

[8 CONFIDENTIAL]

UN ARCHIVES

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C plans

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Copy No. 20 of 28
UNAMIR
FORCE HQ
Kigali

23 May 1994

3000.15 (OPS)

See Distribution:

SUBJECT: ADDITIONAL INSTRUCTION NO 1 TO OPO-11

Reference: Operation Order No. 11 dated 18 May 94.

1. Following actions are to be taken in addition to the orders given in the above reference:

a. BYUBAT. Be prepared to under take following additional tasks in Phase 1:

(1) Ghanbatt to be brought to its full strength.

(2) Be prepared to secure a local smaller airfield in Rwanda in order to establish the humanitarian air bridge at CYANGUGU or RUHENGGERI or GISENYI or BUTARE on order.

(3) Be prepared to provide convoy escorts from alternate airhead to Kigali.

(4) Provide security to the future Log Base to be located either at GESINYI or BUTARE or GABIRO.

b. Force Helicopter Wing.

(1) Be prepared to carry out CASEVAC on order.

(2) Be prepared to perform air reconnaissance on orders.

(3) Remain standby to lift up to a coy of troops for rapid deployment.

(4) Be prepared to provide close support to ground troops.

(5) Be prepared to lift humanitarian aid to urgently required areas and where road are not passable.

(6) Provide logistic support to ground troops on orders.

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(7) Be prepared to carry out command and liaison tasks on order.

(8) Be prepared to provide helicopter support to UNAMIR II.

2. CIVPOL.

a. Strength. 90 police officer under command of Force Commander.

b. Tasks.

(1) Deploy a police team in each of the following towns, RUHENGARI, BYUMBA, KIGALI, BUGESERA, BUTARE, GIKONGURU, CYANGUGU, KIBUYE and GITARAMA having Police Sector HQ at KIGALI, BUGESERA, BUTARE and RUHENGARI.

(2) Monitor the process of the return of Rwandese refugees/displaced persons and their resettlement.

(3) Monitor the police/gendarmerie security situation.

(4) Investigate any cases of violations in conjunction with local authorities through:

(a) Mobile patrolling.

(b) Investigation of complaints.

(c) Continuous Liaison with all the parties.

(d) Investigate and report on any incidents of harassment of refugees/displaced persons by illegal gangs or individuals.

(e) Investigate cases of human rights violations.

(f) Assist local authorities in maintaining law and order.

(g) Assist MILOB and ground troops in police matters.

3. SERVICE SUPPORT.

a. Keep TCVs ready for second line lift.

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b. Be prepared to assist HAC for carrying humanitarian assistance.

c. Workshop coy to be ready to under take second line repair. Adequate spare parts of all UN military vehs (wheel and track) are to available in the workshop.

4. Boundaries of the sectors given in Anx B of reference A is likely to change depending upon the areas held by both the forces. It will be adjusted depending upon the boundaries of both the forces and will be intimated in time.


R.A. DALLAIRE
Major General
Force Commander

Distribution:

External:

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UNAMIR
FORCE HQ

27 Apr 94

3000.15 (Ops)

See Distribution:

SUBJECT: OPERATION ORDER NO. 91. SITUATIONa. RPF/RGF/MILITIA

(1) Fighting has been going on in the country (Rwanda) for the past three weeks between the RGF and Presidential Guards on one side and the RPF on the other hand. In Kigali in particular, armed Militias have also become a force to contend with over the past three weeks. They are uncontrollable and are usually doped and drugged most of the time.

(2) The situation in Kigali keeps deteriorating day in and day out with the RPF infiltrating into the city and consolidating positions they are already holding. The RGF and the Presidential Guards are also putting up stiff resistance in the areas under their control.

(3) Attempts to broker a cease fire by UNAMIR and the facilitator of the peace Process (The President of Tanzania) have so far yielded no results. From all indications both sides are determined to carry on the fight for sometime to come.

b. UNAMIR FORCES

(1) After the withdrawal of UNAMIR troops/MILOBs from the DMZ to Kigali and further scaling down of the force to 459, all troops are presently concentrated in Kigali. Present disposition is as follows:

- (a) Byubat Coy and Bn HQ - KIA
- (b) Byubat Coy (+) - Amahoro Stadium.
- (c) Force HQ - Amahoro Hotel
- (d) Tunisian Pl (+) - Amahoro Hotel.
- (e) MILOB GP HQ - Amahoro Hotel.
- (f) Force Sp Gp - KIA.

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(2) Should this situation deteriorate further, it will be necessary to pull out all UNAMIR troops out of RWANDA.

2. MISSION. To withdraw all UNAMIR troops and some essential equipment from RWANDA.

3. EXECUTION.

a. Concept of Operations. The withdrawal will be conducted in Two Phases:

(1) Phase I. Concentration of all UNAMIR troops at KIA with some essentials for withdrawal.

(2) Phase 2. Evacuation by air or by road as soon as possible.

b. Byubat

(1) Grouping. Integral.

(2) Tasks

(a) Phase 1

i. Ensure security of KIA as first priority on receipt of Codeword BULL DOG.

ii. Provide security at KIA for Force HQ and all personnel/aircraft.

iii. Assemble all personnel, essential equipment and vehicles at present locations.

iv. Move personnel, equipment and vehicles to KIA.

v. Secure route from Amahoro to KIA with armed escorts.

vi. Prepare own transport with drivers for possible road evacuation.

vii. Ensure all important document, stores and equipment not being evacuated are destroyed before abandoning present locations. Only very essential materials to be taken.

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viii. Prepare load table and forward it to C Log O for approval. with 48 hrs (from issue of this order).

(b) Phase II

i. Ensure security at KIA during air evacuation.

ii. Withdraw from KIA by air.

iii. Line up for road move (if situation demands) under direction from Force HQ G-3. Format of road move at Annex A.

b. Tun Platoon (+)

(1) Grouping. Integral.

(2) Tasks

(a) Phase I

i. Provide armed escorts for Force HQ move to KIA.

ii. Concentrate all your personnel and stores at KIA.

iii. Assist Force HQ to evacuate all essential stores to KIA.

iv. Prepare vehicles and drivers for possible road move.

v. Ensure that all important documents stores and equipment not being evacuated are destroyed. Only very essential material is to be taken.

vi. Prepare load table and forward it to C Log O for approval within 48 hrs (from issue of this order).

(b) Phase II

i. Provide local protection to Force HQ at KIA.

ii. Withdraw from KIA by air.

iii. Be part of UNAMIR road convoy if evacuation is not possible by air.

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iii. Ops branch to establish Step Up HQ at Nairobi if required.

iv. Withdraw from KIA as per plan.

v. Form part of UNAMIR road convoy if required. Ops branch will be functional from command vehicle.

vi. C Log 0 to scrutinize load tables received from branches/units and allot vehicles.

(c) C Comm Offr to ensure comm to outside world during all phases,

e. Force Support Gp

(1) Tasks

(a) Phase 1.

i. Prepare vehicles and drivers for possible road move. Coord with C Log 0 for details.

ii. Assist Force HQ in loading personnel and equipment onto aircraft.

iii. Assist Mov Con (MILOB Team) in smooth loading of all personnel and equipment.

iv. Ensure all important documents and equipment not being evacuated are destroyed.

(b) Phase II

i. Withdraw by air from KIA as per plan.

ii. Be part of UNAMIR road convoy if evacuation by air is not possible.

e. Coordinating Instructions

(1) Timing

(a) Emergency. All to be at one hr NTM.

(b) Normal. All to be at four hrs NTM.

(2) Liaison. COO and CMO to liaise with warring factions for safe passage of UNAMIR troops/convoys.

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(3) All to earmark vehicles, essential stores equipment and drivers for possible withdrawal with immediate effect.

(4) Rules of Engagement. Annex C.

