Règle 3-Scénario D, Règle 4-Scénario B, Règle 5-Scénario B, Règle 6-Scénario B.</b>

**AIDE MEMOIRE - REGLES D'ENGAGEMENT**

NOTE: Le situation VERTE est encadrée.

**REGLE UNE:       AUTORISATION DE PORTER LES ARMES**

SCENARIO A:       Pas d'autorisation.

SCENARIO B:       Autorisation accordée.
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**REGLE DEUX:       ETAT DES ARMES**

SCENARIO A:       Les armes seront portées chargées.
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SCENARIO B:       Les armes seront chargées mais sécurisées.

**REGLE TROIS:     RIPOSTE A UNE INTENTION OU ACTE HOSTILE SANS FAIRE  
                  USAGE DU FEU**

SCENARIO A:       Observer et transmettre un rapport mais se  
                  retirer pour préserver ses propres forces.

SCENARIO B:       Rester sur place. Constater et établir une liaison avec la (les) force (s) opposées et/ou les autorités locales concernées.
--

SCENARIO C:       Observer et faire un rapport. Rester sur  
                  place. Avertir l'agresseur de votre  
                  intention de faire usage de la force et se  
                  montrer ferme par des moyens appropriés sans  
                  ouvrir le feu.

SCENARIO D:       Observer et faire un rapport. Rester sur  
                  place. Avertir l'agresseur de votre  
                  intention de faire usage de la force et se  
                  montrer ferme par des moyens appropriés. Le  
                  tir à titre démonstratif est autorisé.

**REGLE QUATRE: DESARMEMENT DU PERSONNEL PARAMILITAIRE OU DES CIVILS**

SCENARIO A: Pas d'autorisation.

SCENARIO B: L'autorisation est accordée. Au cours de cette activité, l'usage de la force minimum jusqu'à l'emploi de la force mortelle si une intention hostile est affichée ou un acte hostile commis. Remettre l'affaire à l'autorité appropriée aussi tôt que possible.

**REGLE CINQ: INTERVENTION ET TIRS D'AVERTISSEMENT**

SCENARIO A: L'intervention entre les factions en guerre est interdite.

SCENARIO B: Intervention avec usage de la force mortelle contre des cibles bien identifiées et désignées seulement après que des coups d'avertissements aient été tirés dans le cadre du processus d'avertissement.

**REGLE SIX: CONTROLE DES SYSTEMES D'ARMES**

SCENARIO A: Il est interdit d'armer, préparer, déplacer et de faire usage des armes à feu en présence des forces en conflit.

SCENARIO B: L'activité ci-haut décrite est permise en présence des forces en conflit mais elle sera spécifiée par les notes suivantes:

- (1) Armer (type de système)
- (2) Préparer (type de système)
- (3) Déplacer (type de système)
- (4) Faire feu (type de système)