

NIR

G3 OPERATIONS/PLANS - CONFERENCES
AND BRIEFS

21 SEPT - 6 OCT 1995

PLEASE RETAIN
ORIGINAL ORDER

[2 CONFIDENTIAL]
RH/WVG JUNE 2001

UNARCHIVES

SERIES 51002

BOX 141

FILE 5

ACC. 1998/0123

September 29, 1995

TO: See Distribution List

MINUTES OF COS ADMINISTRATIVE MEETING - 26 SEPTEMBER 95**Present:**

| | | |
|---------------------|-------------------|----------------------|
| Col KS SIVAKUMAR | COS | -CHAIRMAN |
| Lt Col VO AWOFISAYO | A/DCOS (SP)/CLOGO | |
| Maj P VON BULOW | SO MED | |
| S/Supt D.S. NJASE | CIVPOL | |
| Michael HANER | OCISS | |
| William CLIVE | CISS, A/CAO | |
| Maj H.P. ZIMBA | SLOGO | -APPOINTED SECRETARY |

Opening Remarks:

1. The meeting commenced at 1400 hrs with the chairman welcoming everyone present.
ITEM 1-UPDATE ON DAF VEHICLES

2. The chairman informed the conference that the distribution of DAF trucks was as follows:
 - a. 26 vehicles would be shipped to Angola. All these vehicles should be road worthy.
 - b. 24 vehicles would be retained by UNAMIR. However, of the total number of DAF trucks, 3 vehicles are to be written off because they cannot be repaired due to accidents. For this reason, UNAMIR will have to relinquish 3 vehicles to make up for the vehicles going to Angola. In this regard, UNAMIR would retain the remaining serviceable vehicles.

**Action: CISS (A/CAO)
A/DCOS SP**

ITEM 2-UPDATE ON M113 VEHICLES

3. The chairman said that they have not yet received any answer from the USA government on the request which was made by the Rwandese government to buy APCs. Mr HANER went on to explain that there are a total of 65 APCs of which 6 are from USA Army on lease to UN and 59 are UN owned. The chairman emphasized that the decommissioning of weapons from APCs to continue and also to prepare them to be shipped out of the mission area. At this point, A/DCOS SP informed the chairman that wood boxes to be used as containers are being made, although

there was insufficient timber. He was told to continue with the construction of APCs casings, depending on the availability of wood/timber.

Action: A/DCOS SP

ITEM 3-HUMANITARIAN ASSISTANCE TASKING POLICY

4. The chairman informed everybody that in the new mandate, it is clearly stated that this is a Humanitarian Mission and that most of the requests being made are humanitarian. He however emphasized on the modalities to be worked out so that some of the resources are used for humanitarian and others are reserved for our own use. He said most of these requests come to HAC. Therefore, a modality will have to be worked out to help the needy. The CISS promised to help with second line transport. He stated that the problem was not vehicles but the payment of B & R drivers. This could be overcome if military drivers are provided. He also expressed availability to provide septic truck due to UNAMIR commitments. The chairman directed that *septic tank as a rule will not be provided to anyone*. However, it will be made available provided there is special authority.

5. The chairman clarified that the detailing of 1st line transport was the responsibility of DCOS OPS. As for the second line transport, it will be controlled by DCOS SP in consultation with CISS.

Action: DCOS OPS ✓
DCOS SP
CISS

ITEM 4-REDUCTION IN WAREHOUSE HOLDING

6. CISS explained that there are two teams being formed namely the liquidation task force and the liquidation team. These teams are being formed to work out UNAMIR's requirement of stores. Once the establishment is approved, everyone will be informed.

Action: CISS

ITEM 5-ACCESS TO FACILITIES AT PX, MGT& BV

7. CISS explained that as per Inter-Office Memoranda dated 15/09/95 and 25/09/95, the matter has since been resolved.

a. ACCESS TO PX

1. Members of UNAMIR's Military and Civilians Component (holders of UNAMIR dark blue ID cards) and
2. Other International Staff members of United Nations Agencies (holders

of Laissez-passer)

Note that Locally Recruited Staff are not authorized to have access to the PX (holders of light blue ID cards)

b. ACCESS TO MGT CATERING FACILITIES

The chairman said the following have access to these facilities:

1. Members of UNAMIR's Military and Civilian Component (holders of UNAMIR dark blue and light blue ID cards).
2. Other International Staff members of United Nations Agencies (holders of UN Laissez-passers or valid UN ID cards).
3. Non Governmental Organizations personnel (holders of UNAMIR yellow ID cards or valid NGO ID cards).
4. UNAMIR Contractor personnel (holders of UN green ID cards or valid local national employees ID cards).
5. Guest accompanying an authorized member or invited to participate at a

function authorized by the SRSG. (Happy hour is considered an official function authorized by the SRSG).

ITEM 6-REPAIRS TO ACCOMMODATION AT NYUNDO

8. Mr HANER explained that everything was being looked into to complete repairs. The chairman concurred. Mr HANER further went on to explain that the roofing has since been completed so far and what was remaining was to complete windows repairs. However, this was being hampered by lack of skilled manpower and availability of stores.

9. The chairman also raised the issue of low water pressure which results in the lack of water in toilets at MALI COY. A/DCOS SP agreed with the chairman and said that there was need to install booster pumps to increase the pressure. This would ensure normal water supply to the COY location.

Action: A/DCOS SP

ITEM 7-MISCELLANEOUS POINTS

10. The chairman asked participants if they had any points to bring out.

- a. CISS at this point raised the issue of adding more information on the Medical Casevac request form so as to indicate, for example, if there is need for a casualty to be evacuated to Nairobi. Maj P. Von Bulow, representing FMO, promised to do the needful.

Action: Maj P. Von Bulow(Med. Rep.)¹

b. CIVPOL representative explained that the partitioning of their operation office at their Headquarters has not been done though they put their request several times. The chairman asked Mr Michael HANER if there were any containers so that they can be given to CIVPOL to be used as Operations Room. Mr HANER promised to give one or two containers to be used as Operations Room.

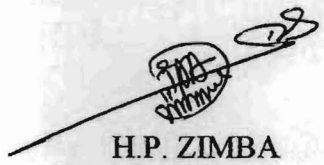
Action: OCISS

Closing Remarks:

11. The chairman thanked the members for their contribution and declared the meeting closed at 14 28hrs. The next meeting will be held at 1400hrs on 10 October 1995.

Secretarial Note

12. It is requested that the agenda for the next meeting be forwarded to the Staff Officer to Chief of Staff by 06 October 1995.