(5) Route for Road Withdrawal. (If undertaken) KIGALI - RUKOMO - NGONOORE - GATUNA - KABALE - KAMPALA. Sketch of route to be used out of Kigali attached as Annex D.

4. SERVICE SUPPORT

a. Feeding. All to carry three days C - ration.

b. Water. Enough water to be carried centrally by all groups.

c. Dress. As per UNAMIR instructions. Flak jackets and steel helmets to be worn.

d. Weapons. All to carry personal weapons.

e. Ammo. First line ammo will be carried with hand grenades by all. Convoy protection escorts to carry LAWS.

f. Medical. Force Sp Platoon medical elements to provide medical support in both phases.

g. Tpt. C Log O to work out detailed requirement of tpt with immediate effect.

h. Fuel. C Log O to work out requirements for a possible road move.

5. COMMAND AND SIGNAL

a. Locations

(1) Force HQ remains at present location until withdrawal commences. Step Up HQ will be established at KIA before Force HQ withdraws.

b. Radio Net

(1) All low priority radio assets will be closed.

(2) Withdraw all radio sets from all, other than key appointment holders who require it.

(3) Detailed signal instructions at Annex E.

c. Codewords and Nicknames(1) Codewords

Srl	Codeword	Meaning	Issued By
1	BULLDOG	Evacuation Starts	Force HQ
2	EAGLE	Evacuation by air	Force HQ
3	GORILLA	Evacuation by road	Force HQ

(2) Nicknames

Srl	Nickname	Meaning
1	HURRY UP	KIA
2	RED ANT	FORCE HQ
3	COW BOY	RUKOMO
4	DIRTY HEROES	NGONDORE
5	GOOD BOY	GATUNA
6	SLEEPY BABY	KABALE

6. Ack Instructions: All ack.


 R.A. DALLAIRE
 Maj-Gen
 Force Commander

Authentication

 MOEEN UDDIN AHMED
 Colonel
 Chief Operation Officer

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Distribution:

External:

Action:

Copy No

MILOB GP HQ
BYUBAT
Tun Pl (+)
Force Support Gp

Internal:

DFC
CAO
HAC
COO
CMPO
C Log O
C Plans
FSO
Camp Comdt
File
Spare

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FORMAT OF ROAD MOVE

<input type="text"/>	ARMED ESCORT
<input type="text"/>	UNMOS ESCORT
<input type="text"/>	* TCV (No of TCV will depend upon availability of trucks)
<input type="text"/>	TCV
<input type="text"/>	TCV
<input type="text"/>	LUGGAGE TRUCKS (No of luggage trucks will depend upon availability of vehs)
<input type="text"/>	"
<input type="text"/>	"
<input type="text"/>	ARMED ESCORT

*TCV : Troop Carrying Vehicle.

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ANNEX B
TO OP ORDER NO 9

UNAMIR EVACUATION PLAN

1. As part of its emergency evacuation plan, UNAMIR must be ready to evacuate, either by air or by road, its 459 military personnel as well as its 20 civilian personnel. The following paragraphs will indicate the priorities to be respected.

ROAD EVACUATION

2. This move will be coordinated by the COO using the plan drawn by the C Log O. Personnel will be travelling in vehicles as assigned by the COO.

AIR EVACUATION

3. Evacuation will be from Kigali International Airport, likely using C130 HERCULES aircraft. The authorized load for each aircraft is 70 personnel. It is expected that a minimum of nine (9) lifts will be required: seven (7) for personnel and two (2) for essential equipment and stores to be withdrawn. In case of emergency evacuation, all personnel will travel with minimum personal equipment and clothing.

EVACUATION PRIORITIES

4. The priority for evacuation will be as follows, keeping in mind that some UNMOs will be required to stay behind to carry on negotiations:

- a. injured and non-essential/combattant personnel;
- b. BUYBAT Coy at Amahoro stadium;
- c. FHQ and Tunisian Coy; and
- d. BUYBAT Coy at Airport.

5. Non-essential/combattant personnel.

- a. Flight 1. All civilians and those military personnel that are unarmed (UNMOs) will depart on the first available aircraft. There are 20 civilians. The CMO will determine who the first 50 UNMOs to be evacuated will be.
- b. Flight 2. The BUYBAT support platoon, less the medical team (45 personnel), 17 personnel from FHQ and

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UN SECRET

8 personnel from BUYBAT HQ will leave on flight 2. Priority has to be given to those personnel who are not armed.

- c. Flight 3. Equipment and stores, as determined by the C Log O.
- d. Flight 4, 5. CO BUYBAT to allocate 140 seats to his personnel from the Amahoro stadium on these two flights; this should include the remainder of Bn HQ, less 6 personnel.
- e. Flight 6. Equipment and stores, as determined by the C Log O.
- f. Flight 7. 55 personnel from BUYBAT Airport Coy with 6 personnel from the medical platoon;
- g. Flight 8. 22 UNMOs, 6 personnel from FHQ and 40 personnel from Tun Coy.
- f. Flight 9. 6 personnel from Bn HQ, 2 from the Med pl and the remaining 62 personnel from the Airport Coy.

6. It is hoped that sufficient aircrafts will be available to ship out essential stores early in the evacuation phase; if this is not the case, all stores and equipments will have to be destroyed at the airport.

ADMINISTRATION PROCEDURES

7. Any follow-on administration procedures dealing with such things as pay and allowances, documentation, travel, etc. will be handled in Nairobi.

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ANNEX C TO
OPO-9

SPECIFIC FOR HUMANITARIAN EVACUATION ESCORT
RULES OF ENGAGEMENT

TO: ALL SECTORS

RULE NO 1: AUTHORITY TO CARRY ARMS.
STATE B: AUTHORITY GRANTED TO CARRY WEAPONS.

RULE NO 2: STATE OF WEAPONS.
STATE B: WEAPON CARRIED WITH MAGAZINE CHARGED.

RULE NO 3: RESPONSE TO HOSTILE INTENT OR HOSTILE ACT
WITHOUT USE OF FIRE.

STATE D: OBSERVE AND REPORT, STAY IN PLACE, WARN
AGGRESSOR OF INTENT TO USE FORCE AND
DEMONSTRATE RESOLVE BY APPROPRIATE MEANS.
DEMONSTRATIVE USE OF FIRE IS AUTHORIZED.

RULE NO 4: DISARM PARAMILITARY.
STATE B: AUTHORIZATION IS GRANTED.
USE OF MINIMUM FORCE.
EVALUATE INTENT TO USE.

RULE NO 5: INTERVENTION AND WARNING SHOTS.
STATE B: INTERVENTION BY FIRE FOR EFFECT AGAINST
POSITIVELY IDENTIFIED AND DESIGNATED TARGETS
ONLY AFTER WARNING SHOTS HAVE BEEN FIRED AS
PART OF THE WARNING PROCESS.

RULE NO 6: DESIGNATED AUTHORITY IN THE PRESENCE OF THE
FORCES IN CONFLICT IS PERMITTED BUT WILL BE
SPECIFIED BY:

MAN - MOVE - PREPARE - FIRE.

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To opa-9

Main Route

Alternative Route



UGANDA

KAMPALA

P A R C

NATIONAL

DE

HWAMAGANA

OKayonza

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ANNEX E TO
OPO - 9

COMMUNICATION INSTRUCTIONS

1. SITUATION

- a. Concept of Ops. Srl 3a of OPO 9 Ref above.
- b. Att and Dets. The CCO's outfit will be in direct sp.

2. MISSION

To provide comm sp for the wdr of UNAMIR.

3. EXECUTION

- a. Gen Outline. . The existing VHF comm would be used.
- b. Radios
 - (1). The following nets will be estb for road convoy.
 - (b) Convoy Comd Net.
 - (b) Escort Net.
 - (c) UNMOs Net.
 - (2) The Force Comd Net would be used in case of air evac. All other nets would be closed down.
 - (3) Callsign Extracts. Appendix 1.
 - (4) Channel Allocation. Appendix 2.
- c. Line. CCO will ensure the existing line comm are maintained for long as possible.

