

WIR

G3 OPERATIONS/PLANS - INTELLIGENCE
GATHERING

[1 JAN - 31 DEC 1975]

PLEASE RETAIN
ORIGINAL ORDER

UNCLASSIFIED
RH/ W6 JUNE 2009

UN ARCHIVES

SERIES	<u>51002</u>
BOX	<u>131</u>
FILE	<u>8</u>
ACC.	<u>1998/0283</u>

26

GENERAL INTELLIGENCE GATHERING PROGRAM

I.	<u>Introduction:</u>	Basic knowledge	-	2 hours	I
		Role of Intelligence Gathering (IG)			II
		Definition and Missions of Intelligence Gathering			
II.	<u>FIELD AND OBJECTIVES OF IG</u>		-	2 hours	
	<u>FIELD</u> -				
	<u>OBJECTIVES</u> :	- Political			III
		- Economic			
		- Social			
		- Religious			
		- National			IV
		- Administrative			OK
III.	<u>MEANS FOR IG</u>	- Material resources	-	6 hours	
		- Human resources			
		- Technical means			
IV.	<u>INTELLIGENCE FILES</u>		-	12 hours	
		- Individual intelligence notes			
		- Administrative investigation report			
		- information note			
		- Intelligence gathering notes			
		- Summary			
V.	<u>THE EXPLOITATION AND TRANSMISSION OF INTELLIGENCE</u>			2 hours	✓
VI.	<u>INTELLIGENCE GATHERING ARCHIVE</u>			2 hours	✓

26
15

GENERAL INTELLIGENCE GATHERING

Lesson n°1 2 Hours

Course Syllabus

Basic Knowledge :

Introduction :

1. Role of the law enforcers in the states.
2. Role of general intelligence gathering
 - A. Definition of intelligence gathering
 - B. Intelligence gathering missions
 - a) Principal missions
 - b) Special missions

Introduction :

Before studying intelligence gathering, it is important to remember a few basic concepts:

- the role of law enforcers in the state
- the particular role of intelligence gathering in law enforcement

1. Role of Law Enforcers in the State

The basic concept is that of the traditional separation of powers: Legislative, Judicial and Executive. While the legislative power is normally allocated to the Parliament - the voice of the will of the people, the executive power is held by the government. And one of the principal duties of all governments is to maintain order in the State.

Various institutions with public powers collaborate on this mission : the army, the gendarmerie, the Republican guard, and particularly the police which are known collectively as law enforcers.

These forces engage in both suppressive and preventive action. However intelligence gathering, which requires great discretion, is strictly preventive.

2. Role of Intelligence Gathering :

The preventive aspect of intelligence gathering is to found in area of information and planning.

Since to govern is to plan ahead, the central government must know both what is happening and what might happen in order to make the appropriate arrangement in time. Indeed intelligence gathering acts as a witness of events for the government from which it derives their

significance and projects possible consequences.

Intelligence Gathering is practiced in the various ^{Areas} ~~arenas~~:

- **Political** : Example: Opposition groups sometimes engage in subversive destabilizing activities.
- **Economic** : Example : The shortage of the most basic goods may have serious repercussions that may lead to lawlessness.
- **Social** : Example : An extended strike risks causing economic or even political problems.
- **Religious** : Example : A religious movement is capable of hiding political propaganda or engendering divisions (problem of religious extremist).
- **Cultural** : Example : The Passionate demands of students may at times make a government official's job more complicated.

A. Definition of Intelligence Gathering

We may define intelligence gathering as the service which gathers and centralizes intelligence of a political, economic, and social nature required for government information and action. We might also say that everything of a political nature from the past, present or future falls within the realm of intelligence gathering.

B. Missions

The general mission of intelligence gathering stems from the definition above and includes:

1. Principal missions

.general intelligence mission, collection of information and projections.

.monitoring of suspicious nationals and foreigners which is designed to deter anti-national or anti-governmental activities.

.Implementation of confidential administrative investigations (of candidates to elected or administrative offices, requests for naturalization, activities of certain unions, etc.)

2. special missions :

These missions differ from country to country and may involve the following :

- .monitoring travellers at the borders (Air and Border Police, Railway Police, etc.)
- .monitoring foreigners (emigration and immigration services)
- .protecting official personalities during their travel
- .detecting threats to national security, when this is not assured by a specialized service (territory surveillance, counter-espionage).

Conclusion :

In short, intelligence gathering missions are all political in the general sense of the word
ce they encompass all matters of national interest.

THE GENERAL INTELLIGENCE GATHERING

LESSON N02

II GENERAL INTELLIGENCE GATHERING AS ACTIVITY

DEFINITION

Intelligence Gathering is an activity by which the managerial Staff(executives) and agents search, centralize necessary information for the benefit and the action of the government.

A. Domain and Goal(objective or purpose)

The Domain of intelligence Gathering is very broad. The action of service is to be applied to several plans, these are:

1. Political plan

The goal is to know exactly and at anytime, the life of diverse parties(authorized or illust), to register populations aspirations or desire, the people's opinion in reaction to government's decisions, and to principal events nationwide or worldwide, to determine incidence that can modify social classes minds and therefore jeopardize or compromise the public order.

2. Economical plan

The goal is to collect economical information (market fluctuations, distribution, consumptions) the possible crisis, to detect the smuggling and illicit traffics

3. Social plan

The goal is to identify different social groups, to study the organization and the trade union actions, to prevent all social acts(strike, unemployment), in order to protect and to develop the national economy, to preserve and improve their quality of life.

4. Religions plan

The goal is to know the situation, the activities, the influence of each religion, to discover possible antagonisms, to keep an eye on spints' evolution and to eventirally determine political interferences

5. Administrative plan

The goal is to conduct all investigations (inquiries) concerning moral and physical persons on which public powers must be or want to be especially informed. The information gathered in this case not only refer to social behaviour and to individual morality but also to their political and national attitudes. Sometimes, the authorities request information only on particular aspect (side) of those activities.

6. Military plan

The goal is, for the information agent, to inquire the troop's moral by gathering information on military conditions (material, social and psychological) of soldiers. He must also detect the suspicious activities of militaries including the abuses and exactions committed by some of them. Finally, he contributes to the protection of sensitive points and to the security of military equipments.

7. National plan

Goal: In a country where the Control of foreigner's involvement and the anti-national activities are not assured by a specialized service (state security, for instance).

* It belongs to the information service of the Gendarmerie to detect the attacks to interior and exterior safety of the state and to neutralize the authors.

GENERAL INTELLIGENCE GATHERINGS

Lesson No 35

The means

General outline

1) **Material sources**

- a. The archives of other administrations and private organisms
- b. The press

2) **Human means**

- a. Executives and agents
- b. Exterior colleagues (collaborators)

3) **Technical Means**

- a. The photography
- b. The audio-visual sonorous
- c. The reprography
- d. Sonorous recording
- e. Telephone tracking
- f. The Radio Data processing

Definition

The collection, the centralization, and the processing the information require the use and the exploitations of a certain number of means that can be classified into three essential categories:

- Material sources
- Human means
- Technical means

There are General Intelligence gatherings' means.

1. Material sources

The systematic consultation and which has priority on rough (first hand's) is imposed to general intelligence gatherings employed at the beginning of any inquiry. Those sources are called material sources and are formed (constituted) by the archives of the Gendarmerie, of the police, of the others administrations and private organisms including the written press, verbal and audio-visual

a) The archives of the Gendarmerie and the Police

Judiciously exploited, these archives are intelligence gathering mines on individuals, the communities, and the events. If suitably kept, they constitute the recording for these services. Eventually they are the basis, the foundation and the element of continuation of services actions.

b) The archives of other administrations and private organisms

The ministries (departments), the administrative services (PTT, taxes and customs, Public works, the mines, INPS, the magistracy), the commerce chambers, the banks, the private companies, the important Business men, having records and archives which if well consulted can bring useful elements to the investigator.

c) The press

The press constitutes a precious source of information for General Intelligence gathering. It evokes very often before every body, current events, explain the common opinions, analyses political's point of views and comments on governmental actions.

THE HUMAN MEANS

They are all intelligence gathering's personnel (executives and employees) their outside collaborations (informers, personal relationships etc) all working towards the search and the processing of the information.

a. Executives and agents

They work with Intelligence gathering, contrary to outside collaborators.

At the central level, they synthesize and analyze information given by different sources, those from outside and inside. The employees of lower level are in charge of searching and treating the information. They can do it by direct observations or with the help of outside collaborators.

In the direct observation, employees are direct and objectify witnesses of the event which they must report. They can then record the reactions of their assistance. They are well placed to report precisely and loyally (faithfully). The quickness and the objectivity are guaranteed. This case generally happens during public meetings or other open gatherings.

b. Exterior collaborators

They are people who do not belong to the service but who assist executives to accomplish their mission. Their participation is precious in case of meetings not open to the public.

PERSONNEL RELATIONSHIPS

They are not really collaborators ditrectly speaking. However, the intelligence gathering obtained because of personnel acquaintance during social conversations, while relaxing are of excellent quality, because they are spontaneously transmitted. The interlocutor is not preoccupied by the executives profession. The informer is a person who accepts to furnish information to the general intelligence gathering to help them in accomplishing their mission of information. the agent is an informer more qualified, used searching or the accomplishing clandestine activities. This is generally done by special services.

The informer or agent is mainly responsible of collecting information especially those kept insecret. He is generally recruited according to his ability and his position in society or the plan of action in the area where they want to get information.

The informer can be obliged to deal with his service because of different reasons:

- Patriotism, civism, the love of Public order.
- Religions convictions, political conviction,
- Reward of gain
- Implication in compromitting affairs
- Spontaneous offer without compensation

Let us keep in mind that the interest is the most protocol used by the agents.

Because of this the state provides him amounts of money that must be judiciously used.

The procedures of recruit and of using manipulation, the informer will be studied later.

VII

TECHNICAL MEANS

The are installations or technical process used either to collect, either to stock information or for their treatment.

The usage of there methods requires sometimes the help of experts who are progressively included among the service personnets. It has irreplaceable advantages according to discretion, promptness, accuracy, convenience of the information.

The main technic actually used are:

2. The photography
3. -The audio-visual
1. -The sonorous recording , Telephone listenings (tracking)
- The radio
- The satellites, the plans are used like inputs in the explication of several technique(photography, phone tapping)

a) THE PHOTOGRAPHY

It is extremely important, in meeting, procession, strikes on public roadway, to subsequently identify speakers, listeners or strikers, and to eventually confuse a bad participant. Watching from a long distance can be realized by using telephoto lens machines. On the other hand, photo machines miniaturized that can be easily concealed, are used in the counter espionage for the spinning teams or to cover the strikers.

are also used for special guard. For example, if you will take pictures of a public room where a dangerous person is staying, only a few people can be seen.

b) THE AUDIO-VISUAL

The video camera has replaced the cinema. The advantage of video film is capital in case of strike with a grave disorder. It offers the possibility to revive the event. Because of slow moving and (picture stopping) techniques, the audio-visual allows to analyze the scanning circumstances. A video camera well hidden can cover secretive meeting. The surveillance camera allows to watch continuously a well precised point.

c) THE REPROGRAPHY

It has replaced the typing and even the photocopy for the fast reproduction and in larger number of documents. It is used in all branches of a service of General Intelligence gathering, especially at archives.

d) SONOROUS RECORDING

The tape recorder can be used during public meeting or private ~~for opinion~~ to conserve a conversation that took place in an office, a briefing (report) from an informer in any area.

e) PHONE LISTINGS

It is a technique based on the interception of telephone communication. Technically speaking, it doesn't present any major difficulties. But it does, on juridical point of view. This procedure doesn't have any legal value in front of the justice and it is even accused to be illegal as an attack to private life and to secretive correspondences. It is also the ~~something~~ ^{some} for the mail control. Their utilization must not only be motivated for the attack to the state safety or the struggle against big criminality. They can also be used on demand of instruction's judge.

f) THE RADIO

It is used for executives of General Intelligence gathering to cover political demonstrations of all orders (electoral results for ex.). It is very important during the surveillance operation, to assure the ~~link~~ ^{link} between teams, between a team members in case of broken spinning, to facilitate the relay and the continuity of operations.

g) DATA PROCESSING

The data processing has invaded the intelligence gathering domain. Computers allow to store enormous quantities of information on diskettes. Moreover, they offer the advantage of reducing considerably the time of searching the information. The use of Data processing in Intelligence gathering field has become ~~nowadays~~ a primordial necessity for every intelligence gathering service.