H.P. ZIMBA
MAJOR
SLOGO
APPOINTED SECRETARY
(Ext n° 11045)

DISTRIBUTION

Action:

DCOS (OPS)

DCOS (SP)

G3 Plans

MA TO DFC

CMPO

FMO

Force Engineers Coy

CISS

Mr HANER

Info:

MA TO FC

DCMO

UHAAG

CLASS
NO. 100
OF 100
DCOS 100
DCOS 100
Various
DISTRIBUTION

ALL INFORMATION CONTAINED HEREIN IS UNCLASSIFIED

DATE 10/10/01 BY 1045

CLASSIFIED BY 1045
ON 10/10/01

ALL INFORMATION CONTAINED HEREIN IS UNCLASSIFIED

CLASSIFIED BY 1045

ON 10/10/01

ALL INFORMATION CONTAINED HEREIN IS UNCLASSIFIED

CLASSIFIED BY 1045

ON 10/10/01

CLASSIFIED BY 1045
ON 10/10/01

ALL INFORMATION CONTAINED HEREIN IS UNCLASSIFIED

ALL INFORMATION CONTAINED HEREIN IS UNCLASSIFIED

DCOS (OPS)

3000.10 (Ops)

See Distribution

29 Sep 95

MINUTES OF FC'S CONFERENCE WITH SECTOR/UNIT COMDRS HELD
AT UNAMIR HQ BRIEFING ROOM AT 1000 HRS ON 29 SEP 95

Present: FC - Chairman
DFC
COS
Unit/Sector Comdrs
UNAMIR HQ Staff Offrs
SO2 Ops - Secretary

ITEM 1 - FC'S POINTS

GEN

1. The FC welcomed all present and commented that he considered it essential to hold the monthly conf with all sector/unit comdrs till the proposed close of the mission, as it gave a chance for a meaningful dialogue between the comdrs and staff offrs which would assist in solving many of the units problems, amicably. He said that he made an effort to visit all the contingents every month, essentially to meet the soldiers on ground so as to be able to assess the state of the contingents first hand.

PREVAILING POL AND MIL SIT

2. Overall security situation. The FC said that though the present security sit was calm, it was important to remember that Rwanda had no law per se and no judicial system as of date. He said that the sit was still volatile and thus all comdrs should remain a step ahead always and anticipate the worst. He asked all present not to take the present sit for granted as 600-700 arrests take place every week and quoted the recent incident in Sector 5 where for the first time, approx two pls strength of FRGF troops, infiltrated into Rwanda. He said that though the world support to the FRGF is reducing, with the impending departure of UNAMIR in Dec 95, the initiative was slipping out of the hands of the FRGF and thus in the next two months, they were likely to capture a part of Rwanda and thus, force the UN and the International Community to recognize two legitimate claimants for Rwanda. In view of this possible scenario, the FC asked all comdrs to be extra alert till the closure of the mission.

3. Repatriation of refugees. The FC remarked that the ongoing repatriation of refugees, was a big disappointment as most of the returnees were the Old Case Loads and not the victims of the genocide, which meant that the problem of peaceful return of refugees, still remains. He further remarked that the present Rwandese Govt has tightened its grip on its politics by eliminating opposition within themselves, thus indicating that a hardliner path to solve the crisis in the country, has been formulated. The FC said that it was now upto the Govt to display to the world, its sincerity and credibility towards restoring normalcy in Rwanda.

4. Need to monitor activities in respective AORs. The FC asked all unit/sector comdrs to monitor the activities in their respective sectors/ major cities, and report accurately as this would greatly assist the political segment of UNAMIR to negotiate with the Govt from a position of strength.

OP ASPECTS

5. Reporting of Incidents The FC said that whenever any incident occurs, the concerned unit must submit a timely and accurate report to the Force HQ stating all relevant facts pertaining to the incident.

6. Perimeter Defenses The FC said during his visits to the units and sectors, he had noticed that there is a requirement of improving the perimeter defenses of the unit locs. He further remarked that with the impending closure of the mission, locals would try and enter unit lines to try and take away any items that were lying around. To prevent such incidents, he asked that all unit defenses should be made in such a fashion, so as to act as a deterrence to anyone trying to enter the unit premises.

7. Info Collection Charts The FC said that the Info Collection Charts have been issued to all units. Contingents were now required to study the charts and comply with the instructions given as also follow the format of reporting, which would assist the Force HQ staff to carry out meaningful and accurate interpretation.

8. Unit Training The FC said that a policy letter has been issued by him on trg to be conducted by all contingents. He directed all OCs to ensure that the proposed trg is carried out properly under their personal supervision. He added that units should ask the Force HQ for any assistance required to carry out the training.

9. Reports and Returns Contingents to ensure that all reports and returns are submitted in time and are accurate in all respects.

10. Comm Facilities to Milobs Sector HQ The FC informed that all Milobs Sector HQs have been provided tele, fax and radio facilities. In addition, Kigali, Gikongoro, Butare, Cyangugu, Ruhengeri and Gisenyi also have INMARSAT-C (Data) facilities. He complemented the Force Sig Coy for having greatly improved the comm facilities in UNAMIR AOR.

11. Assistance to Rwandatel The FC informed all present that Rwandatel has sought and is being continuously provided assistance for repair and maintenance of radio eqpt, activation and laying of telephone lines and other technical expertise. He further added that once Rwandatel was made fully functional, though it would increase the autonomy and comm facilities of UNAMIR, it was not a secure means of comm.

12. Alternate transmitter site on Mt Karongi The FC informed that work for construction of alternate site for the transmitter presently on Mt Karongi, has commenced. This, he said would increase autonomy and comm ranges for UNAMIR in Rwanda.

13. Security and Evacuation Plan The FC informed all present that the UNAMIR Security and Evacuation Plan was issued on 21 Aug 95. Based on this document, sector comdrs were to prepare their respective plans and forward them to the Force HQ, which has been done. The plans have been perused and it has been observed that there is a lack of uniformity in terms of content in all the plans. More over, some of the important issues have not been addressed and foreseeable contingencies not catered for. He said that he would like sector comdrs to review their plans in conjunction with the Milobs in the respective sectors, and focus on the following issues in particular:

- a. Identification of all UN Agencies and NGOs in the sectors with their loc state.
- b. Method of concentrating all these personnel at predetermined locs if and when required.
- c. A comm plan integrating all agencies in the sectors.

14. MT Accidents The FC said that unit comdrs should ensure that their veh drivers are well trained and that MT accidents are kept to a minimum. Any defaulter should be dealt with strictly. The FC further asked unit comdrs to encourage the use of seat belts by the drivers in their respective units. He added that necessary instrs should be passed that vehs should be parked backed up, so as to avoid any accident while backing out of a parking place.

LGS ASPECTS

15. Distribution of Heavy Trucks. The FC informed that the FALD New York has authorized UNAMIR to retain 24 DAF trucks out of 50 DAF trucks initially meant to be shipped to Angola. The allocation of the trucks will be temporarily suspended until the balance of the 26 trucks meant to be shipped to Angola is sorted out.