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d. Coordinating Instructions.

(1) Timings. Various nets to be estb on the issue of codeword BULLDOG.

(2) Radio Discipline. Use of radio comms should be kept as short as possible and used only for urgent operational matters.

4. SERVICE SUPPORT

a. All users of motorolla handie talkies will ensure they carry along spare charged batteries.

b. The Signal Offr will carry a few spare radios for emergencies.

c. Apart from the key appointment holders that appear on the Road Convoy Command net, all walkies talkies will be wdr.

5. COMMAND AND SIGNALS

a. Location

(1) See serial 5 para 9 of OPO 9 ref A.

b. Comms Cord.

(1) Signal offr.

E - 2

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APPENDIX 1 TO
ANNEX E TO
OPO 9

CALL SIGNS EXTRACTS

ROAD CONVOY COMD NET

SRL	CALL SIGN	APPT
1.	F 9	FC
2.	Z-F-9-A	ADC TO FC
3.	F-8	DFC
4.	Z-F-8-A	ADC TO DFC
5	C-C-9	CONVOY COMD
6.	F-3	COO
7.	A-9	ARMED ESCORT COMD
8.	U-9	UNMOS ESCORT COMD
9.	C-9	CMO
10.	F-S-8	MO

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APPENDIX 1 TO
ANNEX E TO
OPO 9

ARMED ESCORT NET

SRL	CALLSIGN	APPT
1.	A 9	COMD
2.	A 1	Leading Veh
3.	A 2	Last Veh

UNMOS NET

SRL	CALLSIGN	APPT
1.	U 9	CMO
2.	UI	First Veh
3.	U 2	Second Veh

E1 - 2

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APPENDIX 2 TO
ANNEX E TO
OPO 9

RADIO NETS AND CHANNEL ALLOCATION

- | | | | |
|----|------------------------------------|---|--------|
| 1. | Road Convoy Comd Net | - | CH - 1 |
| 2. | Armed Escort Net | - | CH - 2 |
| 3. | UNMOs Net | - | CH - 3 |
| 4. | UNAMIR Comd Net(For air move only) | - | CH - 7 |

E2- 1

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Copy No of

UNAMIR
Force HQ

16 April 1994

UNAMIR WITHDRAWAL PLAN
OPERATION - HARBOUR LIGHTS

OPERATION ORDER NO - 4

1. SITUATION.

a. RPF/RGF Forces.

(1) After the death of President Habyarimana, the situation deteriorated very fast. Mass killing of civilian population in and around Kigali created panic and fear among the habitants of Kigali. RGF along with Gendarmerie initially started the massacre and subsequently the civilian Hutus joined them in expediting the mass killing.

(2) Initially RPF high command did not react to the activities of the RGF but soon they ran out of patience and came out of CND. By 07 Apr 94, RPF has consolidated in and around CND and fanned out upto Hotel Village in the north, Remera in the south, Amahoro Stadium in the east and Meridien round-about in the west. As on 13 Apr 94 morning, RGF and Gendarmerie position both from north and south, RPF are carrying out mopping up operations.

(3) New COS of RGF has offered unconditional cease-fire to RPF. UNAMIR is the mediator of the probable cease-fire. This cease-fire deal is being sent to RPF authorities. However, it has become very difficult for UNAMIR to function under the present circumstances more specially since both sides (RPF and RGF) seem never to honour their word.

b. UNAMIR Forces.

(1) All troops of DMZ Sector have started withdrawing from DMZ area and the move will be completed by 191800 April 1994. DMZ Sector will take over the entire responsibilities of Kigali Sector. Handing/taking over process has already began.

(2) Most of the national forces, which came in assistance to evacuate ex-patriates have returned to their respective countries.

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(3) KIBAT and UNAMIR staff (Belgic) are preparing to withdraw from RWANDA. Sector HQ Kigali and KIBAT are now located at KIA. They are providing security at KIA.

2. Mission. To withdraw UNAMIR forces from RWANDA on order.

3. Execution.

a. Concept of Operation. The entire forces to concentrate in KIGALI. Bulk of personnel and light sensitive/priority equipments will be flown out of the country through KIA. Only essential vehicles and heavy equipments will move by road to TANZANIA (DAR-ES-SALAM) or KENYA (NAIROBI/MOMBASSA). The operation will be conducted in four phases. The size of the road move is to be kept to a minimum size.

(1) Phase 1.

(a) Concentration of the entire force at KIGALI.

(b) Preparation of move by road and by air.

(2) Phase 2. Evacuation of personnel and light sensitive/priority equipments by air through KIA.

(3) Phase 3. Road move of vehicles and heavy equipments from KIGALI to Tanzanian border or to Ugandan border and to KENYA.

(3) Phase 4. Continue move of forces to either DAR-ES-SALAM, TANZANIA or NAIROBI/MOMBASSA, KENYA.

b. Kigali Sector.

(1) Grouping.

(a) KIBAT.

(b) RUTBAT.

(c) TUN Coy (-).

(d) Troops of Sector HQ.

(e) FAD, Ft Med Pl.

(2) Tasks.

(a) Phase 1.

i. Concentrate all assets at respective Battalion/Company areas.

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ii. Secure KIA and routes KIA-KIGALI where UNAMIR troops are located.

iii. Defend KIA.

(b) Phase 2.

i. Continue to defend KIA.

ii. Move of personnel and light sensitive/priority equipments to KIA.

iii. Evacuation of personnel and light sensitive/priority equipments by air.

(c) Phase 3. Road move of vehicles from KIGALI to TANZANIA/UGANDA/KENYA.

(d) Phase 4. Continue move.

c. DMZ Sector.

(1) Grouping.

(a) BYUBAT

(b) Force troops.

(c) Troops of Sector HQ.

(2) Tasks.

(a) Phase 1.

i. Concentrate all personnel and equipments at KIGALI.

ii. Recover all possible equipments from BYUMBA.

(b) Phase 2.

i. Move of personnel and light equipments to KIA.

iii. Evacuation of personnel and light equipments by air.

(c) Phase 3. Road move of vehicles from KIGALI.

(d) Phase 4. Continue move.

d. MILOB Gp.

(1) Grouping. Integral.

(2) Tasks.

(a) Phase 1.

i. All UNMOs located at different places to concentrate at KIGALI.

ii. Provide escorts and LO as and when required on order from Force HQ only.

(b) Phase 2. Withdraw maximum of UNMOs through KIA.

(c) Phase 3 and 4. Provide escort and liaison during road move.

e. Force Engr Coy.

(1) Grouping. Integral.

(2) Tasks.

(a). Be prepared to perform road clearance tasks on order.

(b) Withdraw on orders as per the plan of DMZ Sector.

f. Force Logistic Coy.

(1) Grouping. Integral.

(2) Tasks.

(a) Phase 1. Concentrate all assets at company area.

(b) Phase 2.

i. Provide transportation to withdrawing force as per Logistics plan.

ii. Evacuate of personnel and non-essential light equipments by air.

(c) Phase 3. Road move of vehicles from KIGALI.

(d) Phase 4. Continue move.

g. Medical Platoon.

(1) Grouping.

- (a) One First Aid Det (FAD).
- (b) Med Platoon (-).

(2) Tasks.

- (a) Med Platoon (-), on order withdraw through KIA.
- (b) FAD to deploy at Amahoro Stadium and provide medical support during all the phases. On order, withdraw by road.

h. Move Control Platoon.

(1) Grouping.

- (a) KIA Control Det.
- (b) Destination Airport Control Det.
- (c) Road Move Control Det.

(2) Tasks.