11

GENERAL INTELLIGENCE GATHERING

LESSON NO 1.8

INTELLIGENCE GATHERING TREATMENT

Plan: the collection (gathering)
the ~~tri~~ ^{sorting out}
the crosschecking (recapement)
the analyze.

DEFINITION

If taken technically, the information can be considered as a simple knowledge of a certain fact. From this point of view, this is the raw material, the first ingredient of the work of general intelligence gathering.

On contrary, intelligence gathering covers a more precise knowledge and less popular. It is an aspect (side) of the truth that is more less known.

To obtain the information that is a knowledge more rich and precise, the ~~informer~~ ^{intelligence gathering} must pass by different stages that we can call the treatment cycle. This includes:

1. THE COLLECTION ^{service like a big Bellbox.}

It is the very first stage during which the executive gathers the information coming from different sources. ~~He~~ gives priority to the exploitation of material sources that are ~~very~~ ^{rich} easily accessible.

2. THE TRI SORTING OUT ^{Religious Military Economic}

^{different sources} It is the stage of classifying information received from the agent. He does it according to criterion depending on the nature of the problem. Sometimes the agent will keep in minds the substance of the information interesting the inquiry.

3. THE CROSSCHECKING (RECOUPLEMENT)

^{checking} That is the more important stage of the treatment process. It is verifying the authenticity of the information received. The ~~agent~~ ^{executive} can do it by comparison, or by using complementary information, more precise, when he can ask his informer or other information sources. ^{by checking}

- Mr. X - 1° info informateur
2° rapport que le JLC va être d'un meeting
3° Adresse retrouvée dans le carnet d'un habitant arrêté de son autre région.

4. THE ANALYSIS

It is the last stage of the process. It is an intellectual work by which the executive uses his own knowledge to seize the interest of subject. The information obtained this way must possess the following qualities:

that the executive should be and

a) To be objective: This means frank and impartial, the ~~agent~~ must avoid two mistakes. that can be heavy and cause bad consequences: *These mistakes could cause bad and heavy consequences:*

*To present ~~an opinion that is personnel~~ as being representative of the reality. *To present some fact and ~~day~~ supposed conform to ^{the} government desires. *which are*

b) To be enlightened *(clair) / Préciser le contexte général*
The information It has to be replaced in its scope and matched, because of work and the knowledge of the executive of the analysis.

c) Be complete
 This means that the executive must report everything he knows, precessing, if necessary, the limits of his information.

d) To be ^{confiamed} verified or crosschecked */ The correction of the analysts*
Specify

- An executive of intelligence gathering can not afford a denial (to make a mistake)

e) It must be planning */ forecast / in anticipation.*

It is necessary to ^{soit le sens} draw the meaning, to precise the perspectives, to lead up to the short or mean term prediction. The knowledge of previous facts is over interesting neither the retrospective analysis, but ~~especially~~ *durant* an agitated period, the aspect of ~~reach~~ *search* must always be oriented towards the evolution. *How will be the future?*

f) To aim the efficiency

It must lead up on the action and not on the philosophical analysis. It must be matched for the practical propositions need to encounter the situation. *In your report, the executive should give some propositions to encounter the situation to settle the situation.*
 g) To be quickly transmitted *(regler)*

The fact is fundamental because an outdated information has a mediocre (poor) value, and nothing can be quickly depreciated like the information.

REMARKS (comments)

~~The worst is always possible when the information is filtered or stopped, therefore the authorities will only receive cut down or falsified information. They will under estimate from now and on, the reality and the state risks to failure or the adventures. The decisions will not match the needs and the desires. The state credit will crumble away and its authority will degrade. The fate of a regime essentially cares about the value of information and its sources.~~



DOCUMENTS-EXPLOITATION -TRANSMISSION (CONTINUATION)

STANDARD INFORMATION NOTE

Number.175/CR
7-7-95

Origin =s/MC
Source =a-c
value =1

Objet:Activity of the main syndicate of Working people of RWANDA
(CESTRAR)

Mr NSABIMANA Claude, General Secretary of CESTRAR AND Delegate of this main office to PANAFRICAN of LUSAKA (9-1-95), left Kigali by the regular flight Ethiopian Airlines the 6th of this month around 9 p.m.
Some syndicate's people went to the Airport along with Mr NSABIMANA, and one of them is Mr NKUSI Peter, a School Director of the Center. Another is GASANA Callixte who is an employee of the Bank of Kigali.

The first hand information let people think that this trip may be the preparation of employees'strike, to make a pressure on Government.

Addressees

- EMGN
- Prefect of Kigali

Remark

This document will be completed by "an ^{intelligence} information note", when the investigator team will be able for Instance:

- to know who paid Nsabimana's trip
- to establish why this person has been delegated by his main office
- to determine the reasons and modalities of the action planned by the employees.

Exemple avec la Source humaine

Source : agent / Informateur / le rapport
value : 2

14

Standard example of Intelligence note

Number = 179/CR
8-1-95

Origin=S/4
Source=B-C

~~Union~~ Object: Activity of the main Office of the working people's ~~syndicate~~ of Rwanda.

Ref:Note no 175/CR of 1/7/95.

INTELLIGENCE OF IDENTITY

NSABIMANA Claude
Known

Intelligence on archives (File)

Has adhered to National ~~syndicate~~ ^{Union} of the Public administration in June 1981.

Was elected as General Secretary of the above organisation on November 12,1982 and as General Secretary of CESTRAR since January 10,1984.

Since he was appointed to his position, he made sure that he is supported by his friend and school colleague of the same promotion and whose name is NKUSI Peter.

Proper Intelligence case

Mr NSABIMANA Claude who left Kigali for LUSAKA via Nairobi the 6th of this month, had a round trip ticket, issued by Ethiopian Airlines, and ordered by the Panafrican confederacy of Workers, which was the Congress Organizer.

Nsabimana carried with him a friendship message on behalf of the CESTRAR, to the participants at the Congress(see attached copy). He also had a copy of the minutes of the meeting held on January 4, during which the syndicate's main office decided to adhere to the Panafrican Confederacy of workers, to indicate his representative at Lusaka's assizes.

In the same meeting they elected the General Secretary in transit in Nairobi, to meet his Kenyan Colleague to work out on tightening the relationship between the two main offices, Rwandese and Kenyan.

Before his boarding, the trade-main leader told his friends that when he comes back, the CESTRAR will decide to organize a strike with the main goal to force the Government to immediately approve the agreement signed with the syndicate, this agreement is relative to increase workers'salaries up to 30% .

An other well known information, from a good sources, let us think that all syndicates composing the CESTRAR will associate themselves to this action.

TYPE OF INFORMATION NOTE CONCERNING ECONOMICAL PROBLEM

N°...../SRS
Date.....

Origin.....
Source.....
Value

Objet: Shortage of maize and Bean on the Northern
region's Market

A discomfort is taking place in the three districts of the northern region (Gisenyi, Ruhengeri and Byumba) where the procurement of these two basic products becomes a problem because of the increasing insecurity. If these difficulties have been overcome until now because of Oprovia's last stocks; it seems that it won't be the same thing, especially now, since this public organization of regulation doesn't have enough means and funds to get going again.

In fact, in spite of commitment made by the Chamber of Commerce of Gisenyi in December, to supply Oprovia, the merchants of the northern region hampered by a lack of money and the insecurity are incapable to make enough stocks for their future survival, during the seasonal collecting. As matter of fact, presently the maize and bean are seriously rare on market of the region and prices are prohibitive, eventually annoying Consumers.

For those who are amazed by the deficiency, the merchants resort that it is impossible to get normally supplies because the insecurity and that producers accept to sell to private people, only for an unofficial price superior to the one set by the taxation decree.

This situation may perturb people's welfare if emergency measure are not taken to assure the normal supplying of maize and bean to the three northern districts' consumers.

Everybody regrets unanimously the non-operationality of Oprovia in their region.

Besides, Gisenyi and Ruhengeri are the main granaries of the country, so the consequences may go beyond limits in the region.

13 III. EXPLOITATION OF INFORMATION.

The search of information could have limited interest if it could be transmitted to people able to know it by the fastest and secret ways in order to allow themselves to exploit it and therefore to act.

The addresses of information are in number of two:

- at National scale (grade): The Minister
- at local scale : The prefect.

Once the information is gathered and treated by the inquire team, these authorities can encounter different situations.

-The information supplied is completed enough and sufficiently verified to build up rightway the concerned authority and to allow him to properly take useful measures (authorization, interdiction to strike, warning expulsion).

-The information can be judged too fragmentary (sketchy) or not enough verified to the point the addresses will need additional information. He will if necessary, carry on more precise investigation before deciding.

-The reported facts do not represent any interest for the actual context, however they can be related to other facts indicated during different times and different places.

-It is the information main office's responsibility to do the chronological assembly, the consistent synthesis of those events in order to draw their true meaning for the centralized Power.

-The reported facts do not justify particular decision. In this case, after contributing to arouse the authorities attention on certain problems, notes and reports are simply classified at the archives while waiting for that a new fact may bring a subsequent interest which is unsuspected today.

(14) TRANSMISSION OF INFORMATION

The normal mean of transmission between the managerial services of information and authorities is the information note or the note of intelligence.

Nevertheless, according to the complex nature and urgent character of certain matters, it can happen that these matters be reported by phone to authorities. These phone reports are always followed by the information note or the note of intelligence. In this particular case the telephone conversation must be protected.

As for the transmission of information among people who collect them if we refer ourselves to model of the exploitation of information that we have studied previously, we can retain that the success of work carried on is facilitated by the quickness of communication, and by verifications.

These communications are carried by messages, short writings meant to provoke decision making or urgent operations (surveillance, shadowing)

We distinguish different types of messages according to their method of transmission :

- The message by carrier (messenger)
- The telephonic message, to which we can add the message by Fax.
- The teletype message
- The Radio message

It can be coded, camouflaged or clear (obvious)

The messages are speed up means of transmitting the information which in any case must be confirmed and precised by the information note.

To conclude, we cannot afford not to mention that those who gather and take advantage of the information will face difficulties to get a balance between a good quality of information (confidentiality, precision, concision, and exhaustiveness), and the quick transmission.

These contradictions will be smoothed away by the perceptiveness of intelligence agents who must watch the protection system of communication means.

The addresses

As recalled above, the intelligence is an information means of the Government, it is obvious that their production be first addressed to the higher level, and to the Minister (of Interior, of Defense or of National Security, according to the Country). But the Public Powers are not limited to those authorities and the Prefecture intelligence services alone, they can normally inform the E M G N or they can instruct the above powers to inform the local representative of the law enforcement: Prefect Sub-prefect and so on. This collaboration can be fruitful because it allows RG employee to tight interpersonal relations in all administrations, at the sometime this collaboration makes it quick in case of making urgent decisions.

^{ISSG}
Example of classical exploitation of ~~R.G.~~ information.

The data

On February 1st 1995, the border post RG Gisenyi indicates by phone to S.R.S-EMGN at Kigali, that to Commercial agents entered the territory and their names Paul Kwame and Mukele. They were carrying ordinary passeports bearing lseveral visas, among which, one was a transit visa for staying in Rwanda for 5 days. This visa has been delivered by the General Consul of Rwanda in Kinshasa.

The responsible of the border Post of Gisenyi emphasizes that Kwame and Mukele were received on their arrival by the local section's General Secretary of Carriers' trade Union. The General Secretary took them in his own car and drove toward Kibuye which is the Capital city of the prefecture, where 800 miners extract gold for a foreign Company that export ingots to Europe.

Gisenyi adds that an information note in detail will be sent by next mail but the RG Post of Kibuye has been noticed by phone about this fact.

THE DILIGENCES (APRIL 1995)At the Central (EMGN) LEVEL

The S R S affluent of these first information, carries on searches as a matter of routine in archives of the service, and it appears that the two strangers, Mukele and Kwame are known as members of Director Comitee of the international trad-Union (FSI), important syndicate organisation with the program that covers suspicious political activities.

The S R S:

- Indicates the facts to the Minister of National Defense
- Informs by coded message the cheif of the information antenna of Kibuye about syndicate ties (connection) of Mukele and Kwame asking him to watch over their contacts
- Warns by identical message all other posts of information on the

territory.

18

- 6 -

At the antenna's lever.

