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MILOB GP HQ
KIGALI

14 Sep 94

01/94/PLANS

See Distribution

COMMAND AND CONTROL PROBLEMS IN SECTOR 4

References :

- A. UNAMIR FORCE HQ Operation Orders No 11 dated 18 May 94.
- B. UNAMIR FORCE HQ Operation Orders No 10 dated 18 Jul 94.
- C. MILOB GP HQ Operation Orders of Jun 94.

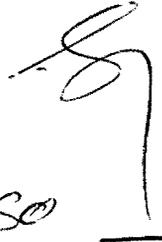
INTRODUCTION

1. Reference is made to the CMO's meeting held on 09 Sep 94 at CYANGUGU where the Sector 4C Commander reflected a lot of problems with regard to the cooperation of MILOBs and armed troops.
2. It must be noted that the command and control responsibility of the two is undertaken by two separate HQs hence precise orders, rather functional instructions, must clearly outline the interaction system to avoid misunderstanding between the two.

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3. Having gone through references A, B and C above, it has been noted that most of the tasks given to the MILOBs bare similarities with the tasks given to Armed Troops. A good example is Reference A paragraph 3, d, (2), (a) V and Reference B paragraph 11 ,g. If the similarity as reflected in these paragraphs is not clearly outlined, there is a likelihood of commanders on the ground to resist cooperation and making it difficult for HQs on apportioning blame, hence fluency on tasks will fail and might cause unnecessary friction within the Force.

AIM

4. The aim of this paper is to assist MILOB Commanders on the ground to establish a good working relationship with Armed Contingent Commanders.

SCOPE

5. The paper shall clarify the problems by outlining solutions which might bring about efficiency within the Force. The paper shall be as follows:

- a. Armed Contingent Tasks.
- b. MILOB Tasks.
- c. Suggested Solutions.
- d. Conclusion.

ARMED CONTINGENT TASKS

6. Reference A, paragraph 3, d, (2), (a) above outlines Armed Contingent Tasks as follows:

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- a. Establish Bn HQ at Butare with Coy dispositions in Gitarama, Kibuye, Cyangugu, and Gikongoro. Due to priorities, the deployment plan was changed hence a Bn complete with HQ was deployed in Cyangugu.
- b. Establish secured safe haven areas for refugees/displaced persons.
- c. Conduct exchange of refugees/displaced persons on order from Force HQ Humanitarian Cell and provide vehicles, escorts and liaison for this task.
- d. Provide convoy escorts on order from Force HQ Humanitarian Cell.
- e. Participate in security operations with local authorities.
- f. Undertake control measures (road blocks, cordon and search, investigations etc) in conjunction with local authorities.
- g. Undertake deterrent operations with local authorities against illegal extremists groups.
- h. Implement Sector Ops Guidance.
- j. Be prepared to monitor the cease-fire according to separate instructions.

MILOB TASKS

7. Reference B paragraph 11 above outlines MILOB tasks in the same Sector 4C as follows:
 - a. Carry out confidence building activities among the population.
 - b. Monitor and report security situation on a h basis.

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- c. Monitor French, RGF, Militia and RPF (if any) activities.
- d. Monitor and report all detailed FCF deployments, patrols etc.
- e. Request FCF to provide their modus operandi on all security and humanitarian matters.
- f. Monitor cease-fire with FCF when it occurs and report incidence of any violations.
- g. Coordinate and provide escorts to humanitarian assistance teams in coordination with FCF (when feasible).
- h. Monitor the process of repatriation and resettlement of refugees.
- j. Monitor and report activities of illegal groups/individuals.
- k. Perform any other tasks as and when arise or given.

SUGGESTED SOLUTIONS

8. A quick analysis shows minor differences because of the limitations of one group to the other. However, from an inward observation , MILOBs sources and provide while Armed Contingents receive and execute.

9. Note is given that where a Bn HQ is deployed, seniority of command rests with the Bn Commander, though with minimum control due to job specifications. This must not affect the cooperation of the two since both parties depend on the existence of the other.

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10. As a guideline, there are some areas which are still not safe. MILOBs require the protection of armed troops to venture into such areas hence troops can be provided under local arrangements. As for humanitarian convoys, reference is made to convoy SOPs.

11. It is suggested that where such mix is in existence, the two should introduce an Operations Coordination Centre where programmes can be reviewed and adjustments made to suite the interests of both parties.

CONCLUSION

12. This paper does not cover everything but seeks to advise the commanders on the ground to use their own initiatives in order to get the job done.