- (a) KIA Control Det to control the air move at KIA throughout.
- (b) Destination Airport Control Det to withdraw fast and control the incoming traffic at the destination airport.
- (3) Road Move Control Det to lead the road move with MP Det and establish Move Control office at the destination.

j. MP Section.

(1) Grouping. Integral.

(2) Tasks.

- (a) Control all move from Force HQ location to KIA and handle vehicular traffic at KIA parking during Phase 1 and Phase 2.
- (b) Deploy 1 det to lead the convoy with Road Move Control during Phase 3 and Phase 4.
- (c) Provide traffic control at important road

junctions and at congestions due to break down of any vehicle.

(d) Help in clearing vehicle casualties out of the way.

c. Coord Instructions.

(1) Timings.

- (a) Phase 1. W.
- (b) Phase 2. W + 1 to W + 2.
- (c) Phase 3. W + 3.
- (d) Phase 4. W + 4 to W + 14.

(2) Rules of Engagement. As published for Expatriates Convoy Duties on 11 April 1994, attached as annexed 'A'.

4. Service Support.

a. Minimum cargo will be planned for air lifting and also essential equipments to move by road. Units to assess and work out the priorities.

b. Items like defence stores, additional ration, un-serviceable equipments, vehicles beyond local repair and old vehicles which are likely to break down enroute, will be left behind.

c. All equipments, vehicles and stores which can not be taken, to be dumped unit-wise at AMAHORO Stadium.

d. In consultation with the Sector HQs, battalions/coys, CMPO will workout the mode of move of personnel. Priority of movement of personnel by unit is as follows:

- (1) Sick personnel.
- (2) Non-combatant.
- (3) Administrative personnel.
- (4) Combatants not immediately required for operations.
- (5) Combatants.
- (6) Unit/Coy HQ personnel.

e. Minimum persons to move by road. Each vehicle should have two persons.

f. Food and Water

- (1) By Road. Each individual to carry three days food and water.
- (2) By Air. Each individual should carry one day food and water.
- (3) Unit/Coy HQ to cater for two days reserve ration (for road movements).

g. Medical.

- (1) FAD to be located at Amahoro Stadium by W - 1 to provide medical support till the completion of withdrawal.
- (2) Force Medical Officer to work out the requirement of hygiene chemicals for all UN installations and ensure that they are used properly.
- (3) UNAMIR Force Hospital to close down on W - 2.

h. Detail logistic orders to be issued by C Log O.


5. Command and Signals.

a. Location.

- (1) Force HQ continues to function from present location until W + 1, 1800 hours.
- (2) Alternative HQ. Terminal building, KIA. It will open on W + 1, 1800 hours. Force HQ command elements will withdraw last by air.

b. Radio Net.

- (1) Close all low priority radio assets.
- (2) Withdraw all radio sets from all, other than key personnel.
- (3) Signal Instruction. Anx 'B' (being issued separately)


R A DALLAIRE
Maj Gen
Force Commander

UN SECRET

Distribution :

External :

Action :

Kigali Sector HQ
DMZ Sector HQ
MILOB Gp HQ
Force Engr Coy
Force Log Coy
Force Med Pl

Information :
map com

RUTBAT
BYUBAT G

Internal :
TUN Coy

SRSG
DEC
COO
C Log O
Office Copy
CMPO

8
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UNAMIR INSTALLATIONS - RULES OF ENGAGEMENT (ROE)

1. UNAMIR Installations are

- a. Whether compounds surrounded by fences or walls, containing UN personnel or UN equipment.
- b. Vital grounds defended by UN troops, i. e. grounds to which UN troops will not allow any access unless to persons presenting themselves at the normal access(es) and after identity controls.

2. UNAMIR troops will adhere to following specific guidelines whilst guarding or defending the installations:

- a. Hostile Intent. It is an action which appears to be preparatory to an aggressive action against :

- (1) The UN - installation or
- (2) The UN personnel guarding/defending it or
- (3) Any person who has access to it or
- (4) Equipment contained in it.

- b. Hostile Act. Any aggressive action against as under paragraph 2,a. above.

- c. Authority. The commander of the guard/defence unit is authorized to use all available weapons or means needed to respond to the threat to which the installation, the own troops, the persons authorized to accede or the stored equipments are exposed. Still, the principles of Minimum Force and collateral damage to be avoided (ref 7. e. and f) will be adhered to.

- d. Threats.

- (1) Any installation of weapon directed to the installation has to be considered as a hostile intent and will lead to preparedness to respond fire by the guarding unit.

- (2) Any firing at the defending/guarding troops, authorized persons or stored equipments has to be considered as a hostile act and will lead to immediate reaction by fire and even to offensive actions in order to dislodge the threat.

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(3) Hostile attitude by persons will only be reacted at, if those persons proceed towards the installation, although warning by voice have been given. Warning shots will precede fire for effect. If the installation is surrounded by fence or wall, there will be no firing for effect unless the persons actually attempt to cross or to force the barrier.

3. Rules of Engagement:

<u>Rule No</u>	<u>State</u>
1	B
2	B
3	D
4	A
5	B
6	B

DRAFT

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UNAMIR

1000.01 (FC)
Force HQ
Amahoro, Kigali

31 January 1994

To: Distribution List

From: Force Commander

Subject: OPERATIONAL DIRECTIVE NO 6

References: A. Operational Directive No 4 dated 10 December 1993
B. Force Commanders Conference 31 January 1994
C. UN Peacekeepers Handbook dated 1984

GENERAL

1. Reference A outlined the organization and purpose of the three levels of meetings to be conducted between the parties and UNAMIR. At Reference B, I briefly described the requirement for level three meetings, ie between subordinate commanders and their counterparts the respective local commanders of the parties.

2. In chapter 5, section 7 of Reference C, the importance of continual face to face communication between commanders at all levels to both to build solid personal\professional relationships of confidence and to sort out minor or major problems, procedures, incidents and routine matters is emphasized, as a necessity in maintaining good channels of communications between the parties and with UNAMIR. The introduction of this section states "negotiation and mediation are diplomatic activities and in general are the concern of governments and experienced diplomats: they demand a politic rather than a military approach. However, in peacekeeping it is a fact that at the immediate point of confrontation, situations will arise where the diplomacy of negotiation, mediation, conciliation and perhaps arbitration will be required at the lower levels of command where the "diplomat" will be the soldier peacekeeper. At this level the nature of the intervention is unrehearsed and spontaneous, dealing with a situation as it occurs. The success of the diplomacy depends upon the individual peacekeeper's personality, powers of reasoning and friendly persuasion, his commonsense and his manner in terms of tact and patience: the latter two being of supreme importance. This unaccustomed role for a soldier can be both exhausting and at times frustrating, but once he has gained the confidence of the parties

involved in the dispute, generally speaking, he will be accepted as a go-between and his "good offices" used to effect a solution."

3. Since UNAMIR commenced operations, level one meetings have been held between the Force Commander and the Chief of Staff of the Rwandese Government Forces, the Chief of Staff of the National Gendarmerie and the Commander to the Rwandese Patriotic Army, either singly or jointly. The joint meetings have been formalized in the Joint Military Commission which is meeting on a semi-weekly basis. The direct\separate meetings are being held on a weekly basis between myself and my respective counter-part. The level two meetings between UNAMIR staff officers from the Plans Branch and the parties concerning operations, training, discipline, logistics and humanitarian matters are meeting on a weekly basis. Single direct meetings will be held as required. Since the first two levels of meetings have been formalized and are now being conducted on a regular basis, it is now high time to organize\formalize and commence the level three meetings between subordinate UNAMIR commanders and their respective counterparts from the parties.

AIM

4. The aim of this directive is to outline the conduct of joint and single meetings at the subordinate command level.

COMPOSITION

5. The CMO and his subordinate Sector Commanders (RGF, RPF and Southern), UNOMUR, Kigali and DMZ Sector Commanders or in their absence their Deputies are to represent UNAMIR at joint or single meetings. Each of the above commanders is to identify their respective counterparts in the RGF, GdN and RPF (except Southern Sector Commander). UNAMIR Commanders are to call upon their counterparts for a single meeting and organize and conduct the first joint meeting soonest, if not already done and report to DFC of their initiation.

SCHEDULING

6. Single and joint meetings are to be held on a weekly basis between the UNAMIR representative and each and all of their counterparts.

CONTENT

7. Meetings are to focus on incidents, problems, procedures etc of local or parallel concern within the respective jurisdictions of the representative commanders. These meetings will encourage face to face discussions and negotiations. They should also be used to clarify UNAMIR actions and upcoming actions and to reinforce decisions from the Joint Military Commission and its working

groups. Decisions should be recorded and forwarded to UNAMIR Force HQ for information and action where required. Matters that cannot be reconciled should be referred to the next level of command.

LOCATION

8. Single meetings should take place at the office of the respective parties. Joint Meetings should be conducted at the UNAMIR Commanders office. Escorts should be provided as required.

CONCLUSION

9. Direct face to face meetings will ensure greater understanding of UNAMIR operations, solve minor or local problems at an appropriate level, encourage direct discussion by the parties and maintain an open channel of communication for commanders to develop a relationship with their counterparts that will be conducive to an atmosphere of negotiation, mediation and reconciliation of matters before they escalate to a higher level or escalate out of control. Again, it is emphasized that these meetings must commence now, if not already in motion.


R. A. Dallaire
Brigadier General
Force Commander

DISTRIBUTION LIST

UNAMIR Force HQ Standard Distribution List A

C PLANS

UN SECRET

See
all
files

Copy No. 19 of 31

UNAMIR
FORCE HQ
Kigali

3000.15 (Ops)

August, 94.

See Distribution

SUBJECT: MODIFICATION NO. 1 TO OPERATION ORDER NO. 16

Reference:

A. Operation Order No. 16 dated 25 July 94.

1. The following amendments have been made to OPO 16.

a. **EXECUTION.** Para 6b must now read "UNAMIR Forces engaged in the Relief in Place Operations will work under Chapter VI during all Phases".

b. Para 6c must now read "Four Infantry battalions (three mechanized and one motorized)"

c. Para 7b. Phase II must now read as follow:

(1) **Relief in Place Operation.** Relief in Place operation with a view to replace FCF in Sector 4 by UNAMIR troops. In that, GHANBATT (Bn+) will deploy in Sector 4A, One Mechanized Inf Battalion (Bn (+)) in Sector 4B, One Motorized Inf Battalion (Bn(+)) in Sector 4C.

(2) At the same time, deployment of one motorized battalion in Sector 5, one Engineer Company in Sector 1 and two Independent Infantry Companies in Sectors 2 and 3 will continue, accompanied by the deployment of supporting elements, UNMOs and UNCIVPOL.

d. Para 8a. Delete second sentence. Para will now read: "**Grouping.** Full strength of 800 personnel and 50 APCs.

e. Para 9a. Delete the second sentence. Para will now read as follows:

1 of 9

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"Grouping. As per UN Table of Organisation and equipment (approx strength - 800 personnel)".

f. Para 10 will now be as follows:

10. Mechanized Battalion Three.

a. Grouping. As per UN Table of Organization and equipment (approximate strength 800 personnel).

b. Deployment. The Battalion will be deployed at Sector 5 after detailed recce by own troops and based on information received from MILOBs. Sector HQ will be located at RUHENGRI. A suggested deployment is shown at Annex B.

c. Tasks.

(1) Phase I. Carry out necessary ground recce prior to commencing Phase-II.

(2) Phase-II. Deploy as per plan in Sector 5.

(3) Phase-III.

(a) Be fully operational.

(b) Provide armed escorts on requirement.

(c) Establish safe haven areas for displaced persons and secure these camps by static guards/mobile patrolling.

(d) Conduct exchange of refugees/displaced persons on orders from Force HQ Humanitarian Cell.

(e) Provide escorts on order to provide security to humanitarian aid convoys and distribution points.

(f) Participate in security operations with local authorities such as Communal Police and Gendarmerie.

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(g) Undertake, control measures (road blocks, cordon and search, etc) in conjunction with local authorities.

(h) Undertake deterrent operations with local authorities against illegal groups.

(i) Control the main axis in Sector 5.

(j) Monitor border crossing by refugees and armed individual/groups in own area of responsibility.

(k) Control and monitor all movements from ZAIRE to own area of responsibility.

(l) Provide security in large towns.

(m) Protect airfield/strip(s) in own area.

(n) Detain/arrest any suspected individual/groups and hand them over to local authority.

(o) Guard UN installations in own area.

(4) **Phase-IV.** Handover all responsibilities to Rwandese Armed Forces.

g. Para 11 will now be as follows:

11. **Motorized Battalion**

a. **Grouping.** As per UN Table of Organization and equipment (Approx strength 800 personnel).

b. **Deployment.** The battalion will be deployed in Sector 4c after detailed recce by own troops and based on information received from MILOBs. Sector HQ will be at CYANGUGU. A suggested deployment is shown at Annex B.

c. **Tasks.**

(1) **Phases I.** Carry out necessary ground recce prior to commencing Phase-II.

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(2) Phase-II. Conduct "RELIEF IN PLACE" Operation and deploy as per plan after replacing French troops in Sector 4C.

(3) Phase-III

- (a) Be fully operational.
- (b) Provide armed escorts on requirement.
- (c) Establish safe haven areas for displaced persons and secure these camps by static guards/mobile patrolling.
- (d) Conduct exchange of refugees/displaced persons on orders from Force HQ Humanitarian Cell.
- (e) Provide escorts on order to provide security to humanitarian aid convoys and distribution points.
- (f) Participate in security operations with local authorities such as Communal Police and Gendarmerie.
- (g) Undertake, control measures (road blocks, cordon and search, etc) in conjunction with local authorities.
- (h) Undertake deterrent operations with local authorities against illegal groups.
- (i) Control the main axis in Sector 4c.
- (j) Monitor border crossing by refugees and armed individuals/groups in own area of responsibility.
- (k) Provide security in large towns.
- (l) Protect airfield/strip(s) in own area.
- (m) Detain /arrest any suspected individual/groups and hand them over to local authority.

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(n) Secure the road passing through the forest in the area of responsibility by patrolling.

(o) Ensure that RGF troops are not in defensive positions.

(p) Guard UN installations in own area.

(q) Maintain close liaison with FCF till their departure.

(4) Phase-IV. Handover all responsibilities to Rwandese Armed Forces.

h. Para 12 will now read: 12. "Independent Motorized Company One".

i. Para 13 will now read: 13. "Independent Motorized Company Two".

j. Para 13b, will now read:

b. Deployment. The Company will be deployed in Sector 2 after detailed recce by own troops and based on information received from MILOBs. Sector HQ will be located at KIGALI. A suggested deployment is shown at Annex B.

k. Para 13 c(2) will now read " (2) Phase-II. Deploy as per plan in Sector 2.

l. Para 14 will now read as follows:

14. Independent Motorized Company Three

a. Grouping. As per UN Table of Organization and equipment (max strength 200 personnel).

b. Deployment. The Company will be deployed in Sector 1 after detailed recce by own troops and based on information received from MILOBs. Sector HQ will be located at BYUMBA. A suggested deployment is shown at Annex B.

c. Tasks.

(1) Phases I. Carry out necessary ground recce prior to commencing Phase-II.

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(2) Phase-II. Deploy as per plan in Sector 1.

(3) Phase-III

- (a) Be fully operational.
- (b) Provide armed escorts on requirement.
- (c) Establish safe haven areas for displaced persons and secure these camps by static guards/mobile patrolling.
- (d) Conduct exchange of refugees/displaced persons on orders from Force HQ Humanitarian Cell.
- (e) Provide escorts on order to provide security to humanitarian aid convoys and distribution points.
- (f) Participate in security operations with local authorities such as Communal Police and Gendarmerie.
- (g) Undertake control measures (road blocks, cordon and search, etc) in conjunction with local authorities.
- (h) Undertake deterrent operations with local authorities against illegal groups.
- (i) Control the main axis in Sector 1.
- (j) Monitor border crossing by refugees and armed individual/groups in own area of responsibility.
- (k) Provide security in large towns.
- (l) Protect airfield/strip(s) in own area.
- (m) Detain/arrest any suspected individual/groups and hand them over to local authority.

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(n) Monitor/guard RPF sites in own area.

(o) Guard UN installations in own area.

m. Change subsequent paras as follows:

- (1) Para 14 to Para 15.
- (2) Para 15 to Para 16.
- (3) Para 16 to Para 17.
- (4) Para 17 to Para 18.
- (5) Para 18 to Para 19.
- (6) Para 19 to Para 20.
- (7) Para 20 to Para 21.
- (8) Para 21 to Para 22.
- (9) Para 22 to Para 23.
- (10) Para 23 to Para 24.
- (11) Para 24 to Para 25.
- (12) Para 25 to Para 26.
- (13) Para 26 to Para 27.
- (14) Para 27 to Para 28.
- (15) Para 28 to Para 29 (Note change in bdry between Sector 4B and 4A).
- (16) Para 29 to Para 30.
- (17) Para 30 to Para 31.
- (18) Para 31 to Para 32.
- (19) Para 32 to Para 33.
- (20) Para 33 to Para 34.
- (21) Para 34 to Para 35.

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- (22) Para 35 to Para 36.
- (23) Para 36 to Para 37.
- (24) Para 37 to Para 38.
- (25) Para 38 to Para 39.
- (26) Para 39 to Para 40.
- (27) Para 40 to Para 41.
- (28) Para 41 to Para 42.

o. All other paragraphs of Reference A remain unchanged.

p. In the Distribution please insert "Mechanized Bn 3 after Mechanized Bn 2.

2. All are requested to make the necessary amendments.


RA DALLAIRE
Maj Gen
Force Commander

Annex:

B. Revised Inter Battalion Boundaries.

Distribution:

External:

Action:

Copy No

MILOB GP HQ	1
GHANBATT	2
Mechanized Bn 2	3
Mechanized Bn 3	4
Motorized Bn	5
Indep Motorized Coy 1	6
Indep Motorized Coy 2	7
Indep Motorized Coy 3	8

8

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Force Engr Coy	9
Force Sig Sqn	10
Force Field Hospital	11
UNCIVPOL	12

Information:

UNDPKO (Mission Planing Service)	13
French Coalition Force	14

Internal:

Action:

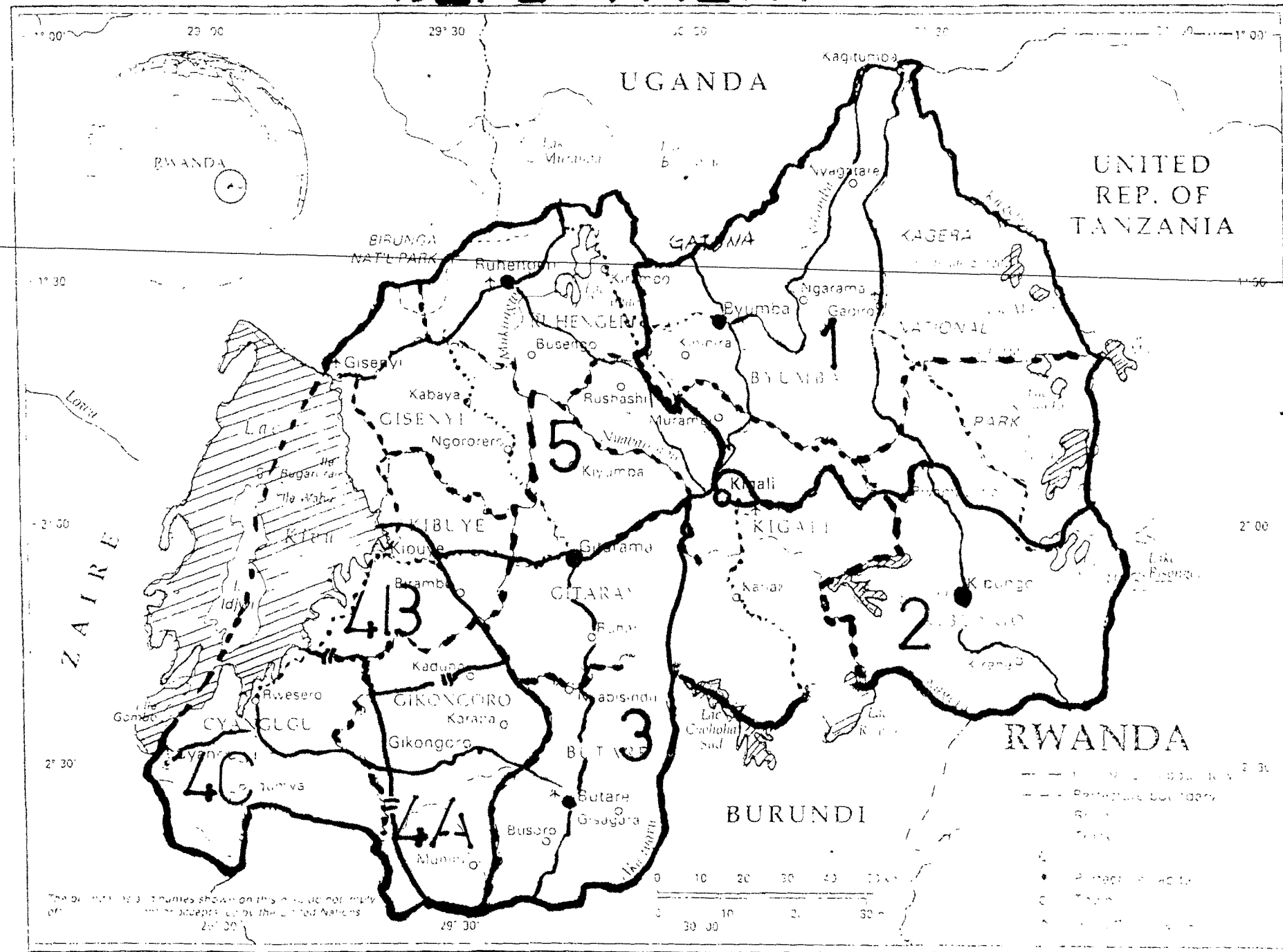
DFC	15
CAO	16
COO	17
HAC	18
C Plans	19
C Log O	20
CMPO	21
FSO	22
Camp Comdt	23

Information:

SRSG's Office	24
File	25
Spare	26-31

DEPLOYMENT

ANNEX B TO
MODIFICATION NO. 1
TO OPO 16 DATED 5 AUG 94



MAP NO. 3717 UNITED NATIONS
DECEMBER 1992

NOTE: FOR EXACT BOUNDARY - DRAW TRACE FROM OPS ROOM

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Force

Q G

AMAHORO
KIGALI

mai 94

Le Président
Haut commandement FPR
Mulindi

Objet: MINUAR II CONCEPT D'OPERATION - PHASE 1

1. Avec la résolution 918, le conseil de sécurité des Nations Unies a donné un nouveau mandat à MINUAR II. Je voudrais porter à votre attention la première des trois phases du concept d'opérations du déploiement des troupes MINUAR II.

