

[ 3 CONFIDENTIAL ]

UN ARCHIVES

SERIES S-1062

BOX 146

FILE 2

ACC. 1998/0283

**COMMUNICATION POLICY**

**General**

1. In order to ensure a smooth withdrawal/evacuation it is imperative to provide infallible communication during all stages of evacuation. it is necessary to cater for all contingencies by using a judicial mix of satellite, VHF and HF communications.

**Communication Planning**

2. Communication planning and its implementation will be dovetailed in the evacuation plan.

- a. **Normal Stage.** The following will be the means of communication;

- i. **Satellite.**

- (1) VSATs.
- (2) INMARSAT-C & M.

- ii. **VHF.**

- (1) Rural shoots.
- (2) Base Stations/mobile/hand held radio sets.

- iii. **HF.**

- (1) From INDSIGS ( as back up).
- (2) By contingents using their own equipments.

- b. **Alert Stage 1.** The communications remain unchanged as in normal stage, with the following exceptions;

- i. Communication to RRFs will be planned by the contingents on existing VHF channels as also with contingent owned equipment.

### **Health Support**

3. Medical treatment and evacuation is to continue as the various stages of the evacuation plan are implemented.

a. **Normal Stage:**

- (1) Level one medical support is to be provided at independent company locations, INDBATT and 95 CMSG.
- (2) Level two/three support is to be provided by NORMED at TRAFIPRO. .
- (3) Evacuation for Pri1/Pri2 casualties is to be by air to NORMED as per SOP. Pri3 to be evacuated by road.

b.. **Alert Stage One**

- (1) As for Normal Stage with enhanced security for evacuation tasks.

c. **Alert Stage Two**

- (1) Level one medical support is to be provided at independent company locations, INDBATT and 95 CMSG. Treatment to be extended to UN civilians and NGO in company locations.
- (2) Level two/three support is to be provided by NORMED at TRAFIPRO. .
- (3) Evacuation for Pri1/Pri2 casualties is to be by air to NORMED as per SOP. Pri3 to be evacuated by road. Security to be provided at LZ and armed escorts to accompany all road evacuation.

d. **Alert Stage Three**

- (1) Level one medical support is to be provided at independent company locations, INDBATT and 95 CMSG. Treatment to be extended to UN civilians and NGO in company locations.
- (2) Level two/three support is to be provided by NORMED at TRAFIPRO. .
- (3) Evacuation for Pri1/Pri2 casualties is to be by air to NORMED as per SOP. Pri3 to be evacuated by road. Security to be provided at LZ and armed escorts to accompany all road evacuation.
- (4) Dedicated medical liaison officers are to be established at destination medical facilities out of Rwanda..

e. **Disengagement Stage**

(1) Level one support remains a national responsibility. Units are to ensure this support is available to road convoys, within staging areas and at evacuation destinations.

(2) Level two/three support is to be provided by NORMED at TRAFIPRO.

(3) Evacuation for Pri1/Pri2 casualties is to be by air to NORMED as per SOP Pri3 to be evacuated by road. Security to be provided at LZ and armed escorts to accompany all road evacuation.

f. **Consolidation Stage**

(1) Level one support is the responsibility of the contingent tasked with providing support to the evacuation process in Kigali.

(2) Level two/three support is to be provided by NORMED at TRAFIPRO. Arrangements are to be put in place for the transfer of inpatients to destination medical facilities out of Rwanda as determined by the FMO.

(3) Evacuation of all casualties to NORMED by road. Armed escorts to accompany all tasks.

g. **Evacuation Stage One**

(1) Level one support is the responsibility of the contingent tasked with providing support to the evacuation process in Kigali.

(2) All inpatients from NORMED are to be transferred to destination medical facilities out of Rwanda as determined by the FMO.

h. **Evacuation Stage Two**

(1) Integrated Core Group to ensure Level one and road evacuation capability is maintained.

(2) NORMED facility to close.

(3) All casualties to be evacuated to destination medical facilities out of Rwanda as coordinated by FMO.

g. **Evacuation Stage Three**

(1) Integrated Core Group to ensure Level one and road evacuation capability is maintained.

(2) Security forces moving by road are to ensure level one capability is included in convoy.

(3) FMO to coordinate reception and further evacuation of casualties arriving at designated evacuation destinations.