On February 2nd, the RG employee on duty in Kibuye, informs the EMGN, by the EMGN, by coded message, that the two strangers' activities who arrived a day ago from Gisenyi were closely being watched. It is obvious that Mukele and Kwame had a long talks with the General Secretary of National trade Union's miners and with Carriers's trade union's one, both residing in Kibuye. According to a well acknowledged informer, Kwame and Mukele made an effort to convince these two syndicates to stop working since the first march until there will be some changes. The claim regarding miners salaries was not satisfactory before that date. The two representative of FSI were gone again toward Butare on February 2 around 10h o' clock by bus belonging to ONATRACOM Cie.

The R.G. Employee of Kibuye adds that the prefect and his colleague of BUTARE have been noticed and that an information note detail will follow.

2. On February 3rd 1995, the SRS receives a new message from RG Gendarmerie on duty at Butare where the petroleum company resupplying the gold mine in fuel is located.

He indicates that on their arrival the 2nd in evening coming from Kibuye, Kwame and Mukele went to pay a visite to the local leader of petroleum trade-union to convince him as they did for carriers, to accept the principal of the solidarity strike during the stoppage planed by miners the 1st march 1995. The petroleum representatives giving up to their oxfordations has finally given his agreement.

Mukele and Kwame should catch the Sabena flight the same evening at 23h, to their mutual countries.

Once again the authorities (prefect of Butare and srs-EGMNO were informed without delay.

3. On February 4th, 1995 the Kigali airport security (RG antenna) confirms the departure of Mukele and Kwame and indicates that there was no sign of suspicion.

The sythesis

When he received by regural mail, the detailed notes announced by Gisenyi, Kibuye, Butare and Kanombe's antenas, the EGMN wrote to the Central Power, a synthesis of observations made by these three posts about the trip made by Mr Mukele and Kwame, and drew a definitive concusion that a menace of an inspeding and generalized strike is almost evident among the three important categories of workers of the country: the miners, the road carriers and the petroleum. Is put in evidence in this matter the perfect articulation of connection that must exist.

- On one hand between the antenas of RG and their Head Quarter
- On the other hand between the antenas themselves.
- Besides between the E M G N and the representatives of the Centralized Power at different levels (Minister of Defense,

-7-

We will observe:

-That because of circumstances that surrounded their entrance in Rwanda, the Gisenyi antenna didn't omit to his homologous of Kibuye, the arrival of Mukele and Kwame.

-That happy initiative allowed to identify immediately the two commercial agents, as really syndicalist leaders, probably in mission.

That at the sometime, he proceeded to a warning broadcasting, Mukele and Kwame were constantly watched by intelligence services from the time they crossed the border.

-That consequently the true motive of their trip (provocation of social disorder, with the goal of compromising the gold export that procures devises to Rwanda) was quickly established.

-That knowing their goals and what they were up to in Kibuye and in Butare as well, allows now the centralized power to take the measures required by the situation; eventual intervention to miners' employers in order to speed up the consideration of their claim, possibility of boosting (or relauncling) the labor Inspection, direct contact with workers representatives menace of requisition and so on..)

-That trully, the centralized power, duly informed as it has happened since the beginning of this matter, can never be under informed in order to avoid the crisis wanted by the FSI agents.

-That it is again his responsibility, subsequently to invite his diplomatic representatives and his consulars to refuse from now and on, granting visa of stay or of transit to Kwame and Mukele.

Passage standard.

The.../.../199.

Head Quartier of the National Gendarmerie.

Specialized intelligence service

Border Post of

Passage card.

Object:

Passage at the border of:(Persons indicated or to
indicate)
(Personnalites:diplomaties
or officials)
(Coming From:
cross the useless mentions

Name and Post name
Date and Birth place
Nationality
Residence
Profession or qualification
Identity titles or travellers documents
visa making object of the Card no:
or of the diffusion (reference)
Entered or exited the :
Border Post of
(Road-Train station, Port,airport
Coming from (exact address)
Going to (exact address)

Eventual observations(People accompagning the traveller, vehicle
to be used, information gathered

Addressees:

Type of message

NO...../SRS

of 1-2-95

SRS MAIN OFFICE IN KIGALI.

Text:

Honnor report entry today by Goma Border Post, coming from

21
Kinshasa, named Paul Kwame, an Ghanaian citizen and François Mukele, Zairian both commercial agents carrying transit visas of five days, declared that they are going to Kibuye to visit mines, were received and took in charge secretary local section. Carriers' Trade Union stop Kibuye antenna noticed stop. Note follows-End.

-9-

No...../srs

Of 2nd February 1995
To

SRS Main office of Kigali

Text: Honnor, report named Paul Kwame and François Mukele, object your T.O. were watched since their arrival from Gisenyi the first of this month stop. The above people had long talks with general secretaries of National Trade Union of mines and carriers Trade Union stop. According to a good source information Mukele and Kwame would have incited their interlocutors to strike 1st march if salaries' claim is not satisfied stop. Both F.S.I. representatives were gone again toward Butare direction today at 10h by ONATRACOM bus stop. Butare antenna prefect noticed stop note follows End.

No...../SRS

SRS Main Post of Butare.

Of February, 1995

To

SRS Main office of Kigali.

Text: Following your diffusion 2nd of the month honnor report that the named Kwame and Mukele met local leader Petroleum's trade Union at his residence and agreed together principal solidarity strike with miners workers when stoppage planned 1st march stop. Kwame and Mukele went again the same day 15h Kanombe direction around 05h on Sabena airlines to destination of Kinshasa stop Kanombe antenna noticed stop note follows End.

-10-

Type of Administrative inquest Report.

No...../SRS

April 6,1995

The s/lieutenant KARANGWA Callixte

To
Capitaine NGURUMUNSI Jean Baptiste
Antena Chief of SRS at Butare.

Plan

OBJECT.

Candidacy of Mr Kayumba Jules at Butare for the competitive examination of judiciary Police inspectors.
Ref: Letter n0 035 of december 15,1994 of Mr the Minister of Interior

Supporting Documents.

a file of three documents

Introduction

I have the honnor to report the inquiry carried on and the information gathered on behalf of Mr Kayumba Jules 25 years old, married, one child, employee of Commerce, residing 25, CHURCH Avenue in Butare, who demanded the authorization to participate at the next judiciary inspector's recruiting that will take place on june 8,1995.

Marital status

Nationality

Mr Kayumba Jules was born on january 7,1970 at Remera in Nyakabanda commune, from Eugene Nkubito and Murekatete Immaculée. He is Rwandese citizen and catholic. His father who is a merchant of fabric in Kigali (Nyamirambo) for morethan 25 years. His mother is a house keeper and lives in family .

Education

He did his studies at the elementary school of Nyamirambo, then his father registered him at the boarding school at the Lycee Rugunga where he obtained his high school Diploma in 1989.

Military Service

Registered on census list of Nyarugenge, Kayumba was recognized fit for the military service, but he has never been called in.

III^{ème} LECON : DOCUMENTS - EXPLOITATION - TRASMISSION

1. La Note d'Information ou de Renseignements

Plan du Cours

a. Généralités

1. Conditions de forme:

- . numéro et date
- . objet
- . référence - pièces jointes
- . origine
- . source
- . valeur
- . destinataires

2. Conditions de fond et de style

3. Actualité du Renseignement

4. Sélection du Renseignement

b. La note d'information

c. La note de Renseignements.

III. A. LES DOCUMENTS DE RENSEIGNEMENTS GENERAUX:

a. GENERALITES

La note d'information est utilisée pour relater et de manière sincte un fait brut qui vient de se produire.

La note de renseignements est plus complète. Elle assortit la relation du même fait de précisions, de vérifications d'éléments d'archives. Elle situe l'événement dans un contexte et en dégage les conséquences possibles.

Dans la pratique les deux appellations sont fréquemment confondues.

enfin, au bas de la feuille à gauche, sont énumérés les destinataires dans l'ordre recommandé par la Direction (SRS) avec l'indication du nombre d'exemplaires adressés à chacun d'eux.

SERVICES RENSEIGNEMENTS

Cette précaution permet d'éviter des retransmissions inutiles et, le cas échéant, de localiser les fuites.

2. Conditions de fond et de style

1) Conditions de fond:

Une note d'information doit être objective, sans équivoque. On ne doit ni présenter les faits de manière incomplète et tendancieuse, ni se livrer à des commentaires personnels. Si on est amené à des suppositions pour faire découvrir au lecteur certains aspects possibles ou certains développements de l'affaire, il faut l'indiquer sans ambiguïté. En revanche, on ne doit traiter qu'un sujet à la fois.

2) Conditions de style:

La note est rédigée sous forme impersonnelle. Le style doit être précis et clair. Il y a lieu d'employer des phrases courtes et d'éviter le conditionnel.

3) Actualité du Renseignement

L'intérêt du renseignement est dans son actualité et dans son exploitation immédiate par le gouvernement.

On s'attachera donc à rapporter le plus vite possible l'événement qui se déroule, le meilleur renseignement étant bien sûr celui qui prévoit les faits.

Si le renseignement est particulièrement important, ou s'il nécessite une exploitation urgente, on pourra le transmettre immédiatement par message radio, par télégramme chiffré, à la rigueur par téléphone suivant les possibilités locales.

Il est bien entendu que le souci de rapidité ne doit pas faire obstacle aux vérifications indispensables. Si, faute de temps le renseignement n'a pu être recoupé, le chef de poste RG peut toujours le transmettre à l'état brut en précisant que des renseignements complémentaires seront transmis ultérieurement (note d'information suivie d'une note de renseignement).

4) Sélection du Renseignement

Certaines informations n'ont qu'une valeur limitée géographiquement (ex. petite réunion de quartier). On se bornera à les adresser aux autorités locales (chef de circonscriptions administratives, conseiller, bourgmestre quelques fois).

Toutes autres informations qui par leur importance ou l'état d'esprit général qu'elles traduisent présente un intérêt au plan national, doivent être envoyées à la Centrale du Renseignement (SRS, MININTER ou Primature).

Main Intelligence Central (SRS)

b. LA NOTE D'INFORMATION

On l'utilise pour rapporter des informations de caractère général, intéressant ou mettant en cause des groupes d'individus ou des faits, des événements, des incidents importants qui viennent de se produire et sur lesquels on reviendra éventuellement après complément d'enquête et vérifications, pour en rendre compte de façon plus complète et circonstanciée sous forme de "note de renseignements".

On s'en sert aussi pour transmettre des renseignements particuliers sur des personnes déterminées dont l'identité et les activités sont bien connues des destinataires de la note. C'est le cas des parlementaires, principaux dirigeants des organisations politiques et syndicales.

c. LA NOTE DE RENSEIGNEMENTS

On y a recours lorsque les informations à transmettre concernent les agissements de personnes peu ou pas connues jusque-là ou étrangères au pays, et sur lesquelles on entend appeler spécialement l'attention du lecteur de la note ou lorsque des renseignements importants ont été recueillis après enquête sur des faits, des événements de nature politique, économique ou sociale.

Sa présentation plus structurée que celle du précédent modèle, plus rigoureuse aussi, permet de tracer une sorte de tableau complet de la ou des personnes jugées intéressantes, ou bien d'une situation ou d'un événement.

Y figurent en effet, en quelques lignes, l'identité, l'essentiel des activités passées (résumé des archives) et la relation des activités actuelles.

MODELE DE NOTE D'INFORMATION

Numéro 175/CR

Origine : S/4

7.1.95

Source: A&C

Valeur: 1

Objet: Activité de la Centrale Syndicale des Travailleurs du Rwanda (CESTRAR)

Monsieur Nsabimana Claude, Secrétaire Général de la CESTRAR et délégué de cette Centrale au Congrès Panafricain de Lusaka (9-1-95) a quitté Kigali par le vol régulier Ethiopian Air Lines du 6 courant à 21 heures.

Quelques personnalités syndicales ont accompagné Monsieur Nsabimana à l'aéroport parmi lesquelles Monsieur Nkusi Pierre, Directeur de l'Ecole du Centre, et Gasana Callixte employé de la Banque de Kigali.

Des renseignements, non encore recoupés, laissent penser que ce voyage est le prélude à une action d'envergure des travailleurs pour faire pression sur le Gouvernement.

Destinataires:

- EMGN	2
- Préfet de Kigali	1

Remarque:

Le présent document pourra être complété par "une note de renseignement" lorsque le cadre enquêteur aura pu, par exemple:

- savoir qui finance le voyage de Nsabimana
- établir dans quelles conditions l'intéressé a été mandaté par sa Centrale
- déterminer les raisons et les modalités de l'action envisagée par les travailleurs.

MODELE DE NOTE DE RENSEIGNEMENT

Numéro: 179/CR

Origine : S/4

8.1.95

Sources : B et C

Objet: Activité de la Centrale Syndicale des Travailleurs du Rwanda.