16. Initial Staffing UNAMIR Closure Plan. The FC said that the current UNAMIR mandate may be terminating on 09 Dec 95 and thus there was a need to prepare a Withdrawal/Closure Plan. This will be issued as an Admin O to the Operation Order to be issued by the Operation Branch. If the mandate is renewed, only necessary amendments as necessary would be carried out on the existing Admin O currently in circulation, to suit the new mandate. Additional details would be included in the Admin O to be promulgated with the OP O. Should the mandate not be renewed, the following actions are expected to be carried out by the contingents:

- a. Write off all the equipment and stores that are required to be written off as per the Property Survey Unit (PSU) guide lines.
- b. Out Survey of all the equipment brought into the theater by contingents should be carried out.
- c. Liaise with sector FSA who will coordinate the handing over of all UN owned equipment and accommodation.
- d. Preparation of personnel and contingent owned equipment (COE) for repatriation in line with the withdrawal Operation Order to be issued by the Operations Branch.

17. First Line Repairs. The FC informed all present that the CITMM had established Forward Repair Workshop at Butare to minimize the delays caused by the distance between Sectors 3 and 4 and the CITMM Workshop. The workshop is expected to be fully operational by first week of Oct 95. He said that it was expected that the workshop would alleviate the maintenance and recovery problems of the contingents and Milobs in Sector 3 and 4. Furthermore, CITMM has indicated that spare parts would be provided for the contingent in Sector 5C (Nicoy) to enable Milob's vehicles in Sectors 5A and 5B to be serviced in Nicoy's location. CITMM has already visited Nicoy to inspect the facilities available in the contingent and agrees with the concept, once some minor construction is completed. Staffing to estb a similar system in Ghancoy I's loc at Kibungo, is in progress.

18. Combat Rations and Bottled Water. The FC said that the emergency stocks of combat rations and bottled water will not be consumed without orders from the Force HQ. The FC added that these stores are in the unit locations for safeguarding only and are to be used when normal resupply channels are disrupted. The FC further informed that the emergency rations were authorized to Milobs also, and thus, Milobs should create their own reserves of food and water.

19. MEDICAL

a. Casevac Procedures - The FC remarked that he was pleased with the recent overall response to casevac procedures. He said that these procedures had improved since casevac SOPs had been revised.

b. Direct Evac to NORMED - The FC reminded the Milobs that when making evac requests, the basic essential data should be provided and that the request should come directly to Med Auth who will determine to which location the casualty will be taken, the aim being to speed up the evacuation process.

c. Epidemic Reporting - The FC reminded the unit/sector Comds that for epidemic reporting etc, sector RAP medical resources should be used to investigate and determine the nature of any suspected outbreaks. Report of findings should preferably be forwarded to the FMO through Medical Channels.

d. Medical Assistance While on RR/Leave - The FC informed that the procedures for seeking medical assistance while on RR/Leave in Nairobi have been distributed. He reminded all present that upon returning from RR/Leave, it was necessary to report to the Med Br so as to facilitate payments and for follow-up medical treatment if required.

HUMANITARIAN ASPECTS

20. Humanitarian Assistance The FC said that as the resources available with UNAMIR for humanitarian purposes are limited, units must ensure that they do not promise any assistance which is beyond the capability of UNAMIR. He complemented all contingents for the excellent job done in carrying out humanitarian assistance tasks in the respective AORs.

21. Repairs to Rehabilitation School in Butare The FC said that the Force Engr Coy had done an excellent job in repairing the Rehabilitation School in Butare. All repairs, installation of sanitary facilities and restoration of water supply has been completed. The remaining task of electrification of the school has commenced.

22. Support to Non UNAMIR Agencies. Op O Number 22 requires that where possible, logistic support should be provided to assist humanitarian relief agencies. As UNAMIR logistic resources are extremely limited, the provision of this support will be coordinated and vetted at the highest level. All requests for support of this nature are to be directed to the UHAAG. After UHAAG approval, support requests are to be directed to the appropriate 2nd or 1st line agency by Ops/G4 staff for tasking. This will substantially increase the quantity of requests for humanitarian assistance which will have to be done by first line tpt. In order to minimize the financial impact on UNAMIR, military resources will be utilized in a more pro-active manner than before. These taskings will be issued to the various contingents and sectors through the Ops/G4.

PROSPECT OF MANDATE

23. The FC said that he was still working on the phasing out period for UNAMIR. He informed that the mandated strength of 1800 which had to be achieved by 08 Oct 95, had already been reached. The FC further remarked that he did not support UNAMIR staying beyond 08 Dec 95 unless the Govt of Rwanda requested it to do so with a well defined mandate and under proper working conditions. He said that as of date, the Rwandese Govt was not keen for UNAMIR to continue beyond 08 Dec 95, but it was likely that political pressure may be put on the govt by the International Community so as to force it to accept the continuation of UNAMIR beyond the mandated date.

MISC POINTS

24. The FC remarked that exemplary conduct and display of excellence of military skills by units, would give the soldiers a feeling of satisfaction of a job well done. He asked all present to be proud of the fact that they formed part of UNAMIR. He added that unit comdrs should ensure that unit lines are clean, credible unit defs are constructed and a high standard of mil discipline is displayed right till the time that the last soldier of UNAMIR leaves Rwanda.

ITEM 2 - SECTOR 1

25. Gen The sector comdr introduced the new sector to all present. He then gave out details of deployment of tps in the AOR incl that of Ghancoy II which is in loc only, and maj activities in the sector and duties being performed by the contingent.

26. Security Sit The CO informed that the security sit in his sector had improved and that the RPA and the Gendarmerie were well est and in control of the security. He informed of reports of harassment of prisoners in Sector 1A. As regards Sector 1B, the CO

said that regular reports of killings, banditry activities and arbitrary activities continue. The CO further gave out details of FRGF activities in his AOR.

27. Humanitarian Activities The CO informed all present of the humanitarian activities like engr tasks, donation of rations, tpt assistance and medical treatment being performed by his contingent.

28. FC's Comments The FC complemented Indbatt for the excellent work being performed by the troops in all spheres of activities.

ITEM 3 - SECTOR 2

29. Gen The CO informed that the unit completed its rotation on 09 Sep 95. He informed that his contingent was now mainly performing humanitarian tasks.

30. Op Problems The CO said that the relations with the RPA were good. He said that the problem with the check point on the Bare road for the Milobs and B&R personnel had been resolved by the provision of an unarmed RPA liaison person.

31. Lgs The CO said that most of the permanent accn had been vacated and that the troops would fully move into tentage within a week. As regards excess stores, he informed that excess UNAMIR stores were being returned while stores required to be despatched to Ghana, were being packed.

ITEM 4 - SECTOR 3

32. The CO Malicoy informed that his unit had arrive in UNAMIR only three weeks back. He then gave out the various activities including humanitarian tasks that were being performed by his troops.

ITEM 5 - SECTOR 4

33. Relations with RPA The CO said that though the relations with the RPA were strained initially, there had been an improvement lately. He however was of the opinion that this improvement was only superficial, as the RPA refuse to allow the locals, Prefects and the Gendarmerie to disclose any info to UNAMIR.

34. Security Sit The CO informed that though the security sit was outwardly calm, there has been a sudden increase in the number of killings, cattle thefts and acts of sabotage. He said that due to the uncertain security sit, the locals are scared to divulge any info to UNAMIR personnel.

35. Problems The CO projected the following problems being faced by his unit:

- a. Identification of the needs of the locals not possible due to lack of info.
- b. Critical shortage of tpt in the unit, especially trucks.
- c. Inability to provide a guard at the Transit Camp as RPA is already guarding the camp. Till such time that the RPA does not pull out from the camp, it is not possible for Malawicoy to provide a guard there.
- d. Too many civilian B&R workers within the unit lines which is a serious security threat.
- e. Problem of trying to keep the troops busy in light of reduced activity.

ITEM 6 - SECTOR 5

36. The CO informed that an uneasy calm prevailed in his sector as of date. He further said that approx 1000 returnees continue to enter Rwanda through his AOR every day. Later, he gave out details of activities and humanitarian tasks being performed by his unit.

ITEM 7 - FMO

37. Gen The FMO informed that the overall state of health was satisfactory. He informed that NORMED which arrived 1 1/2 months back, was now fully established and could provide Level 2 and limited Level 3 medical support. He also mentioned that NORMED is likely to get another surgeon by 04 Oct 95. Later, he gave details of humanitarian tasks being carried out by NORMED.

38. Med Resupply The FMO informed that the medical resupply procedure which had stopped, has recommenced and has been streamlined. He also informed that adequate stock of medicines are now available in the mission area.

39. LZ at Trafipro The FMO informed that negotiations are on with the RPA to allow helis carrying critically ill/injured patients, to land at the Trafipro which would drastically cut down the time for patients to receive life saving medical attention.

ITEM 8 - 95 CMSG

40. Gen The CO briefed all present on the formation and composition of his unit. He stated that the support provided by the Integrated Logistics Organization, has been satisfactory.

41. Problem Areas The CO brought out the following problem areas:

a. Aid to Non-UNAMIR Agencies/Org The CO said that the current trend to exclude B&R in sp of non-UNAMIR tasks, creates an additional burden on all contingents and recommended that B&R must be intimately involved in all humanitarian support. The COS remarked that the B&R were willing to give the vehs but not the drivers as additional payments would have to be made to them. The COS further added that the UN budget does not cater for performance of humanitarian tasks.

b. Decision on Mandate Renewal The CO informed that currently stocks were being depleted without reordering, in anticipation that the mandate will not be renewed. This would lead to a critical shortfall for UN personnel staying beyond 09 Dec 95 and thus it was essential to carefully assess the support requirement beyond 09 Dec 95. The COS informed that two Task Forces had been ordered to identify what to order and what not to order and in what quantity beyond 09 Dec 95. He further confirmed that adequate stocks would be available till the end of the mission.

c. Areas beyond control of 95 CMSG The CO said that his unit has limited capability, the main assets being in heavy lift and heavy recovery. He further informed that support to UNAMIR could be enhanced if his unit had greater influence and autonomy in the following areas:

- i. Priority of veh repairs.
- ii. Repair parts procurement and stocking policy.
- iii. Lack of authority for local procurement.

ITEM 9 - FC'S CLOSING REMARKS

42. The FC thanked all present for having attended the conference. He emphasized the following points:

a. Unit comdrs to ensure that tps take adequate anti-malaria precautions and build up confidence in the Mefloquin drug.

b. In event of a mil pull out of Rwanda, the concept would be to pull back tps which are the furthest out through Indbatt

and 95 CMSG. The tps to finally withdraw would be a small party of Indbatt, an element of 95 CMSG and some principal staff offrs.

43. In conclusion, the FC asked all present to go and visit each other's locs so as to interact with each other, learn and share each other's concerns and knowledge and last but not the least, foster esprit de corps amongst all contingents.



T M PITRE
MAJ
SO2 OPS

Distribution:

External:

Sector 1
Sector 2
Sector 3
Sector 4
Sector 5
Force Sig Coy
Force Engr Coy
95 CMSG
DCMO

Internal:

FC
DFC
COS
DCOS OPS
DCOS SP
G3 OPS
G3 PLANS
G1
G2
G3 ENGRS
G3 AIR
G4
CLO
FSO
CMO
FMO
CISS
CAO
Office Copy

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

To: DCOS(OPS)
DCOS(SP)
DCMO
FMO

Info: DFC

From: Col KS Sivakumar
COS

Date: 22 September 1995

Subject: FC's MONTHLY SECTOR COMMANDERS' CONFERENCE - 29 SEP 95

1. The next FC's Monthly Sector Commanders' Conference is scheduled to be held on 29 September 1995 at 1000 hrs.
2. You are requested to forward the points to be highlighted by the FC during the above conference by Wednesday, 27 September 1995.

*93 OPS
Get the rest of the
staff to suggest points
for our compilation*

*See
23/9*

*Done
27/9 (M3)*

DCOS OPS OPENING REMARKS - OPS CONFERENCE 27 SEP 95

1. On behalf of all staff officers and myself of the Ops Branch of UNAMIR HQ I welcome you all to this Ops Officers conference. As you may be aware I took over as the DCOS Ops on the 29 Aug 95 and since then it has been my endeavour to ensure that I see your deployment and role on ground so as to be in a position to appreciate your strength and weakness on ground. I am particularly pleased to inform you that with the constraints of the present mandate, you have been performing your duties in a most commendable manner.

2. The security situation in most parts of Rwanda continues to remain calm. However, the situation on the western and the North Western part of Rwanda bordering Zaire has been generally tense due to a mix of number of reasons. The most prominent has been the killing of over 100 people of a particular ethnic group on the night of 11/12 Sep 95 in the Gyseni Prefecture. This has created a sense of insecurity among the locals and will continue to prevail as long as such sporadic incidents involving large scale killing take place. It is also an indicator of the fact that one cannot discount the possibility of the FRGF/Interhamwe infiltrating along the western borders and creating similar situations in future. Small scale intrusions, as you are aware, have been continuing and it may increase in numbers in the near future. This in turn entails that the formed troops must continuously monitor the

situation through MILOBS and UN/other agencies for periodic assessment.

3. On the humanitarian front, the problem of return of refugees continues to remain as before. There has been no marked increase in the numbers except the period covering last week of Aug 95. Reports from UNHCR however indicate that they plan to repatriate large numbers in the near future. If it happens, you would be required to assist the agencies involved in some form or the other.