P/S

destroy

UN RESTRICTED

APPENDIX D TO  
5000.46 (PLANS)  
DATED AUG 95

INSTRUCTIONS ON REINFORCEMENT

OPERATION PLAN HECTOR

General Aspects

1. **Scenario.** Reinforcements may be used to meet the additional requirement of troops in certain sectors due to a deteriorating security situation. Therefore, reinforcements may be provided to a threatened sector from sectors facing no or relatively little threat. Consequently, all sectors need to be prepared to provide and receive reinforcements to/from any sector.
2. **Requirement and Scale of Reinforcement.** Under this plan, reinforcements of platoons and even the companies may be ordered. Sectors are to be prepared to provide platoon size reinforcements. The requirement to reinforce a sector will be determined by the following:
  - a. At the request of the Sector Commander.
  - b. On evidence of a deteriorating security situation in the sector.
  - c. To preempt a possible threat.
  - d. In response to a changing political situation.
3. **Command and Control.** The gaining Sector Commander will assume command of reinforcing troops, unless otherwise directed by UNAMIR HQ.
4. **Composition of the Platoon Reinforcement.**
  - a. **Personnel.** 30
    - (1) Advance Party - 5.
    - (2) Main Body - 25.
  - b. **Vehicles.** Two Four Runner/pick ups and three trucks.
  - c. **Other Stores.** Tents and generator.
5. **Notice to Move.** Reinforcements are to be maintained at the following notice to move (NTM) after receipt of activation message:

UN RESTRICTED

**UN RESTRICTED**

- a. **ALERT STAGE ONE.**
    - (1) **Advance Party.** 6 hrs NTM (move 6 hrs after receipt of message).
    - (2) **Main Body.** 12 hrs NTM (move 12 hrs after receipt of message).
  - b. **ALERT STAGE TWO.**
    - (1) **Advance Party.** 4 hrs NTM (move 4 hrs after receipt of message).
    - (2) **Main Body.** 8 hrs NTM (move 8 hrs after receipt of message).
  - c. **ALERT STAGE THREE.**
    - (1) **Advance Party.** 2 hrs NTM (move 2 hrs after receipt of message).
    - (2) **Main Body.** 6 hrs NTM (move 6 hrs after receipt of message).
6. **Activation.** An activation message will be sent by UNAMIR HQ using the fastest means, followed by a hard copy. The activation message will include the following:
- a. The code word HECTOR and the applicable security stage.
  - b. Security situation.
  - c. Reinforcing and gaining sectors.
  - d. Level of reinforcement.
  - e. Notice to move and time to reach RV.
  - f. Location of RV in the gaining sector (met by guides from gaining sector).
  - g. Other instructions.
7. **Example.**
- 1 AND 2 THIS IS ZERO
- A. HECTOR, ALERT THREE.
  - B. INCREASED INSURGENCY ACTIVITIES IN SECTOR 5. REQUIRED TO AUGMENT SECURITY IN RUHENGERI.
  - C. SECTOR 2 WILL REINFORCE 5.
  - D. ONE PLATOON.
  - E. 4 HRS NOTICE, REACH RV NLT 121800 APRIL.
  - F. RV-RUHENGERI, GR 123456.
  - G. SELF CONTAINED FOR THREE DAYS FOR SUPPLIES, WATER AND

**UN RESTRICTED**

communication. )3( ~~HF~~ oops evacuating by road, HF wil be the means

ii. **Evacuation Destination.**

- (1) Contingent owned HF will be the primary means.
- (2) Contingents to hand over all UN communication equipment.

h. **Evacuation Stage Two.**

- i. Close down of VHF riral shoots in a phased manner.
- ii. VHF communication will be the primary means.
- iii. HF to be the stand by means.

i. **Evacuation Stage Three.**

- i. HF will be the primary means.
- ii. Close down of all VHF communications.
- iii. Use of HF communications till final evacuation.



**ADMINISTRATION POLICY**

**General**

1. To ensure sufficient operating stocks are held in all sectors for contingencies, 2nd line support agencies will ensure that 10 days stock of combat supplies (rations, water and fuel) are maintained in all contingents at all times during Normal and Alert stages.

**Resupply**

2. Normal weekly resupply may be affected as the security situation changes. Indicative procedures are:

a. **Normal Stage.**

(1) Normal resupply continues.

(2) Safe Areas at Amohoro Hotel, Trafipro and Transit Camp stocked with 10 days rations and water.

b. **Alert Stage One.**

(1) Normal resupply continues with armed escorts.

c. **Alert Stage Two.**

(1) Resupply continues with section strength armed escorts to Sector Concentration Areas only.

(2) Backloading of essential stores to Kigali, which are not required in subsequent stages.

d. **Alert Stage Three.**

(1) Essential resupply only conducted with armed escort of two sections.

(2) Consumption of reserve stocks of combat rations and bottled water may be ordered.