13. A lot of diplomacy is required if we want to get the best on what we are trying to achieve.

MMAHMANI
M MASAGANISE
Lt Col
PLANS & TRG

Distribution:

External:

Action:

SECTOR 4C

Information:

FHQ

Internal:

Information:

CMO

DCMO ←

COO

You may approve
all the applications

15/7

CMO

1. A Total of 10 (Ten) leave/CTO applications put up for your approval pl.

2. By the time they proceed on leave/CTO we will have some number of MILKBS back from leave/CTO. So total MILKBS will remain within the Aulh Str for Leave/CTO.

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From: Kigali Milob Sector HQ

To : Milob Gp HQ
Pers Branch

LEAVE/CTO- SSMO

1. SSMO Kigali Milob Sector, UNTD- MO513 Lt Col Mustafizur Rahman (BAN) has applied for CTO wef 30.7.94 to 10.8.94 (12 days) and leave wef 11.8.94 to 19.8.94 (9 days). His application is fwd herewith for CMO's kind approval please.
2. If approved then please advise this HQ about his replacement in his absence.

SMB
If all these leave apps are approved what percentage remain in
16/7

Rahman
12 July 94
SHAIKH ABIDUR RAHMAN
Maj
Pers Offr

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UNAMIR
Force HQ
Ops Branch
Kigali
16 Feb 94

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Subject: SECURITY MEASURES AT HQ, UNAMIR

1. Under the prevailing political stalemate, it has become necessary to enhance the existing security measures of HQ, UNAMIR. With this in view following measures are to be adhered by all concerned:

- a. Visiting Day. All working days of the week except Wednesday.
- b. Visiting Hours. On all visiting days as follows:
 - (1) Morning Hour. 1000 to 1200 hours.
 - (2) Afternoon Hour. 1600 to 1700 hours.
- c. Dignitaries/VIPs. This timing will not be applicable in case of dignitaries/official delegations. However, SRSG, FC and Division Heads may receive any visitor at any time.
- d. Visitor Information Slip. Officers allowing the entry of visitors during visiting days are to furnish 2 copies of the information as per Annex 'A' to the front desk NCO, who in turn will inform the main gate:
- e. Temporary Entry Pass. At the entry of the lobby, the front desk NCO will issue a temporary entry pass and retain the ID Card of the visitor. The visitor will return the pass and collect the ID card before leaving this HQ.
- f. Disposal of Entry Passes. The front desk NCO will deposit all entry passes alongwith a summary of visitors to the duty officer at the end of the day. Senior duty officer will preserve the papers monthwise, will destroy the passes and the summary after every 1 and 3 months respectively.
- g. Interpreter. Front Desk NCO will have an interpreter on duty during the working hours.
- h. Parking of Vehicle. All visitors are to park their vehicles outside the main gate. However, important visitors whose vehicle is requested to be brought in, should be mentioned in the Information Slip and duly vetted by the Camp Comdt.

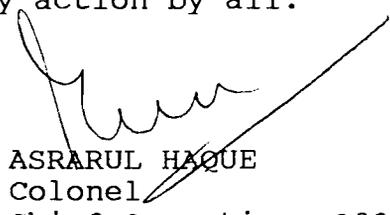
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j. Impromptu Visitors. Impromptu visitors are not expected/encouraged. Should there be any such unavoidable visitor, the front desk operator will verify from the concerned officer over telephone before issuing the entry pass.

k. UNAMIR Pers. All civil and military personnel working in HQ, UNAMIR must have their individual ID Card and car stickers displayed while entering the main gate and passing through the lobby. Pers not yet issued with ID card must have temporary entry pass issued by respective division. All vehicles entering the main gate should slow down to allow the sentry to have the check done.

2. This instruction will be effective from 21 Feb 94 and is forwarded for information and necessary action by all.



ASRARUL HAQUE
Colonel
Chief Operations Officer

Annexes: One

Distribution:

External:

Action:

SRSB's Office
CAO's Division
CIVPOL Division

Information:

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

Internal:

Action:

FC
DFC
COO
C Plans
CMPO
C Log O
Camp Comdt

VISITOR INFORMATION SLIP

DATE:

1. Name of the Officer:
2. Appointment of the Officer:
3. Branch/Section of the Officer:
4. Name of the Visitor:
5. Address of the Visitor:

6. Purpose of the Visit:
7. Estimated Time of Arrival: .
8. Remarks:
9. Signature of the Officer: