

(3 CONFIDENTIAL)

UN ARCHIVES

SERIES 51002

BOX 184

FILE 4

ACC. 1993/0283



HANDING OVER/TAKING CERTIFICATE
CHIEF OF STAFF UNAMIR

1. This is to certify that I UNID M.0001. Brig Gen HK Anyidoho have on this day.20th...December, 1994 handed over my duties as Chief of Staff to UNID M.7683.... Col Shivkumar.

20th Dec 94

HK ANYIDOHO
Brig-Gen
Outgoing COS

2. This is certify that I UNID M.7683.Col Shivkumar have on this day.....December, 1994 taken over the duties of Chief of Staff from UNID M.0001. Brig Gen HK Anyidoho

20 Dec 94

SHIVKUMAR
Col
Incoming COS

UN RESTRICTED

HANDOVER/TAKEOVER NOTES
OFFICE OF CHIEF OF STAFF
UNITED NATIONS ASSISTANCE
MISSION FOR RWANDA (UNAMIR)

INTRODUCTION

1. On behalf of the Special Representative of the Secretary General, Force Commander, all contingents, Military Observers, our civilian colleagues and on my own behalf, I wish to welcome you to the United Nations Assistance Mission for Rwanda (UNAMIR). The family tree of the mission will be explained to you during a formal briefing but it suffices to state that the head of mission is the Special Representative of the Secretary General who is presently Ambassador Shaharyar Khan. Our Force Commander is Major General Tousignant and the head of Administration and Management is Mr. Ally Gollo. We also have Dr. Kabia as the Executive Director and Colonel Diarra as CIVPOL Commissioner.

2. In a way of giving you a short background, UNAMIR is a fairly new mission. It has been in position a little over a year (Oct 1993 - till now). Its initial mandate which was to last for 22 months could not be fulfilled because of the civil war which engulfed the country from 6th April to 17th July, 1994. Our new mandate - Security Council Resolution 918 of 17th May and 925 of 8th June expanded the force to 5,500 all ranks and basically tasked to see to the security of the Rwandese civilians and also security of humanitarian relief workers. The details of both resolutions will be given to you during the formal briefing. Our current mandate which has just been renewed expires 9th of June, 1995.

OFFICE OF THE CHIEF OF STAFF

3. I arrived in UNAMIR on 15th January, 1994 to assume duties of both Deputy Force Commander and Chief of Staff. I actually had no one to handover to me since I happened to be the first officer to hold both appointments. With the assistance of the Staff that welcomed me to the mission and the first Force Commander, I started my humble contribution to the UNAMIR force component.

4. Basically, you have two Deputy Chiefs of Staff under you. An establishment that came into being after the civil war. They are:

- a. Deputy Chief of Staff Operations (DCOS OPS).
- b. Deputy Chief of Staff Support (DCOS SP) - This is what you and I know as Personnel and Logistics.

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5. The two Deputy Chiefs co-ordinate activities in their respective departments and report to you. The DCOS SP, a British Colonel has just left the mission and we expect his replacement in January. He was such a dedicated officer so he has laid some foundation upon which we can build. DCOS OPS is at post. He is a Canadian by nationality and is intelligent, efficient and very much in control of his Cell.

RESPONSIBILITIES

6. Your duties/responsibilities among other include:
- a. Assumption of duties and responsibilities of the DFC in his absence in addition to your own.
 - b. Supervision of all operational and logistics matters on behalf of the FC.
 - c. Co-ordination of the Operations and Support Cells.
 - d. Direction, supervision and co-ordination of the work of the military staff.
 - e. Co-ordination of military and civilian staff effort. All civilian staff co-ordinate their activities through you for all matters of military pertinence.
 - f. Assumption of responsibilities for the issue of all major written staff work eg. SOPs, Policy Directives, Plans, Orders etc.
 - g. Assumption of the responsibilities for co-ordination of briefings.
 - h. You must ensure the Force Commander and his Deputy are kept informed of the ongoing situation as required.

HANDLING OF OPERATIONAL MATTERS

7. Basically, I analyze the mission of UNAMIR force component to be that of SECURITY. That is what we are in Rwanda for. Your attention must therefore be focused on this all the time.

STAFF SUPERVISION

8. This is a crucial part of your assignment. Whilst some of them will fall in line, there will be others that will deliberately try to by-pass you to me or the FC. We shall try to assist by avoiding encouragement to such officers. The FC himself insists on the proper channel of communication to be followed. I must however admit that the staff have continued to work very hard as a team and we get on very well. The FC demands absolute

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co-operation from all of us and we have been doing exactly that. I can also assure you that the FC will support you in any action you initiate in the right direction to improve upon the performance of the Staff System. UNAMIR being fairly new, we are open to suggestions.

CHIEF OF STAFF'S WEEKLY MEETING

9. There is in place a weekly COS's conference. It is normally held on Tuesdays at 1030 hrs during which you will meet all the Senior Military/CIVPOL Staff and a Senior Staff of Administration and Management will always be present. This is the meeting that affords the Senior Staff the opportunity to discuss routine matters. The file is available for you to read for information.

DAILY OPERATIONAL BRIEFINGS

10. There is a daily operational briefing which you will chair on behalf of the FC, it starts at 0800 hrs. We shall all be present but you will run the show.

SENIOR STAFF MEETING

11. The FC meets all Senior Staff daily 0845 hrs in his conference room. The reason is to discuss issues of sensitive nature that are not appropriate to raise at the general briefing.

CO-OPERATION WITH CIVILIAN STAFF

12. I need not over-emphasize this to you. We have come a long way to establish a level of co-operation and understanding with Management and Administration. Please continue in that spirit of co-operation.

OUTSTANDING ISSUE

13. The major outstanding issue is the production of SOPs. They are in print in Nairobi and the DCOS OPS will give you update on where we stand. It is necessary to have it released before the end of the year.

CONCLUSION

12. These short notes are meant to supplement the detailed verbal briefings I gave you. I hope they will help you in establishing yourself very quickly into the mission. Your arrival is a relief to me since of late I have had to look after the Military Observers also. I am perhaps the oldest serving officer in the Force Component as at present, consequently I have gained some experience into the situation in Rwanda. I am prepared to share such experiences with you to the benefit of the entire mission. Do not hesitate to consult me if you are in doubt about


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13. Once again I welcome you very sincerely to UNAMIR and wish you God's guidance and protection in the task ahead. With co-operation, I am confident we shall play our part in contributing to the fulfilment of UNAMIR's mandate.

GOOD LUCK

19 Dec 94


HK ANYIDOHO
Brig-Gen
Outgoing COS


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HANDING OVER/TAKING CERTIFICATE
CHIEF OF STAFF UNAMIR

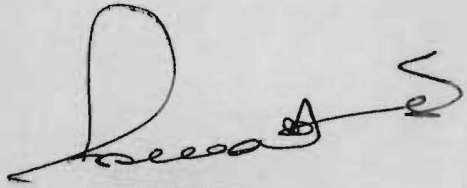
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