(3) Permission sought from HQ UNAMIR for the destruction of essential stores

which can not be evacuated/backloaded due to the lack of transport and/or time.

e. **Disengagement Stage.**

- (1) Resupply likely to be suspended to sectors.
- (2) 2nd line transport likely to be dedicated to movement of personnel and stores.
- (3) Emergency issues of combat rations and water made to all international staff.
- (4) Destruction of essential stores of the sectors other than Kigali.

f. **Consolidation Stage.**

- (1) Resupply confined to Kigali.

g. **Evacuation Stage One.**

- (1) Resupply confined to Kigali.
- (2) 1st line vehicles may be brigaded to evacuate personnel and stores.

h. **Evacuation Stage Two.**

- (1) Reduced resupply of essential combat supplies to Security Force and Integrated Core Group.
- (2) All personnel, vehicles and essential stores not required in next phase evacuated.
- (3) Reduced manning of 2nd line support agencies implemented. Manning will be restricted to those elements essential for immediate support of Integrated Core Group (Command element, Repair and Recovery Team, fuel vehicles, Ammo tech).

i. **Evacuation Stage Three.**

- (1) Essential stores which cannot be evacuated destroyed.
- (2) Evacuation of Integrated Core Group by air.
- (3) Security Force evacuated by air and road.

**Health Support**

3. Medical treatment and evacuation is to continue as the various stages of the evacuation plan are implemented.

a. **Normal Stage.**

(1) Level one medical support is to be provided at independent company locations, INDBATT and 95 CMSG.

(2) Level two/three support is to be provided by NORMED at TRAFIPRO.

(3) Evacuation for Pri1/Pri2 casualties is to be by air to NORMED as per SOP. Pri3 to be evacuated by road.

b. **Alert Stage One.**

(1) As for Normal Stage with enhanced security for evacuation tasks.

c. **Alert Stage Two.**

(1) Level one medical support is to be provided at independent company locations, INDBATT and 95 CMSG. Treatment to be extended to UN civilians and NGO in company locations.

(2) Level two/three support is to be provided by NORMED at TRAFIPRO.

(3) Evacuation for Pri1/Pri2 casualties is to be by air to NORMED as per SOP. Pri3 to be evacuated by road. Security to be provided at LZ and armed escorts to accompany all road evacuation.

d. **Alert Stage Three**

(1) Level one medical support is to be provided at independent company locations, INDBATT and 95 CMSG. Treatment to be extended to UN civilians and NGO in company locations.

(2) Level two/three support is to be provided by NORMED at TRAFIPRO.

(3) Evacuation for Pri1/Pri2 casualties is to be by air to NORMED as per SOP. Pri3 to be evacuated by road. Security to be provided at LZ and armed escorts to accompany all road evacuation.

(4) Dedicated medical liaison officers are to be established at destination medical facilities out of Rwanda.

e. **Disengagement Stage**

(1) Level one support remains a national responsibility. Units are to ensure this support is available to road convoys, within staging areas and at evacuation destinations.

(2) Level two/three support is to be provided by NORMED at TRAFIPRO.

(3) Evacuation for Pri1/Pri2 casualties is to be by air to NORMED as per SOP Pri3 to be evacuated by road. Security to be provided at LZ and armed escorts to accompany all road evacuation.

f. **Consolidation Stage**

(1) Level one support is the responsibility of the contingent tasked with providing support to the evacuation process in Kigali.

(2) Level two/three support is to be provided by NORMED at TRAFIPRO. Arrangements are to be put in place for the transfer of inpatients to destination ~~medical~~ facilities out of Rwanda as determined by the FMO.

(3) Evacuation of all casualties to NORMED by road. Armed escorts to accompany all tasks.

g. **Evacuation Stage One**

(1) Level one support is the responsibility of the contingent tasked with providing support to the evacuation process in Kigali.

(2) All inpatients from NORMED are to be transferred to destination medical facilities out of Rwanda as determined by the FMO.

h. **Evacuation Stage Two**

(1) Integrated Core Group to ensure Level one and road evacuation capability is maintained.

(2) NORMED facility to close.

(3) All casualties to be evacuated to destination medical facilities out of Rwanda as coordinated by FMO.

g. **Evacuation Stage Three**

(1) Integrated Core Group to ensure Level one and road evacuation capability is maintained.

(2) Security forces moving by road are to ensure level one capability is included in convoy.

(3) FMO to coordinate reception and further evacuation of casualties arriving at designated evacuation destinations.

**Backloading/Destruction Policy**

4. Backloading will be commenced in Alert Stage Two and will be implemented to ensure the withdrawal of maximum amount of equipment. Allocation of 2nd line transport, and possible brigaded 1st line transport, to effect this task may be expected from Alert Stage Two.

5. Destruction will be commenced on order from UNAMIR HQ and will be implemented to prevent UN equipment, which cannot be backloaded and evacuated, from being used to contribute to actions against UN personnel or the authority of the Rwandan Government. Destruction by contingents of non-essential stores may be authorised as a general policy by UNAMIR HQ. Destruction of essential stores is only to occur on approval of UNAMIR HQ on a specific item by item basis. Essential stores are defined as:

- a. Weapons.
- b. Ammunition.
- c. Vehicles.
- d. Communications equipment.
- e. Fuel.
- f. Combat rations.
- g. Packaged and bulk water.
- h. EDP (Computer) equipment.