

UNARMED

OPERATIONS AND PLANS

20 NOV 1994 - 20 FEB 1996

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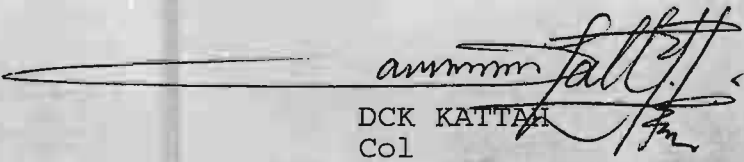
FROM : COS

TO : A/FC

DATE : 26 Feb 96

SUBJECT: BRIEF ON ASSISTANCE TO REFUGEES IN THE GREAT LAKES
REGION WITH EMPHASIS ON UNAMIR'S OPERATIONS IN RWANDA

1. The brief covers the period Jan 95 to Feb 24, 96.
2. For the period, a total of 279,779 refugees were received into Rwanda from the neighbouring countries. The statistic format is attached as Annex A.
3. During the reception of these refugees a substantial assistance was given by UNAMIR either in isolation or in conjunction with the UNHCR and other UN agencies.
4. The assistance ranged from supporting the UNHCR with fleet of vehicles to move refugees from the border points to transit camps, to the provision of medical, engineering in the form of construction of transit camps, upgrading tracks and roads to prisons, raising security walls/fences and construction of security observation posts, lights and fences.
5. UNAMIR also repaired/constructed water services, bridges, schools, electrical lines and orphanages. UNAMIR also assisted in transportation or distribution of food, text books, Government and Commune officials, Construction material, seeds and critically ill/injured people.
6. Various UNAMIR contingents also donated, seeds, blankets, shoes, mattresses and beds, food and stationery to orphanages and some Communes in Rwanda.
7. The statistics are as shown in Annex B.


DCK KATTAI
Col
Chief of Staff

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ANNEX A

TOTAL OF RETURNEES FOR THE PERIOD JAN 95-24 FEB 96

ZAIRE	100853
BURINDI	60288
TANZANIA	16092
UGANDA	100593
OTHERS	1953
TOTAL	279779

A-1

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1. Since the Current Mandate UNAMIR has under taken many Humanitarian tasks to help the Rwandese people through the following activities:

a. **Medical**

- Immunized thousands of Rwandan against diseases;
- Medically treated thousands of Rwandan;
- Distributed life-saving medicines to local dispensaries;
- and,
- Assisted in the training of hospital medical staff.

b. **Mine Safety**

- Safely cleared and defused several thousand land mines and explosives; and
- Conducted mine awareness training programmes in communes.

c. **Transportation Assistance**

- Assisted in the transportation and safe return of refugees back to their home communes;
- Provided vehicle for and escorted hundreds of humanitarian relief convoys; and,
- assisted in the transport of schoolchildren, food, textbooks, **RPA** soldiers, government and commune officials, construction material, seeds and critically injured people.

d. **Engineering**

- Construction/Repair of Bridges
 - Constructed following four major bridges:
 - 220 feet long Bailey Bridge at Busoro on river Akyanaru.
 - 60 feet long steel girder bridge at Nyamata.
 - Wooden bridge at Masango.
 - 80 feet long Bailey Bridge at Gashora.
 - Repaired eight other bridges in the country.
- EODTasks--carried out demining/disposal of 303 Nos of bombs/rockets and destroyed 117230 Nos of small arms ammunition.
- Construction/Repair of Roads
 - improved road to the commune work being promoted by Mrs Kagame.
 - improved/constructed 80 Kms of roads.
- Constructed 100 toilets in Rehabilitation School in Butare. Revived the whole water supply system and electricity in the school.
- Construction/dozer efforts
 - dozer work at Presidential Hanger, NGO organisation at Ndera Camp and in an orphanage in Kigali (Sisters of Charity).
 - dozer work for Reburial Ceremony in Kigali, which was attended by dignitaries from Rwanda and Neighbouring countries.
 - dozer work in Nsinda Prison and for Centre De Jeune at Gisungu (Kigali).
 - dozer work for refugees camps at Butare, Kibungu, Cyangugu, Gisenyi and Kigali.
 - improvement of sanitary facilities for prisons at Kigali, Kibungu and Butare.

e. **Communications**

- Provided tpt and manpower to RwandaTel for moving of underground cable drum.
- 300 pairs of UG cable for RwandaTel has been laid from Chez Lando to Remera.

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-Reactivated Rwand Tel line communication.

f. **Orphanages**

-Provided electrical and plumbing repairs as well as medical and humanitarian assistance to orphanages throughout the country.

g. **Firefighting**

-Assisted in firefighting operations in Kigali.

h. **Donations**

-Donated seeds, blankets, shoes, mattresses, food and stationary to orphanages and communes throughout Rwanda

B-3

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COS

UNITED NATIONS
Assistance Mission for Rwanda



NATIONS UNIES
Mission pour l'Assistance au Rwanda

Log 4000.02

05 Jan 96

From: Lt Col I Abubakar
A DCOS (Sp)

Extn 11120

To: Distribution List

ADMIN ORD 23

1. A copy of Admin Ord 23 is forwarded herewith. It supersedes the Admin Ord 22.
2. All previous instructions on detailing of tpt for repatriation of refugees may be treated as cancelled.
3. Acknowledge.

Distribution:

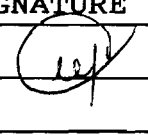
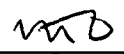
Action:

List B less sers 26 and 29
List D less sers 51, 53 and 54
MILOB GP HQ
NORMED

Information:

Office of SRSG
MA to FC
CAO
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SEEN STAMP

APPOINTMENT	SIGNATURE	DATE
COS		8 Jan 96
SO TO COS		
CC		4 Jan 96



ADMINISTRATION ORDER 23

Reference: HQ UNAMIR OPORD 23 dated 04 Jan 96.

Annex: Admin Instructions on Establishment of Log Bases.

SITUATION

1. **General.** As detailed in OPORD 23 .

MISSION

2. To administratively support UNAMIR forces providing assistance to Government of Rwanda, UNHCR and other international agencies in their efforts to achieve voluntary and safe return of refugees.

EXECUTION

3. **General Outline.** Administrative support to UNAMIR is to be effected by a combination of Integrated Civilian and Military resources. At HQ UNAMIR level the planning and staff support is to be provided by the staff from the offices of DCOS SP, CISS and FMO.
4. **1st Line Administrative Support.** 1st line administrative support is to be provided from within contingent resources commensurate with the size of each contingent and their role within UNAMIR.
5. **2nd Line Administrative Support.** 2nd line logistic support is to be effected by 95th Composite Mission Support Group (95 CMSG) and the Brown and Root Services Contractor (BRSC). Medical support is to be provided by a Norwegian medical company (NORMED) who, in conjunction with the Unit Medical Station of 95 CMSG will establish a limited Level Two/Three treatment facility at Trafipro.
6. **3rd and 4th Line Administrative Support.** 3rd and 4th Line support is when required to be provided on a contract basis through the offices of the CISS, CCMC and CPO.

7. Support to Government and Humanitarian Agencies. As UNAMIR logistic resources are extremely limited the provision of this support will be coordinated and approved at the highest level. All requests for support of this nature are to be directed to the HAC who will vet and submit requests to the UHAAG. After UHAAG approval support requests are to be directed to the appropriate 2nd line agency for tasking.

8. Establishment of Log Bases. Ref requires establishment of two Log Bases , one each at SHAGASHA and NYUNDO, for the operations in respect of safe return of refugees. The details of the administrative set-up to be established at these bases is given out at Appendix attached.

9. Support to MILOBS. UNAMIR is responsible for providing limited 2nd Line support to MILOBS within Sector locations. For the purpose of this ADMINORD MILOB GP HQ is considered to be a contingent and all Sectors as sub unit locs of that contingent.

10. Materiel and Services.

a . Supply.

(1) Class I (Subsistence). The consumption of Fresh Rations delivered on a weekly basis is to be the norm for all contingents.

(a) Combat Rations. Contingents are to be issued a 10 day reserve of combat rations. Consumption of this reserve is only to occur on order from HQ UNAMIR. 95 CMSG is to monitor consumption of this reserve and is to effect auto replen to maintain the 10 days reserve.

(b) Contingents requiring Combat Rations for patrol or routine consumption in accordance with their mission are to request del of combat rations through SO FOOD HQ UNAMIR in accordance with current SOP.

(c) Fresh Rations. Fresh rations will be delivered on a weekly basis by the Civilian Contractor, ES-KO direct to company locations. Contingents should then hold fresh, dry and canned goods at sub-unit level. Contingents will be provided with sufficient reefer and domestic refrigeration/freezer units to maintain seven days rations at Coy level and two days at sub-unit level.

(d) Bulk Potable Water. Bulk potable water will be delivered weekly on the basis of 15 litres per man per day to those contingents that do not have the capacity to collect potable water within the AOR. Adequate storage containers will be

placed at MILOBS Sector HQ locations and the Log Bases outside Kigali for potable water. Those contingents within Kigali will be issued sufficient water storage containers to ensure that sufficient water at the above rate is maintained between deliveries.

- (e) Bottled Water. 10 days reserve of bottled water at the rate of 3 litre per man per day is to be provided to each contingent . Consumption of this reserve is only to occur on order from HQ UNAMIR. 95 CMSG is to monitor consumption of this reserve and is to effect auto replen to maintain the 10 days reserve.
 - (f) Bulk Non-Potable Water. UNAMIR has limited resources to provide non potable water outside of Kigali. The provision of non potable water is a contingent responsibility. Contingents having difficulty securing non potable water within their AOR are to request Engineer Support.
- (2) Class II (General Stores, Clothing). The provision of clothing and personal issue items is a contingent responsibility. UN accoutrements will be provided by 95 CMSG. All other Class II items are to be demanded through 95 CMSG utilising the Q1 system. The procurement of shortfalls of Class II items is to be effected by 95 CMSG and then subsequently through HQ UNAMIR Supply Control Section and the Procurement Cell. Req for Class II items can only be made by Unit Log Sup Staff who have their signatures registered with 95 CMSG.
- (3) Class III. (Petrols, Oils and Lubricants).
- (a) Diesel.
 - 1. 1st Line Stocks. Contingent stocks are to be maintained at 10 days. 95 CMSG will monitor 1st line usage and maintain stocks at this level. MILOBS Sector HQ and Log Bases located outside Kigali have been issued with 10,000l steel tanks. This will enable them to conduct gravity feed refuelling of jerry cans and vehicles.
 - 2. 2nd Line Stocks. 95 CMSG is to maintain force reserves of 21 days stocks utilising the following facilities:
 - (a) Log Base(Force Sig Coy loc). Main holding

facility. Capacity 160,00 litres in tanks.

(b) SS Kigali Service Station. Secondary holding facility and main light vehicle refuelling point. Capacity 200,000 litres.

(c) Trafipro. Secondary light vehicle refuelling point. Capacity 110,000 litres.

(d) Iveco. Auxiliary capacity of 30,000 litres.

3. Distribution. Distribution will continue to be conducted by 95 CMSG utilising their own and BRSC assets.

b. Gasoline.

1. 1st Line Stocks. Throughout UNAMIR the requirement for gasoline is minimal. The requirement is to be met by the provision of 200 litre drums through 95 CMSG. Contingents are to maintain 7 days seven days stocks where appropriate.

2. 2nd Line Stocks. Force reserve stocks of 21 days will be maintained by 95 CMSG. Stocks are to be held at the SS Kigali Service Station with a Capacity of 70,000 litres.

c. Jet A-1. Force reserves of at least 28 days stocks and the main issue point are to be collocated at the airhead (Presidential Hanger). Jet A-1 capacity is 1 x 200,000 litre bladder (although bladder is only filled to 75% capacity due to age of bladder).

d. Kerosene. 95 CMSG is to maintain one x 10,000 litre bulk storage tank and some 200 litre drummed stock. Demands are to be made direct to 95 CMSG.

e. LPG Gas (Propane). LPG Gas is used as cooking fuel. 95 CMSG is to monitor usage and maintain stock levels as required. Demands are to be made to 95 CMSG.

f. Oils and Greases. 95 CMSG is to monitor usage and maintain stock levels as required. Demands are to be made to 95 CMSG.

(4) Class IV (Construction and Defence Stores).

- (a) Construction Stores. CBES is responsible for the procurement and issue of construction items. All demands for these items are to be forwarded to the BMS Office in accordance with current SOP.
- (b) Defence Stores. G3 Engr/FEO is the releasing authority for all Defence Stores. Demands (Q1) are to be forwarded to FEO for endorsement prior to presentation at 95 CMSG. 95 CMSG is to procure and maintain defence stores as per Class II items. Issues to be made in accordance with FEO directions.

(5) Class V (Ammunition).

- (a) Contingent Stocks. Contingents are responsible for the procurement and maintenance of their own national ammunition requirements. Expenditures are to be recorded in accordance with the form "Ammunition Expended for Operational Reasons" as detailed in UNAMIR SOP.
- (b) Explosives for EOD Tasks. G3 Engr/FEO is the releasing authority for all explosives for use on EOD tasks. G3 Engr is to liaise with SUMMO for the procurement of replenishment stocks. 95 CMSG is to receive and store these items in accordance with G3 Engr direction.

(6) Class VI (Personal Demand [Canteen] Items. Class VI items are a contingent responsibility to procure and issue utilising Regimental Funds and national arrangements. Limited items may be purchased by the Force Welfare Officer for resale to the contingents. Such purchases and procurement arrangements are at the discretion of the Force Welfare Officer.

(7) Class VII (Major End Items). Limited quantities of Class VII items are held by 95 CMSG and the CITMM. All demands for Class VII items are to be forwarded to the appropriate HQ UNAMIR staff for action. The following lists the staff section responsible for most items. All other demands for Class VII items are to be passed to the G4 Log Office at HQ UNAMIR.

- (a) Vehicles - CITMM and SO TPT/MOV.
- (b) Generators - OC UNAMIR Generator Section.

(c) Communications Equipment - OC UNAMIR Comms Section

(d) Major Office Equipment (Fax, Copiers) - OC UNAMIR Comms Section.

(e) EDP Equipment - CMIS and CLOGO.

(8) Class VIII. Contingents are to hold 30 days Class VIII stocks. Force Class VIII stocks are maintained by 95 CMSG at TRAFIPRO. All demands for Class VIII items are to be submitted on a 'Request for Supplies' and forwarded to the Class Manager G4 Med (Medical Br HQ UNAMIR Ph 11116 callsign M94 Channel 4). Monthly demands will be available for collection by contingents within seven days, urgent demands immediately. Demands for Humanitarian Class VIII are to be clearly identified as such and follow the same procedure.

(9) Class IX (Repair Parts). Class IX items are supplied through two avenues: Letters of Assist (LOA) and the UNAMIR procurement system.

(a) Letters of Assist. Where an LOA exists between a contingent and its home nation, repair parts are to be demanded direct to the home nation's supply system. A copy of the repair parts demand is to be provided to PCIU and the Procurement Section. Upon receipt of the items arrangements are to be made for PCIU to conduct an R&I of the repair parts to allow payment to be made to the home nation.

(b) UNAMIR Procurement System. Repair parts for UNAMIR owned equipment and common user items not covered under LOA are to be submitted to 95 CMSG marked 'For Attention: Repair Parts Commodity Manager'. 95 CMSG is to then staff the request through the UN procurement system.

b. Miscellaneous.

(1) Garbage Collection. Within Kigali garbage collection is to be effected by BRSC. Elements outside of Kigali are to arrange with their FSA Coordinator to establish a local contract for collection.

(2) Laundry. CMC in conjunction with BRSC is to establish a laundry service available to all contingents. Details will be provided once the contract is established.

c. Transport and Movement

(1) Transport.

- (a) 1st line transport is provided utilising a combination of COE and UN owned equipment in accordance with DCOS OPS directives. 2nd line support is provided from both 95 CMSG, COE and UN owned equipment using 95 CMSG and BRSC personnel. 3rd and 4th Line transport is provided as required through CISS, CCMC and CPO resources.
- (b) CITMM in conjunction with SO TPT /MOV is responsible for the receipt, issue and maint of all UN owned transport assets. Request for issues are to be made through the office of the DCOS (Sp).
- (c) Requests for 1st line transport assistance should be directed to OPS Br HQ UNAMIR.
- (d) Requests for 2nd line transport support is to be directed to 95 CMSG less those requests req for contingent rotations.
- (e) Requests for 3rd and 4th Line support are to be directed to SO TPT/MOV HQ UNAMIR.

- (2) Movements. DCOS OPS through G3 PLANS is responsible for planning and executing contingent withdrawals and rotations. The movement requirements for both is the responsibility of MCC. Movement Orders for both will be issued by MCC who will coordinate the provision of at all lines of support through 95 CMSG for the duration of the task. Requests for movement/transport spt affecting contingent rotations or withdrawals are to be directed to MCC and SO TPT/MOV.

d. Maintenance.

(1) Repair.

- (a) The priority of repair is as follows:
 - 1. Priority One - Second line task transport vehicles;
 - 2. Priority Two - Patrol vehicles;

3. Priority Three - First line transport vehicles;

4. Priority Four - Other equipment.

(b) First Line Repair. First line repair is the responsibility of contingents. Repairs beyond the capacity of the first line repair agency are to be referred to 95 CMSG. 95 CMSG is to coordinate the recovery of the damaged equipment to Kigali where it will be repaired at a second line workshop facility.

(c) Second Line Repair. Second line repair is coordinated by 95 CMSG and is carried out by either the CTO Workshop (light vehicles) or the Iveco Workshop (medium/heavy vehicles).

(2) Recovery. Recovery is to be coordinated by 95 CMSG using all available recovery assets.

(a) First Line Recovery. First line recovery is the responsibility of the contingent using integral unit resources. Where recovery is beyond the capacity of the contingent, a Recovery Request is to be forwarded to 95 CMSG.

(b) Second Line Recovery. Second line recovery is the responsibility of 95 CMSG and all recovery assets, with the exception of contingent owned equipment (COE) are to be brigaded with Brown & Root. Request for recovery support will be coordinated by 95 CMSG using either 95 CMSG or BRSC resources.

11. Health Support.

a. Medical Treatment. Level One, Two and Three medical support is to be provided as follows:

(1) Level One. NICOY is to deploy with organic level one support to ensure a conventional Regimental Aid Post (RAP) capability at each of the Log Bases. INDBATT is to continue to maintain its RAP and provide support to UNAMIR headquarter staff at the SOALTEE location, while 95 CMSG is to establish a UMS at the TRAFIPRO complex.

(2) Level Two. 95 CMSG in conjunction with NORMED is to establish a level two/level three facility capable of receiving and holding up to ten patients for five days.

- (3) Level Three. NORMED is to establish a limited level three facility capable of initial wound surgery at the TRAFIPRO location. Level three surgical support beyond the scope of this facility will be provided by civilian hospitals in NAIROBI following air evacuation from KIGALI. Emergency level three support is currently also available at NGO sponsored hospitals at CYANGUGU, KIBUYE, GISENYI and RUHENGARI. Patients treated at these centres are to be evacuated to KIGALI as soon as their condition permits further movement.
- b. Evacuation CASEVAC is to be conducted using road and AME assets. National contingents are responsible for all evacuation within their area of responsibility, from point of injury to level one medical facility, with road ambulance being the normal means. Independent companies are to maintain a minimum of two ambulance vehicles for this purpose. AME is to be utilised for daytime evacuation back to NORMED at KIGALI for all Priority One (immediate) and Priority Two (urgent) casualties. Road evacuation remains the norm for Priority Three (routine) casualties and night CASEVAC. Evacuation from level one facilities is to be:
- (1) Road. 95 CMSG/NORMED are to maintain a minimum of two road ambulances and crews at the facility location in KIGALI. These ambulances are to be augmented by the three vehicles held by INDBATT as required and on order of the FMO. Casevac requests are to be transmitted as per HQ UNAMIR SOP and will be coordinated by Medical Branch.
- (2) Air. Forward AME is to be provided by utilising the current RW aircraft supplied by Canadian International and crewed by a medical team from 95 CMSG. Tactical AME to NAIROBI and strategic AME out of Rwanda, will be managed by Medical Branch in conjunction with Air Ops staff with all casualty regulation remaining the responsibility of the FMO. Air assets available for evacuation out of KIGALI include the UN aircraft (L 100 and Beechcraft 200C), augmented by the NAIROBI Flying Doctor Service and the African Air Ambulance, all based in NAIROBI.
- c. Preventive Medicine. All national contingents are responsible for field sanitation and hygiene within their own area of responsibility and are to maintain sufficient health stores for this purpose. Unit commanders are reminded that this is a command responsibility with technical advice from their medical representative. Medical branch will provide advice on appropriate health measures as required and develop the Force health surveillance plan. 95 CMSG is to provide a preventive medicine officer for appointment as the Force Health Officer.
- d. Dental. NORMED is to establish a dental section in the facility at

TRAFIPRO. Casualties requiring dental treatment are to be evacuated to this dental post. INDBATT are to be prepared to augment this level two facility on order of the FMO and are to nominate a dental officer to provide Force dental advice as required.

- e. Medical Resupply. Contingents within the mission area are to maintain 30 days stocks of Class VIII supplies. Force stocks are then to be held and maintained through TRAFIPRO and issued on a demand basis. Requests for resupply are to be staffed through the Class manager in Medical Branch (G4 Med Log).
- f. Blood. 95 CMSG is to maintain a safe supply of blood for transfusion , under the control of the FMO, with resupply to continue from the Netherlands Red Cross Blood Transfusion Service.
- g. Command and Control. SMO 95 CMSG is appointed as the Force Medical Officer for the mission in addition to normal duties within the unit. Medical Branch is to be staffed to include G3 Med Ops, G4 Med Log, FHO and clerical support. The FCT in NAIROBI are to continue to act as medical liaison officers for the reception and hospitalisation of patients.
- h. Holding Policy. The following policy is to apply:
 - (1) Level one - 24 hrs;
 - (2) Level two -72 hrs;
 - (3) Level three (KIGALI) - 5 days;
 - (4) Level three (NAIROBI) - 28 days; and
 - (5) Out of the mission area - As determined by the FMO or as coordinated by national command elements.
- i. Health Reports and Returns. Reports, returns and medical SITREP are to be provided to Medical Branch in accordance with HQ UNAMIR SOP.
- j. CASEVAC Requests. All CASEVAC requests are to be submitted to UNAMIR HQ Ops room (C/S zero on channel 4) using the proforma detailed in UNAMIR SOP.

k. Location of Medical Facilities

(1) Sector 1

- (a) INDBATT Level One facility - KIGALI.
- (b) 95 CMSG / NORMED Level Three facility from - KIGALI (TRAFIPRO)
- (c) GHANCOY (Tribunal) limited Level One facility - KIGALI (Transit camp)

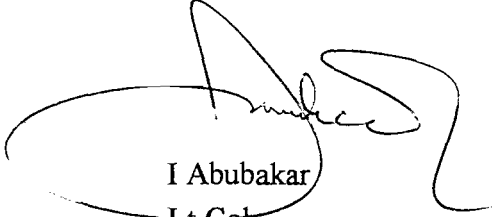
(2) Sector 4. NICOY Level One facility - LOG BASE 2 at SHAGASHA

(3) Sector 5. NICOY Level One facility - LOG BASE 1 at NYUNDO.

12. Personnel Services.

- a. Daily Strength Returns. Daily strength returns are to be submitted by ???hrs daily as per UNAMIR SOPs.
- b. Personnel Allowances. Daily allowances are cross-referenced to Contingent nominal rolls. Contingents are to ensure that G1 is apprised of changes to nominal rolls and the authority for change has been recorded through G1/CMPO.
- c. Repatriation of Personnel. Prior to the repatriation of personnel other than during contingent rotations, the Repatriation Form as per Annex A to UNAMIR SOP Part 8 Section 5 must be completed by the individual's commander.
- d. Welfare. The Force Welfare Officer (FWO) is responsible for the allocation of amenities, welfare funds and the purchase of sports and leisure equipment and facilities for Contingents, and HQ Military Staff (incl MILOBS). Requests for equipment are to be directed to the FWO. Contingents rotating or repatriating must return all loan equipment as advised by FWO and PCIU through the FSA prior to final clearance from the mission.
- e. Messes and Institutes. Messes and Institutes may be established by Contingents upon approval of the Force Commander. Strict guidelines on the consumption of alcoholic beverages as per UNAMIR Policy are to be implemented by Contingent Commanders.

- f. Out of Bounds/UNAMIR Curfew. Out of Bounds areas and daily curfew as appropriate will be notified as determined by the Force Commander.
- g. Finance. Payment of UN pay and allowances is authorised to be effected in unit locs. Queries on financial matters and requests for advances are to be directed to the Chief Financial officer, HQ UNAMIR.
- h. Medals. Requests for medals shall be directed to the G1/CMPO.
- i. Postal. Postal services for military personnel are available through the Force Base Post Office (FBPO). Contingents may make arrangements to use their own national system. Mail to Sector HQ locs will be delivered weekly by helicopter. Contingent mail will be delivered on routine supply runs. Outgoing mail may be forwarded to FBPO on returning supply convoys.



I Abubakar
Lt Col
A DCOS (Sp)

Annexure
 (Refers to para 8
 of ADMIN ORD 23
 dated 05 Jan 96)

ADMIN INSTRUCTIONS ON ESTABLISHMENT OF LOG BASES

General

1. Two Log Bases are to be established at NYUNDO and SHAGASHA to provide administrative support to the UNAMIR personnel and resources employed in the operations facilitating safe return of refugees.

Aim

2. The aim of these instructions is to lay down details of admin support to be provided at these bases.

Composition

3. Log Base 1 (NYUNDO). 10 x medium log vehicles are to be located here. The details are as under:

- a. NICOY - 6 x DAFs.
- b. GHANCOY - 1 x Isuzu.)
- c. Force Engr Coy - 2 x Shaktiman.) when ordered.
- d. Force Sig Coy - 1 x Shaktiman.)

4. Log Base 2 (SHAGASHA). 10 x medium log vehicles are to be located here. The details are as under:

- a. NICOY - 6 x DAFs.
- b. INDBATT - 4 x DAFs / Shaktiman.) when ordered.

5. In addition to the vehicles detailed in para 3 and 4 above, 10 more vehicles will be kept ready as Force HQ reserve to be deployed on orders. The detailed distribution of these 10 vehicles is as under:

- a. INDBATT - 6 x DAFs / Shaktiman.
- b. GHANCOY - 2 x Isuzu / M 915.
- c. Force Engr Coy - 1 x Shaktiman.
- d. Force Sig Coy - 1 x Shaktiman.

Admin Support

6. Accommodation. NICOY is responsible for providing accommodation to the attached

personnel and adequate parking space for the vehicles.

7. Rations. The contributing contingents are responsible for provision of rations to their personnel for the duration of the operation.

8. Water. A water bladder of 100, 00 lt has been established at each location.

9. Fuel. One fuel tank (10,000 lt) each is positioned at SHAGASHA and NYUNDO. NICOY will ensure that fuel is issued only to UNAMIR vehicles, unless ordered

otherwise, and the expenditure incurred for this operation is accounted for separately.

10. Maintenance.

A. First line Repairs. NICOY will establish maint facilities at SHAGASHA and NYUNDO for undertaking these repairs.

B. Second Line Repairs. These will be undertaken according to the guidelines given in the Admin Order. Contributing contingents will be ready to provide replacement vehicles for the ones moved back for second line repairs.

C. Emergency Repairs. Assistance would be provided by BDA with minor repairs if necessary.

11. Medical. NICOY will provide organic level one support to ensure a conventional RAP capability at each location.

Coordinating Instructions

12. Command and Control. NICOY is to detail an officer for each location, who will arrange for the tasking and scheduling of the vehicles on the basis of the requirement projected by the local IOM representative who will have overall coordinating role for the best use of all available vehicles.

13. Employment of vehicles. The UNAMIR vehicles would be used for moving returnees from the border crossing points to the nearest transit centres. If deemed necessary they could also be used for transfers from one transit centre to other on tarmac roads like moving from NYAGATARE to BUTARE or NKAMIRA to NDERA.

14. Communication. UNHCR frequencies will be programmed on the radio sets of certain key appointments of NICOY to enhance coordination. The necessary arrangements are being worked out with the UNHCR.

15. Conduct. IOM personnel will be responsible for supervision and coordination of loading and unloading procedures. If necessary IOM civilian personnel will be allowed to travel on UNAMIR vehicles as escorts.

7.6/7

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

Office of the Force Commander
UNAMIR Force Headquarters
Kigali
RWANDA

FC/CL/11/OPS

17 October 1995

LIST C&D

**PROPOSED FORCE STRENGTH REDUCTION TO MANDATED
STRENGTH OF UNAMIR BEFORE 8 DECEMBER 1995**

1. Due to acute financial difficulties, the Secretary-General was considering downsizing/reduction of all UN Missions including UNAMIR immediately and had asked for our recommendations, which were forwarded. On the basis of our very persuasive assessment of the consequences of the contemplated reduction, the Secretary-General has decided not to pursue the idea of reducing UNAMIR at this time.
2. For your information and continued performance of your duties till the end of current Mandate.

G C Tousignant
Major General
Force Commander

✓

GC:
DFT
COS
DEOS OPS
DEOS SP



UNAMIR
INTEROFFICE MEMORANDUM

UNAMIR MED BR

File: 4000.4/26/FMO

MED: 1014/95

To : List A,C & D

From: FC

Date: 07 Sep 95

Subject: SEXUALLY TRANSMITTED DISEASE

1. Recent numbers of newly acquired sexually transmitted disease amongst UNAMIR troops is a matter of grave concern to me.
2. Our soldiers have been given the knowledge and means to protect themselves but they must again be reminded to do so. There is no need and no excuse for our troops to leave this mission with a fatal illness.
3. Your action is expected.



DFC's OFFICE

SEEN STAMP

APPT	SIGNATURE	DATE	REMARKS
DFC		9-10	
MA		9/10	
ADC			
CC			

DFC's OFFICE

SEEN STAMP

APPT	SIGNATURE	DATE	REMARKS
DFC		5-16	
MA		5/16	
ADC			
CC			

1000.2/4/2

UN RESTRICTED

FROM : DCOS OPS *annex 1000.2/4/2* 5000.5(OPS)
TO : LISTS 'D'
MILOB GP HQ
UN CIVPOL
INFO : MA TO FC
MA TO DFC
COS
DATE : 4 Oct 95

SUBJECT : AWARENESS OF MINES/EODs FOUND IN RWANDA

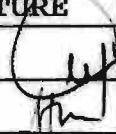
1. In the recent past there have been a number of incidents of mine blasts in the UNAMIR AOR. As a result of these incidents a need has been felt to educate the troops, various UN agencies, NGOs and local authorities about mines/EODs. A team from Force Engr Coy will visit various sectors as per the programme given below to deliver lecture cum demonstration on mines and explosive ordnance devices found in Rwanda. All Sector Commanders are requested to earmark a place in their sector and invite representatives from various organisations in their sector for education in mine awareness:-

- (a) Sector 2 - 09 Oct 95 1000 Hrs
- (b) Sector 3 - 16 Oct 95 1000 Hrs
- (c) Sector 4 - 18 Oct 95 1000 hrs
- (d) Sector 5 - 20 Oct 95 1000 Hrs
- (e) Sector 1 - 23 Oct 95 1000 Hrs Location Force Engr Coy

2. Any query in this regard may be addressed to Force Engr Coy (Tele - 11262/11261).

UN RESTRICTED

SEEN SLIP

APPOINTMENT	SIGNATURE	DATE
COS		
SO TO COS		22/12/96
CC		



UNITED NATIONS
ASSISTANCE MISSION IN RWANDA

NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

FROM : DCOS OPS *summittatt* 5000.1 (Plans)
TO : DISTRIBUTION LIST
DATE : 18 Jan 1996
SUBJECT : AMENDMENT TO OP ORD 23

1. Reference Op Ord 23.
2. Replace paragraph 21 with the following :
 21. MALWICOY.
 - a. Grouping. 85 personnel.
 - b. Tasks.
 - i. Act as force reserve.
 - ii. Be prepared to provide transport support for the movement of refugees, as ordered by the Force HQ.
 - iii. Be prepared to provide escorts when ordered by the HQ.
 - iv. Provide protection to the UNAMIR personnel and property.
 - v. Be prepared to provide humanitarian assistance with in the limited resources available.
 - vi. Be prepared to take on security tasks in Kigali, as ordered by Force HQ.

Distribution :

Action :

DCOS OPS
DCOS SP
G1 CMPO
G2
G3 OPS
G3 Plans
G4
G6/FSO
HAC
Camp Comdt
FMO
MILOB Gp HQ
NICOY
GHANCOY
INDBATT
FORCE ENGR COY
FORCE SIG COY
95 CMSG
FORCE MP COY
NORMED

Information:

SRSG's Office
MA to FC
COS
CAO
UN DPKO (Mission Planning Service)
File
Spare

G-7

UN RESTRICTED

Distribution: UNAMIR HQ OPS

UNAMIR/NICOY 2/7404.9/G

18 Jan 96

Info: COS

**SUBJECT: OP ORDERS FOR LOG BASES
UNDER THE NEW MANDATE****References:**

- A. 3000.15 (OPS) dated 28 Dec 95.
B. 5000.1 (Plans) dated 04 Jan 96.

@ A/DCOS SP
your info/action
to support both locat
C/L
COS
19 Jan 96

SITUATION

1. NICOY with a strength of 133 all ranks is to establish Log Bases at NYUNDO and SHAGASHA and be prepare to move on orders to SHAGASHA.

MISSION

2. The mission of the 2 Log Bases is to assist UNHCR through IOM coordination, in the repatriation of refugees from entry points to Transit Camps.

EXECUTION

3. Gen. The tasks will be carried out using B vehicles when UNHCR is over stretched. Log Base 2 will consist of 45 personnel, Log Base 1 will consist of 87 Personnel.
4. Log Base 1. HQS at NYUNDO will assist in repatriation of refugees from entry points to Transit Camps. Where it becomes necessary to move refugees beyond the Transit Camp, movement will be on Tarmac only. Humanitarian Offr will coordinate movement with IOM and UNHCR.
5. Log Base 2. HQS at SHAGASHA will assist in repatriation of refugees from entry points to Transit Camps. Where it becomes necessary to move refugees beyond the Transit Camp, movement will be on Tarmac only. Humanitarian Offr to coordinate movement with

1

UN RESTRICTED

Copy Given to COS CSP

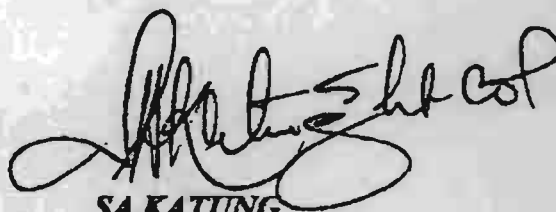
[Signature]

UN RESTRICTED**IOM and UNHCR****6. Coord Instrs**

- a. Recce party to visit SHAGASHA on 6 Jan 96.
- b. It is expected that all facilities at SHAGASHA should be left intact for the Log Base 2 pers to take over.
- c. Elements of Log Base 2 to report to SHAGASHA on the 12 Jan 96 to take over and remain in SHAGASHA until main body join them on 16 Jan 96.
- d. MALAWICOY estimated time of final abandonment of loc will be on the 17 Jan 96.

COMD AND SIG

7. a. Comd Log Base 2 is Maj AOJ Izevbekhai, he is to coord all admin activities of the base.
- b. HQS of Log Base 1. Will remain at NYUNDO.
- c. Sig. OC Sig to issue fresh signal instructions to facilitate easy comm with Log Base 2 and UNHCR, IOM at the various Log Bases.
- d. UNAMIR HQ. The HQ UNAMIR remains in KIGALI



SA KATUNG
Lt Col
NICOY Comd

Information:

SRSG's Office

MA to FC

COS

CAO

UN DPKO (Mission Planning Service)

File

Spare



UNAMIR - MINUAR

MEMORANDUM

TO : BRIG. S. KUMAR, ACTING FORCE COMMANDER, UNAMIR ✓
: MR. A.S. DAO, HUMANITARIAN AFFAIRS OFFICER, UNAMIR

FROM : ISEL RIVERO, SPECIAL ASSISTANT TO SRSG
UNAMIR *Isel Rivero*

DATE : 23 FEBRUARY 1996

SRSG HAS BEEN REQUESTED TO ATTEND THE MEETING OF THE FOLLOW-UP COMMITTEE OF THE BUJUMBURA CONFERENCE ON ASSISTANCE TO REFUGEES, RETURNEES AND DISPLACED PERSONS IN THE GREAT LAKES REGION TO BE HELD IN ADDIS ABABA ON 29 FEBRUARY 1996.

IT WOULD BE APPRECIATED IF YOU WOULD PROVIDE THE SRSG BY TUESDAY, 26 FEBRUARY LATEST, WITH A BRIEF ON YOUR ACTIVITIES RELATED TO THE IMPLEMENTATION OF THE BUJUMBURA PLAN OF ACTION. THE BRIEF DOES NOT HAVE TO BE MORE THAN ONE OR TWO PAGES SINGLE SPACE TO ENABLE THE SRSG TO ACCESS THE MOST UPDATED INFORMATION ON THIS TOPIC.

YOUR URGENT COOPERATION WILL BE APPRECIATED.

②
DCos (P/S)
Please provide me with
the details as per
cc. ED
the FC's note to file
by 240900 hrs
Feb 96
COS/cmo

ASU
COS
23/2

①
Compile details
of refugee return for the period
of 1995 i.e Jan to Dec 95, as also
till date i.e 96. Highlight assistance provided

A/FC	
MA	<i>PS 23 Feb</i>
ADC	

ADM ASST

ANNEX A

From	JAN 95	FEB 95	MAR 95	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	⁹⁴ FEB	TOTAL
ZAMBIA	8845	8801	7951	4705	4074	2757	3811	16528	10625	3623	4893	3077	6061	19043	100853
BURUNDI	3087	1195	1070	519	1328	4376	3476	8005	7773	5012	450	7343	4893	15761	60288
TANZANIA	1895	1800	1062	1174	210	708	1031	651	984	2069	675	801	1334	1696	16092
UGANDA	18850	14625	20964	16652	17513	3376	2474	1860	1076	1315	686	362	76	764	100593
OTHERS	1800			01	100	12	37	—	—	03	—	—			1953
TOTAL	34477	26421	30347	23051	23245	11199	10829	27044	20468	13022	6702	13583	13264	26127	279779

A-1

TOTAL OF RETURNEES FOR THE PERIOD JAN 95 - 24 FEB 96

ZAIRE	100853
BURUNDI	60288
TANZANIA	16092
UNGANDA	100593
OTHERS	1953
TOTAL	279779



69

UNITED NATIONS

NATIONS UNIES

ASSISTANCE MISSION FOR RWANDA

MISSION POUR L'ASSISTANCE AU RWANDA

From: Col W J Fletcher *[Signature]* Extn 11112
COS

To: DCOS OPS, A/DCOS SP

Info: G3 Plans, A/C LOG O, OCISS

Date: 27 Jan 96

Subject: LIQUIDATION PLANNING

Reference: 5000.26 (Plans) 15 Jan 96

1. I have reviewed the ref amendment to Annex G to the Master Liquidation Schedule and have discussed the same with the CAO. We both agree that the timeline for liquidation in Phase 3 exceeds the provisions of Security Council Resolution 1029 (12 December 1995) and will require adjustment. It was further agreed with the A/FC that MALAWICOY should depart the Mission Area early Apr for which G3 Plans has undertaken to amend in the Master Liquidation Schedule.

2. Specifically, the Security Council Resolution provides for a six week closure period after the End of the Mandate on 8 Mar. This effectively means that UNAMIR Liquidation must be completed not later than 19 Apr. The Plan must then cater to the departure of the Core Group on or before 19 Apr. CAO has also asked for five working days between the departure of INDBATT and the Core Group.

3. Would you kindly have the members of the Liquidation Cell revise Phase 3 of the Liquidation Plan accordingly.

*cleaned to all addresses
hwy*

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

MEMORANDUM


3001.1(FEO)/OPS/1

15 Sep 95

DISTRIBUTION LIST

SUBJECT: STATUS REPORT OF ONGOING ENGR PROJECTS

1. At present, a large number of engr projects are under progress in Rwanda, which are being undertaken by UNAMIR engr resources.
2. A Status Report on the progress of these projects is enclosed herewith for your information.


S Agrawal
Maj
G3 Engrs/FEO

DISTRIBUTION LIST

OSRSG
MA To FC
CAO
MA To DFC
COS
DCOS OPS
CHAO

2000.7/9/5

16-9-81

STATUS OF ONGOING PROJECTS

SER NO	PROJECT	LOCATION	STATUS	REMARKS
1.	Repair of school	Butare	(a) 80 x Pit Latrines completed. Work on remaining 20 is under progress. (b) Reactivation of water supply scheme is also under progress. Water supply resumed partially. (c) Work on Electrical repairs will start after completion of work on pit latrines.	
2.	Prison at Ontracom	Kigali	(a) Inner and Outer security fencing completed. (b) Security lights fixed and made operational. (c) 3 x Sentry Towers completed. Remaining under progress.	Likely Date of Completion: 20 Sep 95.
3.	Transit Camp	Nkamira (Mutura)	2 x Dozers employed since 01 Sep 95. In addition 2 x Dump Trucks and 1 x Front end loader employed for gravelling of area.	Likely Date of completion: 20 Sep 95.
4.	Transportation of material for bridge repair	Kabuga, enroute to Gitarama from Kigali	Material for one bridge transported, second bridge under progress.	
5.	Prison Improvement	Nsinda	Dozer work completed. No gravel available for gravelling.	

C MO

slr
8



UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA

NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

To: Lists A, B, C, D

From: COS

Date: 01 Sep 95

Subject: WORKING ETHOS

1. It is reiterated that office working hours are as follows:

(a) Monday - Friday

0800 - 1700 h - Office

1230 - 1330 h - Lunch Break

(b) Saturday

0800 - 1230 h - Office

1230 - 1700 h - Duty Officer in each Branch/Section

2. It has been noticed that the officers are not adhering to the laid-down office timings. In future, any officer absent from the place of duty/work is required to intimate the Branch/Section head of his whereabouts as also attend the radio set when called for. Note this for strict compliance.

3. Please ack.

1000.7(DFC)/G/9

UNITED NATIONS

NATIONS UNIES

ASSISTANCE MISSION FOR RWANDA
UNAMIR - MINUAR



TO : MA to FC

FILE NO : MILOB/MEDAL/6446.99

FROM : MILOB GP HQ

DATE : 5 September 1995


INFO : MA to DFC
DCMO

SUBJECT : PROGRAMME FOR MILOBS MEDAL PARADE

Reference :

A. MILOB/MEDAL/6446.97 dated 1 SEP 95

1. In accordance with Ref A, a copy of programme is attached for the FC's attention.
2. Please acknowledge receipt.


G K ADJEI
Lt-Col
For CMO

1000.2(DFC)/G/9

MA to DFC



UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA

NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

To: Lists A, B, C, D

From: COS

Date: 01 Sep 95

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2. It has been noticed that the officers are not adhering to the laid-down office timings. In future, any officer absent from the place of duty/work is required to intimate the Branch/Section head of his whereabouts as also attend the radio set when called for. Note this for strict compliance.

3. Please ack.

u-28-81

1000.7(DFC)/G/9

3000.15 (Ops)

UNAMIR
Force HQ
26 Aug 95

See Distribution

Subject : FRAGMENTATION ORDER NO 19

Reference:

- A. Fragmentation Order No 14.
- B. Fragmentation Order No 18.

SITUATION

- 1. As per FRAGO 14.

MISSION

- 2. To provide additional security to UN property and installations in Kigali.

EXECUTION

- 3. General Outline As per FRAGO 14. GHANBATT to provide troops for additional security in Kigali.

- 4. Grouping and Tasks

- a. INDBATT

- (1) Grouping. No change.

- (2) Tasks

- (a) Redeploy troops for security of UN installations in Kigali as follows:

- i. BBC - 2 Sections.
 - ii. UNAMIR HQ - 3 1/2 Sections.
 - iii. FC's Residence - 1 Section.
 - iv. Transit Camp - 1 1/2 Sections.
 - v. UN Wksp - 1 Section.
 - vi. IVECO - 1 Section.
 - vii. Ndera Camp - Provide roving/periodic patrols of 2 sections.

ef-8-85

- ix. RRF - 2 Sections.
- xi. IVECO Annex - 1 Section.
- xiii. Trafipro - 3 1/2 Sections.
- xiv. BMS Yard - 1 Section.
- xv. Presidential Hanger - 1 Section.
- xvi. Comm Compound - 1 Section.
- xvii. Hotel Meridian - To be announced.

(b) Hand over duties at Magerwa, UN Service Station, UN Water Point (next to UN Service Station) and Transit camp annex to GHANBATT by 281800B Aug 95.

b. GHANBATT

(1) Grouping. Detach to Comd UNAMIR HQ - One inf coy.

(2) Tasks.

(a) Deploy one inf coy to Kigali to undertake security duties by 281800B Aug 95 as follows:

- i. Hotel Chez Lando/UNICEF Building - 1 pl.
- ii. Brown and Roots HQ Building - 1 section.
- iii. Transit Camp Annex - 1 pl less one sec. Remainder pl less one sec to act as RRF.
- iv. UN Service Station - 1 section.
- v. UN Water Point - 1 section.
- v. Magerwa - 1 section.

(b) Troops to be self contained for transport, bedding, internal comms and cooking facilities.

3. Coord Instrs Relief in place between INDBATT and GHANBATT at UN Service station, UN Water Point, Magerwa and Transit Camp annex to be completed by 281800B Aug 95.

COMMAND AND SIGNAL

4. Command and Control All elements of KK Security at UN installations under comd formed troops.


5. Signal

a. FSO to estb comms between GHANBATT coy and UN HQ on channels 1 and 4 and allot appropriate call sign.

b. GHANBATT RRF designated as RRF 3. Call sign on channel 4 will be RRF 3.

6. Ack Instructions Ack.

B S Ndiaye
Lt Col
A/DCOS OPS



Annex:

A. Security Duties in Kigali

Distribution:

Action:

INDBATT
GHANBATT
FORCE SIG COY

Information:

FC
DFC
COS
DCOS SP
G3 PLANS
FORCE ENGR COY
95 CMSG
CMCO

SECURITY DUTIES - INDBATT AND GHANBATT

SRL NO	LOCATION	TASKS TO BE CARRIED OUT	DEPL BY INDBATT	PROPOSED INDBATTT DEPL	PROPOSED GHANBATT DEPL
(a)	(b)	(c)	(d)	(e)	(f)
1.	BBC	2 SECS	2 SECS	2 SECS	-
2.	FORCE HQ	3 1/2 SECS	3 1/2 SECS	3 1/2 SECS	-
3.	HOTEL CHEZ LANDO + CHINESE VILL	1 PL LESS ONE SEC	-	-	1 PL
4.	UNICEF BLD	1 SEC	-	-	
5.	FC HOUSE	1 SEC	1 SEC	1 SEC	-
6.	UNDP BLD	-	-	-	-
7.	UNHCR BLD	-	-	-	-
8.	IVECO	1 SEC	1 SEC	1 SEC	-
9.	IVECO ANNEX	1 SEC	1 SEC	1 SEC	-
10.	UN WKSP	1 SEC	1 SEC	1 SEC	-
11.	B & R HQ	1 SEC	-	-	1 SEC
12.	TRANSIT CAMP + ANNEX	3 1/2 SEC	1 1/2 SEC	1 1/2 SEC	1 PL LESS ONE SEC AS RRF
13	NDERA CAMP	2 SECS	2 SECS	2 SEC	-
14	RRF	2 SECS	2 SECS	2 SECS	-
15	TRAFIPRO+ANNEX	3 1/2 SEC	3 1/2 SEC	3 1/2 SEC	-
16	UN SERVICE STA+ UN WATER POINT	2 SEC	-	-	2 SEC
17	PRESIDENTIAL HANGER	1 SEC	1 SEC	1 SEC	-
18	IND WKSP	WKSP HQ	WKSP HQ	WKSP HQ	-
19	HOTEL MERIDIAN	-	-	-	-

20	SOALTEE	2 SEC	2 SEC	2 SEC	-
21	BMS YARD	1 SEC	1 SEC	1 SEC	-
22	MAGERWA	1 SEC	-	-	1 SEC
23	MILOB GP HQ	-	-	-	-
24	ALEXANDRA	2 SEC	2 SEC	2 SEC	-
	COMN COMPOUND	1 SEC	1 SEC	1 SEC	-
	TOTAL	34 1/2 SECS	25 1/2 SECS	25 1/2 SECS	9 SECS

Requirment of K K Security Guards

1. B & R HQ - 5 X K K guards till the HQ shifts to Trafipro. This has been provided as of date.
2. IVECO - 3 X K K guards only for day shift.
3. IVECO Annex - 3 X K K guards only for day shift.
4. BMS Storage Yard - 6 X K K guards for day and night shifts.
5. UNDP - 10 X K K guards required for day and night shifts. This has been provided as of date. In case accomodation is provided for the troops, only 4 X K K guards would be required for day and night shifts.

DATA TO CALCULATE REQUIRMENT OF K K SECURITY GUARDS

<u>LOC</u>	<u>CURRENT</u>	<u>IMMINENT</u>	<u>FUTURE</u>	<u>REMARKS</u>
1. IVECO ANNEX	05	03	03	-
2. IVECO	06	03	03	-
3. B & R HQ	05	05	NIL	SHIFT TO TRAFIPRO
4. UN SERVICE STATION	07	NIL	NIL	-
=====				
TOTAL	23	11	06	-
=====				

Addl Requirment Currently, a total of 23 X K K Security guards are employed. The immediate need once Indbatt takes over the proposed duties is of 11 guards. Once B & R HQ shifts to Trafipro only 06 X K K guards will be required.

UNITED NATIONS
ASSISTANCE MISSION IN RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

FROM : DCOS OPS *de [Signature]* **5000.46 (Plans)**
TO : DISTRIBUTION LIST
DATE : 30 Aug 95
SUBJECT : AMMENDMENT : SECURITY AND EVACUATION PLAN

1. Page 15, Paragraph 52 a. Now read it as under:

" Nonessential military personnel, NORMED personnel and the Civilian Core Group are to be escorted to the air port and evacuated."

2. Page 43, H/7/7, row 3 (EVACUATION STAGE TWO), under last column (OTHERS). Read it as under;

" NORMED and Civilian Core Group evacuated"

Distribution :

Action :

LIST B (less RPA LO)
LIST C

Information :

LIST A
OFFICE OF SRSG
CAO
UNAMIR CSO
UNDP
UNHCR
UNHRFOR (Human Rights)

20-8-95

NOTE: Shaded areas are for COMMCEN/SIGS use only

Stock No 7530-66-094-6819

LINE 1		SECURITY CLASSIFICATION AND SPECIAL HANDLING INSTRUCTIONS					
LINE 2							
LINE 3							
LINE 4		1000 H (0100) 4/9					
LINE 5							
PRECEDENCE-ACTION	PRECEDENCE-INFO ROUTINE	DATE-TIME GROUP	MESSAGE INSTRUCTIONS				
ROUTING INDICATORS	NOTE: Write only one addressee per line		SIG. ORIGIN				
	FROM DFC						
	TO CO INDBATT - CO GHANBATT -						
	CO MALICOY - CO MALAWICOY						
	CO SENBATT. CO NICCOY						
			GR				
<p>COMMANDING OFFICERS OF ALL CONTINGENTS ARE REQUESTED TO ATTEND THE MORNING PRAYERS ON MONDAY 48 AUG 95 AT 0800 AT UNAMIR HQ - KIGALI</p> <p>PLEASE ACKNOWLEDGE</p>							
PAGE NO	DRAFTER'S NAME AND TITLE		PHONE NO				
1	LTC CHARIR, MA / DFC		11122				
NO OF PAGES	RELEASER'S NAME AND TITLE	BRANCH/UNIT	SIGNATURE				
1	COL MAJ A. TOUMIA	DFC					
DATE	TIME	SYSTEM	OPERATOR				
DATE	TIME	SYSTEM	OPERATOR				
SECURITY CLASSIFICATION							



File No 3000.15 (OPS)

To: DISTRIBUTION LIST

From: DCOS OPS

Date: 31 Jul 95

Subject: AMENDMENTS TO FRAGO 18

Reference: A. FRAGO 18 to OPORDER 20 dated 29 Jun 95
B. 3000.15 (Ops) dated 10 Jul 95

-
1. The following amendments are required to Reference A:
 - a. Paragraph 3. b. iii. to read "GHANBATT tribunal company will be ready to move to Kigali by 13 July, however the move will be conducted on orders of this HQ.",
 - b. Paragraph 8. b. i. to read "Move Tribunal company(-) to Kigali on orders.", and
 - c. Paragraph 25. b. i. to read "Provide signal detachments at Force HQ, Kibuye and Gitarama, and to the independent companies at Kibungo, Gikongoro, Shagasha and Nyundo."
 2. Ack.

Distribution List

Action

LIST D (less spares)

Info

LIST A (less spares)
LIST B (less spares)
LIST E
LIST F
MILOB GP HQ

1000.7/6/9



File No 3000.15 (OPS)

To: DISTRIBUTION LIST

From: DCOS OPS

Date: 31 Jul 95

Subject: AMENDMENTS TO FRAGO 18

Reference: A. FRAGO 18 to OPORDER 20 dated 29 Jun 95
B. 3000.15 (Ops) dated 10 Jul 95

1. The following amendments are required to Reference A:
 - a. Paragraph 3. b. iii. to read "GHANBATT tribunal company will be ready to move to Kigali by 13 July, however the move will be conducted on orders of this HQ.",
 - b. Paragraph 8. b. i. to read "Move Tribunal company(-) to Kigali on orders.", and
 - c. Paragraph 25. b. i. to read "Provide signal detachments at Force HQ, Kibuye and Gitarama, and to the independent companies at Kibungo, Gikongoro, Shagasha and Nyundo."
2. Ack.

Distribution List

Action

LIST D (less spares)

Info

LIST A (less spares)
LIST B (less spares)
LIST E
LIST F
MILOB GP HQ

1000.7/9/9

CMO

UNITED NATIONS
ASSISTANCE MISSION IN RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

File No 5000.1 (PLANS)

To: DISTRIBUTION LIST

From: G3 PLANS

Date: 17 Jul 95

les faye/cor

Subject: CHANGE OF SECTOR BOUNDARIES

Reference: A. FRAGO 18 to OPORDER 20 dated 29 Jun 95
B. 5000.1 (PLANS) dated 14 Jul 95

1. Effective 18 Jul 95 the boundaries of the new sectors 4 and 5 are assumed as per References A and B.
2. Please note that there will only be one further change, effective 3 Aug 95, when final Sector boundaries will be assumed as per the attached Sector Map.

Attachments:

1. UNAMIR Sector Map effective 3 August 1995

Distribution List

Action

LIST B (less spares)
LIST C (less spares)

Info

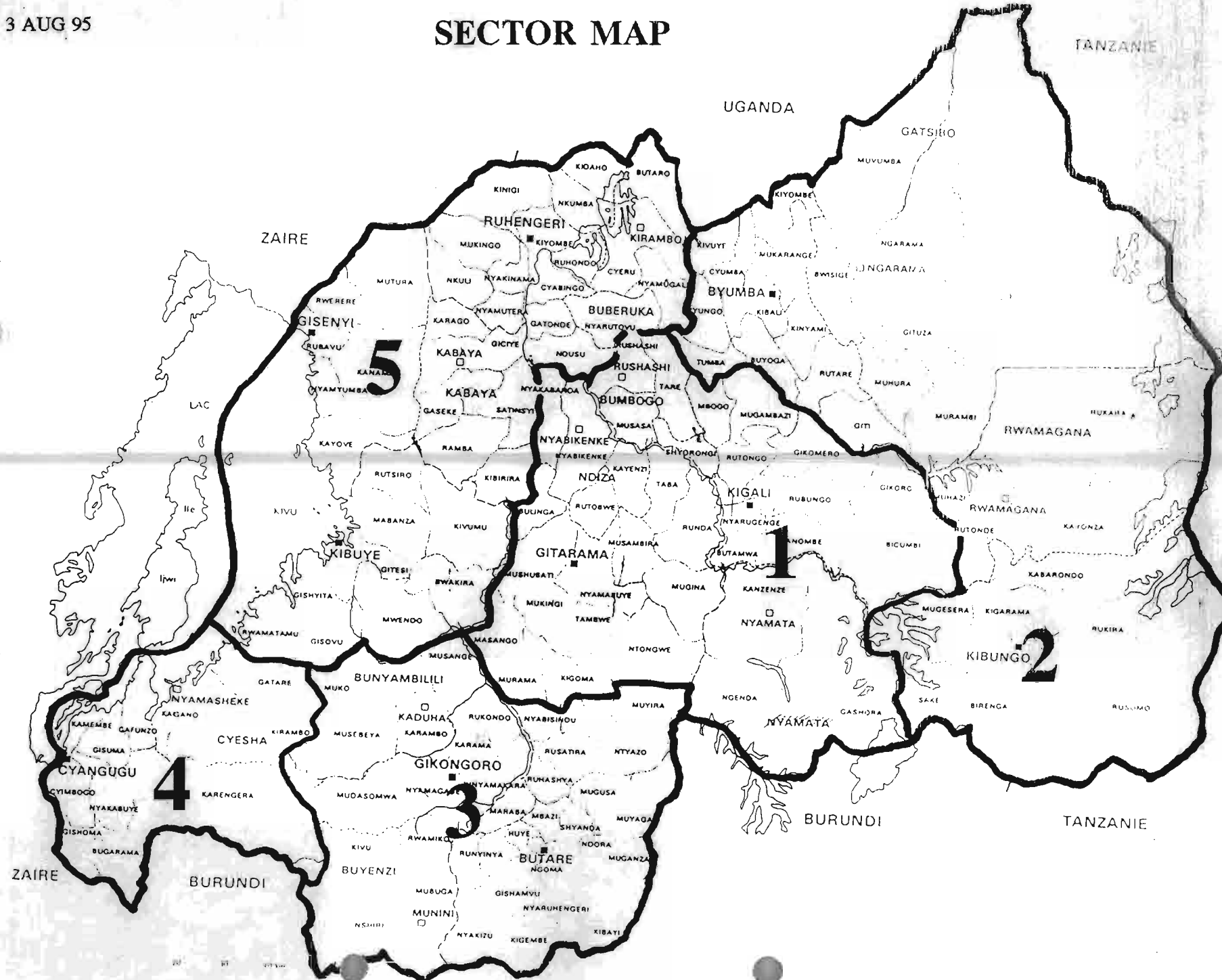
LIST A (less spares)
CITMM
CCO
CBES
MOVCON
MCC

18 31 2

100-7/4/9

EFFECTIVE: 3 AUG 95

SECTOR MAP



MA to DFC

UNITED NATIONS

ASSISTANCE MISSION IN RWANDA



NATIONS UNIES

MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

File No 5000.1 (PLANS)

To: DISTRIBUTION LIST

From: G3 PLANS

Date: 17 Jul 95

Subject: CHANGE OF SECTOR BOUNDARIES

Reference: A. FRAGO 18 to OPORDER 20 dated 29 Jun 95
B. 5000.1 (PLANS) dated 14 Jul 95

1. Effective 18 Jul 95 the boundaries of the new sectors 4 and 5 are assumed as per References A and B.

2. Please note that there will only be one further change, effective 3 Aug 95, when final Sector boundaries will be assumed as per the attached Sector Map.