2. Concept d'opérations. L'aperçu général du concept d'opérations est de déployer cinq bataillons d'infanterie afin de faire respecter le cessez le feu, aider et fournir la sécurité au grand nombre d'efforts humanitaires qui vont bientôt débutés dans votre pays. Les deux premiers bataillons seraient mécanisés et les autres motorisés avec une compagnie mécanisée chacune. Ils seront tous composés de quatre compagnies de lignes, une compagnie de support au combat, incluant un peloton de mortiers, un peloton de pionniers d'assaut, un peloton de reconnaissance et finalement une compagnie QG / logistique. Ces bataillons seront déployés en dans secteurs géographiques / administratifs appelés:

- a. Gitarama / Butare;
- b. Kigali;
- c. Bugesera et la zone de l'aéroport de Kigali;
- d. Ruhengeri / Gisenyi; et
- e. Byumba / Rwamagana / Kibongo.

3. Successivement les bataillons déploieront leurs compagnies dans des emplacements de compagnies dans leur secteur respectif. De tels emplacements seront jumelés selon leurs tâches de protection pour le déplacement de personnes, de réfugiés et de personnes en danger. De plus, ils devront être préparés à assurer la sécurité des convois et les distributions locales.

4. Phase 1. (Jour C + 14) Le bataillon Ghanéen qui a 311 hommes sur place en ce moment sera augmenté à 800 personnes et sera mécanisé avec environ 50 ~~VBTT~~, de type M113.

5. Le bataillon assurera la sécurité de l'aéroport international de Kigali comme ~~zone~~ territoriale neutre. Il fournira aussi la sécurité au ~~stade~~ Amahoro où se trouvent quelques 2000 réfugiés. Une compagnie du bataillon sera gardée

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en réserve prêt à tous déplacements éventuels. Le bataillon sera aussi responsable de la sécurité du QG de la Force ainsi que de fournir des escortes armées pour les tâches d'assistance humanitaire et de respect du cessez le feu lorsqu'il sera obtenu.

6. Groupe d'observateurs militaires des Nations Unies (OMNU).

Dans les phases 1 et 2, 233 OMNU seront déployés à Ruhengeri, Byumba, Kigali, Gikongoro, Cyangugu, Kibuye et Gitarama; les QG de secteurs seront à Kigali, Bugesera, Butare et Ruhengeri. Les équipes accompliront les tâches suivantes:

- a. veiller à faire respecter le cessez le feu;
- b. fournir l'escorte aux convois d'assistance d'aide humanitaire;
- c. coordonner en conjonction avec les agences appropriées (UNICEF, ect) l'assistance en aide humanitaire; et
- d. sur une base de 24 hrs / jr, ils évalueront la situation concernant la sécurité, le processus de retour des réfugiés / des personnes déplacées et des enquêtes sur les violations des accords du cessez le feu.

7. L'application de la phase 2 est sujette à l'approbation du Conseil de Sécurité. Vous en serez informé lorsque son accord sera donné.

8. Votre coopération habituelle avec la MINUAR II, à ce stade critique dans nos efforts pour protéger des centaines de milliers de Rwandais menacés, sera grandement appréciée, que se soient pour la sécurité / des raisons de survie ou dans la recherche d'une solution de paix à la crise Rwandaise.

9. Je vous assure de notre coopération pour la paix au Rwanda et j'espère vous rencontrer personnellement très bientôt.

R.A. DALLAIRE
Major Général
Commandant de la Force

UN RESTRICTED

QG Force
AMAHORO
KIGALI

mai 94

Le Président
Haut commandement FPR
Mulindi

Objet: MINUAR 11 CONCEPT D'OPERATION - PHASE 1

1. Avec la résolution 918, le conseil de sécurité des Nations Unies a donné un nouveau mandat à MINUAR II. Je voudrais porter à votre attention la première des trois phases du concept d'opérations du déploiement des troupes MINUAR 11.

2. Concept d'opérations. L'aperçu général du concept d'opérations est de déployer cinq bataillons d'infanterie afin de faire respecter le cessez le feu, aider et fournir la sécurité au grand nombre d'efforts humanitaires qui vont bientôt débutés dans votre pays. Les deux premiers bataillons seraient mécanisés et les autres motorisés avec une compagnie mécanisée chacun. Ils seront tous composés de quatre compagnies de lignes, une compagnie de support au combat, incluant un peloton de mortiers, un peloton de pionniers d'assaut, un peloton de reconnaissance et finalement une compagnie QG / logistique. Ces bataillons seront déployés en dans secteurs géographiques / administratifs appelés:

- a. Gitarama / Butare;
- b. Kigali;
- c. Bugesera et la zone de l'aéroport de Kigali;
- d. Ruhengeri / Gisenyi; et
- e. Byumba / Rwamagana / Kibongo.

3. Successivement les bataillons déploieront leurs compagnies dans des emplacements de compagnies dans leur secteur respectif. De tels emplacements seront jumelés selon leurs tâches de protection pour le déplacement de personnes, de réfugiés et de personnes en danger. De plus, ils devront être préparés à assurer la sécurité des convois et les distributions locales.

4. Phase 1. (Jour C + 14) Le bataillon Ghanéen qui a 311 hommes sur place en ce moment sera augmenté à 800 personnes et sera mécanisé avec environ 50 VBTT, de type M113.

5. Le bataillon assurera la sécurité de l'aéroport international de Kigali comme zone territoriale neutre. Il fournira aussi la sécurité au stade Amahoro où se trouvent quelques 2000 réfugiés. Une compagnie du bataillon sera gardée en réserve prêt à tous déplacements éventuels. Le bataillon sera

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aussi responsable de la sécurité du QG de la Force ainsi que de fournir des escortes armées pour les tâches d'assistance humanitaire et de respect du cessez le feu lorsqu'il sera obtenu.

6. Groupe d'observateurs militaires des Nations Unies (OMNU).

Dans les phases 1 et 2, 233 OMNU seront déployés à Ruhengeri, Byumba, Kigali, Gikongoro, Cyangugu, Kibuye et Gitarama; les QG de secteurs seront à Kigali, Bugesera, Butare et Ruhengeri. Les équipes accompliront les tâches suivantes:

- a. veiller à faire respecter le cessez le feu;
- b. fournir l'escorte aux convois d'assistance d'aide humanitaire;
- c. coordonner en conjonction avec les agences appropriées (UNICEF, ect) l'assistance en aide humanitaire; et
- d. sur une base de 24 hrs / jr, ils évalueront la situation concernant la sécurité, le processus de retour des réfugiés / des personnes déplacées et des enquêtes sur les violations des accords du cessez le feu.

7. L'application de la phase 2 est sujette à l'approbation du Conseil de Sécurité. Vous en serez informé lorsque son accord sera donné.

8. Votre coopération habituelle avec la MINUAR II, à ce stage critique dans nos efforts pour protéger des centaines de milliers de Rwandais menacés, sera grandement appréciée, que se soient pour la sécurité / des raisons de survie ou dans la recherche d'une solution de paix à la crise Rwandaise.

9. Je vous assure de notre coopération pour la paix au Rwanda et j'espère vous rencontrer personnellement très bientôt.

R.A. DALLAIRE
Major Général
Commandant de la Force



UNAMIR - MINUAR

personnel and will be mechanized with about 50 APCs of M113 type.

The Chairman of the RPF High Command
MULINDI

FORCE HQ
AMAHORO
KIGALI


21 May 94

SUBJECT: UNAMIR II CONCEPT OF OPERATION - PHASE I

I have been making efforts to get to you but have not been given clearance as yet so I have decided to put in writing this subject which I feel should be brought to your notice immediately.

1. With the UN Security Council's Resolution 918 to give UNAMIR II an expanded mandate under UNAMIR II, I wish to bring to your notice the troop deployment in the first phase of the three phased Concept of Operations.
2. Concept of Operations. Our overall concept of operations is to deploy five infantry battalions to monitor a cease fire and to assist and provide security to the enormous humanitarian effort that will soon commence in your country. We expect the first two battalions to be mechanized and the others motorized with one mechanized coy each. They will all be structured with four line coys each, a combat support coy to include a mortar platoon, an assault pioneer platoon, a reconnaissance platoon, and finally a HQ/Logistics company. These battalions will be deployed in five geo/administrative sectors namely:
 - a. GITARAMA/BUTARE.
 - b. KIGALI.
 - c. BUGESERA and the KIGALI AIRPORT area.
 - d. RUHENGERI/GISENYI.
 - e. BYUMBA/RWAMAGANA/KIBUNGO.
3. The battalions will in turn deploy their companies in company sites throughout their respective sectors. Such sites will be aligned with the protective tasks for displaced persons, refugees and persons in danger. Concurrently, they are to be prepared for peripheral security of convoys and distribution localities.

4. Phase 1. (D-Day -D+14). The Ghana battalion which has 311 troops on the ground at the moment will be strengthened to 800 personnel and will be mechanized with about 50 APCs of M113 type.
5. The battalion will ensure the security of the Kigali International Airport as a UN Neutral Territory. It will also provide security at the Amahoro Stadium where there are some 2000 displaced persons currently taking refuge and also the Force HQ. One company from the battalion will be held as the Force Reserve on a short notice to move. The battalion will also be responsible for the security of Force HQ as well as providing armed escorts for humanitarian assistance tasks as well as monitoring a cease fire if and when this is reached.
6. 7. United Nations Military Observers (MILOBs). In Phases 1 and 2, 233 UNMOs will be deployed in RUHENGARI, BYUMBA, KIGALI, BUGESERA, GIKONGORO, CYANGUGU, KIBUYE and GITARAMA with Sector HQs at KIGALI, BUGESERA, BUTARE and RUHENGARI. The teams will be performing the following tasks:
- a. Monitoring the observance of a cease fire agreement.
 - b. Provision of escorts for humanitarian assistance aid convoys.
 - c. Provision of assistance in the coordination of humanitarian assistance in conjunction with Humanitarian Relief Agencies.
 - d. They will also monitor the security situation on a 24 hr basis, the process of the return of refugees/displaced persons and investigate any cases of violations of a cease fire agreement.
7. The implementation of Phase II is subject to the approval of the Security Council. You will be informed when that consent is given.
8. Your usual cooperation with UNAMIR II at this critical stage in our efforts to protect the hundreds of thousands of threatened Rwandese be they for security or survival reasons and the search for a peaceful solution to the Rwandan crisis will be very much appreciated.
9. I assure you of our cooperation for peace in Rwanda and hope to meet you personally the near future.


R.A. DALLAIRE
Major General
Force Commander

UN RESTRICTED

QG FORCE
AMAHORO
KIGALI

mai 94

Liste de distribution

Objet: EVACUATION MEDICALE D'URGENCE

Référence: 3000.4 / Ops / Air

1. Comme les vols (NU) normaux ne peuvent être effectués dû à des raisons de sécurité à l'aéroport international de Kigali (AIK); il est requis d'avoir un moyen alternatif d'évacuation hors du Rwanda, dans l'éventualité de sérieuses blessures ou maladies aux personnels de la MINUAR. Pour ce faire le QG de la Force planifie d'évacuer le personnel par hélicoptère. Conséquemment, veuillez vous familiariser avec la procédure suivante:

- a. les hélicoptères arriveront de Kabale, MONUOR, Uganda. Le Chef des Opérations ou l'officier des opérations aériennes fera la coordination avec la section des hélicoptères de Kabale;
- b. les hélicoptères atterriront sur le site désigné à cette fin, soit du côté Nord de l'édifice du QG de la Force (Amahoro Hotel) ;
- c. les patients seront transportés par véhicule au QG de la Force suivants les arrangements pris par le QG de la Force et le QG du bataillon Ghanéen;
- d. les patients seront évacués par hélicoptère du théâtre d'opération en direction de Kabale; et
- e. les patients seront transportés à l'hôpital de Kampala ou vers Nairobi, au besoin, sous la supervision du personnel de la MONUOR.

2. Si une évacuation médicale d'urgence s'effectue en hélicoptère, l'heure de départ de Kabale et d'arrivée à Kigali, vous sera communiquée dès que possible afin d'assurer la sécurité et l'efficacité de l'exécution de cette opération.

3. Votre collaboration à cet égard sera grandement appréciée.

4. Pour votre considération.

LISTE DE DISTRIBUTION page 2

UN RESTRICTED

R.A. DALLAIRE
Major Général
Commandant de la Force

LISTE DE DISTRIBUTION

ACTION

EXTERNE

Chef d'Etat-Major
Forces Gouvernementales Rwandaises

Président
Haut Commandement
Front Patriotique Rwandais

INFORMATION

INTERNE

Bureau du RSSG

Force HQ
UNAMIR
Kigali, Rwanda

May 1994

3000.4/Ops/Air

SUBJECT: EMERGENCY MEDICAL EVACUATION

1. As the normal UN flights are not in operation due to the security reasons at Kigali International Airport (KIA), in the event of a serious injury or illness to any UN personnel, we require an alternate means to evacuate them out of Rwanda. Considering this fact this HQ is planning to under take this medical evacuation mission of UN personnel by HELICOPTER. The procedure for this operation is stated below.

a. The helicopter will arrive from KABALE UNOMUR, UGANDA. The Chief of Operation or the Air Operation officer will coordinate with Kabale to arrange the helicopter.

b. The helicopter will land on the Force HQ helipad located northern side of the Force HQ building.

c. The patient will be brought to the Force HQ car park under the arrangement of Force HQ and BYUBAT.

d. The Helicopter will then leave for Kabale with the patient.

e. The patient will then be evacuated to Kampala for hospitalization or onward movement to Nairobi, under the supervision of UNOMUR.

2. If any emergency medical evacuation is carried out by helicopter, the departure time from Kabale and arrival time to Kigali will be intimated to you as early as possible to ensure the safe execution of the mission.

3. Your cooperation in this regard will be highly appreciated.

4. Regards.

R A DALLIRE
Maj Gen
Force Commander

Distribution.

Action.

External.

Chief of staff
Rwandese Government Forces

Chairman
High Command, Rwandese Patriotic Front.

Information.

Internal.

SRSF's office

(SECURITY CLASSIFICATION)

(Change from oral orders, if any)

Copy No. _____ of _____
copies

Issuing Headquarters
Place of Issue (may be in code)
Date-Time Group of Signature
Message Reference No.

OPO 08

References: A. Maps, charts and relevant documents
B.

Time Zone Used Throughout the Order:

Task Organization: This information may be given either here, in Paragraph 3 "EXECUTION" or in an annex. Under this heading, as appropriate, give the sub-division of the force, including attached units, together with the names and ranks of the commanders when necessary.

1. SITUATION

Give the general picture in brief so that subordinate commanders will understand the current situation under the headings which follow:

- a. Enemy Forces. Composition, disposition, location, movement, estimated strengths, identification and capabilities.
- b. Friendly Forces. Information concerning friendly forces other than that covered by the Operation Order which may directly affect the action of subordinate commanders.
- c. Attachments and Detachments. When not given under "Task Organization" list or in an annex, units attached to or detached from the issuing formation/unit together with the times they are effective.
- d. Commander's Evaluation. This is an optional subparagraph for use as required. It briefly gives the commander's evaluation of the situation.

2. MISSION

A precise, firm statement of the task given to the commander issuing the operation order, which will be implemented by the plan embodied in that order. Note the verb is always the infinitive.

1/3

(SECURITY CLASSIFICATION)

Sample Operation Order
(Page 1 of 3)

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