Ref.: Note n°175/CR du 7.1.95.

Renseignements d'Identité

Nsabimana Claude
Connu

Renseignements d'Archives

A adhéré en Juin 1981 au Syndicat National de l'Administration Publique

Elu Secrétaire Général de cette organisation le 12 Novembre 1982 Secrétaire Général de la CESTRAR depuis le 10 Janvier 1984.

S'est assuré depuis sa désignation à ce poste l'appui du Syndicat National de l'Enseignement et de la Culture dont le Responsable est son ami et camarade de promotion Nkusi Pierre.

Renseignements Proprement dits

Monsieur Nsabimana Claude qui a quitté Kigali pour Lusaka via Nairobi le 6 courant, était en possession d'un billet de passage aller-retour mis à sa disposition par la Compagnie Aérienne Ethipian Airline sur ordre de la Confédération Panafricaine des Travailleurs, organisatrice du Congrès.

Nsabimana était porteur d'un message d'amitié de la CESTRAR aux congressistes (copie en annexe) et d'un exemplaire du PV de la séance du 4 Janvier au cours de laquelle la Centrale Syndicale avait décidé d'adhérer à la Confédération Panafricaine des Travailleurs et de désigner son Représentant aux assises de Lusaka.

La même séance avait mandaté le Secrétaire Général de passage à Nairobi pour rencontrer son homologue Kenyan en vue d'une prise de contact pour l'amorce de rapports plus étroits entre les deux Centrales Rwandaise et Kenyane.

Avant l'embarquement, le leader syndicaliste a confié à ses amis qu'à son retour la CESTRAR décidera d'une grève dont le but sera de contraindre le Gouvernement à mettre immédiatement en application les accords signés avec le Syndicat relatifs à l'augmentation des salaires des travailleurs de 30%.

D'autres renseignements recoupés à bonne source incitent à penser que l'ensemble des syndicats qui composent la CESTRAR s'associeront à cette action.

SRS	2
Préfet de Kigali	1
Archives	2

NOTE D'INFORMATION TYPE CONCERNANT UN PROBLEME ECONOMIQUE

N°/SRS

Date

Origine

Source.....

Valeur.....

Objet: Pénurie de maïs et de haricot sur les marchés de la Région Nord.

Un malaise est entrain de naître dans les trois préfectures de la Région Nord (Gisenyi, Ruhengeri et Byumba) où l'approvisionnement dans ces deux produits de base pose de plus en plus problème du fait de l'insécurité grandissante.

Si ces difficultés avaient pu être surmontées jusqu'ici grâce aux derniers stocks OPROVIA, il semble bien qu'il n'en ira pas de même maintenant que cet organisme public de régulation a du mal à redémarrer faute de moyens et de fonds.

En fait, et malgré les assurances fournies en Décembre par la Chambre de Commerce de Gisenyi pour suppléer à l'OPROVIA, les commerçants de la Région-Nord gênés par l'insuffisance de leur trésorerie et l'insécurité se sont avérés incapables d'emmagasiner au moment de la traite saisonnière, les stocks de sécurité indispensables à la soudure. Il s'ensuit qu'aujourd'hui le maïs et le haricot se raréfient dangereusement sur les marchés de la région et leur prix atteignent, au grand mécontentement des consommateurs, des niveaux souvent prohibitifs.

A ceux qui s'étonnent de leur carence, les commerçants locaux rétorquent qu'il ne leur est possible de s'approvisionner normalement compte tenu de l'insécurité, et les producteurs n'acceptant de céder leurs derniers stocks au secteur privé qu'à un prix officiel nettement supérieur au plafond prévu par le décret de taxation.

Cette situation est susceptible de conduire à de graves perturbations sociales si des mesures ne sont pas prises d'urgence pour assurer un ravitaillement normal en maïs et en haricot aux consommateurs des trois Préfectures Nord, unanimes à regretter la non-opérationnalité de l'OPROVIA dans leur région.

Par ailleurs, Gisenyi et Ruhengeri constituant les greniers du Pays, les conséquences pourraient déborder la région.

III. B. EXPLOITATION DES INFORMATIONS

La recherche de l'information n'aurait qu'un intérêt limité si le renseignement ne parvenait pas à ceux qui ont qualité pour en connaître, par les voies les plus rapides et les plus sûres, ceci afin de leur permettre de l'exploiter, c'est à dire d'agir.

Ces destinataires de l'information sont au nombre de deux:

- à l'échelon national : le Ministre
- à l'échelon local: le Préfet

Une fois en possession de l'information recueillie et traitée par les services de renseignements, ces autorités peuvent se retrouver devant différentes situations:

- le renseignement fourni est assez complet et suffisamment sûr pour édifier d'emblée l'autorité concernée et lui permettre de prendre en connaissance de cause toutes les mesures utiles (autorisation, interdiction d'une manifestation, mise en garde, expulsion, etc.)
- l'information peut être jugée trop fragmentaire ou insuffisamment recoupée, au quel cas, le destinataire pourra décider d'attendre des informations supplémentaires. Il provoquera si besoin est des investigations plus précises avant de se prononcer.
- les faits rapportés n'offrent pas d'intérêt dans le contexte actuel, ils peuvent cependant être rattachés à d'autres faits signalés en d'autres temps ou en d'autres lieux. Il revient justement à la Direction du Service de Renseignements de faire le montage chronologique, la synthèse cohérente de ces événements afin de dégager pour le pouvoir central leur signification véritable.
- les faits rapportés ne justifient pas de décision particulière. Dans ce cas, après avoir contribué à éveiller l'attention des autorités sur certains problèmes, notes et rapports sont simplement classés aux archives en attendant qu'un fait nouveau leur confère peut être ultérieurement un intérêt aujourd'hui insoupçonné.

III. C. TRANSMISSION DES INFORMATIONS

Le moyen de transmission normale entre la Direction des Services de Renseignement et les Autorités est la note d'information ou de renseignements.

Cependant, il peut arriver selon la nature complexe et le caractère urgent de certaines affaires que celles-ci fassent l'objet de compte rendus téléphoniques aux autorités. Ces compte rendus téléphoniques sont toujours suivis de note d'information ou de renseignements. Dans ces cas, les moyens de liaison téléphoniques doivent être protégés.

Quant à la circulation des informations entre ceux qui la recueillent, en se référant à l'exemple de l'exploitation d'une information que nous venons d'étudier, on peut retenir que le succès du travail effectué est à mettre, au compte de la rapidité des liaisons et des vérifications.

Ces liaisons s'effectuent au moyen de messages, sortes d'écrits très brefs destinés à provoquer des décisions ou des opérations urgentes (surveillances, filatures, interception, mise en attention, etc.).

On distingue différents types de message selon leur mode de transmission:

- le message par porteur
- le message téléphonique auquel on peut désormais ajouter celui par fax
- le message télétypé
- le message radio

Il peut être chiffré, camouflé ou en clair.

Les messages sont des moyens accélérés de transmission de l'information qui de toute façon doivent être confirmés et précisés par une note d'information.

En conclusion, nous ne manquerons pas d'attirer l'attention sur le fait que ceux qui recueillent l'information et ceux qui l'exploitent seront confrontés au difficile équilibre à rechercher entre les qualités que doit posséder une information (confidentialité, précision, concision et exhaustivité) et la rapidité dans la transmission. Ces contradictions seront applanies par la clairvoyance des cadres de renseignement qui devront aussi veiller sur le système de protection des moyens de liaison.

Les Destinataires

Comme évoqué un peu plus haut, le renseignement est un moyen d'information du Gouvernement, il va de soi que leur production est d'abord destinée à l'échelon supérieur et au Ministre (de l'intérieur, de la Défense ou de la Sécurité selon le pays). Mais les pouvoirs publics ne se limitent pas à ces seules autorités et les services préfectoraux de renseignements peuvent très normalement informer, en même temps que l'EMGN avec son accord ou sur instruction les autres représentants locaux de l'exécutif: préfet, sous-préfet, etc.

Cette collaboration ne peut être que fructueuse puisqu'elle permet au fonctionnaire des RG de multiplier ses relations personnelles dans toutes les administrations, de même qu'elle lui fait gagner du temps lorsque la situation justifie des décisions urgentes.

EXEMPLE D'EXPLOITATION CLASSIQUE D'UNE INFORMATION R.G.

LES DONNEES

Le 1^{er} Février 1995, le poste frontière RG de Gisenyi signale par téléphone au SRS-EMGN à Kigali, l'entrée dans le territoire de deux agents commerciaux étrangers, les nommés Paul Kwamé et François Mukélé titulaires de passeports ordinaires revêtus de nombreux visas, dont un visa de transit avec arrêt de cinq (5) jours au Rwanda.

Ce visa a été délivré par le Consul Général du Rwanda à Kinshasa.

Le responsable du poste frontalier de Gisenyi souligne que Kwamé et Mukélé ont été accueillis à leur arrivée par le Secrétaire Général de la Section locale du Syndicat des Transporteurs qui a pris avec eux, dans sa propre voiture, la direction de Kibuye, chef lieu de Prefecture où plus de 800 mineurs extraient de l'or pour le compte d'une société étrangère qui exporte des lingots vers l'Europe.

Gisenyi ajoute qu'une note d'information détaillée suivra par prochain courrier mais déjà le poste RG de Kibuye a été avisé téléphoniquement de ce fait.

LES DILIGENCES

A l'échelon Central (EMGN)

Le SRS nanti de ces premiers renseignements, effectue des recherches de routine aux archives du Service et il apparaît que les deux étrangers, Mukélé et Kwamé sont connus comme membres du Comité Directeur de la Fédération Syndicale Internationale (FSI) importante organisation syndicale dont le programme couvre des activités politiques suspectes.

Le SRS :

- signale les faits au Ministre de la Défense Nationale
- informe par message chiffré le chef d'antenne du renseignement de Kibuye des attaches syndicales de Mukélé et Kwamé en lui demandant de surveiller leurs contacts.
- met en garde par message identique tous les autres postes de renseignement sur le territoire.

A l'échelon des antennes

1. Le 2 Février le fonctionnaire RG en service à Kibuye fait savoir à l'EMGN, toujours par message chiffré, que les activités des deux étrangers arrivés la veille de Gisenyi ont été étroitement surveillées. Il s'avère que Mukélé et Kwamé ont eu le soir même un long entretien avec le Secrétaire Général du Syndicat National des Travailleurs des Mines et avec celui du Syndicat des Transporteurs tous deux domiciliés à Kibuye.

Selon un informateur bien placé, Mukélé et Kwamé se sont efforcés d'amener ces deux organisations syndicales à cesser le travail le 1^{er} Mars et jusqu'à nouvel ordre, si la revendication concernant les salaires des travailleurs des mines n'était pas satisfaite avant cette date. Les deux représentants de la FSI sont repartis en direction de Butare le même 2 Février vers 10 heures par le bus de la compagnie ONATRACOM.

Le fonctionnaire RG de Kibuye ajoute que le Préfet et son collègue de Butare ont été avisés et qu'une note d'information détaillée va suivre.

2. Le 3 Février 1995, le SRS reçoit un nouveau message, celui du Gendarme RG en poste à Butare où se trouve la société pétrolière qui ravitaille la mine d'or de Kibuye en carburants de toutes sortes. Il signale qu'arrivés le 2 au soir en venant de Kibuye, les nommés Kwamé et Mukélé sont allés rendre visite à son domicile au leader local du Syndicat des Pétroliers pour lui faire accepter comme pour les transporteurs le principe d'une grève de solidarité lors du débrayage envisagé par les travailleurs des mines le 1^{er} Mars 1995. Le représentant des pétroliers cédant à leurs exhortations, a finalement donné son accord. Mukélé et Kwamé devaient embarquer le même soir à 23 heures sur vol Sabena à destination de leurs pays respectifs.

Là encore les autorités (Préfet de Butare et SRS-EGMN) sont informés sans délai.

3. Les 4 Février 1995, la Sécurité de l'Aéroport de Kigali (antenne de RG) confirme le départ effectif de Mukélé et Kwamé et indique que les intéressés n'ont pas spécialement attiré l'attention.

La Synthèse

Dès que lui sont parvenues par courrier habituel les notes détaillées annoncées par les antennes de Gisenyi, Kibuye et Butare et Kanombé, l'EGMN rédige à l'intention du Pouvoir Central, une synthèse des observations faites par ces trois postes sur le périple des sieurs Mukélé et Kwamé et dégage la conclusion qui s'impose, à savoir qu'une menace de grève imminente et généralisée pèse sur trois importantes catégories de travailleurs du pays : les mineurs, les transporteurs routiers et les pétroliers.

Est mis en évidence dans cette affaire la parfaite articulation des liaisons qui doivent exister:

- d'une part entre les antennes de RG et leur Etat-Major
- d'autre part entre les antennes elles-mêmes
- par ailleurs entre l'EMGN et les représentants du Pouvoir Central aux différents niveaux (Ministre de la Défense, les Préfets).

On observera:

- qu'en raison des circonstances qui ont entouré leur entrée au Rwanda, l'antenne de Gisenyi n'a pas manqué de signaler spécialement à sa Direction (SRS) et à son homologue de Kibuye l'arrivée des nommés Mukélé et Kwamé.
- que cette heureuse initiative a permis d'identifier sur le champ les deux agents commerciaux étrangers comme étant, en réalité, des leaders syndicalistes probablement en mission;
- en même temps qu'elle procédait à une diffusion de mise en garde, les nommés Mukélé et Kwamé n'ont pas cessé d'être sous la surveillance des services de Renseignements depuis leur passage à la frontière;
- qu'en conséquence le but véritable de leur voyage (provocation de désordres sociaux visant à compromettre l'exportation de l'or qui procure des devises au Rwanda) a pu être assez vite établi;
- que cette connaissance de leurs objectifs et de leurs agissements, tant à Kibuye qu'à Butare, permet maintenant au Pouvoir Central de prendre toutes les mesures exigées par la situation (intervention éventuelle auprès des employeurs des mineurs en vue d'accélérer l'examen de leurs revendications, possibilité d'une relance de l'Inspection du Travail, prise de contact direct avec les représentants des travailleurs, mise en garde contre l'illégalité d'une grève de solidarité, menace de réquisitions, etc.);
- qu'en vérité, le Pouvoir Central, dûment renseigné comme il l'a été depuis le début cette affaire, ne saurait être pris au dépourvu et qu'il doit être en mesure d'éviter la crise recherchée par les agents de la FSI;
- qu'il lui appartiendra encore, ultérieurement d'inviter ses représentants diplomatiques et consulaires à refuser désormais, l'octroi de visa de séjour ou de transit aux nommés Kwamé et Mukélé.

SPECIMEN DE FICHE DE PASSAGE

ETAT MAJOR de la
GENDARMERIE NATIONALE

Le/...../199...

Service de Renseignements Spécialisé

Poste Frontière de

Fiche de Passage

Objet: Passage à la frontière de: (Personnes signalées ou à signaler:
(Personnalités : diplomatiques (ou officiels):
(Ressortissants:
(rayer les mentions inutiles)

Direction SRS à Kigali

Nom et prénoms:

Date et lieu de naissance:

Nationalité:

Domicile:

Profession ou qualité:

Titres d'identité et de voyage, visa:

Faisant l'objet de la fiche n°:

ou de la diffusion (référence):

Entré ou sorti le :

Poste frontière de :

(route-gare-port-aéroport)

Venant de (adresse exacte):

Allant à (adresse exacte):

Observations éventuelles (personnes accompagnant l'intéressé, véhicule utilisé :
recueillis)

Destinataires:

MODELE DE MESSAGES

N°...../SRS

du 1-2-95

Chef de Poste SRS de Gisenyi

à la

Direction SRS à Kigali

Direction SRS à Kigali

Texte Honneur rendre compte entrée ce jour par poste-frontière de Goma, venant de Kinshasa, dénommés Paul KWAME de nationalité ghanéenne et François MUKELE, Zaïrois, tous deux Agents Commerciaux titulaires visas transit cinq jours Stop Ont déclaré se rendre à Kibuye pour visiter installations minières Stop Ont été accueillis et pris en charge Secrétaire Section Locale Syndicat Transporteurs Stop Antenne Kibuye avisé Stop Note suit. FIN.

N°...../SRS

du 2 Février 1995

Chef poste SRS de Kibuye

à la

à la

Direction SRS à Kigali

Direction SRS à Kigali

Texte Suite votre diffusion 2 courant honneur rendre compte que les nommés KWAME et

MUKELE ont rencontré à son domicile leader local Syndicat Pétroliers et ont obtenu accord

Texte: Honneur rendre compte nommés Paul KWAME et François MUKELE, objet votre T.O. principe grève solidarité pétroliers avec travailleurs des mines lors débrayage prévu 1^{er} Mars. Sur ce jour, ont été soumis surveillance depuis leur arrivée de Gisenyi le 1^{er} courant Stop Intéressés

KWAME et MUKELE sont repartis ce jour 13 heures direction Kigali. Ils ont eu long entretien avec Secrétaires Généraux Syndicat National Mines et Syndicat

SADENA à destination de Butare. Selon information bonne source MUKELE et KWAME auraient incité leurs interlocuteurs déclencher grève 1^{er} Mars si revendications salariales non satisfaites Stop Les deux

représentants F.S.I. sont repartis en direction Butare ce jour 10 heures par bus ONATRACOM

Stop Antenne Butare et Préfet avisés Stop Note suit. Fin.

MODELE DE RAPPORT D'ENQUETE ADMINISTRATIVE

N°...../SRS

Le 6 Avril 1995.

Le S/Lieutenant KARANGWA Callixte

au

Capitaine NGURUMUNSI Jean Baptiste
Chef de l'antenne de SRS à Butare

Plan

Objet: Candidature de Monsieur KAYUMBA Jules à Butare au concours des Inspecteurs de Police Judiciaire.

Réf.: Lettre n° 035 du 15 Décembre 1994 de Monsieur le Ministre de l'Intérieur.

Pièces jointes: un dossier de 3 pièces.

Introduction

J'ai l'honneur de vous rendre compte de l'enquête que je viens d'effectuer et des renseignements recueillis sur Mr. Kayumba Jules 25 ans, marié, un enfant, employé de commerce, demeurant 25, Rue de l'Eglise à Butare, qui a sollicité l'autorisation de se présenter au prochain recrutement d'Inspecteur de Police Judiciaire devant avoir lieu le 8 Juin 1995.

Etat Civil Nationalité

Mr. Kayumba Jules est né le 7 Janvier 1970 à Remera en Commune de Nyakabanda de Eugène Nkubito et de Murekatete Immaculée. Il est de nationalité rwandaise et de religion catholique. Son père commerçant en tissus est établi depuis plus de 25 ans à Kigali (Nyamirambo). Sa mère est ménagère et vit au foyer.

Etudes

Il a d'abord suivi les cours de l'Ecole Primaire de Nyamirambo puis son père l'a inscrit comme interne au Lycée de Rugunga où il a poursuivi ses études jusqu'au diplôme D6 obtenu en 1989.

Service Militaire

Inscrit sur les listes de recensement de Nyarugenge. Kayumba a été reconnu apte au service militaire mais n'a pas été appelé.

Mariage

Il s'est marié le 6 Avril 1990 à la Mairie de Butare avec Mademoiselle Twahirwa Berthe qu'il a connue au Lycée et qui est actuellement institutrice à l'Ecole Primaire Catholique de Butare. De cette union est né en 1991 un garçon prénommé Pierre.

Activités politiques & syndicale

Moralité,
Valeur professionnelle

Situation
de fortune

Avis de l'enquêteur

En conclusion, compte tenu des bons renseignements recueillis, je considère qu'une suite favorable pourrait être réservée à la demande formulée par Mr. Kayumbya Jules qui par ailleurs n'a jamais attiré l'attention de la Gendarmerie ou de la Police.

3. Les Mesures Généralisées

Les mesures générales de sécurité et de protection, valables pour tout amont de renseignement concernant spécifiquement:

LECON V : LA SECURITE ET LA PROTECTION DE SECRET

Plan

1. Généralités
2. La Sensibilisation
3. Les Mesures Générales
4. Remarques

1. Généralités

La nature même de la matière du renseignement basée sur le secret fait qu'une antenne de renseignement plus qu'une brigade de gendarmerie ordinaire est dépositaire de documents secrets, d'informations confidentielles, de matériels techniques divers en plus des armes et munitions qui nécessitent une protection contre d'éventuelles intrusions ou autres risques divers. Les archives d'un service de RG peuvent être convoités. Elles sont donc exposées.

Les mesures que l'on peut envisager pour rendre ces archives invulnérables à un risque quelconque varient selon les circonstances et la nature du poste.

2. La Sensibilisation

La première mesure consiste à sensibiliser et à éduquer le personnel sur l'importance des questions de sécurité, par des conférences, des instructions précises et des rappels fréquents, voire des exercices adaptés à des situations de risques.

3. Les Mesures Générales

Les mesures générales de sécurité et de protection, valables pour toute antenne de renseignement concernant spécialement:

a. Les locaux:

Ils doivent être isolés par rapport aux immeubles voisins ou mitoyens: enceintes bien clôturée, fenêtre grillagée, service de sécurité.

L'éclairage nocturne de la périphérie de l'immeuble est indispensable. Le service de garde doit pratiquer des rondes, à intervalles irréguliers.

Il est de plus en plus fait usage de l'utilisation des caméras de surveillance pour surveiller davantage les voies d'accès au bâtiment et les parties les plus sensibles à l'intérieur des locaux.

Les moyens de défense contre l'incendie sont à vérifier périodiquement.

b. Les Archives:

Il y a lieu de les protéger tout particulièrement contre le feu, le vol et les indiscretions.

Les documents secrets et les dossiers concernant les informateurs prennent normalement place dans coffre-fort, scellé à l'intérieur du bureau du Chef de Service. Ledit coffre peut être placé sous surveillance caméra et doté d'un système d'alarme.

Les autres documents conservés dans la salle des archives, dossiers et fichiers doivent être à l'abri dans des meubles métalliques fermant à clé.

En dehors des heures de service, il faut veiller à ne laisser traîner sur les bureaux ni dossiers, ni notes, ni brouillons, ni cachets du service.

En fin de journée, tous brouillons, carbonnes et papiers jetés dans les corbeilles sont à incinérer. L'utilisation de plus en plus fréquente des ordinateurs a contribué à diminuer les espaces qu'occupaient les archives et à mieux les sécuriser.

C'est dans ce domaine qu'intervient la classification qui constitue la toute première mesure.

c. Le Personnel Etranger au Service

Si l'on est contraint de recruter du personnel de service en dehors de la gendarmerie (dactylographes, manoeuvres chargés de l'entretien, contractuels divers, etc.) celui-ci doit faire l'objet d'une enquête minutieuse portant notamment sur la moralité et le loyalisme à l'égard des institutions.

On peut classer les documents protégés en trois catégories essentielles:

d. Les Transmissions

4.1 La diffusion sécurisée

La sécurité des transmissions et des communications à caractère secret ou confidentiel fait en principe l'objet d'un règlement intérieur. Sont peuvent prendre connaissance les seuls cadres d'un service administratif ou d'une entreprise sensible. Lesdits documents ne peuvent faire l'objet d'une diffusion.

La base est le chiffrement au moyen de codes à utiliser pendant des périodes de durée très variable. Ces codes sont des documents très secrets, et comme tels doivent être protégés.

Ils sont conservés dans le coffre-fort en dehors des moments d'utilisation. Seules deux personnes au maximum sont habilitées à les manipuler en plus du chef de service.

Les messages codés et secrets sont envoyés par telex ou par fax. Les chiffrés doivent détruire immédiatement après usage les brouillons qui leur ont servi à transcrire, chiffrer et déchiffrer le message. En aucun cas dans les archives ne doivent être conservés, juxtaposés, le message en clair et le message codé.

Il peut être fait usage d'un code très simple pour camoufler les noms propres dans certains messages téléphonés. Ces codes doivent être également protégés contre toute divulgation. En tout état de cause, les conversations téléphoniques doivent être brèves et limitées au minimum.

c. Le secret professionnel

Chaque gendarme sait qu'il est tenu strictement au secret professionnel et que toute violation en est sévèrement sanctionnée par le Code Pénal (article 48 CP).

Ce qui est plus à craindre dans la pratique, ce sont les bavardages inconsidérés, souvent inconscients avec les relations personnelles, les correspondants, les informateurs, les journalistes, les parents, etc.

Le cadre de renseignement doit être constamment en garde contre les indiscretions éventuelles auxquelles ces conversations peuvent l'exposer.

Remarque:

Au plan de la Défense Nationale ou concernant les découvertes scientifiques ou technologiques, la protection du secret revêt un caractère tout autant sinon plus strict.

C'est dans ce domaine qu'intervient la classification qui constitue la toute première mesure d'auto-protection d'un document.

La classification permet en effet de déterminer le degré de confidentialité d'un document et par conséquent le nombre ou les catégories de personnes habilitées à prendre connaissance de son contenu.

On peut classer les documents protégés en trois catégories essentielles:

4.1. La diffusion restreinte:

Elle est apposée sur les documents dont peuvent prendre connaissance les seuls cadres d'un service administratif ou d'une entreprise sensible. Lesdits documents ne peuvent faire l'objet d'un affichage. Ils ne peuvent non plus être reproduits sans l'autorisation du chef de service ou de l'entreprise d'où il émane.

4.2. Le confidentiel:

Dans une entreprise sensible ou un service administratif d'Etat, peuvent prendre connaissance d'un document confidentiel les cadres qui manifestent une nécessité d'exprimer à des fins strictement professionnelles.

Les documents confidentiels sont conservés en archives et leur consultation est régie par une réglementation interne.

Généralement, le cadre désireux de consulter un document classé en archives doit en faire la demande par écrit. Cette demande est visée par son chef de service. Au moment d'enlèvement du document, il remplit un formulaire comportant son nom, son service, les dates et heures d'enlèvement et de restitution.

En cas de fuite ou de perte, ces informations faciliteront les recherches.

4.3. Le Secret - Très Secret ou Secret Défense:

Le manipulation, la conservation et le mouvement de tous les documents secrets font l'objet de mesures rigoureuses.

Les originaux de ces documents sont numérotés. Ils ne doivent sous aucun prétexte être multipliés.

manipulation: les personnes devant manipuler ces documents seront citées nommément ou déterminées par leurs fonctions. Elles feront l'objet d'une enquête d'habilitation (enquête de moralité approfondie élargie au loyalisme) parfois étendue à leur entourage immédiat (époux, beaux-parents, amis, etc.).

conservation: les documents portant le sceau Secret sont gardés sous coffre-fort placé à un endroit sécurisé. Le coffre-fort peut être doté d'un système d'alarme et ou placé sous surveillance caméra en cas de nécessité.

mouvement: le mouvement d'un document secret est généralement assuré par un officier de sécurité ou une équipe. Exemple: les documents du chiffre sont déposés auprès de leurs exploitants à l'intérieur du pays ou dans les Représentations diplomatiques à l'extérieur par des missions spéciales. Parfois, à l'intérieur le courrier transportant des documents secrets peut être escorté par un motard en temps de paix et des hommes en armes en période de crise.

Exemple de document secret : les documents du chiffre, documents très secrets:

- plans d'opérations militaires ou autres plans d'intervention
- formules ou plans d'une invention dans les domaines scientifiques ou technologiques
- informations dans le domaine du nucléaire

FICHE PEDAGOGIQUE.

SEMAINE N°

Ecole.....

Du.....Au.....

MATIERE: GENERAL INTELLIGENCE
GATHERING

INSTRUCTEUR:.....

Titre de leçon: THE MEANS..... N° 5.-6

Durée: 1.....

Classes.....

PLAN DU COURS

- I... MATERIAL SOURCES - Definition
- Police archives
- Administrations archives
II..... - The mass-media
III... HUMAN MEANS -

IV.....

N.B: - Cette page étant réservée au training ,le
Développement de la leçon proprement dite
devra se faire sur les pages suivantes.

Lesson nbr. 9 :

INFORMATION NOTE

Introduction & Definition :

During the last lesson we saw what we have to do with an information. Collect / Sort-out / Cross-check / Analyse. Now we have to report this to the right authority on the right level. Some informations are not to be reported to the Main Intelligence Central for instance small local meetings in a village wich concern only the local authorities. For you, this information goes through the hierarchical way (Station Commander, Brigade Commander). Then, your superior will decide where he has to send, to transmit your information or report.

Police Officer	Station Commander	Prefect
	Brigade Commander	Bourgmestre
		Main Intelligence Central
		Other Brigade Commander

INFORMATION NOTE

This note is used to report general informations wich happened now and regarding for instance :

1. some groups of persons
2. important events or incidents
3. the activity of particulars wich have a background in the Intelligence Service archives for example member of parliament, union leaders, and so on.

The information note reports the raw fact. The note must be short, clear, unpersonal and must be, of course, quickly transmitted. You should use short sentences. If the information is very important, it's possible in a first stage, to send it by radio or telephone, or by telegram. It depends from the technical means you have available. But after you have transmitted this you have to report the information by an Information note.

LESSON NBR 8 :

INTELLIGENCE GATHERING TREATMENT

Definition

The INFORMATION, if taken technically, can be considered as a **simple knowledge of a certain fact**. From this point of view, it is the raw material, the first ingredient of the work of general intelligence gathering.

To obtain the intelligence information that is a knowledge more rich and precise, the information must pass through different stages which we can call **THE TREATMENT CYCLE**. This cycle includes :

INFORMATION

COLLECTION

SORTING OUT

Social info / Economical info / Military info / Police work info /

CROSS-CHECKING (confirm the authenticity)

ANALYSIS

The analysis must be :

1. OBJECTIVE (frank & impartial) (never personal opinion or government desires)
2. CLEAR / enlightened
3. COMPLETE
4. CONFIRMED
5. FORECASTED
6. EFFICIENT (give propositions for the immediate future)
7. QUICKLY TRANSMITTED

"DON'T BE SATISFIED WITH WHAT THEY TELL YOU, GO AND FIND IT OUT YOURSELF. I DON'T ASK YOU WHAT YOU THINK ! TELL ME WHAT IT IS ! THE FACTS ARE THERE ! THEY REMAIN." (Foch)

LESSON NBR 7 :

TECHNICAL MEANS

Definition

The technical means are installation or technical processes used to collect and to stock informations.

PHOTOGRAPHY / VIDEO CAMERA

Useful during meetings, processions, strikes. It gives the possibility to fix an event in the time.

SONOROUS RECORDING

The tape recorder can be used during meetings or to conserve a conversation.

PHONE LISTENING (TRACKING)

Very useful to collect informations about the activity of dangerous persons. To do this, you need the judge's authorization, because you are going inside the PRIVATE LIFE of a person. You need very good reasons to ask a phone listening. It's the same for a mail control.

RADIO COMMUNICATION

Without radio it is very difficult to work, especially when you observe a criminal. The teams in the field need radios to transmit the latest and fresh informations to the upper level.

DATA PROCESSING

Without computers it's not possible to work in a correct way. You need computers to store and to search the informations that are inside. You will win time in searching the information you need quickly.

LESSON NBR 6 :

THE HUMAN MEANS

They are all intelligence gathering's personnel (executives and employees). Their outside collaborations (informers, personal relationships and so on) are all working towards the search and the processing of the information.

Executive and agents

They work with Intelligence gathering contrary to outside collaborators. At the central level, they synthesize and analyse all the informations given by different sources (material sources or human means), those from outside and inside.

The executives of lower level are in charge of searching and treating the informations. They can do it by direct observations or with the help of outside collaborators.

In the direct observation, executives are direct and objectify witnesses of the event which they must report. They can then record the reactions of their assistance. They are well placed to report precisely and loyally (faithfully) what they saw. The quickness and the objectivity are guaranteed. This case generally happens during public meetings or other open gatherings.

Exterior collaborators

They are people who don't belong to the Service but who assist executives to accomplish their difficult mission. Their participation is precious in case of meetings not open to the public for example.

How can I work with informants ? Every body is able to be an informant and gives you good or bad informations. If you are in touch with an informant, you have to lead him and to give him clear instructions about what you expect from him. An informant is like a soldier and he needs to be conducted. You have to afford from him that he meets you once per week for example, that he gives you a written report about his activity and about the informations he collected during the last week. He is only a "machine" whose job is to collect informations for you.

REMEMBER !

YOUR BEST SOURCE OF INFORMATION IS ALWAYS THE LOCAL POPULATION IF SHE TRUSTS YOU ! WHEN YOU ARE ALWAYS CORRECT AND IMPARTIAL, AND HUMAN, THE PEOPLE WILL COME TO YOU BECAUSE THEY KNOW THAT YOU ARE WORKING FOR THEIR PROTECTION.

GENERAL INTELLIGENCE PROGRAM

Lessons 5-6-7 : **THE MEANS**

- 1). MATERIAL SOURCES : The archives of other administrations and private organisms
The press
- 2). HUMAN MEANS : Executive and agents
Exterior colleagues, informant
- 3). TECHNICAL MEANS : The photography
The audio-visual sonorous
Sonorous recording
Telephone tracking
Data processing (computers)

DEFINITION

The collection, the centralization and the processing of the informations require the use and the exploitations of a certain number of means that can be classified into 3 essential categories :

1. Material sources, 2. Human means, 3. Technical means

Explanations about de material sources

The systematic consultation and which has priority on rough (first hand's) is imposed to general intelligence gatherings employed at the beginning of any kind of inquiry. Those sources are called **material sources** and are formed (constituted) by **the archives of the Gendarmerie, of the Police and of the others administrations or private organims including** the written press, verbal and audio-visual (TV).

The archives of the Gendarmerie and the Police

Judiciously exploited, these archives are **intelligence gatherings mines** on individuals, on communities and on the events. If they are suitably kept, they constitute the recording for these services. Eventually, they are also the basis, the foundations and the element of continuation of services actions.

The archives of other administrations and private organisms

The different ministries (departments), the administrative services like the Post (PTT), taxes and customs, Public works, the mines, the commerce chamber, the banks, the private companies, the important business men having record and archives which, if well consulted and analysed, can bring very useful elements to the investigators.
(Examples : account nbr, phone nbr, an address, a bank receipt,...)

The press (mass media)

The press constitutes a precious source of information too for General intelligence gathering. It evokes very often every body current events, explain the common opinions, analyses political points of view and comments on governmental events or actions. But remember ! Be always very careful with the informations coming from the press, because it's also possible that the related informations aren't sure enough to be taken as the truth. Be careful with desinformation.

FICHE PEDAGOGIQUE.

SEMAINE N°

Ecole.....

Du.....Au.....

MATIERE: GENERAL INTELLIGENCE
GATHERING

INSTRUCTEUR:.....

Titre de leçon: THE MEANS..... N° 7...

Durée: 1.....

Classes.....

PLAN DU COURS

I...TECHNICAL MEANS... - Photography / Video camera
- Sound recording

II..... - Phone listening
- Radio communication

III..... - Data processing

IV.....

N.B: - Cette page étant réservée au training ,le
Développement de la leçon proprement dite
devra se faire sur les pages suivantes.

FICHE PEDAGOGIQUE.

SEMAINE N°

Ecole.....

Du.....Au.....

MATIERE: GENERAL INTELLIGENCE
GATHERING

INSTRUCTEUR:.....

Titre de leçon: INFORMATION TREATMENT N°...8..
CYCLE

Durée: 1.....

Classes.....

PLAN DU COURS

I...Definition from an information..

II...Treatment cycle explanation....

III...Qualities of a good analysis...

IV...Maréchal FOCH's declaration.....

N.B: -Cette page étant réservée au training ,le
Développement de la leçon proprement dite
devra se faire sur les pages suivantes.

FICHE PEDAGOGIQUE.

SEMAINE N°

Ecole.....

Du.....Au.....

MATIERE:..GENERAL INTELLIGENCE
GATHERING

INSTRUCTEUR:.....

Titre de leçon: INFORMATION NOTE.. N° 9...

Durée: 1.....

Classes.....

PLAN DU COURS

I.. *Explications*.....

II.. *Aim*.....

III.. *Codes*.....

IV.. *Form with one example*.....

N.B: -Cette page étant réservée au training ,le
Développement de la leçon proprement dite
devra se faire sur les pages suivantes.

What should contain an Information note ?

CONDITIONS

Registration number

Date

Object

Short summary of the note

Origine

Name of the station that give the information.
It is possible to use a code that is established
by the Main Intelligence Central. For instance
: Police Station Ruhengeri could be " S/4 "
Giseny " S/5 "
Kibuye " S/3 "

Source

For instance : A = direct observation
B = document / papers
C = informant
D = public opinion

Value

How sure is the information. How far is it confirmed ?

- 1 = very safe (direct observation, original documents)
- 2 = normal (good informant, probably exact)
- 3 = uncertain, not cross-checked information

TEXT

Adresses

Main Intelligence Central / Prefect / Bourgmestre / other
Brigade Commander / ...

Example of an INFORMATION NOTE

INFORMATION NOTE

Number: 1
Date: 17.09.1995

Origin: S/2
Source: A-C
Value : 1

OBJECT: Activity of the main union of Working people of Rwanda (CESTRAR)

TEXT

Mr NSABIMANA Claude, dob. 22.12.1951, General Secretary of CESTRAR and Delegate of this main office to PANAFRICAN CONFEDERACY OF WORKERS, left KIGALI by regular flight ETHIOPIAN AIRLINES, the 6th September 1995, at 21.00 Hrs.

Some union's people went to the airport with Mr NSABIMANA. One of them is Mr NKUSI Peter, dob. 01.02.1948, school Director of the Center. Another is Mr GASANA Callixte, dob 14.03.1960, employee of the Bank of Kigali.

The first hand information let poeple think that this trip may be the preparation of employee's strike, to make a pressure on the Government.

Adresses: Main Intellingence Central (original)
Prefect of Kigali (1)

Remark

Thi Information Note will be completed by an INTELLIGENCE NOTE, when the investigator team will be able for instance :

- To know who paid Mr NSABIMANA's trip
- To establish why this person has been delegated by his main office
- To determine the reasons and modalities of the action planned by the employees

INFORMATION NOTE

Number :

Date :

Origin :

Source :

Value :

OBJECT :

TEXT

Adresses : -
-
-

FICHE PEDAGOGIQUE.

SEMAINE N°

Ecole.....

Du.....Au.....

MATIERE: GENERAL INTELLIGENCE
GATHERING

INSTRUCTEUR:.....

Titre de leçon: INTELLIGENCE NOTE... N° 10.

Durée: 1.....

Classes.....

PLAN DU COURS

I... *Explanation*.....

II... *Aim and use*.....

III... *Form with one example*.....

IV.....

N.B: -Cette page étant réservée au training ,le
Développement de la leçon proprement dite
devra se faire sur les pages suivantes.

LESSON Nbr 10 :**INTELLIGENCE NOTE**

Definition :

The Intelligence note must be used when :

1. The informations concern the activity of unknown persons (no background in the Intelligence Service archives) or persons wich are foreigners.
2. The informations concern social, economical or public events/facts regarding a large part of the country, the district, the prefectur.
3. Complementary investigations were done about a fact that was reported by an Information note.

In the Intelligence note we will find more informations about the subject or the person than in the Information note. We'll have the Intellingence background from the person to initiate and then the proper intellingence case that relate the results of the different investigations made by the Police officer. You have to go in the details but keep objective and don't give personal opinion. You have to report what it is, but not what you think it is !

INTELLIGENCE NOTE

Number : 1

Date : 20.09.1995

Origin : S/2

Source : A-B

Value : 1

OBJECT : Activity of the main union of Working people of Rwanda
(CESTRAR)

REF : Information Note Nbr 1 of 17.09.1995

TEXT

INTELLIGENCE OF IDENTITY

N S A B I M A N A Claude, son from Michel and Antoinette KNULLI, dob. 22.12.1951 in Kigali, from Kigali, married with Françoise ALATI, General Secretary of CESTRAR, 00250 Kigali, Av. de la Révolution 38

INTELLIGENCE ON ARCHIVES (Files)

Mr NSABIMANA has adhered to National union of the Public administration in June 1981. He was elected as General Secretary of the above organisation on 12th November 1982, and as General Secretary of CESTAR since 10th January 1984. Since he was appointed to his actual position, he made sure that he is supported by his friend and school colleague of the same promotion and whose name is Mr NKUSI Peter.

PROPER INTELLIGENCE CASE

Mr NSABIMANA Claude who left KIGALI for LUSAKA, via NAIROBI, the 6th September 1995, had a round trip ticket, issued by ETHIOPAN AIRLINES. This ticket was ordered by the PANAFRICAN CONFEDERACY OF WORKERS, which was the Congress organizer.

Mr NSABIMANA carried with him a friendship message on behalf of the CESTRAR, to the participants at the Congress (see attached copy). He also had a copy of the minutes held on 4th January 1995, during which the union's main office decided to adhere to the PANAFRICAN CONFEDERACY OF WORKERS, to indicate his representative at Lusaka's assizes.

In the same meeting, the participants elected the General Secretary in transit in Nairobi, to meet his Kenyan colleague to work out on tightening the relationship between the two main offices, Rwandese and Kenyan.

Before his boarding, the trade-main leader told his friends that when he comes back, the CESTRAR will decide to organize a strike with the main goal to force the Government to immediately approve the agreement signed with the syndicate. This agreement is relative to increase worker's salaries up to 30%. Another well known information let us think that all unions composing the CESTRAR will associate themselves to this action.

1° Répéter INFO NOTE

2° Donner 1 exemple

3° Expliquer que s'il y a d'autres investigations à entreprendre, il faudra les rapporter dans un INTELLIGENCE NOTE.

4. Explication INTELLIGENCE NOTE. CONDITIONS

1)

2)

3) After a Infor. Note, more investigation were done.

5. CONDITIONS / FORM:

1. Like the info note User / Date, Origin / Source, / Value

Object:

Reference: Info. Note No. 1 of 17.09.1995

- INTELLIGENCE OF IDENTITY: (COMPLETE).

- INTELLIGENCE ON ARCHIVES: ONLY IF YOU HAVE THIS INFORMATION! MAYBE YOU SHOULD WORK IN THE FRANKFURT INTELLIGENCE CENTRAL or you received these informations from there!

- PROPER INTELLIGENCE CASE

FICHE PEDAGOGIQUE.

SEMAINE N°

Ecole.....

Du.....Au.....

MATIERE: *GENERAL INTELLIGENCE
GATHERING*

INSTRUCTEUR:.....

Titre de leçon: *INTELLIGENCE NOTE..* N° *11.*

Durée:.....

Classes.....

PLAN DU COURS

I... *Example of an Intelligence Note concerning
an economical problem*

II.....

III.....

IV.....

N.B: -Cette page étant réservée au training ,le
Développement de la leçon proprement dite
devra se faire sur les pages suivantes.

LESSON NBR 11

Example of Information Note concerning an economical problem

INFORMATION NOTE

Number : 23
Date : 23.09.1995

Origin : S/4
Source: A-C
Value : 1

OBJECT : Shortage of maize and bean on the Northern region's market

TEXT

A discomfort is taking place in the three (3) districts of the Northern region (Gisenyi, Ruhengeri, Byumba) where the procurement of these two basic products becomes a problem because of the increasing insecurity. These difficulties have been overcome until now because of Oprovia's last stock. It seems that it won't be the same thing, especially now, since this public organization of regulation doesn't have enough means and funds to get going again.

In fact, in spite of commitment made by the Trade Chamber (Chambre de Commerce) of Gisenyi in December 1994, to supply Oprovia, the merchants of the Northern region hampered by a lack of money and the insecurity, are unable to make enough stocks for their future survival, during the seasonal collecting. As a matter of fact, presently the maize and bean are seriously rare on the market of the region and the prices are prohibitive, eventually annoying consumers.

For those who are amazed by the deficiency, the merchants resort that it is impossible to get normal supplies because of the insecurity and that the producers accept to sell at private prices, only for an unofficial price, superior to the one set by the taxation decree. This situation may perturb people's welfare if emergency measures are not taken to assure the normal supplying of maize and bean to the three Northern districts consumers. Everybody regrets unanimously the non-operationality of Oprovia in their region. Besides, Gisenyi and Ruhengeri are the main granaries of the country, so the consequences may go beyond limits in the region.

Addresses : Main Intelligence Central
Prefect of Gisenyi (1)
Prefect of Ruhengeri (1)
Prefect of Byumba (1)

FICHE PEDAGOGIQUE.

SEMAINE N° .9...

Ecole.....

Du.....Au.....

MATIERE: GENERAL INTELLIGENCE
GATHERING

INSTRUCTEUR:.....

Titre de leçon: ADMINISTRATIVE INQUEST REPORT N° .42.

Durée:....2.....

Classes.....

PLAN DU COURS

I. *Explanation*.....

II. *Form and content with example*

III. *Practice exercise (2 per 2 the students have to write such a report).*

IV.....

N.B: -Cette page étant réservée au training ,le Développement de la leçon proprement dite devra se faire sur les pages suivantes.

Administrative Inquest Report:

Def. The aim of this Report is to ~~bring~~^{carry} informations about an individual who is for instance a police officer candidate. In this case, you have to do an administrative investigation and you will send it to your ~~superior~~ head office:

- 1° How can you do it :
- 1° Collect your ^{own} informations (check the archives (police and administration))
 - 2° Invite the candidate in your office and ask him what you need
 - 3° Write down your Administrative Inquest Report.

2° Form of this report : see attached example

3° Practice exercise : 2 per 2, one is the police officer and the other is the candidate and you write a Administrative Inquest Report about your friend.

ADMINISTRATIVE INQUEST REPORT

Number :

Origin :

Date :

Rank, first name and name of the sender :

TO

Rank, first name and name and station of the addressee :OBJECT : summary of the contentSUPPORTING DOCUMENTS : what kind and how manyINTRODUCTIONIntroduction to the ~~the~~ report

- CONTENT :
1. Full identity (First name, name, son or daughter from (father's name / mother's name and first name ^{maiden name} before wedding), date of birth and place, origin, nationality, marital status (married, divorced, separated with/from name and first name), profession, exact address (town, street, house number)
 2. Marital status (married, divorced, separated) *single*
 3. Nationality (Place and date of birth, religion, father's and mother's profession)
 4. Education (schools, studies, diploms or certificate)
 5. Military service (able or unable for this service / wich unit / how long / rank)
 6. Marriage (date, place, name and first name of the spouse, profession or activity of the spouse, children)
 7. Employement (where, how long, what kind of activity)
 8. Political and trade-union's activities (name of the party, function, date)
 9. Financial situation (salary, appartement, car, debts, economy)
 10. Investigator's opinion
- 10. POLICE RECORD*

FICHE PEDAGOGIQUE.

SEMAINE N° 10.

Ecole EGEMA.

Du 9.10...Au...12.10...

MATIERE: GENERAL INTELLIGENCE
GATHERING

INSTRUCTEUR:...R. Clément.....

Titre de leçon: EXPLOITATION AND TRANS-
MISSION OF INFORMATION

N° 13-14

Durée: ...2.....

Classes...24...

PLAN DU COURS

I...EXPLOITATION OF INFORMATION ON THE
AUTHORITIES LEVEL

II...TRANSMISSION OF INFORMATION

III.....

IV.....

N.B: -Cette page étant réservée au training ,le
Développement de la leçon proprement dite
devra se faire sur les pages suivantes.

LESSON NBR 13

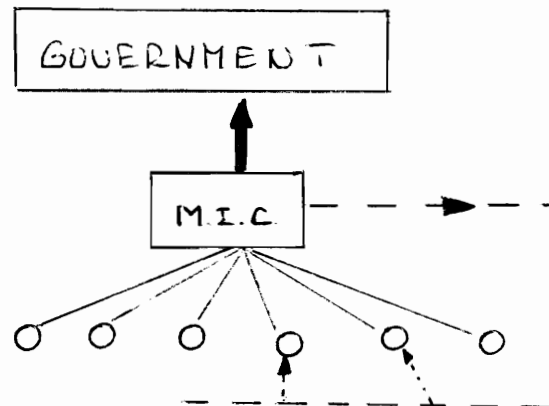
TOPIC :

EXPLOITATION OF INFORMATIONS AT THE MAIN INTELLIGENCE CENTRAL LEVEL

1. The Main Intelligence Central transmits his informations and analysis in two different directions :

-----> GOVERNMENT-AUTHORITIES

-----> PREFECTS



2. In any case, what can the authorities do with the transmitted informations ? There are several possibilities but it depends from the nature of the information.

A). THE INFORMATION IS CORRECT AND EXCELLENT

With these kind of informations, the authorities are now able to take immediate and useful decisions. For instance : decrees, authorizations, interdictions, warning expulsion, ...)

**B). THE INFORMATION IS TOO FRAGMENTARY OR NOT
ENOUGH VERIFIED**

In this case, the authority will be interested with the content, but will order complementary investigations or wait that everything is cross-checked before to take any kind of decision.

**C). THE REPORTED INFORMATION DOESN'T INTEREST THE
AUTHORITIES IN THE ACTUAL CONTEXT**

The information must be stored in the Intelligence Main Central archives.



STORAGE / SYNTHESIS (overview)

The storage, the synthesis and the different analyses must be executed by the MAIN INTELLIGENCE CENTRAL, in order to report the results to the Government or to the competent authorities. It is his own responsibility to execute this and to transmit in time the informations needed from the Government. The MIC has to forecast the events through the different analyses and through the different cross-checks.