Attachments:

1. UNAMIR Sector Map effective 3 August 1995

Distribution List

Action

LIST B (less spares)
LIST C (less spares)

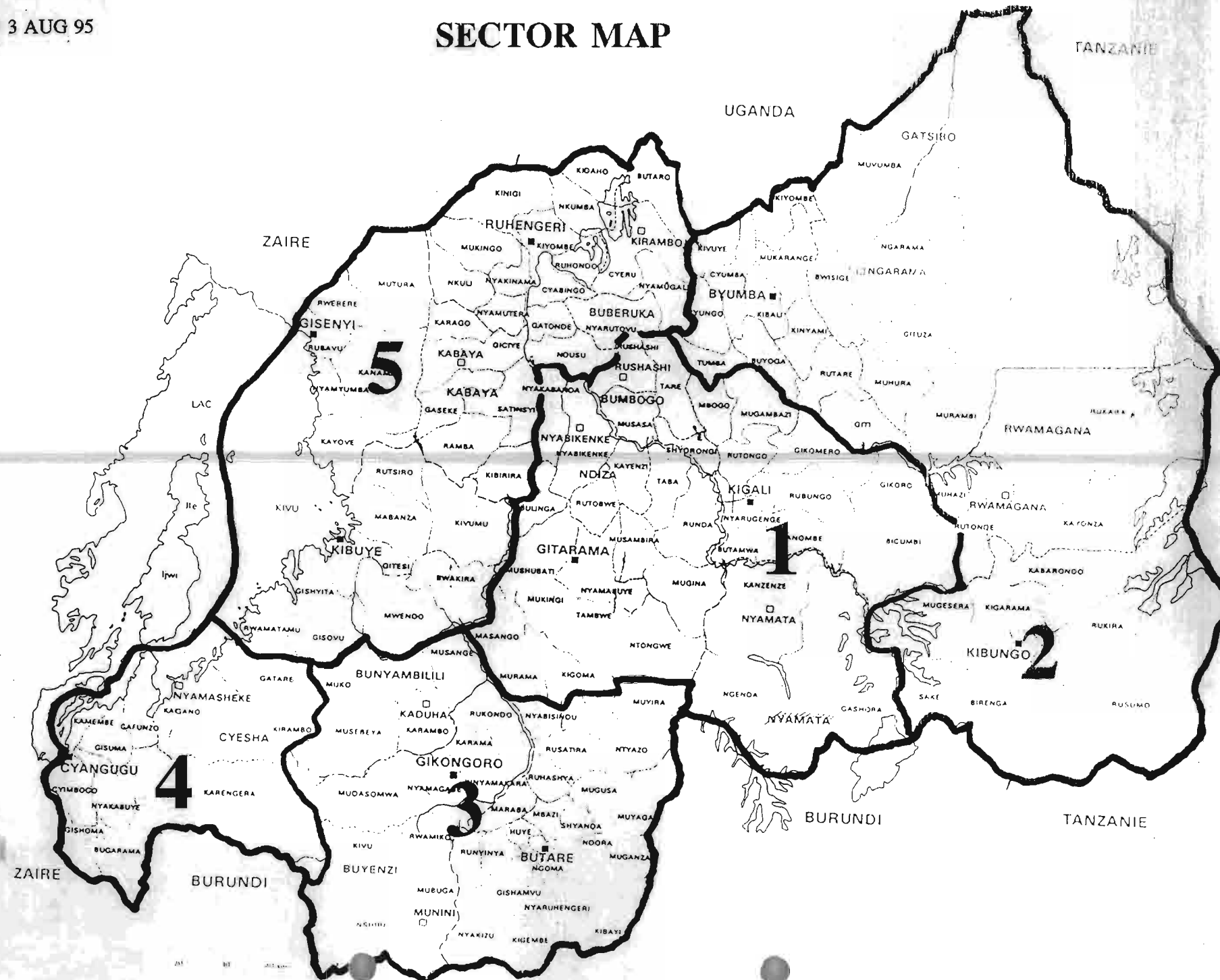
Info

LIST A (less spares)
CITMM
CCO
CBES
MOVCON
MCC

1000.7/9/9

EFFECTIVE: 3 AUG 95

SECTOR MAP





UNAMIR - MINUAR

File No 5000.1 (PLANS)

To: DISTRIBUTION LIST

From: G3 PLANS *fr. Lesfargat/COQ=*

Date: 14 Jul 95

Subject: CHANGE OF SECTOR BOUNDARIES

Reference: A. FC's Morning Brief of 13 Jul 95
B. FRAGO 18 to OPOORDER 20 dated 29 Jun 95

1. Reference A indicated that some confusion has arisen over Sector names and effective dates during the ongoing UNAMIR drawdown directed at Reference B.

2. For this reason all addresses are to follow the attached Sector Maps for Sector boundaries, names and effective dates. All correspondence received at UNAMIR must reference the correct Sectors for ease of reporting to the Force Commander, Senior Staff and UNHQ New York.

3. Your immediate compliance is requested.

Attachments:

1. UNAMIR Sector Map effective 13 July 1995
2. UNAMIR Sector Map effective 18 July 1995
3. UNAMIR Sector Map effective 3 August 1995
5. UNAMIR Sector Map effective 12 August 1995

Distribution List

Action

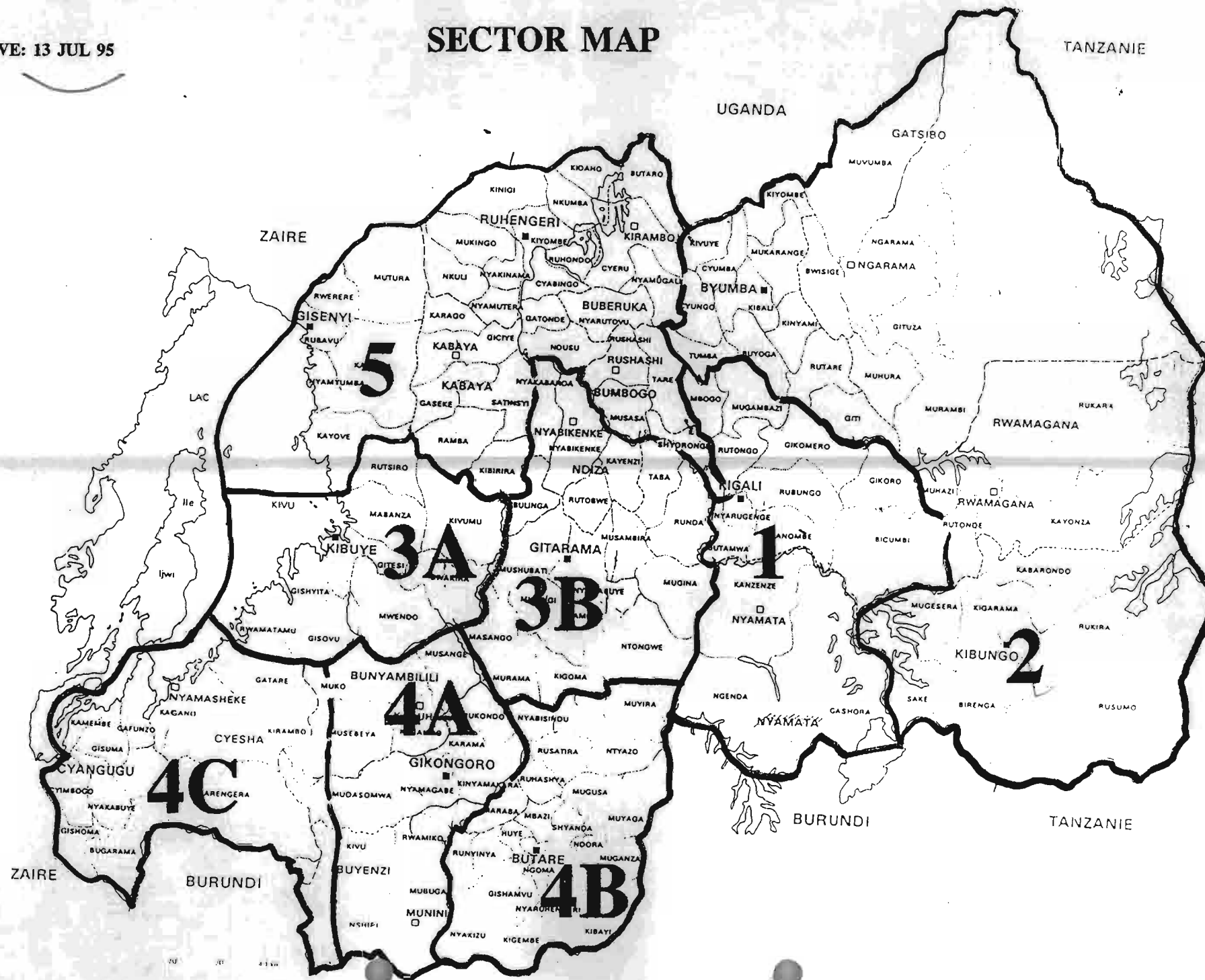
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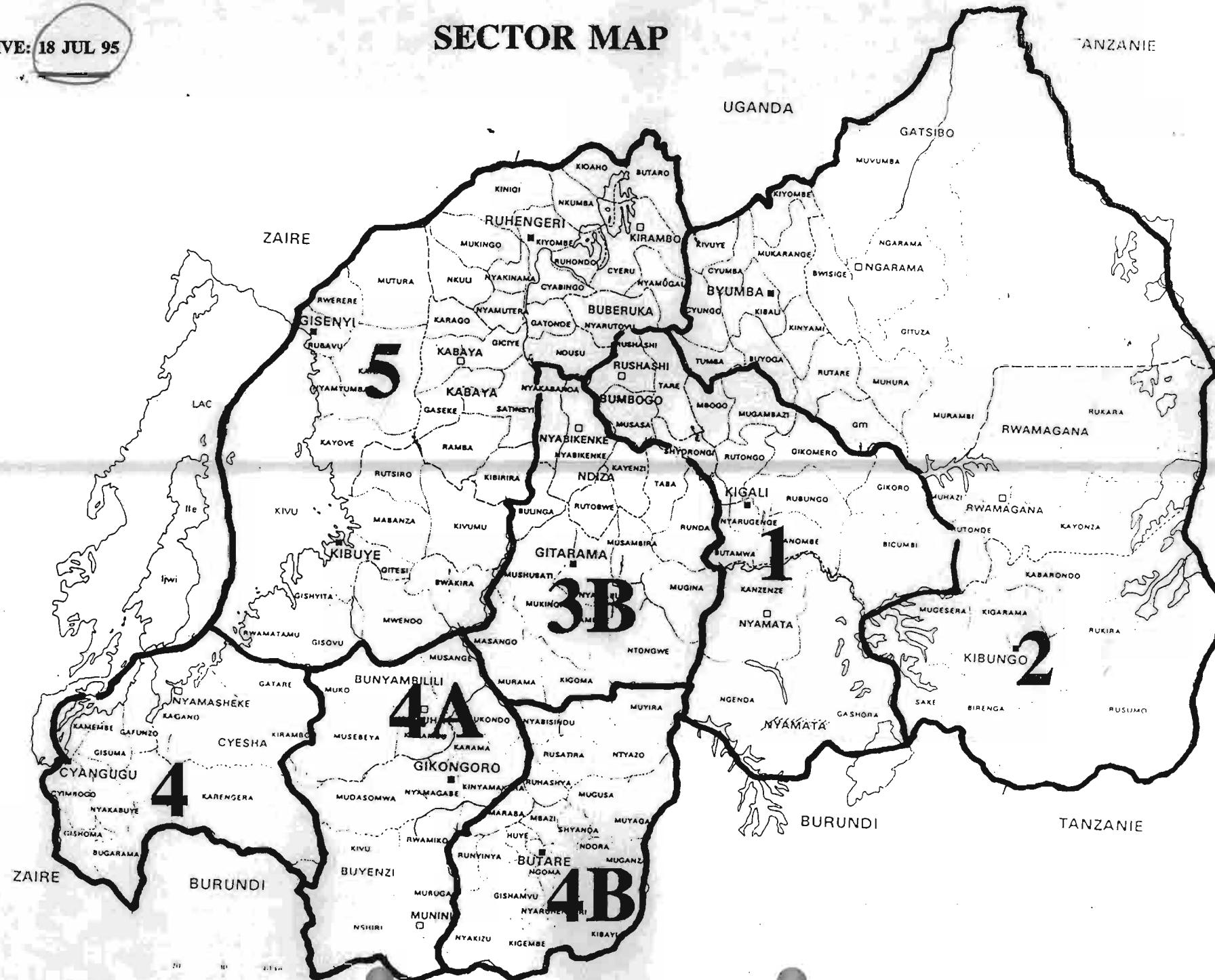
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1000.7/6/9



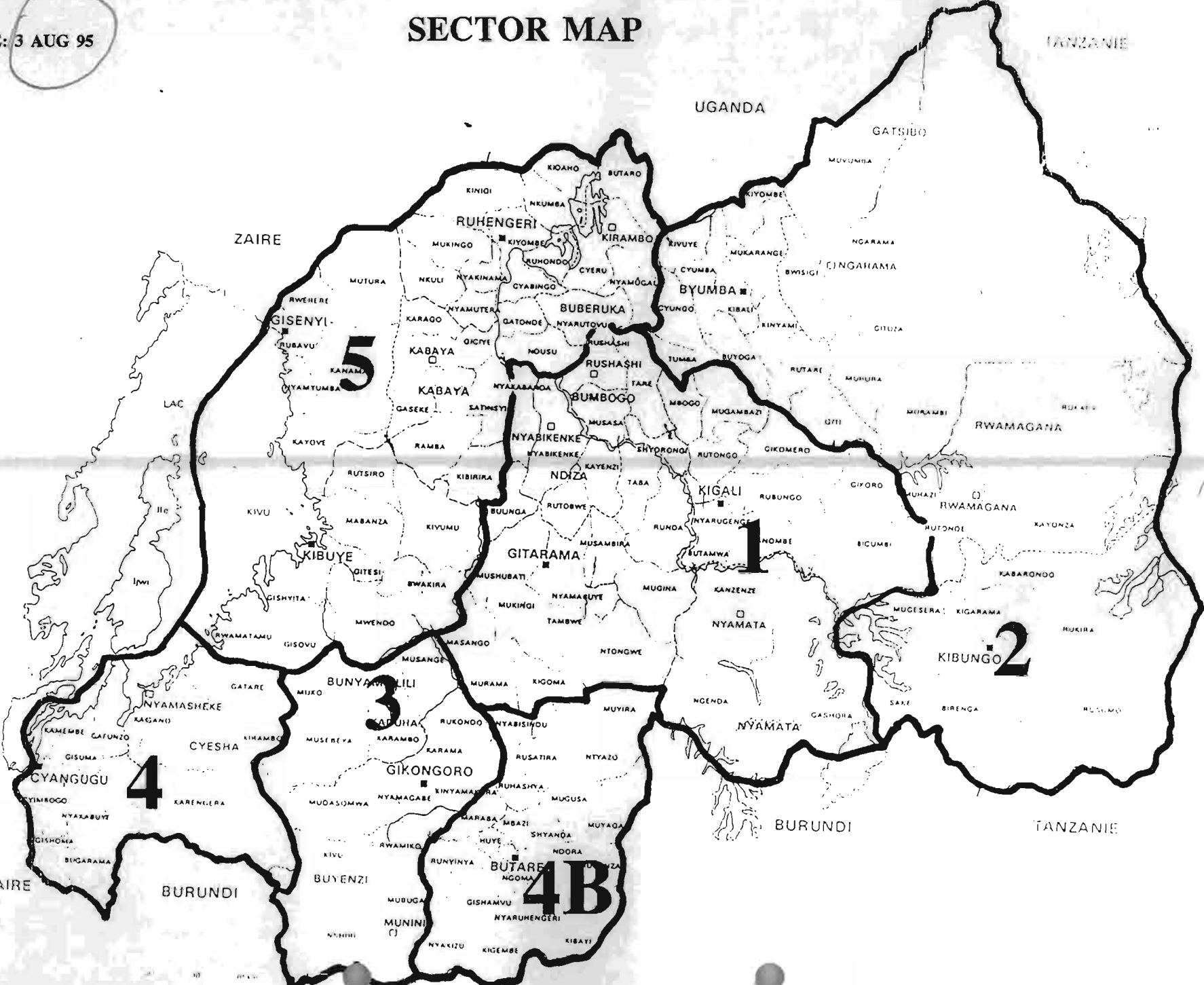
EFFECTIVE: 18 JUL 95

SECTOR MAP



3 AUG 95

SECTOR MAP



12 AUG 95

SECTOR MAP



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5000.1 (PLANS)

01 01 130830Z JUL 95 RR UUUU

PLANS 064

HQ UNAMIR

LIST A (LESS SPARES)

LIST B (LESS SPARES)

LIST C (LESS SPARES)

LIST E

UNCLAS PLANS 064

SUBJ: RENAMING OF SECTOR 6

REF: FRAGO 18 TO OPORDER 20 DATED 29 JUN 95

. EFFECTIVE 13 JUL 95 SECTOR 6 IS RENAMED SECTOR 1 AND NOW INCLUDES
THE PART OF OLD SECTOR 2 AND OLD SECTOR 1 AS PER REF A

2. ACK

✓ 15/7/95

CAPT I. DENNY, G3 PLANS 4, 11162

desfargi/cor.
LT COL S. DUNN, G3 PLANS, 11148

1000-7/6/9

UNCLASSIFIED

CMO



UNAMIR - MINUAR

File No 5000.1 (PLANS)

To: DISTRIBUTION LIST

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3. UNAMIR Sector Map effective 3 August 1995
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Distribution List

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LIST C (less spares)

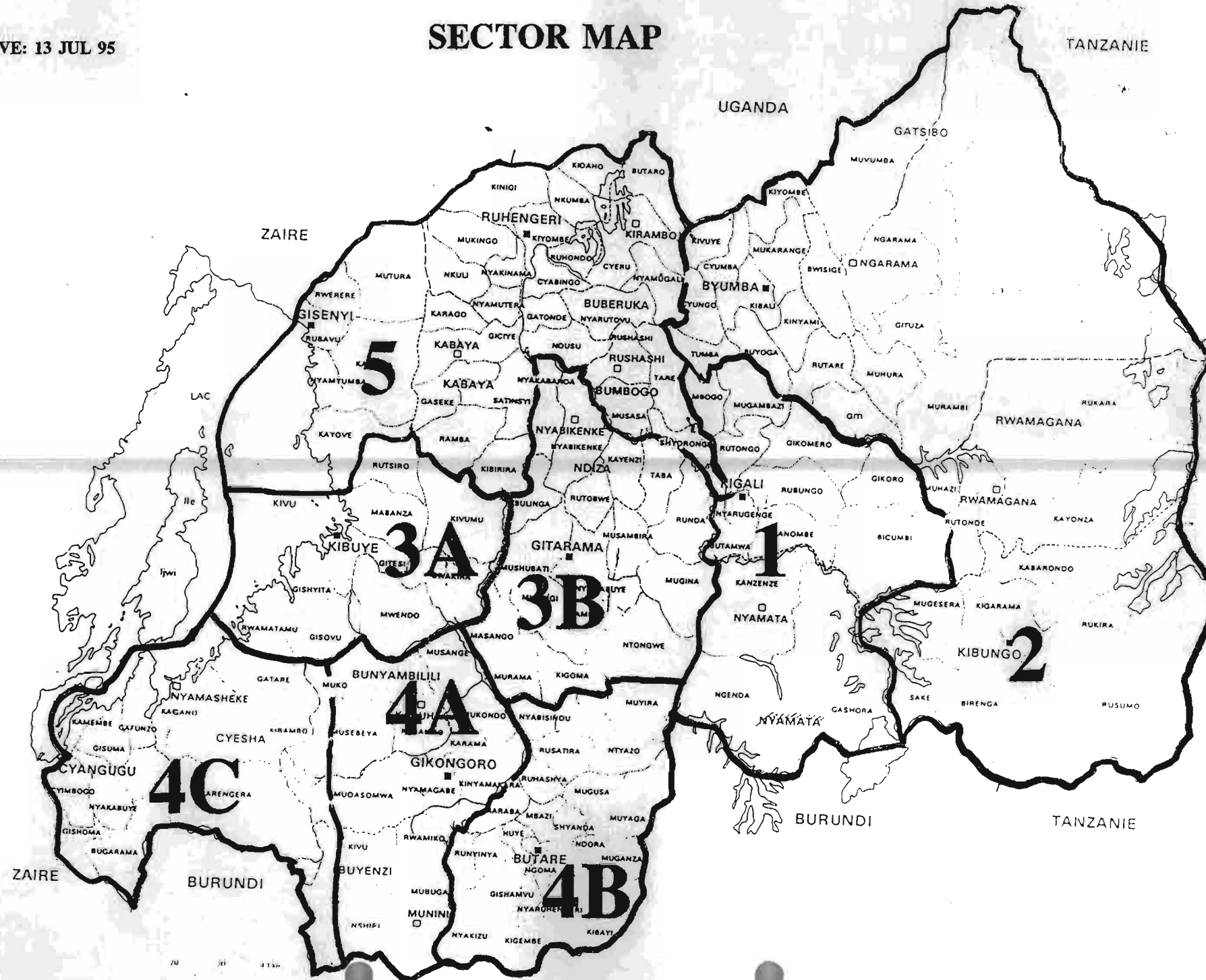
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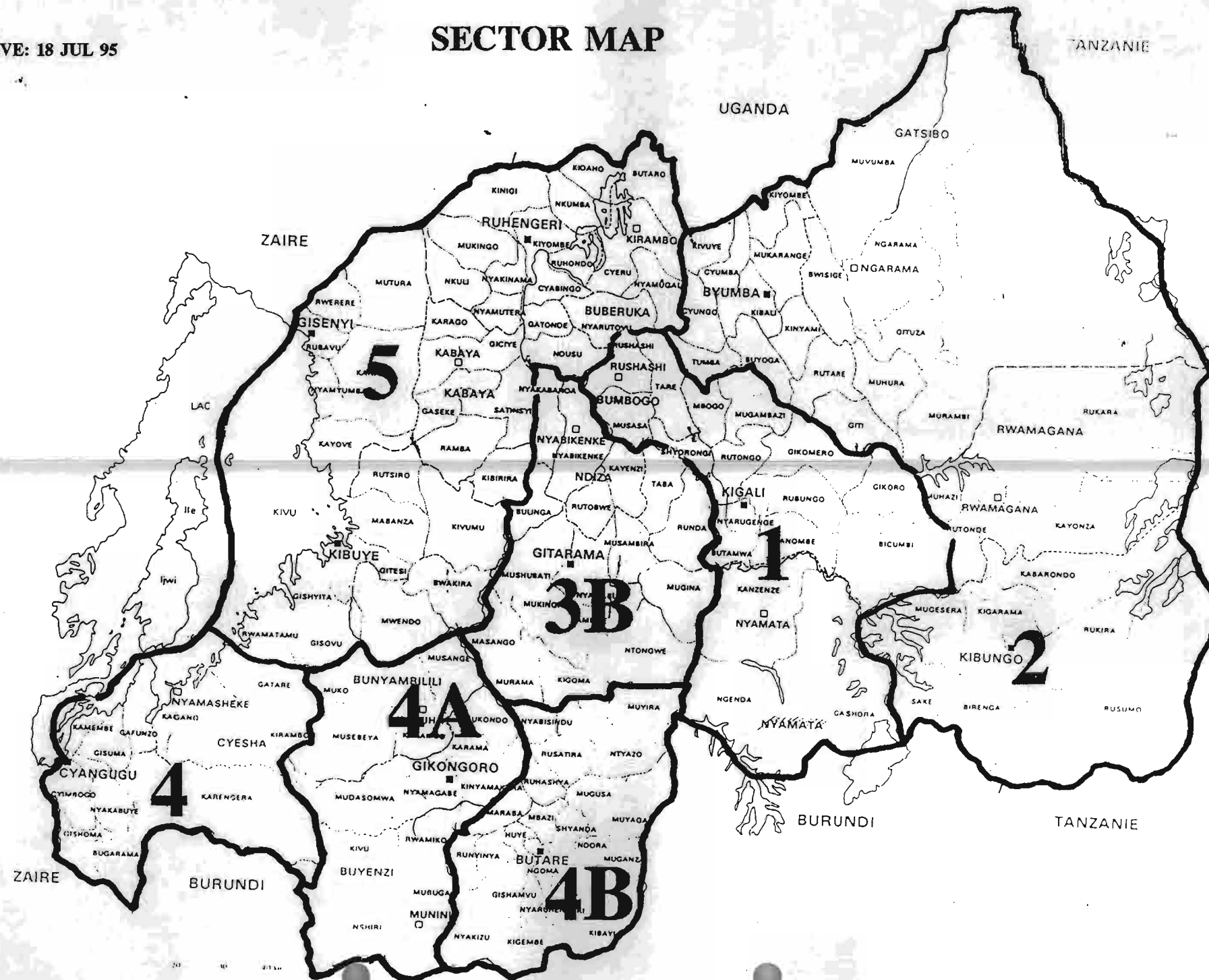
EFFECTIVE: 13 JUL 95