4. Continue to maintain healthy working relations with the RPA and other local Govt agencies. If you are able to provide any assistance which is well within your resources do so as it will go a long way in projecting the positive image of UNAMIR. Never ever, I repeat NEVER antagonise "them".

5. We had recently issued the Rule of Engagement (ROE) which have been revised in line with the new mandate. It must be ensured that troops are adequately briefed on its contents so that none violates the rules pertaining to use of force and the circumstances under which force can be applied.

6. While it may not be the right forum, I feel it incumbent on my part to remind you of the necessity of ensuring the security of arms, ammunition and other important equipment held on your charge, likewise you must also ensure that UNAMIR property issued to the contingents are equally well protected. I am sure you have all received the instructions on Reporting of info, Trg policy, Info collection task tables and the Sy and Evac plan. Please study these instrs and comply with them.

7. There might be instrs out in a few days on mine awareness lectures to be delivered in your various sector HQ to be org by you and some of our specialist units to all, including the NGOS AND UN Agencies in the field due to the increase in mine (EOD) accidents of late.

8. Another area of concern is the act of sabotage being perpetrated by some groups of persons in the form of blowing up Power Pylons and Comm Eqpt and some times attempts to disrupt water supply systems.

9. We must therefore be security conscious about our own sources and resources of the supply and use of these commodities. The Sy of our Camps and installations must be priority areas not to be overlooked.

10. Let us have short and fruitful discussions which rather should lay emphasis on what we are doing and should be done towards the achievement of UNAMIR MANDATE AND OUR MISSION instead of laying blame and trying to justify what has gone wrong. Once more you are welcome.

Thank you.



UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA

NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

To: DCOS(OPS)
DCOS(SP)
FMO
MILOB GP HQ
CIVPOL HQ
CISS
CBMS

From: COS

Date: 25 Sep 95

SUBJECT: COS FORTNIGHTLY ADMINISTRATIVE MEETING - 26 SEP 95

1. The agenda for COS Fortnightly Administrative Meeting scheduled to be held on 26 Sep 95 is attached.
2. This is for your info and necessary action.

Sen
Nku
261405B
~~*[Signature]*~~

Sen
[Signature]

AGENDA FOR COS FORTNIGHTLY ADMINISTRATIVE MEETING - 26 SEP 95

1. Update on DAF Vehicles.
2. Update on M113 Vehicles.
3. Humanitarian Assistance Tasking Policy.
4. Reduction in Warehouse Holdings.
5. NVDs to MILOB Sectors.
6. Access to Facilities at PX, MGT & BV.
7. Repairs to Accommodation at Nyundo Camp.
8. Office Accommodation at Ruhengeri
9. Miscellaneous points.
10. Points by the participants. ✓
11. Closing remarks by the Chairman.

...

To: D COS OPS

From: G2 Info

27 Sep 95

SUBJECT: FORCE COMMANDER SPEAKING POINTS

1. G2 points for all sectors have been covered in previous conferences and have not changed. However, it is requested that the Force Commander place great emphasis on REPORTING:

a. timeliness of reports. Significant incidents, whether suspected or confirmed, must be reported immediately to HQ UNAMIR. Details should follow in subsequent reports as the situation is clarified through investigation. Do not assume UNAMIR HQ (OPERATIONS) is monitoring the Sector operations nets, if you want UNAMIR HQ to know, tell them.

b. completeness of reports. Good investigative detail must be incorporated into follow-up reporting. Specific details are necessary to paint the bigger picture, SOPs, tactics, equipment, arms, ordnance, suppliers, external support, links to certain groups and ways to defeat the threat. A rule of thumb should be, "if you are uncertain a detail is of intelligence value or not, include it anyway."

GB OPS (maj Peter)

*See if we have not
already incl this in the
points to FC through COS*

*BSU
27/9*

*Reviewed
AAH
27/9*

To : DCOS (Ops)

From : Force Signal Officer

File : 101/Ind Sigs/Conf

Date : 25 Sep 95

Subject FC's CONFERENCE - SPEAKING POINTS

①
Seen
Aff. Maj Reta
Recd
26/2

1. Please refer to your letter 3000.10 (OPS) dated 23 Sep 95.
2. The following are the speaking points for FC's Conference :
 - a. All Milobs Sector HQs have been provided with tele, fax and radio facilities. In addition, Kigali, Gikongoro, Butare, Cyangugu, Nyundo, Ruhengeri and Gisenyi also have INMARSAT-C (Data) facilities.
 - b. RwandaTel has sought and is being continuously provided assistance for repair and maintenance of radio equipment, activation and laying of telephone lines and other technical expertise.
 - c. Work for construction for alternate site for Mount Karongi has been commenced.

27/9
Actioned

AV Malhotra
(AV Malhotra)
Maj
Force Signal Officer

From : DCOS OPS

File No : 3000.10 (OPs)

To : COMD SECTOR 1
COMD SECTOR 2
COMD SECTOR 3
COMD SECTOR 4
COMD SECTOR 5
OC FORCE SIG COY
OC FORCE ENGR COY
CO 95 CMSG
G3 AIR
DCMO

INFO : DFC
COS
DCOS SP
FMO
G1
G2
G3 PLANS
G3 ENGR
G4
CTO

DATE : 23 SEP 95

SUBJECT : FC's MONTHLY CONFERENCE WITH
UNIT/SECTOR COMDS ON 29 SEP 95

1. The above mentioned conference is scheduled for 29 Sep 95 at UNAMIR HQ Briefing Room at 1000 hrs. All addressees are required to attend.

2. Unit/Sector Commanders should be prepared to highlight operational problems they face in their Sectors/AOR.

3. A programme for the conference is hereby attached.

4. Heli arrangement for the conference is as follows :

| | <u>LOC</u> | <u>ETA</u> | <u>ETD</u> |
|----|----------------|------------|------------|
| a. | KIGALI | - | 0700 HRS |
| b. | GIKONGORO | 0730 HRS | 0735 HRS |
| c. | SHAGASHA | 0800 HRS | 0805 HRS |
| d. | NYUNDO | 0835 HRS | 0840 HRS |
| e. | KIGALI | 0920 HRS | - |
| f. | HOMEWARD BOUND | - | 1400 HRS |