To execute this duty, remember the qualities of a good and usable analysis. It must always be :

- | | |
|--------------|----------------------------------|
| 1. Objective | 4. Confirmed |
| 2. Clear | 5. Forecasted |
| 3. Complete | 6. Efficient (with propositions) |
| | 7. Quickly transmitted |

LESSON NBR 14

TOPIC :

INFORMATION PASSING ON / TRANSMISSION

A). Passing on to the Authorities

The technical mean to transmit the information from the Main Intelligence Central to the Authorities is, **normally**, the INFORMATION NOTE or the INTELLIGENCE NOTE.

But, in some very urgent cases, the information can be transmitted first by telephone, and followed by the Information Note or the Intelligence Note. In this case, the transmitter must be sure that the phone line is protected against phone tapping.

^{TRANSMISSION} B). Passing on inside the Intelligence Service

The normal way is also here the Information Note or the Intelligence Note. But sometimes, to assure the success of an urgent operation, the information or the message must be transmitted **VERY QUICKLY**, without delay, so that the superiors are able to take the right decisions.

We can then have different types of messages :

1. The message by carrier (a Police Officer will bring personally the message to the competent person).
2. The telephonic message or the message by FAX (very useful, for instance when the investigator team needs urgently a Rogatory Commission to execute a police operation)
3. The message by TELEX
4. The radio message

Of course, all these types of messages can be coded, camouflaged or simply in clear. It depends of the importance of the information. When you

communicate by radio it's better to use codes, because you never know if somebody is listening with you !

NOT TO FORGET

The Intelligence Service is only an information mean from the Government. For that reason, the production of the different informations must first be addressed to the higher level like to the Ministers (of Interior, Defense, National Security).

But it is also very important that the Main Intelligence Central, with a prior authorization, gives back to the lower Intelligence stations the specific informations regarding their districts. That's an excellent and correct way to work, because in doing this, the lower staff in the Prefectures will know that the superiors trust them. If confidence exist between the different levels of the Intelligence Service, the efficiency of every one will be better.

FICHE PEDAGOGIQUE.

SEMAINE N°

Ecole.....

Du.....Au.....

MATIERE: GENERAL INTELLIGENCE
GATHERING

INSTRUCTEUR:.....

Titre de leçon: SECURITY AND SECRET.. N° 15.
PROTECTION

Durée: 10

Classes.....

PLAN DU COURS

I..... DEFINITION FROM THE WORDS SECURITY and PROTECTION

II..... ANALYSIS OF THE DIFFERENT MEANS AND THINGS WE CAN
USE TO PROTECT THE I. S's WORK.

III..... PROFESSIONAL SECRET.....

IV.....

N.B: -Cette page étant réservée au training ,le
Développement de la leçon proprement dite
devra se faire sur les pages suivantes.

LESSON NBR 15

Topic : SECURITY AND SECRET PROTECTION

The word SECURITY is very important in police work, and particularly when we speak about the INTELLIGENCE SERVICE. Why ? Because the Intelligence Service is gathering different kind of secret informations concerning certain groups of persons, concerning the activity of certain foreigners, concerning particular national events. The Intelligence Service is the POSSESSOR of national secrets. For that reason everything must be done that these secrets can never fall in the hands of unauthorized persons !

To protect these informations as well as possible, at each level, we have different possibilities.

- A) Tell and repeat to the staff working in this service that they must always be very discreet.
- B) It's important to protect the buildings where the Intelligence office are located. The compound or the area must be guarded permanently and during the night there should be enough light around it, so that nobody can enter. The access to the building can be watched by a camera system or by irregular patrols.
The means to fight against fire must be verified periodically.
- C) Inside the building, the ARCHIVES must be also protected. All the reports and informations must be gathered in an archives room, that is permanently closed. This room must be secured against fire, theft and curious people.
The SECRET documents must be deposited in a safe. Only 2 or 3 persons will have the key of it.

At the end of duty, all the documents must be put inside this archives room, and there, put into special compartments that are closed by key. The different copies of documents that are not more used must be burned or destroyed with a special machine that cuts the paper in very little pieces. No document can remain on the tables in the view of the cleaning staff for instance.

- D) Be careful with the foreign staff who has to work in the different services, like the secretaries or cleaning staff. This ~~personal~~ ^{matters} are not Police Officer, but they have to work with police ~~duties~~. Before to engage this civilian staff it is necessary to check the background, the morality and the friends of them.
- E) Be also careful with the transmission (pass on) of the diverse informations or reports. Use only safe means. This will be regulated in the internal regulations of the Service.
- F) NEVER FORGET THAT A POLICE OFFICER IS KEPT TO THE PROFESSIONAL SECRET. The violation of this rule will be severely punished.
In clear that means that the Police Officer don't have to speak about his work with people who are not Police Officers too.

DIFFERENT CATEGORIES OF DOCUMENTS

- 1. NORMAL USE
- 2. RESTRICTED DIFFUSION : they can be transmit only to a certain category of persons inside the Service, for instance the Offices Chiefs.
- 3. CONFIDENTIAL
- 4. SECRET
VERY SECRET
SECRET DEFENSE

The list of the people who are authorized to consult the different categories of documents will be issued by the competent Chief of the Intelligence Service .

FICHE PEDAGOGIQUE.

SEMAINE N°

Ecole.....

Du.....Au.....

MATIERE: GENERAL INTELLIGENCE
GATHERING

INSTRUCTEUR:.....

Titre de leçon: ORGANISATION OF AU..... N° 16..
INTELLIGENCE GATHERING SERVICE

Durée: 0,30.....

Classes.....

PLAN DU COURS

I...GENERALITIES.....

II...ORGANIGRAM.....

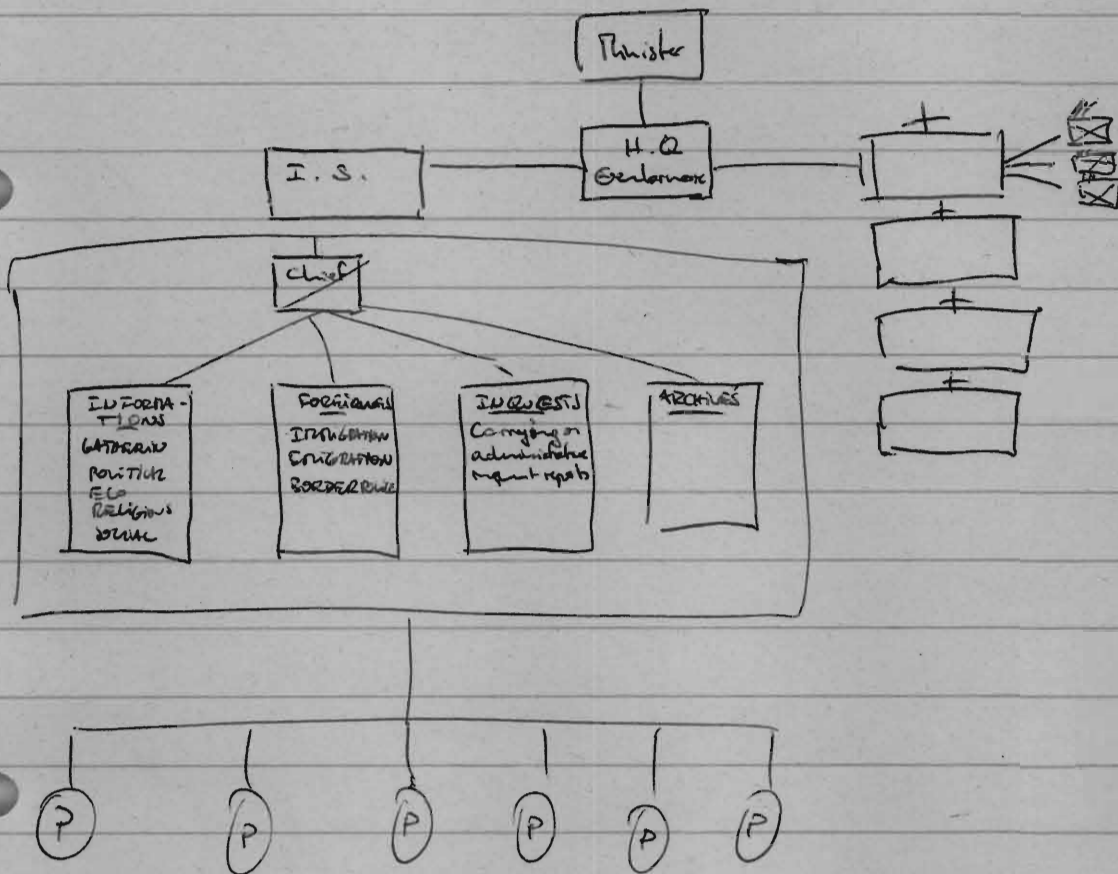
III.....

IV.....

N.B: -Cette page étant réservée au training ,le
Développement de la leçon proprement dite
devra se faire sur les pages suivantes.

LESSON VBR 16 : ORGANIZATION

The I.S. is one service inside the Gendarmerie.
His main duty is to inform the Government about
national events, so that the Authority can take immediately
the appropriate decisions.



KIND OF DOCUMENTS THAT ARE IN THE

I.S. ARCHIVES

- NORMAL
- RESTRICTED DIFFUSION

These documents can only be distribute to a certain categories of persons working inside the service, for instance the office chiefs.

- CONFIDENTIAL:

- SECRET /

VERY SECRET /

SECRET DEFENSE.

SERVICE IN BRIGADE UNIT

LESSON NBR 6

SUBJECT : THE LIAISON OF THE BRIGADE COMMANDER

They are mainly two different type of liaison for the Brigade Commander :

1. With the authorities (Bourgmestre, Prefect, employees of the different administrations)
2. With the other Brigade Commanders

WHY IS IT IMPORTANT FOR THE B.C. TO HAVE THE LIAISON WITH THIS TWO GROUPS OF PERSONS ?

With the authorities

The liaison with the authorities are necessary because the Gendarmerie is on service of the Law and is in charge of maintaining the **public security of wich the administrative authorities are responsible.**

So the Brigade Commander should have a good contact with this authorities, so he will be able to know immediately what the authorities think. It's important for the BC to accept, for instance an invitation for a drink with the Bourgmestre, because it is the opportunity maybe to collect informations or just to know the person on another way. Remember, it's not possible to stay alone in a city when your are B.C or Police officer. The B.C. for instance has to try to give confidence to the people who are living in his aera. If the local population trust the B.C. or the Police officers, the people will collaborate or give you the informations you need to accomplish your work.

When the B.C. have good relations to the authorities, it is possible in some case that he can influence the decisions taken by this authorities concerning maybe the engagement of a certain number of new agents, or they can support the B.C. decision. For example, if the B.C. decide to control all the cars during a certain period of time in this part of the town, this will be maybe not a very appreciate action, but the authorities will encourage the B.C. and his forces to continue their work, because the authorities know personaly the B.C and they trust him.

With the others or neighbouring Brigade Commanders

The surface of the brigade is only a portion of an entity covering the total national territory. The brigade cannot stay isolated in this large entity, but in the contrary she must be in permanent harmony with the neighbouring brigades.

Why must be the B.C. have a liaison with the other Brigade Commanders ?

1. To know better each other. When you know personally the other part, it is easier to work, to have good working relation
2. To exchange the information of all kinds
3. To plan how to provide efficient control on the borders of the authority zone, especially when those borders are the same as the department borders.

IT IS IMPORTANT TO HAVE THIS KIND OF PERSONAL CONTACTS BECAUSE IT IS THE BEST WAY TO WORK EFFICIENTLY. WHEN YOU KNOW PERSONALLY A COLLEAGUE FOR ANOTHER PREFECTURE MAYBE, YOU WILL TAKE MORE TIME TO CHECK OR CONTROL WHAT HE WANTS FROM YOU. IF IT IS A STANGER WHO ASKS YOU SOMETHING YOU WON'T DO THE CONTROLS DIRECTLY FOR EXAMPLE. YOU CERTAINLY WILL EXECUTE THE CONTROLS, BUT NOT IMMEDIATELY BUT SOME HOURS LATER. WHEN YOU KNOW THE PERSON, YOU'LL DO IT AT THE SAME SECOND ! A MAN REMAIN A MAN !

EXECUTION

See p. 11

Conclusion : we've seen now what should do the BC and what kind of responsibilities he has. He doesn't have an easy position because of his heavy obligations and it requires for the officer a certified personality. BUT THIS NOT ONLY TRUE FOR THE B.C. IT IS THE SAME FOR A POLICE OFFICER (Gendarme), but in another level !