SECTOR MAP



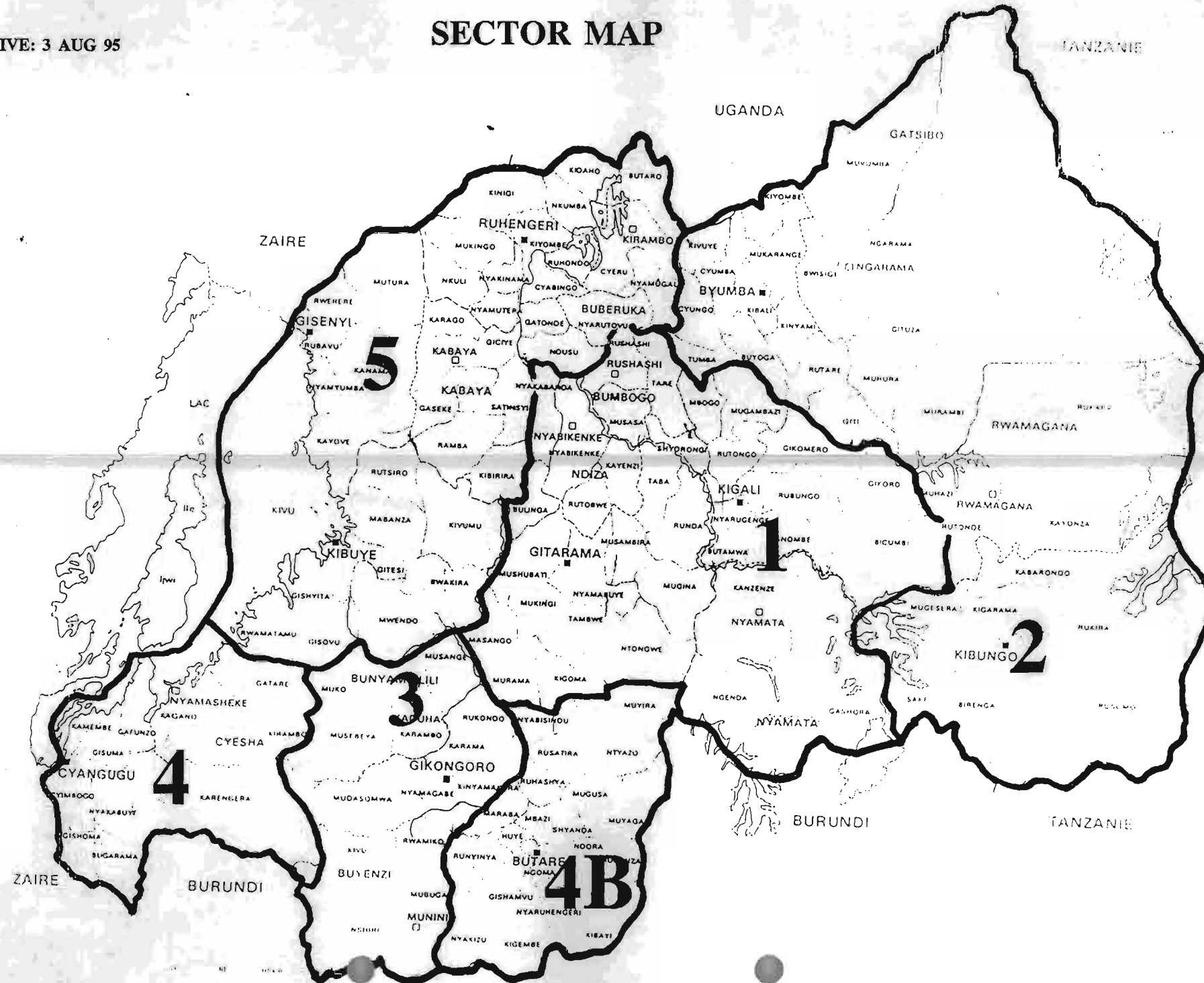
EFFECTIVE: 18 JUL 95

SECTOR MAP



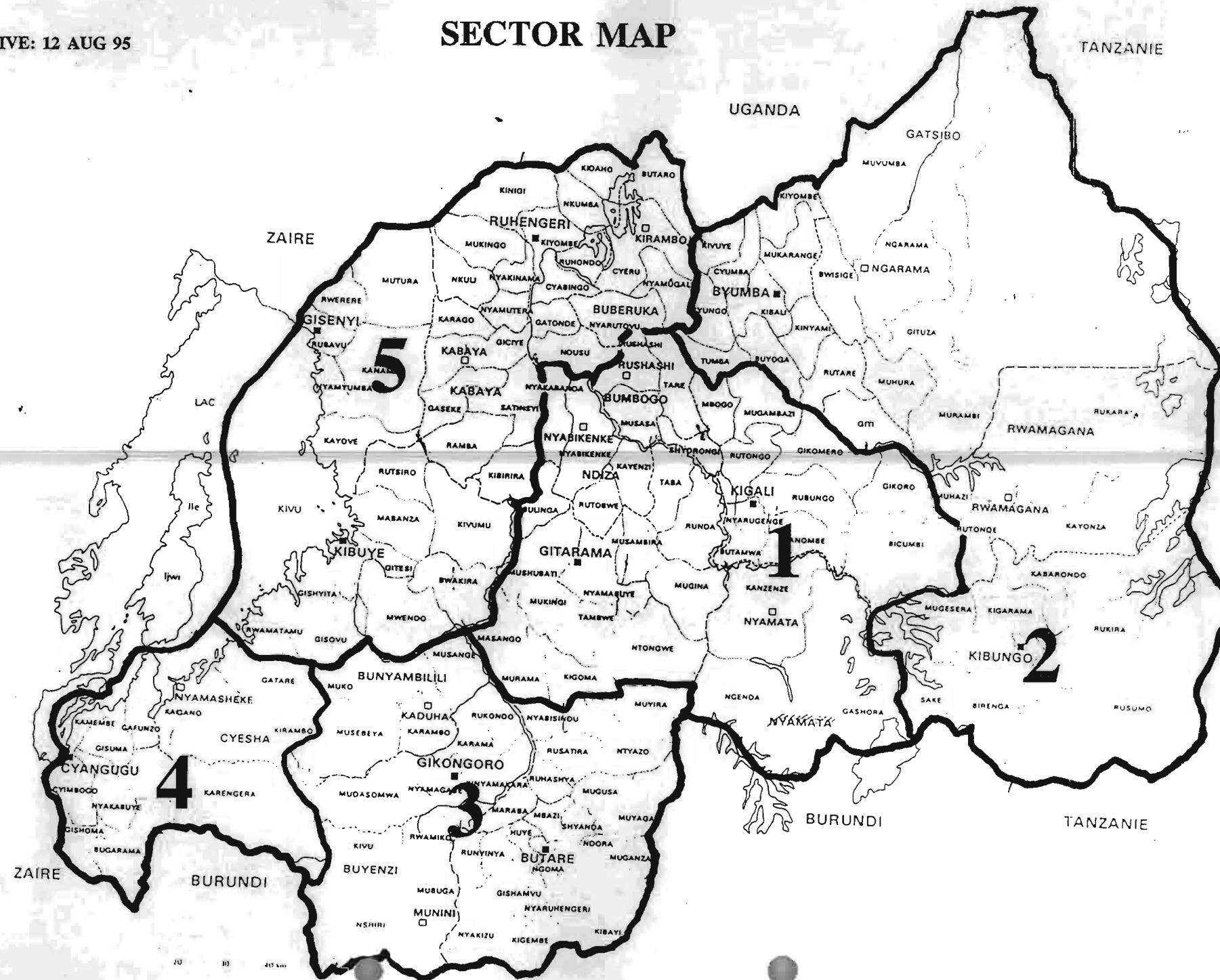
EFFECTIVE: 3 AUG 95

SECTOR MAP



EFFECTIVE: 12 AUG 95

SECTOR MAP



cmo

UNITED NATIONS



NATIONS UNIES

ASSISTANCE MISSION FOR RWANDA

MISSION POUR L'ASSISTANCE AU RWANDA

From: Col K M Tutt
DCOS (Sp)
HQ UNAMIR

Extn 11109

To: CISS, DCOS(Ops), CO NIBATT

Info: MA to FC, DFC

File Reference: 4000.1/LOG-12

Date: 23 June 1995

Subject: FUTURE COMPANY LOCATION IN SECTOR 5

1. The current plan has been to locate the future Sector 5 Independent Company Group within NYUNDO.
2. There is a strongly held view that this might be less suitable operationally than MUTURA.
3. In order a decision can be finally confirmed it is proposed that the CO NIBATT who will occupy Sector 5 will, after recce of both locations, offer his view and this opinion plus the administrative costs (provided by CISS) of supporting either location be considered in confirming the final location.

② D / COS SP
THIS QUESTION IS
SOLVED -
TO DEPLOY
ALREADY
FC HAS AGREED.
SECTOR 5 COY in
MUTURA.

1000.7/6/9

③ DFC

1. Is this a "final decision"?
2. Since there are financial and contractual implications suggest that the views on CAP staff as well as CO Nibatt who will have to live the "problem" should be considered.

DCOS

24/6/95
DFC.

④ copy sent to DFC

DFC
26.6

UNCLASSIFIED

5000.1 (PLANS)

01 03 230900Z JUN 95 PP RR UUUU

PLANS 058

UNAMIR HQ

MALAWICOY//OPS O//

ETHIOBATT//OPS O//

INFO MA TO FC

MA TO DFC

COS

DCOS (OPS)

DCOS (SP)

G3 OPS

UNCLAS PLANS 058

SUBJ: WNGO

REFS:

A. HQUNAMIR OPORD 20 DATED 6 OCT 94

B. HQUNAMIR FRAGO 16 DATED 14 JUN 95

SIT

1. GEN. THE POSSIBLE WITHDRAWAL OF ETHIOBATT FROM RWANDA REQUIRES THE
RECCE OF THE ETHIOBATT GISAKURA LOCATION AND SURROUNDING AREA FOR A
POSSIBLE RELIEF IN PLACE BY MALAWICOY
MSN

G9 - planning

UNCLASSIFIED

02

UUUU

PLANS 058

2. MALAWICOY IS TO RECCE GISAKURA, SECTOR 4C, IN PREPARATION FOR A
RELIEF IN PLACE OF SECTOR 4C WITH ETHIOBATT
EXEC

3. GEN OUTLINE. MALAWICOY IS TO DEPLOY A RECCE TEAM TO GISAKURA

A. GP AND TASKS

(1) MALAWICOY

(A) GP. NO CHANGE

(B) TASKS

(I) LIAISE WITH ETHIOBATT FOR RECCE

(II) CONDUCT RECCE OF GISAKURA FOR POSSIBLE RELIEF IN
PLACE WITH ETHIOBATT

(III) SUBMIT RECCE REPORT TO HQ UNAMIR

(2) ETHIOBATT

(A) GP. NO CHANGE

(B) TASKS

(I) PREPARE TO RECEIVE MALAWICOY RECCE TEAM

(II) ASSIST MALAWICOY RECCE OF GISAKURA AND AREA OF
RESPONSIBILITY

B. COORD INSTR

03

UUUU

PLANS 058

(1) TIMINGS

(A) RECCE OF SECTOR 4C COMPLETE BY 261700B JUN 95

(B) RECCE REPORT TO HQ UNAMIR BY 262300B JUN 96

(B) RELIEF TO COMMENCE NOT BEFORE 14 JUL 95

(2) BOUNDARY. NO CHANGE TO REF A

ADMIN AND LOG

4. NO CHANGE

COMMAND AND SIG.

5. NO CHANGE

ACK INSTR. ACK.

LCOL S. DUNN, G3 PLANS 11148

COL J. ARP, DCOS OPS, 11185

UNCLASSIFIED

UNCLASSIFIED

5000.1 (PLANS)

01 03 230905Z JUN 95 PP RR UUUU

PLANS 059

UNAMIR HQ

ZAMBATT//OPS O//

SENBATT//OPS O//

MALICOY//OPS O//

INFO MA TO FC

MA TO DFC

COS

DCOS (OPS)

DCOS (SP)

G3 OPS

UNCLAS PLANS 059

SUBJ: WNGO

REFS:

A. HQUNAMIR OPORD 20 DATED 6 OCT 94

B. HQUNAMIR FRAGO 16 DATED 14 JUN 95

SIT

1. GEN. THE POSSIBLE WITHDRAWALS OF ZAMBATT AND SENBATT FROM RWANDA

REQUIRES THE RECCE OF SECTORS 4A AND 4B AND THE ZAMBATT GIKONGORO

LOCATION FOR A POSSIBLE RELIEF IN PLACE (RIP) BY MALICOY

G9-Planning

UNCLASSIFIED

02

UUUU

PLANS 059

MSN

2. MALICOY IS TO RECCE GIKONGORO AND SECTORS 4A AND 4B IN PREPARATION FOR A RIP WITH ZAMBATT AND SENBATT RESPECTIVELY

EXEC

3. GEN OUTLINE. MALICOY IS TO DEPLOY A RECCE TEAM TO GIKONGORO AND BUTARE

A. GP AND TASKS

(1) MALICOY

(A) GP. NO CHANGE

(B) TASKS

(I) LIAISE WITH ZAMBATT AND SENBATT FOR RECCE

(II) CONDUCT RECCE OF 4A AND GIKONGORO FOR A POSSIBLE RIP WITH ZAMBATT

(III) CONDUCT RECCE OF 4B FOR POSSIBLE RIP WITH SENBATT

(IV) SUBMIT RECCE REPORT TO HQ UNAMIR

(2) ZAMBATT

(A) GP. NO CHANGE

(B) TASKS

(I) PREPARE TO RECEIVE MALICOY RECCE TEAM

03

UUUU

PLANS 059

(II) ASSIST MALICOY RECCE OF GIKONGORO AND AREA OF
RESPONSIBILITY

(3) SENBATT

(A) GP. NO CHANGE

(B) TASKS

(I) PREPARE TO RECEIVE MALICOY RECCE TEAM

(II) ASSIST MALICOY RECCE OF AREA OF
RESPONSIBILITY

B. COORD INSTR

(1) TIMINGS

(A) RECCE OF SECTORS 4A AND 4B COMPLETE BY 301700B JUN 95

(B) RECCE REPORT TO HQ UNAMIR BY 011700B JUL 95

(B) RELIEF TO COMMENCE NOT BEFORE 28 JUL 95

(2) BOUNDARY. NO CHANGE TO REF A

ADMIN AND LOG

4. NO CHANGE

COMMAND AND SIG.

5. NO CHANGE

ACK INSTR. ACK.

LCOL S. DUNN, G3 PLANS, 11148

COL J. ARP, DCOS OPS, 11185

UNCLASSIFIED

MA TO DFC

UNITED NATIONS
ASSISTANCE MISSION IN RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

File: 5000.26 (Plans)

To: List A, B, C & E

From: G3 PLANS

Date: 23 Jun 95

Subject: STRUCTURE OF INDEPENDENT COMPANY GROUPS

Reference:

A. G3 Plans 5000.26 (Plans) dated 13 Jun 95

General

1. Reference A advised the Force Commander's concept of operations for the formed troops under the revised mandate. It identified the requirement to have four independent company groups located at Kibungo, Nyundo (near Gisenyi), Gisakura and Gikongoro. Below are the guidelines for the structure and support of these companies.

Strength

2. The company groups are to have a strength of 135 personnel consisting of the following:
 - a. Company group commanded by a LTCOL.
 - b. Three infantry platoons (30 personnel each).
 - c. Company HQ plus a Combat Support Platoon of 38 personnel. The Combat Support Platoon is to contain a Transport Section, Maintenance Section, Supply Section, Communication Section and an Engineer Liaison Detachment.
 - d. One Medical Section consisting of RMO, Nursing Officer, Preventive Health Assistant and three medics.

Administrative Requirements

3. Transport. The following transport resources are to be allocated to each independent company group:

- a. Four Trucks.
- b. 21 Patrolling Vehicles (these include Mambas and APCs).
- c. Two Ambulances.

G9

24/6 88
3

4. Accommodation and Ancillary Facilities.

- a. Proper living accommodation for the company groups with the facilities for maintenance of vehicles.
- b. Appropriate sanitation and bathing facilities within the accommodation.

c. For Withdrawal/Evacuation Contingencies.

- (1) Nine living tents (16 men tents).
- (2) One large store tent/two medium size store tents.
- (3) One kitchen and dining shelter.

5. Water. One bladder of 100,000 ltr capacity for potable water (including 20 days reserve) is to be allocated to each company group. The resupply will be from Kigali once a week. Any requirement of non potable water will be gained from the local resources.

6. POL. One tank of 10,000 ltr capacity that will include the reserve of 20 days. Resupply will be from Kigali once a week.

7. Combat Rations. Companies to hold 10 days reserve.

8. Miscellaneous Stores.

- a. Two generators of 40 KVA capacity.
- b. One refer (freezer).
- c. One refer container (cooling).
- d. Cooking gas and kerosene supply will be as required.

Communications

9. All independent company groups are required to provide their own integral communications. The Force Signal Company will provide communication from the Force HQ to the independent company HQ. Any rear link to the home countries is to be provided by the contingents.

DRAFT

TO: See Distribution

FILE REF: ALMC/OPS/102

FROM: UNAMIR AIR LIAISON AND
MONITORING CELL

DATE: APR 95

SUBJECT: RESTRUCTURE OF AIR LIAISON AND MONITORING CELL

Refs:

A. 5000.7(PLANS) dated 5 Apr 95.

B. ALMC/OPS/101 dated Mar 95.

1. The UNAMIR Air Liaison and Monitoring Cell(ALMC) is acknowledging receipt of Ref.A on the restructuring of the ALMC and wish to make a few observations and suggestions on the issue.

2. The letter, Ref A, mentions the restructuring of the ALMC and its support of Movement Control but at the same time gives an outline organizational chart which places the ALMC under MOVCON. Since no new structure is outlined for the ALMC but rather nomination is to be made for two Military Observers to serve under MOVCON it is presumed that the ALMC has been disbanded. But it is to be noted that the duties outlined for the UNAMIR Air Monitoring Cell(AMC) are no different from that performed by the ALMC.

3. The duties of the AMC as spelt out in Ref A are operational duties which cannot be conceivably carried out effectively under the MOVCON structure. Team members of the ALMC were specifically selected to perform the duties outlined in Ref B. They are officers with the requisite technical background in aviation to be able to handle any situation which may be detrimental to UNAMIR's air operations as well as to general aviation.

4. The duties of the new Air Monitoring Cell includes the execution of UNAMIR's CONTINGENCY PLAN(UCP) which implies that the Cell would be required to perform the very duties carried out by the Air Operations Cell during and after the war. If this is to be the case then the ALMC must continue to function as before with the requisite number of specialist MILOBS under the overall control of Force HQ Air Operations/Movcon.

5. It is suggested that the overall objective of any restructuring must be aimed at maintaining a cell which is functionally capable of executing UNAMIR's air operation's aspect of the Contingency Plan. As is well known the situation in Rwanda is not as good as UNAMIR would have liked it to be. If this is the case then there must be a clear distinction between the Monitoring Cell and Movcon, which is an important aspect of LOGISTICS. There must however

*Put on a separate folder
with the Chart and brief
Embry organizational
back file*
1
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be total coordination of UNAMIR's efforts at the Kigali International Airport and it's suggested that Force HQ Air Ops/Movcon be directly responsible for this.

6. It is also suggested that the present composition of the ALMC be retained since members of the Cell have the requisite background to perform the duties outlined effectively.

Under the prevailing conditions in Rwanda the Cell must have 4(four) members which could be beefed up if it becomes necessary in the event of any emergency. This number would also allow for leave and sickness.

7. It is hoped that the observations and suggestions made would be helpful in the decision making process.

8. Submitted for your information and action.

I A R ABBAS
Sqn Ldr
Team Leader

Distribution:

External:

Action:

DCOS

Info:

DFC

Chief of Air Ops/Movcon

DCMO

Internal:

File



30 JAN 3 10 1995

1/5

OUTGOING FAX NO. 0207

PAGE 1 OF 5

DATE: 12 JANUARY 1995

File No. 5000.26 (PLANS)

MIR 0116

TO: ANNAN, UNHQ NEW YORK FAX # (212) 963-9070 BARIL, UNHQ NEW YORK FAX # (212) 963-9070	FROM: SHAHARYAR KHAN SRSG UNAMIR, KIGALI RWANDA
ATTN:	PHONE: 1 212 963 3092
INFO: LCOL L. ANDERSSON, UNNY FAX # (212) 963-1356	FAX NO: 1 212 963 3090
INTERNAL DISTR: FC, DFC, COS, CAO	DRAFTED BY: G3 PLANS
SUBJECT: FORCE STRUCTURE PLAN	
REFERENCE:	

Shaharyar Khan

1. ENCLOSED FOR ENDORSEMENT IS THE SUBJECT DOCUMENT.
2. THE UNHQ REQUIREMENT TO REDUCE THE UNAMIR FORCE TO THE AUTHORIZED 5500 PERS CEILING IS ACKNOWLEDGED, HOWEVER, IS CONSIDERED THAT THE NEED TO STRUCTURE THE FORCE TO REFLECT THE CURRENT SITUATION AND TO ACCOUNT FOR LIKELY CONTINGENCIES IS VITAL.
3. ACCORDINGLY YOUR SUPPORT IS REQUESTED TO MAINTAIN THE CURRENT FORCE STRUCTURE AND TO REALISE A 600 MAN INCREASE TO THE CURRENT TROOP CEILING.

Shaharyar Khan
18/1
DSC

FC SRSG (DFC) COS E/DIR

59
[Signature]

UNAMIR FORCE STRUCTURE PLAN

2/5

General

1. UNAMIR has been established with a Force Ceiling of 5,500 to meet its responsibilities under Resolutions 918 and 925. Rotations of troops have raised the current force strength to approximately 5,800. UNAMIR has been tasked with identifying options to reduce its strength to its authorised ceiling by Apr 95 and to indicate the implications. Strength calculations are shown at Annex A.

Increased Pressure on UNAMIR

2. Since the end of hostilities, the security situation within Rwanda has deteriorated: there has been an increase in acts of banditry and a low level insurgency campaign has emerged. The lack of an effective police or judicial system has added to the climate of lawlessness throughout the country. A requirement has also been identified to provide military support to the return of Internally Displaced People (IDPs) from camps to home communes - Operation RETOUR, and also to provide security for refugees who are to return from Zaire and Tanzania in the near future. Moreover, the draft resolution renewing the mandate of UNAMIR presents the requirement to perform further security tasks. The implications of the revised mandate are considered below. These factors have combined to place responsibilities on the military force additional to those planned when the ceiling was determined.

Alternatives Considered

3. The alternatives to reduce the force, outlined below, were considered in detail:

- a. Reduce Selected Battalions by One Company. UNAMIR presented a case to reduce GHANBATT by one company during the rotation, principally to accord with the size of the sector to which it was allocated. It should be noted, however, that this solution was unique to that battalion prior to rotation. GHANBATT II has since deployed as a four company unit. The option is, therefore, not considered to be viable in the medium term.
- b. Reduce by One Battalion. To reduce by one battalion by Apr 95 would require the removal of FRAFBATT, since it is the only battalion which is due for replacement by then. This would reduce the actual troop strength to approximately 5400. The principal effect would be to reduce military capability in the West which conflicts with the task of ensuring stability in that area which was given in the framework of Resolution 925.
- c. Rotate FRAFBATT with an Independent Company. Although this course of action would draw the troop strength down to within the currently authorised troop

strength ceiling, considerable flexibility would be lost in the increasingly unstable Western side of the country.

Additional Factors

4. **Operation Retour** Reliable and enduring security is fundamental to the success of Operation Retour. The requirement to provide a strong presence in the Camps during the IDP registration process; to patrol routes, protect way stations and relief centres, escort convoys and to provide security in destination communes is manpower intensive. Any reduction to the current force would adversely affect the Operation if the integrity of the force throughout the remainder of the country is to be maintained. As security operations in Zaire and Tanzania commence, it is expected that the resultant refugee flow will have a significant effect on the intensity of UNAMIR operations. As with Operation Retour, the requirement to provide security in Welcome Centres, along routes and in communes will increase. Additionally the capacity to maintain a reserve and to reinforce is necessary.

5. **Human Rights Security** UNAMIR has been tasked to provide security to the Human Rights Field Teams throughout the country and the administration building in Kigali. This requirement has increased commensurately as the scope of the operation has expanded. The prospect of an increase of Human Rights personnel from approximately 30 to 147 in the near future will place the requirement beyond the capacity of UNAMIR's current resources.

6. **International Tribunal Protection** The revised Mandate tasks UNAMIR with the provision of security for the International Tribunal Headquarters building, investigation teams and witnesses. Additional forces will be required to perform these tasks.

7. **Implications of additional Factors** A staff check of troops to task has determined the requirement for two additional rifle companies.

Conclusion

8. The emergence of an insurgency threat and the increased pressure to carry out additional security tasks effectively precludes reduction of the UNAMIR force to accord with the 5,500 man ceiling. Accordingly, maintenance of the existing six battalions and three independent company groups is considered to be essential. With the present force fully committed to current operations, reinforcement by two additional infantry companies are required to carry out the tasks outlined in paragraphs 4 to 6 above.

Selected Course of Action

9. The following course of action is proposed:

- a. Rotate FRAFBATT with similar-sized force (500 man) from a French-speaking West African Nation (preferably Senegal) to maintain the current force structure. This course of action is consistent with maintenance of the present force structure and requires rotation of existing contingents with commensurately sized units. Accordingly, a

balanced military (and Francophone) capability is maintained and UN resolve to present a strong presence is preserved.

c. Deploy two additional infantry companies to meet the additional tasks associated with the revised mandate (it should be noted that two companies of INDBATT did not deploy to Rwanda); and

d. Increase the UNAMIR authorised troop strength by 600 to total 6,100.

ANNEX A TO
UNAMIR 5000.26 (PLANS)

UNAMIR FORCE STRUCTURE CALCULATIONS

10 JANUARY 1995

1.	UNAMIR troop strength (8 Jan 95)	5523
	ZAMBATT main body (yet to deploy)	353
	MP (yet to deploy)	<u>41</u>
	<u>SUB TOTAL</u>	5917 (1)
	Communications unit, Log Spt Unit (yet to deploy)	<u>200 (2) (3)</u>
	Mature Strength	6117
	Less CANCON (25 Jan 95)	<u>319</u>
	<u>SUB TOTAL</u>	5798
	Plus FRAFBATT (21 Feb 95)	13 (4)
	Plus two infantry companies (INDBATT)	270 (5)
	<u>TOTAL</u>	6081
2.	Authorised manpower level	5500
	Required Force manpower level	<u>6100</u>
	<u>BALANCE</u>	+ 600

Notes: (1) MILOBS (282) and HQ staff (66) not included.
 (2) Communications unit -125, Log unit (85).
 (3) Requirement for 15 additional HQ staff not included.
 (4) Current strength 487 - 500 man replacement battalion (Senegal) required.
 (5) Informal discussions have indicated that India may be willing to provide the the two remaining companies of the currently deployed Indian battalion (-)



~~FAB~~

UNITED NATIONS
ASSISTANCE MISSION IN RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

95 JUN 16 08 34

OUTGOING FAX NO. 245
PAGE 1 OF 5 MIR 140

DATE: 12 JANUARY 1995

File No. 5000.26 (PLANS)

TO: ANNAN, UNHQ NEW YORK FAX # (212) 963-9070 BARIL, UNHQ NEW YORK FAX # (212) 963-9070 <u>ok</u>	FROM: SHAHARYAR KHAN SRSG UNAMIR, KIGALI RWANDA <u>Shaharyar Khan</u>
ATTN:	PHONE: 1 212 963 3092
INFO: LCOL L. ANDERSSON, UNNY FAX # (212) 963-1356 <u>ok</u>	FAX NO: 1 212 963 3090
INTERNAL DISTR: FC, <u>DFC</u> , COS, CAO	DRAFTED BY: G3 PLANS
SUBJECT: FORCE STRUCTURE PLAN	
REFERENCE:	

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3. ACCORDINGLY YOUR SUPPORT IS REQUESTED TO MAINTAIN THE CURRENT FORCE STRUCTURE AND TO REALISE A 600 MAN INCREASE TO THE CURRENT TROOP CEILING.

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17/1/95
SB

E/DIR 5284 95 JUN 16 08 52

95 JUN 16 08 52

UNAMIR FORCE STRUCTURE PLAN

General

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Alternatives Considered

3. The alternatives to reduce the force, outlined below, were considered in detail:

- a. Reduce Selected Battalions by One Company. UNAMIR presented a case to reduce GHANBATT by one company during the rotation, principally to accord with the size of the sector to which it was allocated. It should be noted, however, that this solution was unique to that battalion prior to rotation. GHANBATT II has since deployed as a four company unit. The option is, therefore, not considered to be viable in the medium term.
- b. Reduce by One Battalion. To reduce by one battalion by Apr 95 would require the removal of FRAFBATT, since it is the only battalion which is due for replacement by then. This would reduce the actual troop strength to approximately 5400. The principal effect would be to reduce military capability in the West which conflicts with the task of ensuring stability in that area which was given in the framework of Resolution 925.
- c. Rotate FRAFBATT with an Independent Company. Although this course of action would draw the troop strength down to within the currently authorised troop

strength ceiling, considerable flexibility would be lost in the increasingly unstable Western side of the country.

Additional Factors

4. Operation Retour Reliable and enduring security is fundamental to the success of Operation Retour. The requirement to provide a strong presence in the Camps during the IDP registration process; to patrol routes, protect way stations and relief centres, escort convoys and to provide security in destination communes is manpower intensive. Any reduction to the current force would adversely affect the Operation if the integrity of the force throughout the remainder of the country is to be maintained. As security operations in Zaire and Tanzania commence, it is expected that the resultant refugee flow will have a significant effect on the intensity of UNAMIR operations. As with Operation Retour, the requirement to provide security in Welcome Centres, along routes and in communes will increase. Additionally the capacity to maintain a reserve and to reinforce is necessary.
5. Human Rights Security UNAMIR has been tasked to provide security to the Human Rights Field Teams throughout the country and the administration building in Kigali. This requirement has increased commensurately as the scope of the operation has expanded. The prospect of an increase of Human Rights personnel from approximately 30 to 147 in the near future will place the requirement beyond the capacity of UNAMIR's current resources.
6. International Tribunal Protection The revised Mandate tasks UNAMIR with the provision of security for the International Tribunal Headquarters building, investigation teams and witnesses. Additional forces will be required to perform these tasks.
7. Implications of additional Factors A staff check of troops to task has determined the requirement for two additional rifle companies.

Conclusion

8. The emergence of an insurgency threat and the increased pressure to carry out additional security tasks effectively precludes reduction of the UNAMIR force to accord with the 5,500 man ceiling. Accordingly, maintenance of the existing six battalions and three independent company groups is considered to be essential. With the present force fully committed to current operations, reinforcement by two additional infantry companies are required to carry out the tasks outlined in paragraphs 4 to 6 above.

Selected Course of Action

9. The following course of action is proposed:
 - a. Rotate FRAFBATT with similar-sized force (500 man) from a French-speaking West African Nation (preferably Senegal) to maintain the current force structure. This course of action is consistent with maintenance of the present force structure and requires rotation of existing contingents with commensurately sized units. Accordingly,

balanced military (and Francophone) capability is maintained and UN resolve to present a strong presence is preserved.

c. Deploy two additional infantry companies to meet the additional tasks associated with the revised mandate (it should be noted that two companies of INDBATT did not deploy to Rwanda); and

d. Increase the UNAMIR authorised troop strength by 600 to total 6,100.

P5/1-

ANNEX A TO
UNAMIR 5000.26 (PLANS)

UNAMIR FORCE STRUCTURE CALCULATIONS

10 JANUARY 1995

1.	UNAMIR troop strength (8 Jan 95)	5523
	ZAMBATT main body (yet to deploy)	353
	MP (yet to deploy)	<u>41</u>
	<u>SUB TOTAL</u>	5917 (1)
	Communications unit, Log Spt Unit (yet to deploy)	<u>200</u> (2) (3)
	Mature Strength	6117
	Less CANCON (25 Jan 95)	<u>319</u>
	<u>SUB TOTAL</u>	5798
	Plus FRAFBATT (21 Feb 95)	13 (4)
	Plus two infantry companies (INDBATT)	270 (5)
	<u>TOTAL</u>	6081
2.	Authorised manpower level	5500
	Required Force manpower level	<u>6100</u>
	<u>BALANCE</u>	+ 600

Notes: (1) MILOBS (282) and HQ staff (66) not included.
 (2) Communications unit -125, Log unit (85).
 (3) Requirement for 15 additional HQ staff not included.
 (4) Current strength 487 - 500 man replacement battalion (Senegal) required.
 (5) Informal discussions have indicated that India may be willing to provide the the two remaining companies of the currently deployed Indian battalion (-)

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UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

Copy No 17 of 22

UNAMIR
FORCE HQ ●
KIGALI

28th Dec 94

ADMINO 01

RELATED OPO NO 21

Reference:

A. Map Series Z723 BUTARE Sheet 40 Edition 1, 1:50,000.

Time Zone Used Throughout the Order: BRAVO

I. SITUATION

a. Enemy Forces. As per OpO.

b. Friendly Forces

(1) As per OpO.

(2) In addition 3 CSG, GHA Sup Pl and BRSC pers will provide sp for the op.

c. Att and Det

Under comd for daily maint:

TUNBATT - Inf Bn less 2 Coys
ETHIOBATT - Inf Bn less 2 Coys
GHANBATT - Inf Bn less 2 Coys
FRAFBATT - One Indep Inf Coy
ZAMBATT - One Indep Inf Coy
NICOY - One Indep Coy
less 2 pls

20 MILOBS

30 RPA LO/Interpreter

1 of 9

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2. MISSION. To maint UNAMIR Force during OP OVERTURE.

3. GENERAL

a. General Outline

- (1) Estb of Log Base at Butare.
- (2) Selected log elms to deploy fwd to Op area.

4. MATERIAL AND SERVICES

a. Supply

(1) Class 1 - Rat

- (a) 3 days CRP per soldier to be provided by the contingents.
- (b) 3 CSG to deliver qty 5600 CRP to GHA Sup Pl loc at Butare GR 7011 by 1200 hrs D - 1.
- (c) 3 CSG to deliver bottled water qty 11200 bottles to GHA Sup Pl loc at Bkutare GR 7011 by 1200 hrs D - 1.
- (d) Units to collect 2 days CRP and water from GHA Sup Pl at Butare GR 7011 D + 1 and D + 3.
- (e) Brown and Root to provide 1 x Water Tanker. Report GHA Sup Pl and mov fwd to KIBEHO GR 5007 and NDAGO GR 5201 when ordered by GHA Sup Pl Comd.

(2) Class 2 - Gen Stores. Not required.

(3) Class 3 - POL

- (a) 3 CSG to deliver 10,000 lts (in drums) of diesel to GHA Sup Pl loc in Butare GR 7011 by 1200 hrs D - 1.
- (b) 3 CSG to deliver 1000 lts (in drums) of gasoline (petrol) to GHA Sup Pl loc Butare GR 7011 by 1200 hrs D - 1.
- (c) Units to go for resupply at GHA Sup Pl loc at Butare Gr 7011. Resup pt will open 140600B Dec 94.

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(4) Class 4 - Def Stores. 3 CSG to deliver the following def stores to GHA Sup Pl loc in Butare GR 7011 by 1200 hrs D - 1.

- (a) Barbed Wire - 1000 rolls.
- (b) Concertina - 1000 rolls.
- (c) Tie Wire - 200 kg.
- (d) Sand Bags - 2000 bags.
- (e) 6" Post Picket - 1000.

(5) Class 5 - Ammunition. Contingents to use part of their reserves.

(6) Class 6 - Welfare and Personal Demand Items Not required.

(7) Class 7 Major Items. Not required.

(8) Class 8 - Medical Stores. To be covered under medical.

(9) Class 9 - Repair Parts

- (a) First line repair parts to be catered for by all units.
- (b) Second line to be provided by BRSC.

b. Transportation. Nec tpt alloc to fol.

c. Services

(1) BRSC to deliver qty 2000 garbage bags to Sup Pl at Butare at the rate of 100 bags per coy.

(2) BRSC to dispose all the garbage at the end of the operation.

d. Maintenance

(1) All units to provide first line repairs.

(2) Second line repairs to be provided by BRSC at Butare.

(3) BRSC to provide MRT at Butare.

(4) BRSC to provide first and second line recovery.

5. MEDICAL EVACUATION AND HOSPITALIZATION

a. Medical Support. Companies are to deploy with organic level one health including CoyAid Posts (CAP). AS MSF is to provide a Casualty Collecting Post (CCP) capable of limited level one and a level two capability of two resuscitation teams and a 10 bed holding facility. The CCP is also to provide three ambulances and crews and AME teams as required. The AS MSF will continue to provide level three support in Kigali. One MO to be deployed to sp detainee holding area.

b. Casualty Evacuation

(1) Casevac is to be conducted using road and AME assets. Units are responsible for evacuation with their unit area of responsibility. The normal means from CAP to CCP is to be by road. AME is to be normal means of evacuation from KIBEHO to level three facility.

(2) Road. Three ambulances and crews are to be available for road evacuation and are to be positioned at the CCP. Sub-units requesting evacuation to the CCP are to initiate the request using the Casevac Request format transmitted on the OP OVERTURE command net. Road evac rearward of the CCP will be directed by Med Br, HQ UNAMIR.

(3) Air. Dedicated AME is to be allocated under opcon HQ UNAMIR. This ac is to be pre-positioned at KIBEHO during daylight hours and will be re-positioned at KIGALI during hours of darkness. AS MSF in consultation with Air Ops are to ensure this ac is kitted for AME prior to H hour. Requests for AME are to be transmitted on the UNAMIR Command net to HQ UNAMIR using the Casevac Request format. Casualty regulation rearward of KIBEHO is to remain the responsibility of Medical Branch, HQ UNAMIR.

c. Holding Policy. Holding policy for casualties is as follows:

- | | | | |
|-----|-------------|---|----------|
| (1) | CAP | - | nil. |
| (2) | CCP | - | 24 hrs. |
| (3) | Level Three | - | 28 days. |

d. Health

(1) All units are to be responsible for organic field sanitation and hygiene throughout the Op. Units are to deploy with sufficient health stores for this purpose. Given the high concentration of personnel during the op, unit commanders are to ensure that the highest standards of field hygiene are maintained.

(2) Queries on appropriate health measure are to be directed to Med BR and HQ UNAMIR.

e. Dental. Dental support will be provided at Level ONE and Level Two facilities. Casualties requiring dental treatment will be evacuated to AS MSF Kigali.

f. Medical Resupply. CAP and CCP are to deploy with 9 days Class 7 (medical) supplies. Requests for resupply are to be staffed to G4 Med at HQ UNAMIR, through Tac HQ using normal message demand procedures.

g. Health Report. CAP are to provide reports to their unit HQ as required. CCP is to provide a daily medical SITREP for the duration of the Operation to Med Branch as per UNAMIR Medical Branch SOP. They are also to provide the AS MSG with medical statistics for weekly reports as required. All personnel elements are to be aware of Casualty Evacuation request formats prior to deployment.

6. PERSONNEL

a. Units are to fwd nominal roll of all personnel taking part in the operation to Tac HQ (G1), copy to Force HQ (CMPO) by 1800 hrs D-1.

b. Personnel are to wear ID tags (if aval) and UN ID cards for immediate identification.

c. NOTICAS as per UNAMIR SOP.

d. Detainees. The correct handling of detainees is a critical component of Op OVERTURE and is, therefore, covered in the OpO. The following stores are required:

(1) Polaroid cameras. A minimum of 12 cameras (with film) for the authentication of evidence, to document finds and to ensure that any damage caused in the searching of dwellings and vehicles is accurately and fully recorded. One camera is to be issued to each infantry company; the remainder (including a reserve for issue to infantry companies) are to be held by the MP Company.

(2) "Plasticuffs". It is estimated that up to 2,000 plasticuffs will be required - including a significant reserve for the release and re-cuffing of individuals.

(3) Bags for the collection and handling of evidence. Any evidence and personal property collected will need to be safeguarded and transferred to the MP Detainee Processing Centre (DPC). It is to be placed in bags and taken by the soldier who collects it to the DPC where it will be documented and labelled by MP personnel. There is a requirement, therefore, for 2,000 heavy duty

plastic bags (or sandbags if none better are available) and luggage labels:

- (a) Bags. Bags are to be issued to:
 - (i) Infantry coys: 200 to each.
 - (ii) The MP Coy: the remainder, both for the processing of evidence and to act as a reserve for redistribution to infantry coys.

- (4) Labels. Labels are to be issued to the Force MP Coy

e. Paper proformae. Locally produced proformae - examples of which are included with the OpO - will be needed for the documentation of searches and detainees; the requirement is:

- (1) Search Proformae: 200 to each infantry coy.
- (2) Detainee Proformae: 1,000 to the Force MP Coy.

If one is available, a photocopier (with, say, 4 reams of paper) should be issued to the Force MP Coy for the local production of additional forms should the need arise.

f. Tentage and accommodation.

- (1) For detainees. It is anticipated that up to 400 detainees will be processed during the 48 hrs of Op OVERTURE. It is not anticipated, therefore, that accommodation will be needed for more than 50 detainees at any one time. Four 20-man tents have been allocated - providing room for sufficient separation and segregation of detainees.
- (2) For MP personnel.
 - (a) Up to 24 MPs will deploy on the Op and will require sleeping accommodation; six 4-man tents are required.
 - (b) Additionally, sleeping bags (say, 8) will be required for the MPs of some nations.
 - (c) Lanterns are required; 1 per 4-man tent.

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- (3) Furniture. The following stores are required:

Folding tables:	16
Folding chairs:	50
Camp beds/cots:	40

These stores are primarily for use by detainees and their processing rather than for UNAMIR personnel.

- (4) Portaloos. Apart from any requirement at Tac HQ and other UNAMIR Op OVERTURE sites, the provision of portaloos (together with the necessary servicing) will be essential for the dignified processing of detainees at the MP DPC. They should cater for an equivalent permanent population of up to 60.

- (5) Hessian Screen. Hessian or equivalent screening (to a length of up to 20 metres) will be required to seclude search and interview areas.

- (6) Loud Hailer. A loud hailer (with batteries if necessary) is needed by the Force MP Coy.

- (7) Eating and drinking utensils. Eating and drinking utensils are required for the provision of meals and drinks to detainees; 50 sets are required.

g. Concertina wire, gloves and pickets. Up to 1,000 metres of concertina wire will be needed together with sufficient pickets (say, 100), wire ties, cutters and sledge hammers and gloves as necessary.

CO Force MP Coy is to appoint a suitable supervisor to receive and account for the stores issued to the MP DPC for Op OVERTURE: all such stores are to be returned on the closure of the facility.

7. Route Signing. The traffic control plan will be determined in detail after the recce process. It is anticipated that the following will be required for the signing of 2 x main routes, 7 x company-sized concentration areas and routes to the DPC.

- a. 500 x signs with pickets - to be locally produced.
- b. 200 x signs with holes and wire ties - to be locally produced/procured.
- c. 5 x stencil kits and paint for the marking of signs by MP route signing teams. The paint is to be of a colour that contrasts with the material used to make the signs.

8. Engrs

a. Erection of wire and tentage. Engr sp is required for the establishment of the MP DPC - specifically, the erection of tentage and concertina wire. Engrs and the CO of the Force MP Coy are to liaise as necessary to ensure that it is positioned as required.

b. Route Maintenance. Bad weather may give rise to problems with the 2 x main routes, in particular. The ability to place fascines may be required, should any minor bridges be washed away.

c. Generator and lighting. The DPC will need to be lit at night.

9. Rats and water for detainees. It is essential for the success of Op OVERTURE that detainees (of which up to 400 are expected to pass through the DPC, each staying for between 2 and 4 hours) are treated with civility; they are to be provided with dry rations and drinking water on demand.

10. COMMAND AND SIGNAL

a. Location of HQ

(1) Tac HQ KIBEHO, to incl GI/G4 rep.

(2) Alternate HQ - Tac HQ Butare.

(3) Milob HQ Det co-loc with Tac HQ.

b. Electronic Silence. As per OPO..

c. Code Words. As per OPO.

8. Ack Instrs: Ack.



HK ANYIDOHO
Brig Gen
FC

Authentication:

K P O'KELLY
Col
DCOS SP

Distribution:

External:

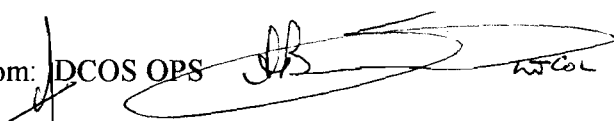
Action:	Copy No
GHANBATT	1
ETHIOBATT	2
FRAFBATT	3
ZAMBATT	4
TUNBATT	5
NICOY	6
MILOB GP HQ	7
AUSMED	8
CANSIG	9
3CSG	10
FMO	11
MP COY	12
G3 OPS	13
GHA SUP PL	14
BRSC	15

Internal:

Information:

FC'S FILE	16
DFC	17
DCOS OPS	18
DCOS SP	19
G3 PLANS	20
FILE	21
SPARE	22

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From: DCOS OPS 

To: List A (Less Serial 1)
G3 Plans
G3 Ops
CLO
RPA Planning Team
Op TAHA Representative

Info: MA/FC

Date: December 1994

Subject: Operation OVERTURE Initial Planning Conference

1. The subject conference is to be conducted at 1400 hrs on 2 Dec 94 in the HQ UNAMIR Conference Room. All action addressees are requested to attend.
2. The outline planning process, which includes the IPC agenda, is enclosed for your information.

Enclosure:



1. Planning process - Operation OVERTURE.

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PLANNING PROCESS
OPERATION OVERTURE

Plan Development

1. **Initial Planning Conference**

a. Attendance:

- (1) DCOS OPS
- (2) G3 Plans
- (3) G3 Ops
- (4) CMO
- (5) FMO
- (6) DCOS SP
- (7) HAC
- (8) Superintendent UNCIVPOL
- (9) HQ UNAMIR CLO
- (10) RPA Planning Team
- (11) Op TAHA Rep

b. Agenda:

- (1) Introduction (COS/DCOS OPS)
- (2) Presentation of outline plan (G3 Plans)
- (3) Establishment of planning cell:
 - (a) DCOS OPS
 - (b) G3 Plans
 - (c) G3 Air
 - (d) FSO
 - (e) MILOB
 - (f) G4
 - (g) CIVPOL
 - (h) MP
 - (i) Medical Plans
 - (j) CLO

- (k) RPA
- (4) Develop support plan guidance:
 - (a) Logistic plan.
 - (b) Liaison Plan.
 - (c) Detainee Handling Plan.
 - (d) Medical Plan.
 - (e) Communications Plan.

Plan Review

- 2. Final Planning Conference
 - a. Presentation of detailed Op plan.
 - b. Presentation of support plans.
 - c. Final coordination of Op and Spt plans.
 - d. Guidance for preparation of OPORD and ADMINORD.

Execution

- 3. Presentation of OPORD and ADMINORD for FC's approval.

Copy No: 6 of: 22
 HQ NICOY
 UNAMIR
 BYUMBA CAMP
 BYUMBA

UNAMIR/NICOY/7408.9/G

See Distribution

28 Nov 94

NICOY SECURITY ALERT CONTINGENCY
 PLAN (OP PLAN NIKE)

Reference:

A. UNAMIR/NICOY/7408.9/G dated 19 Oct 94.

Plan on op file.

INTRODUCTION

1. Op Plan NIKE provides for the increase of NICOY security in the event of a deteriorating situation in Rwanda. It is designed to be flexible and responsive in a changing security environment, and to be applied locally as the threat dictates. It should be noted that UNAMIR Rules of Engagement (ROE), NICOY Standard Operational Procedure (SOP) and Ref 'A' levels of readiness/Alertness states are applicable either independently or in conjunction with Op Plan NIKE.

THREAT

2. It is assessed that RGF has a developing capability to establish an insurgency threat against the BCGNU. The scale of this potential will increase with time. Current assessment is that the threat is likely to be manifest as follows:

- a. Initially in sector 4 or 5.
- b. Concurrently in more than one border area.
- c. In Kigali.
- d. In any other place in the country but not until the re-establishment of a population base.

3. Threats to UNAMIR personnel is likely to be collateral caused by attacks on the BCGNU and RPA. Soft targets would be particularly vulnerable under this dispensation. Direct attack on UNAMIR personnel in order to achieve political ends is also possible. In view of the above, protection of NICOY personnel must be paramount. Under the current task, NICOY also has a duty to protect the following:

- a. MILOBS, UNREO, UNCIVPOL and other UN agency personnel within NICOY AOR.
- b. NGO personnel.
- c. Displaced persons, Refugees and Civilians insites or populations under the protection of UNAMIR Forces.

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 3/12/94
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- d. Any other persons under UN protection.
- 4. It should be anticipated that in addition to NICOY task, the provision of security and humanitarian assistance to all those listed above may be problematic under an increased threat and limited resources.

AIM

- 5. The aim of this paper is to enumerate action to be taken as a contingency plan to any adverse situation that may arise in Rwanda.

SECURITY ALERT MEASURES

- 6. Command. The responsibility for adherence to Security Alert Measures (SAMs) involves all pl Commanders under HQ NICOY Command.
- 7. SAMs. NICOY SAMs under Op Plan NIKE will be as shown below. A detailed description of the action to be taken under each SAM is to be found in the Annexes shown:
 - a. GREEN. Low level threat. Normal Activities See Annex A.
 - b. YELLOW. Medium level threat. Increased security activities See Annex B. Deployment options are further sub-divided as follows:
 - (1) ALFA. Withdrawal to section positions.
 - (2) BRAVO. Withdrawal to platoon localities.
 - (3) CHARLIE. Withdrawal to COY Gp defended area.
 - c. RED. High level threat. Maximum security activity. Civil evacuation if necessary. NICOY evacuation plans in readiness for immediate execution See Annex C.
- 8. Activation. The activation of Op Plan NIKE will be sent by HQ NICOY using the fastest means possible, followed by a confirmatory order, at the earliest opportunity. An activation message will include the following information:
 - a. The Codeword - Op Plan NIKE.
 - b. The platoon to which the SAM applies.
 - c. The SAM to be adopted.
 - d. The time by which the SAM is to be activated.
 - e. The UNAMIR ROE, NICOY SOP or Ref A readiness/Alert status.
 - f. Brief description of the reason for Op Plan NIKE activation.
 - g. Confirmation details.

9. Example. An example of Op Plan NIKE activation message sent by radio is given below:

2B THIS IS ONE

- A. OP PLAN NIKE.
- B. 2 PL LOC.
- C. YELLOW ALFA.
- D. BY 241200B NOV 94.
- E. SIGHTINGS OF ARMED INSURGENTS IN RWANMAGANA AREA.
- F. CONFIRMATION TO FOLLOW IMM.

10. Reaction. On receipt of the Op Plan NIKE SAM message. The receiving pl is to:

- a. Follow the action outlined in the relevant Annex A - C to this instructions.
- b. Liaise with neighbouring pls or UNAMIR troops to inform them of location of sub-units or patrols.
- c. Prepare to carry out the action at the next SAM level.

11. Delegation. The authority to raise a SAM level is delegated to pl Gp Commanders if they consider that this is warranted by the threat. Pl Gp Commanders however do not have authority to lower a SAM level. In the event that a pl Gp Commander judges that a SAM level is to be raised, he must:

- a. Inform HQ NICOY by the fastest possible means, giving reasons for the increase in level.
- b. Liaise with neighbouring Pl Gp Comds or UNAMIR troops.
- c. Provide regular advise to HQ NICOY on his perception of the threat.

12. Reporting. Under NIKE YELLOW and RED, Platoons Comds are to make reports as follows:

- a. Any unusual activity related to the threat to be reported immediately.
- b. Specific reference to Op Plan NIKE activity is to be made as part of the SITREPS at 0600 and 1800 hrs.
- c. A weekly summary of Op Plan NIKE activities.

13. Status of MILOBS. MILOBS have special status under the UN convention. Since they are unarmed, early consideration for their security is very necessary. They are to be controlled as described in Annexes A - C.

14. Status of UNCIVPOL. UNCIVPOL authority can offer some advantages over military authority in certain circumstances. Pl Gp Comds are to liaise with UNCIVPOL in their locations to consider requesting their support to enhance their security arrangements particularly for the following:

- a. Crowd Control.
- b. Personal Search.
- c. Law and order enforcement.
- d. Guarding of points.
- e. Liaison with Gendarmerie.

FURTHER ACTION

15. Standby Section (SS). Pl Gp Comds are to develop and rehearse contingency plans which match Op Plan NIKE escalation as follows:

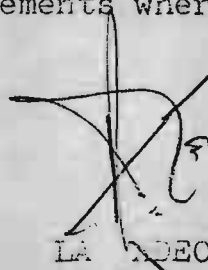
- a. NIKE GREEN. One section per Pl at 10 mins NTM.
- b. NIKE YELLOW. One section per Pl at 5 mins NTM.
- c. NIKE RED. One section per Pl at 5 mins NTM.

16. Protected Personnel. Pl Gp Comds are to estimate and submit numbers and deployment of protected personnel to HQ NICOY on or before 3 Dec 94.

17. Warning and Reporting Procedures. Ops offr to develop Op Plan NIKE warning and reporting procedures by 3 Dec 94.

18. Test Exercises. Ops offr to plan to exercise the pls on Op Plan NIKE measures on receipt of these instructions.

19. Review. Ops offr to conduct review of Op Plan NIKE, and coordinate the revision with supporting elements where and when necessary.


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Lt Col
Cont Comd

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Annexes:

- | | | |
|----|---------------------|------------------------|
| A. | OP Plan NIKE GREEN | - Normal Activities. |
| B. | OP Plan NIKE YELLOW | - Medium Level Threat. |
| C. | OP Plan NIKE RED | - High Level Threat. |

Distribution:

External:

Copy No

Action:

- | | |
|----------|---|
| C Ops | 1 |
| G 3 Plan | 2 |

Information:

- | | |
|-----------|-----|
| DHQ Ops | 3 |
| AHQ DAOPs | 4 |
| MA/FC | 5 |
| DFC/COS | 6 ✓ |

Internal:

Action:

- | | |
|------------|----|
| 1 Mech Pl | 7 |
| 2 Mech Pl | 8 |
| 3 Mech Pl | 9 |
| Recce Pl | 10 |
| S & T Pl | 11 |
| Fd Engr Pl | 12 |
| Sig Pl | 13 |

Information:

- | | |
|-------------|---------|
| NICOY Wksp | 14 |
| NICOY Int | 15 |
| MIR | 16 |
| APRD | 17 |
| Chap/Imam | 18 |
| Comd's file | 19 |
| File | 20 |
| Spare | 21 - 22 |

ANNEX A TO
UNAMIR/NICoy/7408.9/G
DATED: 28 NOV 94

OP PLAN NIKE GREEN - NORMAL ACTIVITIES

1. Tasks. Carry out normal tasks as described in current HQ NICoy OP Order.
2. Reconnaissance. Carry out reconnaissance of the following:
 - a. All locations identified for use under NIKE YELLOW and RED.
 - b. Routes to all locations including alternatives.
3. Protected Personnel. Establish the identity, numbers and locations of protected personnel within AOR and brief them on the procedure to be followed under NIKE YELLOW and RED. This must be done discretely in a manner which avoids alarmism.
4. MILOBS. Ensure all MILOBS personnel in your location are briefed on OP Plan NIKE contingencies.
5. UN CIVPOL. Consider how UNCIVPOL in your loc can be deployed to enhance military security arrangements.

ANNEX B TO
UNAMIR/NICCOY/7408.9/G
DATED 28 NOV 94

OP PLAN NIKE YELLOW - MEDIUM LEVEL THREAT

1. Passage of SAMs. All troops are to be informed of change of OP plan NIKE SAM as soon as the change is effected.
2. Normal Operations. Operations must be continued unless ordered otherwise.
3. Reconnaissance. Carry out further Recce of the following:
 - a. All locations indentified for use under NIKE RED.
 - b. Routes to all locations including alternatives.
4. Protected Persons.
 - a. Establish identity, numbers and locations of UN and NGO personnel with in location.
 - b. Maintain a register of these details.
 - c. Inform those personnel of the reason for an increase in the threat and of need to remain vigilant.
 - d. Develop plans to move these personnel into UNAMIR safe Areas.
 - e. Inform these personnel of an action to be taken to withdraw them to UNAMIR safe Areas.
5. Withdrawal to Safe Areas. Under OP Plan NIKE withdrawal to safe Areas will be ordered as required. Safe Areas are designed to provide increased protection of protected persons, not to defend and from direct attack; although they must be capable of doing so. The occupation of safe Areas will be ordered as follows:
 - a. NIKE YELLOW ALFA. Foot patrols to withdraw to section positions.
 - b. NIKE YELLOW CHARLIE. Platoons to withdraw to NICCOY GP HQ. Patrolling to be carried out at minimum of platoon level.
6. Withdrawal of Protected Persons to Safe Areas. During execution of NIKE YELLOW or RED, Protected Persons may be withdrawn to Safe Areas, on a voluntary basis. You are not in position to enforce withdrawal. Advice which can only be given as a professional recommendation.

Withdrawal of these personnel should occur under the following conditions:

- a. At the request of the personnel concerned.
- b. On Orders.

7. Reception. Platoon locations must have provision for the inclusion of protected persons within the relevant location. Arrangements should be made for the reception, accommodation, feeding and transportation of these personnel.

8. Vital Installations. Pl Comds are to increase the security of vital installations eg communication eqpt under NIKE YELLOW.

9. MILOBS Withdrawal. MILOBS are to adhere to OP Plan NIKE SAMs. Arrangements for the reception and administration of MILOBs are to be coordinated by Pl Comds. MILOBs may be given military tasks under NIKE YELLOW, provided that the following criteria are fulfilled:

- a. They are not sent to the site of a known or suspected threat.
- b. They travel as minimum party of six in two vehicles.
- c. They have guaranteed Communications.

10. Movement. Convoy movement is permitted under the following conditions:

- a. Minimum convoy is four vehicles.
- b. Minimum protection is one Section per convoy or packet.
- c. Movement off MSRs is minimised.
- d. All convoys or packets have guaranteed communication.
- e. Movement at night is minimised.

11. Administration. The following administrative actions are to be carried out:

- a. Combat Supplies. Seven days combat supplies are to be maintained as first line by all pls.
- b. Leave. Leave is restricted to compassionate cases only.
- c. Alcohol. No alcohol consumption when troops are placed on NIKE YELLOW OR RED.

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ANNEX C TO
UNAMIR/NIC/7408.9/G
DATED: 28 NOV 94

OP PLAN NIKE RED - HIGH LEVEL THREAT

1. Actions taken in Annex B are intensified with the following additions:

- a. Destruction Plans. Destruction plans are made in accordance with OP Plan HECTOR and JASON.
- b. Dress. All personnel are to wear ballistic protective equipment and headgear where issued.

C -1

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Copy No 6 of 22
HQ NICOY
UNAMIR
BYUMBA CAMP
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UNAMIR/NICOY/7408.9/G

See Distribution

28 Nov 94

NICOY WITHDRAWAL AND EVACUATION CONTINGENCY
PLAN OP PLAN JASON

GENERAL

1. This instruction covers NICOY Withdrawal and Evacuation Contingency Plan (WECP) to be adopted by all NICOY subunits in Sector 1 AO. It is code named Op Plan JASON. Those instructions that must be read in conjunction with Op Plan JASON are:
 - a. NICOY Security Alert Contingency Plan - Op Plan NIKE.
 - b. NICOY Reinforcement Contingency Plan - Op Plan HECTOR.
2. Op Plan JASON provides for withdrawal and evacuation of UNAMIR and associated personnel in the event of a seriously deteriorating security situation in Sector 1. It is designed to be flexible and responsive in a changing security environment and to be applied on national basis.
3. Under the current mandate UNAMIR and indeed NICOY has a duty to protect the following in its sector:
 - a. UNREO, UNHCR, UNCIVPOL and other UN agency personnel.
 - b. NGO personnel.
 - c. Displaced persons, Refugees, and civilians insites or populations under the protection of UNAMIR force.
 - d. Any other person under UN protection.
4. NICOY resources are limited. It is accepted that provision of security and humanitarian assistance, under UNAMIR Mission, may have to be limited by an increased threat. In these circumstance, the extention of protection to all those listed above may be problematic. Op Plan JASON gives guidance on the level of security to be achieved by NICOY under this condition.

AIM

5. The aim of this paper is to acquaint UNAMIR HQ of NICOY withdrawal evacuation contingency plan (WECP) on Op Plan JASON.

PRINCIPLES OF EVACUATION

6. An Evacuation will be the last resort. Before it is ordered NICOY will seek to continue the mission, whilst retaining security by:

- a. Increasing Security Alert Measure (SAMs) Op Plan NIKE.
- b. Reinforcing threatened Pls Op Plan HECTOR.
- c. Withdrawing to Byumba Kigali, from where evacuated Pls can be reoccupied if there is a decrease in threat.
- d. Evacuating Byumba at the end of withdrawal process.

7. NICOY will Present Strong and Coherent Resolve. An evacuation will only be ordered when there is no alternative. Even when non essential personnel have been withdrawn or evacuated, a high security core troops will provide a presence until evacuated.

8. Protected civilian will be Evacuated first. They will be offered early wdr to safe areas, escorted to Byumba and advised to leave when the security situation makes their presence no longer tenable.

9. Eqpt will not be Abandoned. Where possible only eqpt of lower value will be left in Byumba.

10. Evacuation to Kigali. Evacuation will be by Road. Byumba - Kigali high Avenue Approach Rd.

11. SEQUENCE OF EVENTS

Serial (a)	Events (b)	Response (c)
1.	Insurgents threat increase in Pl	Sy alert measure increase under OP NIKE
2.	Greater presence required to ensure sy in the sect	Op Plan HECTOR invoke to threaten
3.	Sit worsen in the threatened sect	Protected pers wdr to Byumba.
4.	Increase in threat in other Pls	Non essential pers wdr to Byumba. Op Plan HECTOR invoked by troops avail
5.	Threat increase in all sects	Op Plan JASON conc on Kigali
6.	Byumba comes under threat	OP Plan JASON activated protected pers advised to leave.

(a)	(b)	(c)
7.	Insurgency in Byumba worsen	Non essential personnel evac
8.	Sit deteriorate	Destruction plans prepared some Op personnel evac
9.	Govt loses control	Bulk of Op pers evac by air/road. Destruction plan invoked.
10.	Order to evacuate of wdr	Remainder of avail pers leaves by air, Sy force leaves by road.

12. Alternative Scenario. A number of other scenarios could invoke Op Plan JASON. In the main, however, a progressive deterioration leading to a total collapse of security would be required before the full plan would be implemented.

13. Degree of Evacuation. Op Plan JASON may be only partially executed. A Stabilisation of the security situation would limit the degree of evacuation. Similarly, the process of evacuation could be reversed if the situation were to improve.

STAGES OF EVACUATION

14. JASON GREEN. During JASON GREEN, normal operation will continue. Preparation for further stages will be carried out. Major changes in security environment will include:

- a. OP Plan NIKE SAMs may be raised in the sector.
- b. OP Plan HECTOR RMs may be activated to increase presence in threatened PL locations within the sector.

15. JASON YELLOW. Jason Yellow is the trigger for the NICOY WECP to commence. It stages the withdrawal and evacuation to process between JASON GREEN, the planning phase and JASON RED the final evacuation of Kigali/Rwanda.

16. JASON YELLOW. Jason Yellow is staged as follows:
- a. JASON YELLOW ALFA outlying pl wdr to Byumba for subsequent withdrawal to Kigali.
 - b. JASON YELLOW BRAVO Evacuation of protected and non essential personnel.
 - c. JASON YELLOW CHARLIE Evacuation of bulk pl UNAMIR personnel.

JASON YELLOW ALFA

17. Looking at strategic locations of the pl locs in the sector. It will, be nec for the pl to rather wdr to the ptl bases at Gatuna, Murambi and Nyagatare. While in their various base, pl should strive to dominate the routes to borders. That is No 1 pl at Gatuna to dominate the high avenue approach Rd Rukomo - Gatuna to enhance the chances of Headquarters elms wdr to Uganda through the Rd if the stages did not improve.

18. The pl in Nyagatare will dominate Nyagatare - Kagitumba Rd junction - Kagitumba border post. Alternatively the high venue approach of Rwanmagana - Kagitumba rd or the cross country route explained in our previous wdr plan. The presence of UNAMIR tps along these route provide an advantage for their use for clearing the route for safety of wdr UNAMIR Force. The - 3 pl posts in Murambi will be employed to monitor and ptl the high avenue approach Rd Rwanmagana - Kagitumba also for safety of UNAMIR use.

JASON YELLOW BRAVO

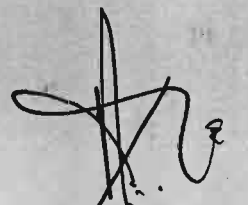
19. This stage of wdr provides for evacuation of protected and non essential personnels. As a result, the already secured routes dominated by the pls will be used to, cross the personnels. This will inturns reduce the logistic load on Sect 6. The wdr of UNAMIR personnels by Rd will equally be saved since a force is already clearing the routes.

JASON YELLOW CHARLIE

20. Evacuation of bulk of UNAMIR PERS. Bulk of the UNAMIR Pers to be evacuated by Road to Uganda from the Sector will be moved to Gatuna border post. In the case of those in Kigali, Rwanmagana, Nyagatare and Murambi, they will be moved out of the country through Kagitumba border or the cross country road in Nyagatare.

21. However, it is important to note our wdr plan will not change much from the previous one presented in our Contingency plan for the NICOT GP.

22. The pl in Kibungo will endeavour to meet up its other pls in Kagitumba using the high avenue approach Rd Rwanmagana - Kagitumba. Where this is not possible, it will dominate Rd Kibungo - Rusomo on to the border post to provide sy to wdr UNAMIR troops.



LA ADEOYE
Lt Col
Cont Comd

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27 Nov 94

NICOY REINFORCEMENT CONTINGENCY PLAN
OP PLAN HECTOR

INTRODUCTION

1. OP PLAN HECTOR provides for the reinforcement of UNAMIR units and locations in the event of a deteriorating security situation in Rwanda. It is designed to be flexible and responsive in a changing security environment and to be applied within the Contingent location Sector 1 and other Sectors as the threat dictates.
2. It is not possible to anticipate specific scenerios, therefore OP PLAN HECTOR seeks to generate additional formed bodies of troops to enhance the security cover provided within Sector 1 and when the need arises, in order sectors within UNAMIR AO. It is expected that such reinforcement would be in a scenerio in which an additional presence would improve the security situation or provide better protection for UNAMIR personnel or those who UNAMIR has a duty to protect.

AIM

3. The aim of the paper is to enumerate reinforcement measures to be adopted by NICOY in Sector 1 and other UNAMIR AO.

REINFORCEMENT MEASURES

4. The responsibility for implementation of Reinforcement Measures (RM) devolves to platoon comds under the order of Contingent Comd. The four key players are:
 - a. Reinforcing Platoon Comd. The pl comd from whose platoon formed bodies of troops will be deployed to reinforce another platoon location.
 - b. Gaining Platoon Comd. The pl comd receiving formed bodies of troops.
 - c. Gaining Sector Comd. The Sector Comd receiving reinforcement of formed bodies of troops from NICOY. The delegation of command under this situation will be coordinated by HQ UNAMIR and directive from DHQ Lagos.

d. Reinforcement of NICOY. Under this situation, the Contingent, if distressed is to be reinforced under OP PLAN HECTOR by other Contingents within UNAMIR. The delegation of command under this situation will be coordinated by HQ UNAMIR subject to the national command restriction of contributing contingent(s).

REQUIREMENT FOR REINFORCEMENT

5. NICOY gp HQ will determine whether a platoon location is to be reinforced on the basis of the following:

- a. At the request of the platoon comd whose location is threatened.
- b. On the evidence of a deteriorating security situation in the Sector and or platoon location concerned.
- c. To preempt a threat which is expected to materialise.
- d. In response to a changing political situation.

LEVEL OF REINFORCEMENT

6. Under OP PLAN HECTOR, reinforcement up to two platoons level can be ordered as required whenever any platoon location is threatened. Additional reinforcement can be called from UNAMIR HQ if NICOY gp cannot curtail the extent of the threat.

SEQUENCE OF ACTION

7. A detailed description of the action to be taken under each RM are as follows:

a. Op Plan Hector Green.

(1) Normal activities continues. These include reconnaissance to identify possible locations for use under HECTOR YELLOW AND RED by the platoons. Routes to all locations including alternative must be identified and memorised by all troops.

(2) Administration of Reinforcing Troops: Each platoon comd is to make contingency arrangement to administer up to two platoons consisting of the following:

- a. 2 x 90 troops.
- b. 7 A vehicles.
- c. 4 B vehicles.

(3) Reinforcement of Another Sect. The platoon comds should prepare their troops for reinforcement

of any threatened platoon location or another Sector at short notice. Reinforcing Platoon may be moved within 12 hrs.

b. Op Plan Hector Yellow.

(1) This stage indicates medium level threat. Normal tasks as described in current HQ NNAMIR Op Order to continue where possible. The threatened platoon will carry out detailed reconnaissance of locations earmarked for reinforcement including routes. In order to reinforce any threatened platoon location, or Sector, this stage is reduced as follow:

(2) Hector Yellow Alfa

- (i) Recce party - move immediately.
- (ii) Advance party - 6 hrs.
- (iii) Main body - 24 hrs.

(3) Hector Yellow Bravo

- (i) Advance party - move immediate.
- (ii) Main body - 12 hrs.

(4) Hector Yellow Charlie. Main body move within 6 hrs.

c. Op Plan Hector Red. This is a high level threat situation. Carry out tasks as described in current HQ UNAMIR Op Order where possible. Immediate deployment of reinforcement will be ordered.

RECEPTION ARRANGEMENTS

8. If reinforcement of Sector 1 is authorised due to deteriorating security situation. NICOY gp HQ will issue the following:

- a. Verbal order of arrival of the recce party of reinforcing contingent.
- b. Appoint an LO to coordinate reception arrangements.
- c. Provide guides, movement control and signing as required.
- d. Coordinate C2 including communications electronics instructions.
- e. Prepare accommodation for the reinforcing unit.
- f. Coordinate administrative support.
- g. Issue confirmatory orders.


ACTIVATION

9. The activation of a RM will be sent to Platoon locations by NICOY gp HQ using the fastest means possible, followed by a confirmatory hand copy at the earliest opportunity. An activation message will include the following information:

- a. The codeword Op Plan HECTOR.
- b. The reinforcing platoon(s).
- c. The gaining platoon(s).
- d. The level of reinforcement.
- e. The RM to be adopted.
- f. RV location for YELLOW ALFA.
- g. The time at which the NTM is to be achieved.
- h. The ROE readiness/alert status.
- i. Brief description of the reason of Op Plan HECTOR activation.
- j. Confirmatory details - k. See Annex A for an example of OP Plan HECTOR activation.

REACTION

10. On receipt of an Op Plan HECTOR message, addressees are to:
- a. Carry out action described in the foregoing.
 - b. Liaise with neighbouring platoon comds to inform them of the location of subunits when RM are in place.
 - c. Prepare to carry out the action at next RM level.


 1. DEOYE
 1. COL
 1. Comd

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ANNEX A TO
UNAMIR/NICOY/7408.9/G
DATED 27 NOV 94

HULLO ALL STATIONS THIS IS ZERO ALFA IMM MESSAGE OVER

THIS IS ONE SEND OVER
THIS IS TWO SEND OVER
THIS IS THREE SEND OVER
THIS IS FOUR SEND OVER

ALL STATIONS THIS IS ZERO ALFA

TEXT: OP PLAN HECTOR (.) ALFA (.) RECCE AND NO 2 MECH PLS CMM
REINFORCE NO 3 MECH PL (.) BRAVO (.) ALTERNES STATUS CMM YELLOW
ALFA (.) CHARLIE (.) RV AND TIME CMM HQ NICOY BY 261200B NOV 94
(.) DELTA (.) RM COMMENCES 262000B NOV 94 (.) ECHO (.) ROE CMM
GREEN (.) FOXTROX (.) AUGEMENT SY LOC CMM NYAGATARE (.) CFM ORDERS FOL
SOONEST (.) ACK ----- END OF MESSAGE OVER

THIS	IS	ONE	ROGER	OVER
"	"	TWO	"	"
"	"	THREE	"	"
"	"	FOUR	"	"

ALL STATIONS THIS IS ZERO ALEA ROGER OUT

A - 1

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UNAMIR - MINUAR

File No 5000.1(G3 PLANS)

To: Mr Randolph Kent

From: Lt Col Tom Mullarkey

Info: SRSG
FC
CAO
DFC
DCOS Ops
DCOS Sp
HAC

Date: 26 Nov 94

Subject: IMMEDIATE OPERATIONAL REQUIREMENTS

Reference: Our discussions 24/25 Nov 94.

Seen
A J W
27/11
DFC/LWS

1. The immediate operational requirements to support our operation, are listed below, as we have discussed.

2. Government Support. The first priority for us is to receive Government endorsement of the plan, and to ensure that this is communicated to the lower levels of the political and military bureaucracies. At Task Force level, current Government insistence on emptying the IDP camps by 1 Jan 95, is counterproductive; similarly every aggressive act carried out by the RPA in the camps makes our confidence-building task that much more daunting. I recommend that this should be the first point on the Policy Cell agenda, when SRSG takes the operational guidelines to the Government.

3. Financial Assistance. We have discussed the immediate payment needs within the Government. The money may now be available, although a method of payment may need to be evolved. I suggest you deal with the SRSGs office initially in plotting the way ahead.

4. Public Relations/Affairs. The development of an information strategy is an essential element of operational progress, and **we need a professional expert soon**, and you intend to pursue this requirement with UNICEF initially. As well as coherent advice on how and when to initiate information on this operation, we need a comprehensive plan to cover:

- a. IDP confidence building.
- b. Internal public information in Rwanda.

G-9
56
28/11/94

c. External public information particularly the fund-building needs of our approach to donors.

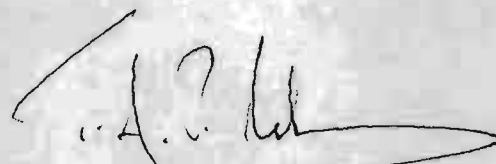
5. Transport. The current consolidated fleet of vehicles will not meet our initial transport requirements. Later, we hope that much movement will take place on foot, but first, we will need to generate some momentum. The need is for our off-road capability to be improved, and we have identified the following two avenues of approach:

a. Fleet Restructuring. Attached please find a list of those vehicles which have been requested as priority issues from UNOSOM. These vehicles will have the effect of reconfiguring UNAMIR's current fleet, thus offering up a large number of personnel-carrying off-road vehicles, many of which are used now for less efficient purposes. Pressure from our own CAO, as well as support from Peter Hansen's IDP Task Force in New York, would help to free up these vehicles early. ??

b. Enhanced Capability. We need a dedicated military transport squadron, with its own command and control facilities. The flexibility this would confer on our fleet would be significant, and we could use this resource throughout the country, to plug the inevitable gaps in our necessarily fluid transport plan. The squadron would need about 100 off-road personnel-carrying trucks - the UK would be an excellent donor choice. It is believed that the UK might be prepared to consider a clearly defined contribution, of say three months; this would give us an excellent momentum-building capability for the operation, and should further enhancement be required, we could then seek a replacement unit from another donor. Help from the IDP Task Force to move this request along would be most useful - we would aim for a deployment date of 1 Feb 95. I would recommend that you write to Peter Hansen, and that UNAMIR make a request for Force enhancement, through normal channels, at the same time.

6. Capital Project. The bridge at Shinga (GR 9547) is out and requires a rebuild. As well as having major infrastructural advantages for Rwanda, this project would greatly enhance the efficiency of our IDP movement plan, linking Butare and Kibungo Prefectures without the complexities of a vehicle transfer, or an Overnight Way Station in Kigali. In the latter stages of the operation, we believe that this could improve our transport and Way Station capacity by 30%, potentially saving months of time and considerable fleet management costs. A reconnaissance on this bridge will be conducted on Mon 28 Nov; the Force Engineer's report will give us some idea of the scale of the project and then allow us to consider how UNAMIR and the DHA could help to realise it, using the various funds available.

7. Op NAME. Our need for an Op NAME is clear. TAHA is semantically inappropriate! Perhaps the next NGO meeting is the time to receive a consensus/ownership suggestion which will suit all. I think it is important to find something both evocative and which will help in the PR strategy - your turn, I think! ?



T A P MULLARKEY
Lt Col

From: Log Coord Cell

UNOSOM ASSETS REQUIRED FOR IMMEDIATE SUPPORT OF OP TAHA

SER	DESCRIPTION	SERIAL/ STOCK NUMBER	UNIT OF ISSUE	UNOSOM LOCATION	QUANTITY REQUIRED (HIGH PRIORITY)	QUANTITY REQUIRED (LOW PRIORITY)	REMARKS
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
1	FLATBED SEMI-TRAILER M872A3		Each	CTO		10	
2	7500gal TANKER M1062		Each	CTO		10	
3	5000gal TANKER M967		Each	CTO		10	
4	PRIME MOVER M915		Each	CTO		30	
5	DAF SEMI-TRAILER 70 tonne		Each	CTO		2	
6	DAF 4x4 CARGO TRUCK		Each	CTO		20	
7	MERCEDES 6x6 DUMP TRUCK		Each	CTO		10	
8	CHEV PICKUP 4x4		Each	CTO		100	
9	CHEV SHORT WHEELBASE		Each	CTO		101	
10	CHEV TRUCK 2.5 tonne 6x6		Each	CTO		208	
11	TOYOTA FOUR RUNNER		Each	CTO		100	
12	TOYOTA LANDCRUISER		Each	CTO		51	
13	NISSAN DC PICKUP		Each	CTO		50	
14	MITSUBISHI TRUCK CARGO		Each	CTO		10	

Note:- These vehicles may not be directly used to support OP TAHA.
However, they will serve to release resources that would not otherwise be available.