5. OC Ghancoy I is requested to attend the conf under own arrangements.

6. CTO is requested to provide tpt to pick up the offrs from the Presidential Hanger at 0900 hrs

7. Our letter 3000.10 (OPS) dated 22 Sep 95 may be treated as cancelled.

PROGRAMME FOR THE FORCE COMMANDER'S CONFERENCE
29 SEP 95

| SRL | TIME | ACTIVITY | REMARKS |
|-----|------|-------------------------|-----------------|
| 1. | 1000 | FC'S REMARKS | |
| 2. | | COMD SECTOR 1 | 10 MINS EACH |
| 3. | | COMD SECTOR 2 | " |
| 4. | | COMD SECTOR 3 | " |
| 5. | | COMD SECTOR 4 | " |
| 6. | | COMD SECTOR 5 | " |
| 7. | | OC FORCE SIG COY | " |
| 8. | | FMO | " |
| 9. | | CO CMSG | " |
| 10. | | OC FORCE ENGR COY | " |
| 11. | | DCMO | " |
| 12. | | PTS FROM STAFF | " |
| 13. | | FC'S CONCLUDING REMARKS | - |
| 14. | 1200 | LUNCH | - |
| 15. | 1400 | HELI DEPARTURE | - |

28

PROGRAMME FOR THE FORC

| SER. | TIME | ACTIVITY |
|------|------|----------|
| 1 | 0800 | PR |
| 2 | | PR |
| 3 | | PR |
| 4 | | PR |
| 5 | | PR |
| 6 | | PR |
| 7 | | PR |
| 8 | | PR |
| 9 | | PR |
| 10 | | PR |
| 11 | | PR |
| 12 | | PR |
| 13 | | PR |
| 14 | | PR |
| 15 | | PR |
| 16 | | PR |
| 17 | | PR |
| 18 | | PR |
| 19 | | PR |
| 20 | | PR |
| 21 | | PR |
| 22 | | PR |
| 23 | | PR |
| 24 | | PR |
| 25 | | PR |
| 26 | | PR |
| 27 | | PR |
| 28 | | PR |
| 29 | | PR |
| 30 | | PR |
| 31 | | PR |
| 32 | | PR |
| 33 | | PR |
| 34 | | PR |
| 35 | | PR |
| 36 | | PR |
| 37 | | PR |
| 38 | | PR |
| 39 | | PR |
| 40 | | PR |
| 41 | | PR |
| 42 | | PR |
| 43 | | PR |
| 44 | | PR |
| 45 | | PR |
| 46 | | PR |
| 47 | | PR |
| 48 | | PR |
| 49 | | PR |
| 50 | | PR |
| 51 | | PR |
| 52 | | PR |
| 53 | | PR |
| 54 | | PR |
| 55 | | PR |
| 56 | | PR |
| 57 | | PR |
| 58 | | PR |
| 59 | | PR |
| 60 | | PR |
| 61 | | PR |
| 62 | | PR |
| 63 | | PR |
| 64 | | PR |
| 65 | | PR |
| 66 | | PR |
| 67 | | PR |
| 68 | | PR |
| 69 | | PR |
| 70 | | PR |
| 71 | | PR |
| 72 | | PR |
| 73 | | PR |
| 74 | | PR |
| 75 | | PR |
| 76 | | PR |
| 77 | | PR |
| 78 | | PR |
| 79 | | PR |
| 80 | | PR |
| 81 | | PR |
| 82 | | PR |
| 83 | | PR |
| 84 | | PR |
| 85 | | PR |
| 86 | | PR |
| 87 | | PR |
| 88 | | PR |
| 89 | | PR |
| 90 | | PR |
| 91 | | PR |
| 92 | | PR |
| 93 | | PR |
| 94 | | PR |
| 95 | | PR |
| 96 | | PR |
| 97 | | PR |
| 98 | | PR |
| 99 | | PR |
| 100 | | PR |

From : DCOS OPS

File No : 3000.10 (OPs)

To : COMD SECTOR 1
COMD SECTOR 2
COMD SECTOR 3
COMD SECTOR 4
COMD SECTOR 5
OC FORCE ENGR COY
CO 95 CMSG
G3 AIR
FSO
DCMO
97 (Comd) SECTOR 6

INFO : DFC
COS
DCOS SP
FMO
G1
G2
G3 PLANS
G3 ENGR
G4

Seen
3 OPs
there is Sector 6?
23/9

DATE : SEP 95

SUBJECT : FC's MONTHLY CONFERENCE WITH
UNIT/SECTOR COMDS ON 29 SEP 95

1. The above mentioned conference is scheduled for 29 Sep 95 at UNAMIR HQ Briefing Room at 1000 hrs. All addressees are required to attend.
2. Unit/Sector Commanders should be prepared to highlight operational problems they face in their Sectors/AOR.
3. A programme for the conference is hereby attached.
4. Heli arrangement for the conference is as follows :

| | <u>LOC</u> | <u>ETA</u> | <u>ETD</u> |
|----|----------------|------------|------------|
| a. | KIGALI | - | 0700 HRS |
| b. | GIKONGORO | 0730 HRS | 0735 HRS |
| c. | CYANGUGU | 0800 HRS | 0805 HRS |
| d. | NYUNDO | 0835 HRS | 0840 HRS |
| e. | KIGALI | 0920 HRS | - |
| f. | HOMEWARD BOUND | - | 1400 HRS |

5. OC Ghancoy I is requested to attend the conf under own arrangements.

This letter is Cancelled!
23/9
(Signature)

PROGRAMME FOR THE FORCE COMMANDER'S CONFERENCE
29 SEP 95

| SRL | TIME | ACTIVITY | REMARKS |
|-----|------|-------------------------|-----------------|
| 1. | 1000 | FC'S REMARKS | |
| 2. | | COMD SECTOR 1 | 10 MINS EACH |
| 3. | | COMD SECTOR 2 | " |
| 4. | | COMD SECTOR 3 | " |
| 5. | | COMD SECTOR 4 | " |
| 6. | | COMD SECTOR 5 | " |
| 7. | | COMD SECTOR 6 22 | " |
| 8. | | FMO | " |
| 9. | | CO CMSG | " |
| 10. | | OC FORCE ENGR COY | " |
| 11. | | DCMO | " |
| 12. | | PTS FROM STAFF | " |
| 13. | | FC'S CONCLUDING REMARKS | |
| 14. | 1200 | LUNCH | |
| 15. | 1400 | HELI DEPARTURE | |

FROM : G3 OPS

3000.10 (OPS)

TO : MILOB GP HQ
95 CMSG
INDBATT
GHANCOY I
GHANCOY II
MALICOY
MALAWICOY
NICOY
FMO
FEO
FSO
G3 AIR
G3 PLANS
G3 OPS

DATE : 23 SEP 95

SUBJECT : OPS OFFICERS CONFERENCE

1. The above mentioned conference will take place on 27 Sep 95 at 0930 hrs.

2. The heli schedule for the conference is as under:

a. INBOUND

- i. ETD Kigali 0645 hrs.
- ii. ETA Gikongoro 0715 hrs, ETD Gikongoro 0720 hrs.
- iii. ETA Shagasha 0750 hrs, ETD Shagasha 0755 hrs.
- iv. ETA Nyundo 0825 hrs, ETD Nyundo 0830 hrs.
- v. ETA Kigali 0900 hrs.

b. OUTBOUND

- i. ETD Kigali 1400 hrs.
- ii. ETA Gikongoro 1430 hrs, ETD Gikongoro 1435 hrs.
- iii. ETA Shagasha 1505 hrs, ETD Shagasha 1535 hrs.
- iv. ETA Nyundo 1605 hrs, ETD Nyundo 1610 hrs.
- v. ETA Kigali 1640 hrs.

3. All ops officers coming by heli are requested to be on time at the helipad to prevent delays. Ops offr of Ghancoy I is requested to attend the conf under own arrangments.

4. CTO is requested to provide tpt to pick up the offrs from the Presidential Hanger at 0900 hrs.

5. Our letter on the above subject dated 22 Sep 95 may be treated as cancelled.

FROM : DCOS OPS

3000.10 (OPS)

TO : G3 OPS
G3 PLANS
G3 ENGR
G3 AIR
G2
FSO
CLO

INFO : COS
DCOS SP

DATE : 23 SEP 95

SUBJECT : FC'S CONFERENCE - SPEAKING POINTS

1. All action addresses are requested to provide agenda points and speaking notes for the FC's address during his upcoming conference on 29 Sep 95. As he will be presenting all areas of concern himself and none of the staff will be expected to brief the conference, detailed notes on any applicable subject area will be required.

2. Notes are required to be submitted to me NLT 0800 hrs ~~26~~ Sep 95. Nil returns, if applicable, are required.

From : DCOS OPS

File No : 3000.10(OPs)

To : COMD SECTOR 1
COMD SECTOR 2
COMD SECTOR 3
COMD SECTOR 4
COMD SECTOR 5
OC FORCE ENGR COY
CO 95 CMSG
G3 AIR
FSO
DCMO
Section 6

INFO : DFC
COS
DCOS SP
FMO
G1
G2
G3 PLANS
G3 ENGR
G4

DATE : SEP 95

SUBJECT : FC's MONTHLY CONFERENCE WITH
UNIT/SECTOR COMDS ON 29 SEP 95

1. The above mentioned conference is scheduled for 29 Sep 95 at JNAMIR HQ Briefing Room at 1000 hrs. All addressees are required to attend.

2. Unit/Sector Commanders should be prepared to highlight operational problems they face in their Sectors/AOR.

3. A programme for the conference is hereby attached.

4. Heli arrangement for the conference is as follows :

| | <u>LOC</u> | <u>ETA</u> | <u>ETD</u> |
|----|----------------|------------|------------|
| a. | KIGALI | - | 0700 HRS |
| b. | GIKONGORO | 0730 HRS | 0735 HRS |
| c. | CYANGUGU | 0800 HRS | 0805 HRS |
| d. | NYUNDO | 0835 HRS | 0840 HRS |
| e. | KIGALI | 0920 HRS | - |
| f. | HOMEWARD BOUND | - | 1400 HRS |

5. OC Ghancoy I is requested to attend the conf under own arrangements.

PROGRAMME FOR THE FORCE COMMANDER'S CONFERENCE
29 SEP 95

| SRL | TIME | ACTIVITY | REMARKS |
|-----|------|-------------------------|-----------------|
| 1. | 1000 | FC'S REMARKS | |
| 2. | | COMD SECTOR 1 | 10 MINS EACH |
| 3. | | COMD SECTOR 2 | " |
| 4. | | COMD SECTOR 3 | " |
| 5. | | COMD SECTOR 4 | " |
| 6. | | COMD SECTOR 5 | " |
| 7. | | COMD SECTOR 6 | " |
| 8. | | FMO | " |
| 9. | | CO CMSG | " |
| 10. | | OC FORCE ENGR COY | " |
| 11. | | DCMO | " |
| 12. | | PTS FROM STAFF | " |
| 13. | | FC'S CONCLUDING REMARKS | |
| 14. | 1200 | LUNCH | |
| 15. | 1400 | HELI DEPARTURE | |

FROM : G3 OPS

3000.10 (OPS)

TO : MILOB GP HQ
95 CMSG
INDBATT
GHANCOY I
GHANCOY II
MALICOY
MALAWICOY
NICOY
FMO
FEO
FSO
G3 AIR
G3 PLANS
G3 OPS

DATE : 22 SEP 95

SUBJECT : OPS OFFICERS CONFERENCE

1. The above mentioned conference will take place on 27 Sep 95 at 0930 hrs.

2. The heli schedule for the conference is as under:

a. INBOUND

- i. ETD Kigali 0645 hrs.
- ii. ETA Gikongoro 0715 hrs, ETD Gikongoro 0720 hrs.
- iii. ETA Cyangugu 0750 hrs, ETD Cyangugu 0755 hrs.
- iv. ETA Nyundo 0825 hrs, ETD Nyundo 0830 hrs.
- v. ETA Kigali 0900 hrs.

b. OUTBOUND

- i. ETD Kigali 1400 hrs.
- ii. ETA Gikongoro 1430 hrs, ETD Gikongoro 1435 hrs.
- iii. ETA Cyangugu 1505 hrs, ETD Cyangugu 1535 hrs.
- iv. ETA Nyundo 1605 hrs, ETD Nyundo 1610 hrs.
- v. ETA Kigali 1640 hrs.

3. All ops officers coming by heli are requested to be on time at the helipad to prevent delays. Ops offr of Ghancy I is requested to attend the conf under own arrangements.

4. CTO is requested to provide tpt to pick up the offrs from the Presidential Hanger at 0900 hrs.

OPS BRANCH
UNAMIR HQ
Kigali, RWANDA

3000.10 (Ops)

22 Sep 95

See Distribution

MINUTES OF OPS BRANCH FORTNIGHTLY STAFF CONF HELD AT 1000
HRS ON 22 SEP 95 IN UNAMIR CONF ROOM

PRESENT : Col DCK Kattah - Chairman
Ops Branch Staff Offrs
Maj T M Pitre - Secretary

ITEM I - DCOS OPS POINTS

1. The Chairman welcomed all present to the first ops branch staff conf after he took over as DCOS Ops. He emphasized the following points:

a. Policy Letters The Chairman said that in the past, policy letters were being issued without his being info or being signed by other staff offrs under their appointments. He directed that in future, any policy letter from ops branch will be issued with his concurrence and under his signature.

b. Leave Policy The Chairman informed that leave was a privilege and not a right. As such, in future, anybody desirous of proceeding on leave would have to seek the approval of the DCOS Ops who would then accord approval depending on the exigencies of service.

c. Office Attendance The Chairman directed that if any staff offr has to leave the office during working hours, he must do so after informing the concerned person of his loc and likely time by which he would return. The Chairman further directed that no office would be left unattended during working hours.

d. Designation of replacement The Chairman directed that when any staff offr proceeds out of the office or the mission area, he must designate a replacement and brief him adequately so that continuity is maintained in the working of the branch/cell.

e. Staff Conf The Chairman informed that the fortnightly ops branch staff conf would be held on the first and last Wed of every month. He further informed that the next

conf would be held on 27 Sep 95 at 1000 hrs.

f. Duty Officers The Chairman said that the duty offrs who compile the daily sitrep for New York from sitreps received from contingents, must clarify and verify any discrepancies. He further said that duty offrs must ensure that all info and events included are correct and complete.

g. Morning Briefings The Chairman remarked that he was not happy with the standard of the morning briefing. He said that indl mannerisms must be avoided and that aids that would assist in the briefing, must be used. He further said that as the morning brief was an ops branch responsibility, it was important that a good standard of briefing was set by the ops branch offrs for the others to follow.

h. Misc Points The Chairman asked all present to work as a team and as a family. He remarked that each one should be a loyal member of the team and everyone in the ops branch should respect each other's offices. The Chairman further said that he had full confidence in the professional capability of each and everyone in the branch and asked all present to help and support each other so that the branch as a whole works towards a common aim.

ITEM II - UPDATE OF PERS STATE IN VARIOUS CELLS

G3 Ops

2. The G3 Ops informed that in Oct 95, two SDOs, one SO 2 Ops and two DOs were leaving the mission area on repatriation. He further said that while there was no requirement of a replacement for the SO 2 Ops, an additional three Capts need to be posted as DOs and this case has already been taken up with the DCOS Sp and CMPO.

3. Comments The Chairman agreed to the suggestion of requesting for three additional DOs. He further asked the G3 Ops to ensure that all maps in the Force HQ are updated at the earliest.

G2 Info

4. The G2 informed that presently, there were five offrs posted in the info cell and that there was a requirement to post an additional two more offrs. He also said that there was a requirement of allotting four Toyota Landcruisers to the cell as the two vehs held in the cell at present were in a poor condition of serviceability which hampered the cell's capability to go on ground to collect info.

5. Comments The DCOS Ops informed that he was awaiting the FC's clearance to implement the int collection report. He further said that there was an overall shortage of vehicles in UNAMIR, it seemed unlikely that additional vehicles could be allotted to the G2 section.

G3 Air

5. The G3 Air informed that Sqn Ldr R Ogunjobi was being repatriated in Oct 95 and thus there was a need to post in his replacement. He further said that there were 2-3 pilots amongst the Milobs who with two to three weeks of trg, could carry out the required duties.

6. Comments The DCOS Ops agreed to the suggestion of posting in a Milob who is a pilot and said that he would take up the matter with the DCMO.

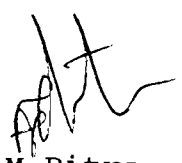
CLO

7. The CLO informed that at the end of Oct 95, all the offrs presently in the Liaison Cell would have been repatriated and thus there was a need to post in at least one addl offr in the cell at the earliest. The G3 Plans commented that feasibility be examined of posting in an offr from another cell which has a lesser work load.

8. Comments The DCOS Ops directed the G3 Plans to work out a draft plan for allotment of manpower to various cells of the ops branch and to discuss the same with him at the earliest.

ITEM III - CONCLUSION

9. The Chairman thanked all the offrs for having attended the meeting. He reemphasized the need for all the cells to work as a team so as to make the ops branch more effective than what it is present. He also remarked that from the next meeting onwards, he expected more suggestions from all the participants on how to improve the efficiency of the branch.



T M Pitre
Maj
Secretary

Distribution:

Action:

G3 OPS
G3 PLANS
G3 AIR
G2 INFO
FSO
FEO
CLO
SDOs
DOs

Info:

COS

FROM : DCOS OPS 

3000.10 (OPS)

TO : G3 OPS
G3 PLANS
G3 ENGR
G3 AIR
G2
FSO
CLO

INFO : COS
DCOS SP

DATE : 23 SEP 95

SUBJECT : FC's CONFERENCE - SPEAKING POINTS

1. All action addresses are requested to provide agenda points and speaking notes for the FC's address during his upcoming conference on 29 Sep 95. As he will be presenting all areas of concern himself and none of the staff will be expected to brief the conference, detailed notes on any applicable subject area will be required.

2. Notes are required to be submitted to me NLT 0800 hrs ~~26~~ Sep 95. Nil returns, if applicable, are required.



FROM : G3 OPS

3000.10 (OPS)

TO : MILOB GP HQ
95 CMSG
INDBATT
GHANCOY I
GHANCOY II
MALICOY
MALAWICOY
NICOY
FMO
FEO
FSO
G3 AIR
G3 PLANS
G3 OPS

DATE : 23 SEP 95

SUBJECT : OPS OFFICERS CONFERENCE

1. The above mentioned conference will take place on 27 Sep 95 at 0930 hrs.

2. The heli schedule for the conference is as under:

a. INBOUND

- i. ETD Kigali 0645 hrs.
- ii. ETA Gikongoro 0715 hrs, ETD Gikongoro 0720 hrs.
- iii. ETA Shagasha 0750 hrs, ETD Shagasha 0755 hrs.
- iv. ETA Nyundo 0825 hrs, ETD Nyundo 0830 hrs.
- v. ETA Kigali 0900 hrs.

b. OUTBOUND

- i. ETD Kigali 1400 hrs.
- ii. ETA Gikongoro 1430 hrs, ETD Gikongoro 1435 hrs.
- iii. ETA Shagasha 1505 hrs, ETD Shagasha 1535 hrs.
- iv. ETA Nyundo 1605 hrs, ETD Nyundo 1610 hrs.
- v. ETA Kigali 1640 hrs.

3. All ops officers coming by heli are requested to be on time at the helipad to prevent delays. Ops offr of Ghancoy I is requested to attend the conf under own arrangments.

4. CTO is requested to provide tpt to pick up the offrs from the Presidential Hanger at 0900 hrs.

5. Our letter on the above subject dated 22 Sep 95 may be treated as cancelled.

FROM : DCOS\OPS
TO : ALL OPS BRANCH

DATE : 21 SEP 95

SUBJECT: OPS STAFF CONFERENCE

1. CONFERENCE OF ABOVE REF WILL BE HELD ON 22 SEP 95 AT 1000 HRS IN THE CONFERENCE ROOM.
2. ALL OPS BRANCH STAFF ARE TO ATTEND.
3. THE AGENDA IS AS FOLLOWS:
 - A. MANNING LEVELS OF EACH SECTION.
 - B. CHANNELS OF COMMUNICATION.
4. ANY OTHER POINT WILL BE SUBMITTED NO LATER THAN 22 SEP 0900 HRS.