

UNAWIR

G3 UNIT - GENERAL OPERATIONS

31 JAN 1994 - 3 MAY 1995

[8 CONFIDENTIAL]

RH WG MAY 2009

PLEASE RETAIN  
ORIGINAL ORDER

UN ARCHIVES

SERIES	<u>51002</u>
BOX	<u>14</u>
FILE	<u>5</u>
ACC.	<u>1998/0282</u>

(SECURITY CLASSIFICATION)

3. EXECUTION

This paragraph may be subdivided as appropriate; however, the following order of subparagraphing is recommended:

a. Concept of Operations

- (1) This subparagraph should be included in all but the simplest of OpsOs.
- (2) It gives the recipient a short, clear picture of how the operation will be conducted and makes it easier to follow the more detailed portions of the "Execution" paragraph.

b. Task Organization

This sub-paragraph assigns specific tasks to each element of the command charged with the execution of tactical duties, and gives details of coordination and task organization and groupings. Where grouping is complex and many units are involved, it is perhaps better to use a grouping annex.

c. Coordinating Instructions

This is always the last subparagraph under EXECUTION. If it is lengthy, this information may be relegated to an annex. It contains all the points requiring coordination between, or of interest to, two or more elements of command.

4. SERVICE SUPPORT

This contains the administrative and logistics support to the operation that is of primary interest to the units and formations being supported. It will also give the commander's direction to service support commanders. If lengthy, or not ready for inclusion in the OpO, this may be issued separately and referenced here, but matters of immediate concern should be given together with such reference. At higher formations this paragraph will probably state "See Administrative/Logistics Order". At lower levels of command this paragraph or the Service Support Annex may eliminate the need for an Administrative/Logistics Order.

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(SECURITY CLASSIFICATION)

Sample Operation Order  
(Page 2 of 3)

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(SECURITY CLASSIFICATION)

5. COMMAND AND SIGNAL

a. Localities

Notwithstanding that new localities of headquarters and opening times may be shown on a trace, it is normal to include them here.

b. Electronic Silence

This sub-paragraph will include the imposition, breaking and lifting of electronic silence.

c. Code Words

Code words are outlined as follows:

Serial	Code Word	Meaning	Issued by
(a)	(b)	(c)	(d)

d. Nicknames

Nicknames are explained as follows:

"Nickname" - meaning, definition, or geographic locality.

Acknowledgement Instruction:	Signature of Commander
Authentication:	(Name)
	(Rank/Grade)

Annexes: A.  
B.  
C.

DISTRIBUTION	Copy No	Annex (y)	Annex (z)
	Including Annex (A,B,C)	Copy No	Copy No

3/3

(SECURITY CLASSIFICATION)

(SECURITY CLASSIFICATION)

(Change from oral orders, if any)

Copy No. \_\_\_\_\_ of \_\_\_\_\_ copies

Issuing Headquarters

Place of Issue (may be in code)

Date-Time Group of Signature

Message Reference No.

INTELLIGENCE ANNEX TO OPO 08

References: Maps, charts and relevant documents.

Time Zone Used Throughout the Order:

1. SUMMARY OF ENEMY SITUATION

a. This sub-paragraph contains all that is known about the enemy forces and the effects of weather and terrain. Units participating in the operation must have copies of all the referenced documents.

b. This sub-paragraph contains the commander's estimate of the most probable actions expected to be taken by the enemy.

2. INTELLIGENCE REQUIREMENTS

Each Intelligence Requirement should appear in priority order under separate sub-paragraphs. If publication of an Intelligence Annex is deferred or omitted, the Intelligence and Information Requirements should appear in the coordinating instructions sub-paragraph of the OpO. They are not published in both documents except when the commander desires that certain requirements be emphasized.

3. INTELLIGENCE ACQUISITION TASKS

a. Orders to Subordinate and Attached Units. This sub-paragraph details instructions to each unit (in the same order as listed in the OpO) from which a report is required by the headquarters.

b. Requests to Higher, Adjacent and Co-operating Units. This sub-paragraph pertains to each unit, not organic or attached, from which information and/or intelligence is requested.

1/2

(SECURITY CLASSIFICATION)

(SECURITY CLASSIFICATION)

4. MEASURES FOR HANDLING PERSONNEL, DOCUMENTS AND MATERIEL

This paragraph defines, completes or modifies SOPs in force, as required, for the duration of the operation.

- a. Prisoners of War, Deserters, Repatriates, Inhabitants and Other Persons - plans must include segregation and handling to ensure maximum exploitation of sources of information.
- b. Captured Documents - instructions for handling/processing captured documents, from moment of capture to receipt by intelligence personnel.
- c. Captured Materiel and Associated Technical Documents - designation, categorization and instructions for processing and disposition of enemy material.

5. DOCUMENTS AND/OR EQUIPMENT REQUIRED

This paragraph lists, in each category, the conditions under which certain documents or equipment required by, or allocated to, units can be obtained or requested.

6. COUNTER-INTELLIGENCE

This paragraph is covered largely in SOPs. Many special operational instructions having counter-intelligence aspects are listed in the OpsO or in other annexes. A "Special Counter-Intelligence Measures" appendix may be prepared to limit dissemination of instructions and procedures pertaining to the activities of special personnel in the operation.

7. REPORTS AND DISTRIBUTION

This paragraph is covered in largely by SOPs. It stipulates the conditions (period to be covered, date, distribution, issue, etc.), identifies routine and special reports which differ from SOPs and regulates the issue of intelligence reports to the originating command for the duration of the operation.

8. OTHER INSTRUCTIONS (if required)

Acknowledgement Instructions: , (Last name of commander)  
(Rank)

Authentication:

Appendices:

Distribution:

2/2

(SECURITY CLASSIFICATION)

Sample Intelligence Annex  
(Page 2 of 2)

7-4-14

(SECURITY CLASSIFICATION)

(Change from oral orders, if any)

Copy No. \_\_\_\_\_ of \_\_\_\_\_  
copies

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

COMMUNICATIONS/ELECTRONICS ANNEX TO OPO 08

References: Maps, charts and relevant documents.

Time Zone Used Throughout the Order:  
.....

(NOTE: ALL DETAIL BETWEEN THE DOTTED LINES IS EXAMPLE ONLY. HEADINGS  
APPROPRIATE TO THE OPERATION SHOULD BE USED.)

1. SITUATION  
Any information that was not covered in paragraph 1 of the Ops0, or  
that needs to be amplified, should be given here.

2. MISSION

3. EXECUTION:  
a. Concept of Operation.  
b. Signal Tasks to Subordinate Units.  
c. Co-ordinating Instructions:  
Specific coordinating instructions should be detailed under  
sub-sub-paragraphs of "General", "Wire" and "Radio" as  
required.

4. SERVICE SUPPORT

5. COMMAND AND SIGNAL  
.....

Acknowledgement Instructions: ; Signature of Commander  
(last name of Commander)

Authentication: (Rank)

Appendices:

Distribution:

(SECURITY CLASSIFICATION)

Sample Communications/Electronics Annex

(SECURITY CLASSIFICATION)  
(Change from oral orders, if any)  
Copy No. \_\_\_\_\_ of \_\_\_\_\_ copies  
Issuing Headquarters  
Place of Issue (may be in code)  
Date-Time Group of Signature  
Message Reference No.

ENGINEER ANNEX TO OPSO 08

References: Maps, charts and relevant documents.

Time Zone Used Throughout the Order:  
.....

(NOTE: ALL DETAIL BETWEEN THE DOTTED LINES IS EXAMPLE ONLY. HEADINGS APPROPRIATE TO THE OPERATION SHOULD BE USED)

1. SITUATION  
Any information that was not covered in paragraph 1 of the OpsO, or that needs to be amplified, should be given here.

2. MISSION

3. EXECUTION  
a. Concept of Operation.  
b. Engineer Tasks to Subordinate Units.  
c. Co-ordinating Instructions:  
This sub-paragraph contains any general instructions and applicable specific instructions such as minefields, defence works and route maintenance.

4. SERVICE SUPPORT

5. COMMAND AND SIGNAL  
.....

Acknowledgement Instructions: (Last Name of Commander)  
(Rank)

Authentication:

Appendices:

Distribution:

(SECURITY CLASSIFICATION)

Sample Engineer Annex

(SECURITY CLASSIFICATION)

(Change from oral orders, if any)

Copy No. \_\_\_\_\_ of \_\_\_\_\_ copies

Issuing Headquarters

Place of Issue (may be in code)

Date-Time Group of Signature

Message Reference No.

SERVICE SUPPORT ANNEX TO OPO 08

References: Maps, charts and relevant documents. (See STANAG 2029)

Time Zone Used Throughout the Order:  
.....

NOTE: ALL THE DETAIL BETWEEN THE DOTTED LINES IS EXAMPLE ONLY. HEADINGS APPROPRIATE TO THE OPERATION SHOULD BE USED.)

1. GENERAL

2. MATERIEL AND SERVICES

This paragraph should include supply, transportation, services, labour and maintenance, as applicable.

3. MEDICAL EVACUATION AND HOSPITALIZATION

4. PERSONNEL

5. CIVIL - MILITARY CO-OPERATION

6. MISCELLANEOUS

.....

Acknowledgement Instructions: (Last Name of Commander)  
(Rank)

Authentication:

Appendices:

Distribution:

(SECURITY CLASSIFICATION)

Sample Service Support Annex



(SECURITY CLASSIFICATION)

(Changes from oral orders, if any.)

Copy No. \_\_\_\_ of \_\_\_\_

Issuing Headquarters  
Location and/or Grid  
Date/Time Group  
Message Reference No.

MOVEMENT ORDER 04

References: Maps, charts and relevant documents.

Time Zone Used Throughout the Order:

Task Organization

1. SITUATION
  - a. Enemy Forces
  - b. Friendly Forces
  - c. Attachments and Detachments
  - d. Commander's Evaluation (Optional)
2. MISSION
3. EXECUTION
  - a. Concept of Movement
  - b. Task to Subordinate Units
  - c.
  - d.
  - e. Detailed Timings
  - f. Coordinating Instructions
    - (1) Order of March
    - (2) Routes
    - (3) Density
    - (4) Speed
    - (5) Method of Movement
    - (6) Defence on Move
    - (7) Start, Release or Other Critical Points
    - (8) Convoy Control
    - (9) Harbour Areas
    - (10) Instructions for Halt
    - (11) Lighting
    - (12) Air Support

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(SECURITY CLASSIFICATION)

Sample Movement Order  
(Page 1 of 2)

7-5-2

RWANDA EMERGENCY NORMALIZATION PLAN (RENP)

A. Immediate Measures (in the coming days)

1. Grant/Soft Loan/Opening of Central Bank and Mint

Rwanda needs liquid funds to start functioning i.e. pay salaries, essential imports, diplomatic missions etc. The World Bank/IMF will hold their next board meeting on 30 August. It is hoped that, at this meeting, it will decide to extend the Rwandan Government a loan of \$20 million.

2. Re-opening of hospitals and other health facilities.

The location of hospitals and health care centres may be indicated to Colonel Yaache.

- a) The Australian medical contingent is operating the Central Hospital of Kigali in coordination with Samaritan's Purse and Emergency and other NGO's. The Australian contingent has sent a treatment section to Butare University Hospital to set up a resuscitation and patient holding facility in support of UNAMIR troops. In addition, the Australians, in connection with Care Australia, will be providing medical teams to support humanitarian relief efforts in the area of Butare and also treatment facilities for the Ethiopian Battalion in Cyangugu.
- b) The British medical contingent had been operating the hospital in Ruhengeri, however, the Canadian Field Ambulance has sent a team to take over the hospital. The Canadian team will be maintaining the outpatient and inpatient services already in place.
- c) The British Parachute Field Ambulance contingent has established a medical facility in Gikongoro Prefecture with a field surgical team and a patient holding facility in Kitabi and a treatment facility at Kibeho. The British contingent is sending mobile medical teams to displaced persons camps in the Gikongoro Prefecture on a daily basis.
- d) Medecins Sans Frontieres is operating the King Faycal Hospital in Kigali.
- e) WHO is planning to set up health stations between the following towns:

.../...

Kigali and Kabale, Kigali and Ngara, Kigali and Bujumbura, Kigali and Goma and Kigali and Bukavu.

WHO has deployed an epidemiologist to collect data in the area between Kigali and Gikongoro to assess the spread of cholera and also to assess the state of health facilities.

Agencies/Countries responsible: AUSTRALIA/BITAIN/  
CANADA/WHO/ICRC/MSF  
MDM

Officer in Charge: Col. Yaache

3. Resumption of Rwanda's Representation in the UN Security Council.

Rwanda's new Permanent Representative to the UN has been nominated. He presented his credentials to the Secretary-General on 26 August 1994. Rwanda will thus resume its seat in the UN and in the UN Security Council. In addition, it will shortly take its turn as President of the Security Council.

B. Measures To Be Achieved In The Coming Weeks:

I - Reopening of Airport/Restoration of Commercial Air Traffic.

The re-opening of the airport has already been achieved thanks to logistic support given by USA and Canada. In order to restore commercial air traffic, the urgent requirements now are as follows:

- i. The airport must have civilian airtraffic controllers in the control towers. Five air traffic controllers would be required.
- ii. Two meteorological officers would be required.
- iii. The airport must have adequate fire-fighting equipment, trucks and personnel. Eight fire fighting officers would be required.

The personnel for each of these areas could be recruited from UN Volunteers. These UN Volunteers are paid at a rate of \$2,200 per month.

.../...

Cost

1. The cost to finance technical personnel: \$200,000.00
2. The cost to finance fire emergency protective services: \$1.9 million.

Time Frame

1. SABENA would like to begin using Kigali airport on 2 or 3 September. The above-listed requirements must be met by this date.
2. The UN Volunteers are already trained, and would be tasked to work with the newly-appointed Rwandan Airport Director and Commandant to train their Rwandan counterparts. They would also assist in the establishment of customs and immigration services. The airport will eventually be handed over to trained Rwandan personnel.

Action To Be Taken:

1. Provide the \$1.9 million for equipment and the \$200,000 to cover the technical personnel immediately.
2. Deploy the above-referenced fifteen trained UN Volunteers immediately.

Countries/Agencies responsible:

Canada - USA,  
Brown & Root,  
UNDP/ICAO

Officer in Charge follow up actions:

R. Lambo, UNAMIR/  
Arturo Hein/UNREO

II - Transport of Returnees and Displaced persons.

This includes the establishment of transit depots which contain food, water and medical components. All agencies and NGO's are requested to inform UNREO/ Colonel Yaache of all transport available for returning refugees and displaced persons. This transport would then be requested to schedule return journey from specified pick-up points. All information regarding transit depots may also be conveyed to UNREO/Colonel Yaache.

Cost

1. The cost to finance technical personnel: \$200,000.00
2. The cost to finance fire emergency protective services: \$1.9 million.

Time Frame

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The following transit depots have been established:

Medical Way Stations: Gisenyi to Ruhengeri Route:

Location:	Manned by:
1. Gisenyi	GE Doctors
2. Rubavu	MSF
3. Mutura (laiterie)	Canadian Field Ambulance
4. Kora	Concern Worldwide
5. Nkuli	AICF (Action Contre la Faim)
6. Mukingo	MSF
7. Ruhengeri	BRITCON assisted by ICRC doctors

CARE/UNHCR Stations Gisenyi to Ruhengeri Route

1. Gisenyi
2. Nyundo
3. Mukamura
4. Apavapi
5. Mukingo
6. Ruhengeri

CARE is manning the stations which will provide: water, high protein biscuits, corn-soy blend and non-food items (blankets). WFP is also providing 10 days of rations, and UNHCR is providing seeds and tools. UNHCR is transporting people from the waystations to their homes. They are also providing non-food items such as blankets, mats, seed kits, agricultural tools and soap.

Sector 4 Health Centres (The Former French Zone)

Two displaced persons camps are being established in the Cyangugu Prefecture: the one at Mururu has a capacity of 30,000 and is being run by Medecins Sans Frontieres (MSF). The second, at Cyimbogo, has the same capacity and is being run by Medecins du Monde (MDM).

Transit depots parallel to those established along the Gisenyi to Ruhengeri route will eventually be set up to facilitate the return of refugees from Bukavu.

Agencies / Countries involved:	WFP/UNHCR/IOM/USA
Officer in Charge:	Col. Yaache, UNAMIR, Mr. Urasa, UNHCR

### III - Restoration of Power and Electricity.

Assessments have been carried out by:

- a. Joint Task Force (US Forces) (JTF): 12 August
- b. Electrogaz (Rwanda): 9 August
- c. Ad Hoc Group: UNAMIR, UNICEF, JTF and ICRC 17 August

From these assessments, the following should be noted:

- a. The Gikondo transformer station in Kigali is badly damaged and requires extensive repairs. "
- b. The Jabana transformer station near Kigali is in need of only minor repair, and has the near-term potential to provide limited power to the city.
- c. According to the Building Maintenance Systems (BMS)/Brown and Root assessment, the power lines from Cyangugu to Kigoma are intact and functioning.
- d. From Kigoma to Kilinda, there are several power lines down and in need of repair.
- e. From transformer station Gikondo in Kigali to the first bend on the line to Kigoma, all lines are down and in need of repair.
- f. All of the transformer stations that have been inspected are in good repair, however, at Kilinda, there are several lines disconnected and several fuses missing.

#### Requirements: The following represent urgent requirements:

1. Equipment: As a result of consultations between JTF-Bravo, a UNAMIR engineer, UNICEF and Electrogaz the following is required immediately:
  - three to five 5-ton trucks;
  - a line truck;
  - a bucket truck
  - electric cable
  - fuses
  - insulators

Cost:

1. \$4.3 million USD total, broken down as follows:
  - a. \$2 million USD for the main and mine dog contracts;
  - b. \$.25 million for manpower;
  - c. \$.02 million for rental;
  - d. \$2.03 million for equipment and running costs.

Time Frame:

During the first year, the plan envisages mine clearance by the contractor, incorporating the training of the 150 Rwandans. Once the contract has been awarded, and the trainers are on the ground, the training of the 150 Rwandans could be completed within one year.

Action To Be Taken:

1. Provide funding and award contract to civilian contractor as soon as possible.
2. Secure the approval and clearance of the Rwandan Government to proceed with the plan.

Agencies/Countries responsible: UK Civilian Contractor/  
UN de-mining unit

Officer in Charge: General Blagden, DPKO  
Capt. Hurlston, BRITCON

C. MEASURES TO BE ACHIEVED IN THE COMING MONTHS

1) Harvest/Supply of Agricultural Inputs.

UNHCR is currently distributing seed kits and agricultural tools to displaced persons returning from Zaire along the Gisenyi to Ruhengeri route.

Agencies/Countries responsible: WFP/FAO/UNICEF/UNHCR/  
UNDP

Officer in Charge: Arturo Hein, UNREO/  
Mr. Gascon, FAO

.../...



### III - Repair of Water Supply.

**Background:** The city water plant is operational and is producing adequate water for the city. Water is now pumped to most of the districts of Kigali, but power to the district's pumps must still be provided in order to pump the water to storage tanks for further distribution around the city. UNAMIR Communications Section, generator unit, has repaired two of the three 837 kva generators at the Gatsata power booster station to date, and they are providing power to the main city water plant at Kimisagara. The Kimisagara water plant pumps the water to the city's ten substations; which, currently with the use of generators, pump the water up to reservoirs on top of Kigali's hills. UNICEF, UNAMIR and ICRC are currently providing the city's ten substations with generators, however, there are several drawbacks to this short-term solution:

- high consumption of expensive diesel fuel;
- problem of transport of diesel fuel; and
- the problem of maintenance and repair of generators.


#### Requirements

1. As was noted in the "Restoration of Electricity" report, it would be more cost-effective and time-efficient to repair Rwanda's power grid than to continue to purchase diesel and generators. In fact, as this report is written, the Gatsata power booster station is out of diesel fuel.
2. There are breaks in the water lines which must be repaired.

#### Cost:

1. Since the restoration of electricity will restore the water, the cost of \$2 million USD to repair the power grid will also restore the water.
2. The cost of repairing the water line breaks should be minimal.

**Time Frame:** As was indicated in the "Restoration of Electricity" report, if funds, equipment and materials are available immediately, electricity could be restored, and the restoration of water supply would be possible.



Action To Be Taken

Provide \$2 million USD immediately to restore electricity.  
The restoration of water will follow immediately.

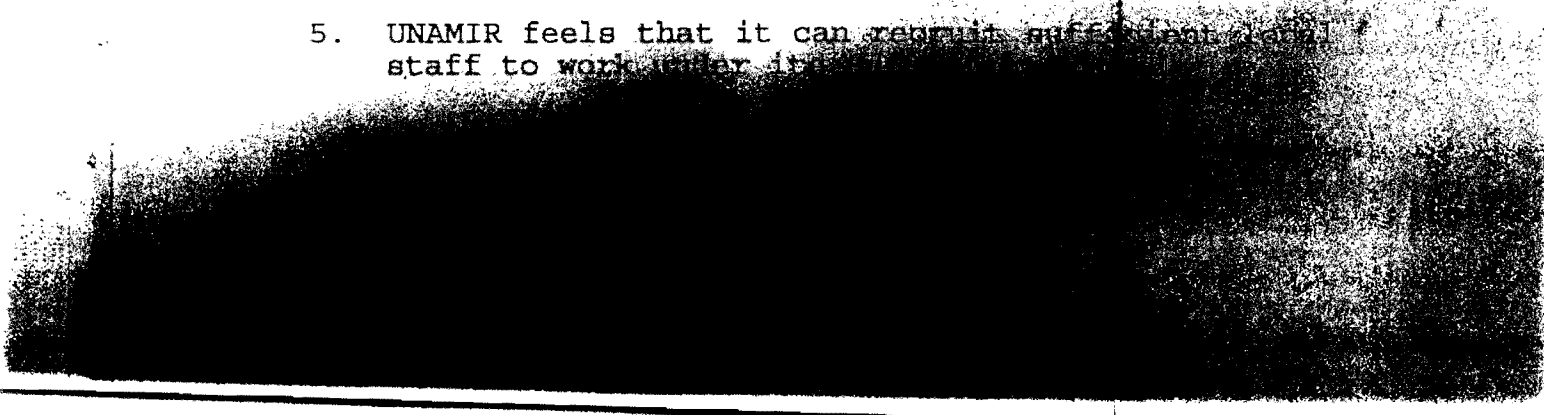
Agencies/Countries responsible: ICRC/UNICEF/USA/  
AUSTRIA/BROWN AND ROOT

Officer in Charge: Arturo Hein, UNREO

V - Radio.

- i. **Radio Rwanda:** Radio Rwanda needs to be strengthened in order to reach camps in Zaire, Tanzania and Burundi. It is essential that Radio Rwanda reach the entire country. The Canadian Signals Squadron and Deutsche Welle are both working to boost the radio. Currently, Radio Rwanda's FM capability covers two-thirds of the country. There is a repeater on Mt. Jari which transmits up the repeater in the region of Ruhengeri, down south to Butare and west to Mt. Karongi. Mt. Karongi's power was restored yesterday, and the Rwandan officials believe that Mt. Karongi now permits Radio Rwanda to reach Cyangugu. The FM repeater station, Kinanira, in Cyangugu, was looted, and will require replacement parts which the Rwandans believe they can get from Mt. Karongi. The Rwandan Government may require UNAMIR assistance for the transport of equipment from Mt. Karongi to Cyangugu.
- ii. It is also essential for UNAMIR to have its own independent radio to assist UNAMIR in explaining its mandate, encouraging the return of refugees and displaced persons and in disseminating humanitarian information.

Requirements: Our consultations indicate that the requirements are as follows:

1. The purchase of five 2 kw tuneable FM transmitters each housed in standard 10 foot ISO containers along with antenna systems, diesel generators and fuel storage;
  2. A broadcast studio with minimal standard equipment;
  3. A program distribution system;
  4. Other supplies (tape stock, audio cartridges, cable)
  5. UNAMIR feels that it can recruit sufficient local staff to work under it.
- 

Cost: Preliminary Estimates

1. Item 1 above: \$60,000-\$80,000 each
2. Item 2 above: \$25,000-\$50,000
3. Item 3 above: \$50,000-\$100,000
4. Item 4 above: \$15,000-\$25,000

Total: \$600,000

Time Frame:

Preliminary information from contractors who were involved in UNPROFOR and UNTAC radio projects indicates that the project could be operational 4-6 weeks from the date the contract is awarded.

Action To Be Taken:

Request donor country to donate the above-listed equipment; or explore possibility of having donor countries contribute funds for a UNAMIR radio station.

Agencies/Countries responsible:

Mr. Nick Harman,  
Communications  
Consultant, UNAMIR/  
Mr. Jeffrey Hayman,  
Consultant  
CANADIAN SIGNALS  
SQUADRON, UNAMIR,  
DEUTSCHE WELLE,  
BRITAIN, UNDP

Officer in Charge:

Arturo Hein, UNREO,  
Mr. Nick Harman,  
Communications  
Consultant

VI - Telecommunications.

Local service: Local service has been restored to most of the downtown area. The substation at Kimihura is powered by a generator, however, it is believed that there is a cable break. The Canadian Signals Squadron is working to repair this break and to restore service. In addition, the local telephone service is being restored between the [redacted] and [redacted].

contacted ALCATEL, the firm which installed the original equipment, to request that they come to Kigali to repair the link.

**International Service:** According to the Canadian Signals Squadron, the satellite earth station at Nyanza's power has been restored. There is, however, a need for some cable to connect the equipment to the satellite dish (cost of approximately \$500.00). CANSIG expects to receive this cable from Germany, possibly by tomorrow. The repair of this Nyanza station will give the city of Kigali international calling capability.

**Agencies/Countries responsible:** ALCATEL - GERMANY,  
CANADIAN SIG SQDRN/  
GERMANY/AUSTRIA/UNDP

**Officer in Charge:** Thad Anglin UNAMIR/  
Major Rutherford,  
CANSIG

#### VII - De-mining.

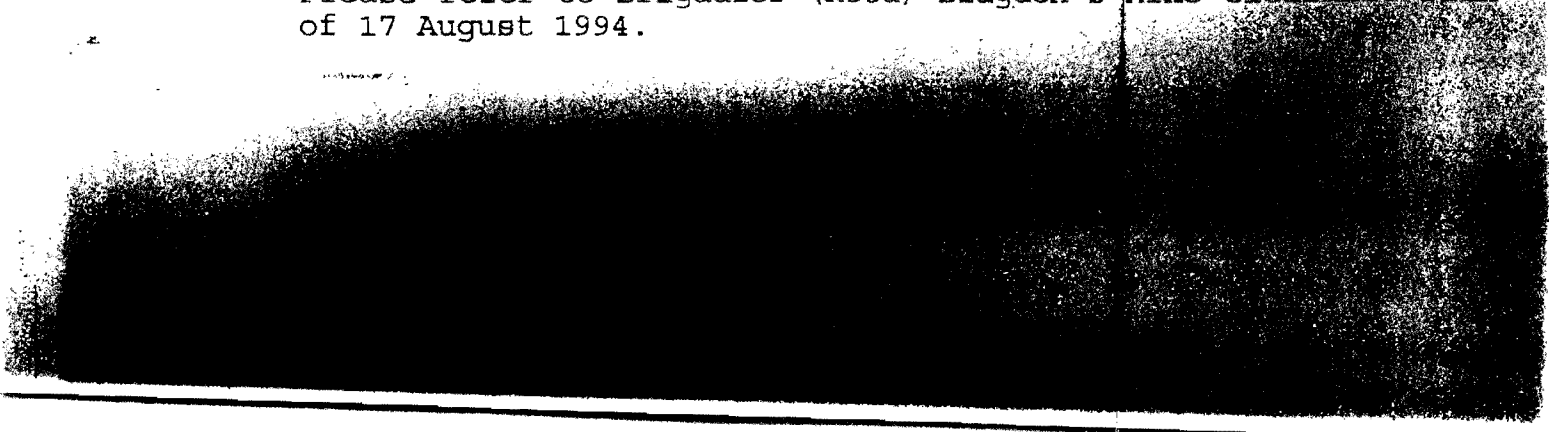
De-mining requires immediate attention. Mine awareness training is urgently needed for all people living in Rwanda. Currently, only four Canadian military personnel are disposing of mines and munitions in Rwanda.

Currently, King Faycal Hospital reports an average of two civilian casualties per day in Kigali. Most of these cases are a result of children stepping on anti-personnel mines while at play.

A Mine Action Headquarters has been set up in HQ UNAMIR with a mine intelligence cell, and the UN De-mining Expert has drawn up a preliminary plan in which a civilian contractor would train 150 Rwandan mine clearers and 30 explosive ordnance disposal (EOD) assistants over a period of one year. The mine clearance in Rwanda would then eventually be handed over to the Rwandan Government.

#### Requirements:

Please refer to Brigadier (Retd) Blagden's Mine Clearance Plan of 17 August 1994.



contacted ALCATEL, the firm which installed the original equipment, to request that they come to Kigali to repair the link.

**International Service:** According to the Canadian Signals Squadron, the satellite earth station at Nyanza's power has been restored. There is, however, a need for some cable to connect the equipment to the satellite dish (cost of approximately \$500.00). CANSIG expects to receive this cable from Germany, possibly by tomorrow. The repair of this Nyanza station will give the city of Kigali international calling capability.

**Agencies/Countries responsible:** ALCATEL - GERMANY,  
CANADIAN SIG SQRN/  
GERMANY/AUSTRIA/UNDP

**Officer in Charge:** Thad Anglin UNAMIR/  
Major Rutherford,  
CANSIG

#### VII - De-mining.

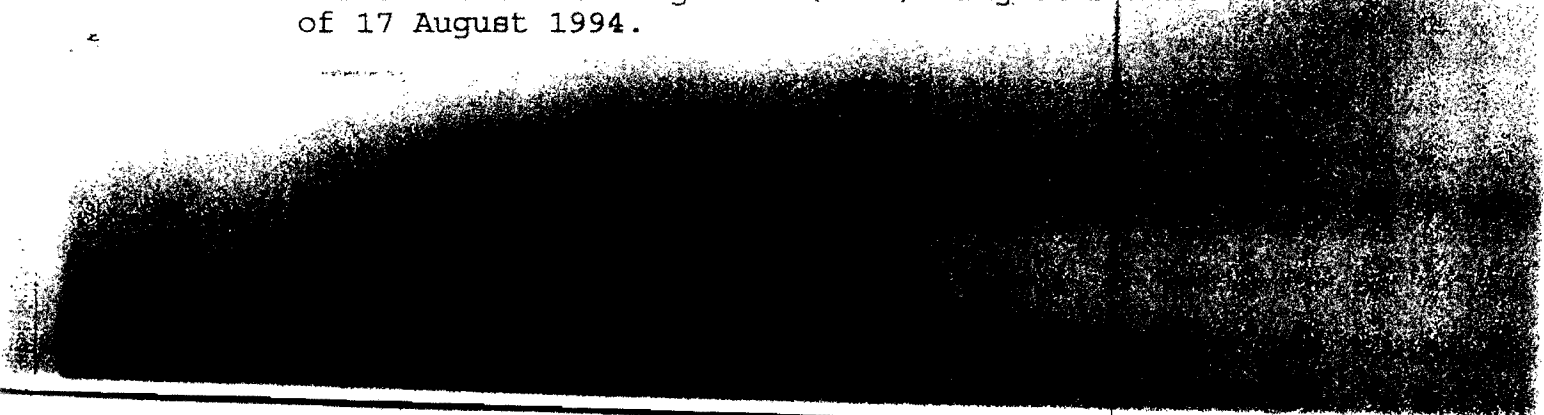
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#### Requirements:

Please refer to Brigadier (Retd) Blagden's Mine Clearance Plan of 17 August 1994.



Cost:

1. \$4.3 million USD total, broken down as follows:
  - a. \$2 million USD for the main and mine dog contracts;
  - b. \$.25 million for manpower;
  - c. \$.02 million for rental;
  - d. \$2.03 million for equipment and running costs.

Time Frame:

During the first year, the plan envisages mine clearance by the contractor, incorporating the training of the 150 Rwandans. Once the contract has been awarded, and the trainers are on the ground, the training of the 150 Rwandans could be completed within one year.

Action To Be Taken:

1. Provide funding and award contract to civilian contractor as soon as possible.
2. Secure the approval and clearance of the Rwandan Government to proceed with the plan.

Agencies/Countries responsible: UK Civilian Contractor/  
UN de-mining unit

Officer in Charge: General Blagden, DPKO  
Capt. Hurlston, BRITCON

C. MEASURES TO BE ACHIEVED IN THE COMING MONTHS

1) Harvest/Supply of Agricultural Inputs.

UNHCR is currently distributing seed kits and agricultural tools to displaced persons returning from Zaire along the Gisenyi to Ruhengeri route.

Agencies/Countries responsible: WFP/FAO/UNICEF/UNHCR/  
UNDP

Officer in Charge: Armando Horta



2) Training of police force - gendarmerie.

UNCIVPOL has made a beginning in training a police force. A fully equipped police force needs to be trained to implement law and order. Police equipment needs also to be provided for the police force/gendarmerie.

Agencies/Countries responsible:      UNCIVPOL/BELGIUM/  
JAPAN/EUROPEAN UNION

Officer in Charge:                      Col. Diarra, UNAMIR

Colonel Diarra has drafted a plan that calls for the immediate training of 100 gendarmes in Kigali. The training is currently in progress. The second phase involves the formation of a National Gendarmerie. He is arranging a meeting with the Ministers of Defense, Justice and Interior in order to collect specific information regarding their needs.

3) Prison systems.

A prison system along with a prisons service needs to be built up for Rwanda.

Agencies/Countries responsible:      BELGIUM/EU/GERMANY

Officer in Charge:                      Col. Diarra, UNAMIR

4) Re-opening of schools.

i) For primary and secondary schools teachers are immediately required. They need books and scholastic equipment. A teachers training school would also need to be opened.

ii) The University would also need to be opened with adequate staff.

Agencies/Countries responsible:      BELGIUM/CANADA/UNESCO/  
UNICEF/UNDP

Officer in Charge:                      Arturo Hein, UNDP

UNICEF and UNESCO have a joint program      UNICEF is also providing funds to UNESCO.

5) Training of cadres and Administrative services.

The administrative cadres have been severely depleted and would need to be filled by newly trained personnel. A training school for administrative cadres would be necessary. Equipment (Computers, typewriters, telecoms, fax machines, data bank) need also to be repaired for use.

Agencies/Countries responsible: BELGIUM/OAU/AFRICA/  
JAPAN/EU/UNDP/UNICEF

Officer in Charge: Arturo Hein/  
Assadi Ahmadi, UNDP

6) Physical repair of Ministries.

Most of the Ministries have been physically damaged by mortars, shelling etc. They need to be repaired for use. Offices must also be equipped.

Agencies/Countries responsible: US/Civilian contractor  
(all UN agencies should  
help their  
counterparts)

Officer in Charge: CAO UNAMIR

7) Restoration of Municipal Services.

Training of cadres as also provision of equipment (fire engines, cleaning vehicles, garbage collection, sewerage cleaning) would need to be provided.

Agencies/Countries responsible: BELGIUM/JAPAN/EU/UNDP

Officer in Charge: Arturo Hein/  
Assadi Ahmadi, UNDP

8) Repair of roads and bridges.

Several bridges and roads require early repair.

Agencies/Countries responsible: USA/CANADA/BRITAIN/UNDP

Officer in Charge: Arturo Hein, UNDP





9) Transport.

Buses, taxis need to begin plying on the roads again between major towns.

Agencies/Countries responsible: JAPAN/EU/GERMANY

Officer in Charge: CAO UNAMIR

UNAMIR FORCE HQ  
OUTGOING FACSIMILE

PRIORITY

C PLANS  
File  
Operations

NUMBER OF PAGES TRANSMITTED INCLUDING THIS : 1

TO : GHANBATT MILOBS CIVPOL FRABATT ETHIOBATT TAC HQ BRITCON AUSMED CANSIGS	FROM: G. TOUSIGNANT MAJ GEN FORCE COMMANDER UNAMIR, KIGALI, RWANDA
INFO: LIST A (INTERNAL ONLY)	DATE: 20 AUGUST 1994
	ORIGINATOR: G3 PLANS
FAX : 00-873-151-5560 00-873-383-020021 00-871-383-020051 00-873-383-020056 00-871-151-5556 00-873-383-020026 00-871-144-6462 00-873-154-5273	FAX : 1-212-963-3090 TEL : 3 3091

SUBJECT: OPERATIONAL ACTIVITIES OF UNAMIR

1. RECENT SUBVERSIVE ACTIVITIES IN SECTOR 4 AND THE GENERAL SENSE OF INSECURITY AMONGST THE RWANDAN POPULATION REQUIRES VIGILANCE BY UNAMIR FORCES DURING THE FRENCH WITHDRAWAL FROM THE HPZ AND, IN PARTICULAR, DURING 21 AND 22 AUG 94.

2. ALL UNITS ARE TO INTENSIFY OPERATIONS ACCORDINGLY. EMPHASIS IS TO BE PLACED ON MAXIMUM VISIBILITY OF ALL UN PERSONNEL AND VEHICLES IN SECTOR 4 WITH EMPHASIS ON CEASE FIRE LINE, REFUGEE CAMPS/CONCENTRATIONS AND BORDERS. SECURITY, OVERT PATROLLING, SURVEILLANCE AND MOBILE OPERATIONS MUST BE VIGOROUSLY CONDUCTED BOTH DAY AND NIGHT. PERSONNEL EMPLOYED ON ADMINISTRATIVE DUTIES SHOULD BE MINIMIZED TO ENSURE MAXIMUM OPERATIONAL ACTIVITY.

3. ACK.

# UNAMIR FORCE HQ

OUTGOING FACSIMILE NO:-

MIR NO:-

MISC NO:-

MAY 03, 1995

<p>TO: UN SECUR SECT CIVPOL HQ MILOB GP HQ TAC HQ (BUTARE) GHANBATT ETHIOBATT SENBATT ZAMBATT TUNBATT INDBATT MALAWICOY MALICOY NIBATT AUSMED UNAMIR MAIN FILE 95 FLSG FORCE ENGR COY CHAO SECT 3 HQ FORCE MP COY DCOS SP HRL G3 PLANS G2 B&amp;R UNDP SECUR FMO CMCO IOC AIROPS</p>	<p>FROM: UNAMIR HQ OPS KIGALI, RWANDA.</p> <p><i>Handwritten signature and initials</i> <i>DCOS Ops</i></p>
<p>SUBJECT: DAILY INFOSUM FOR 02 MAY 95</p>	
<p>NUMBER OF PAGES, INCLUDING THIS ONE: EIGHT</p>	

DIRECT

1. PLEASE FIND ATTACHED THE DAILY INFOSUM MENTIONED ABOVE.
2. REGARDS

1. OVERVIEW. THEFTS BY RPA SOLDIERS INCREASING.

2. RPA.

A. REPORTS OF INCREASED INSTANCES OF THEFT BY RPA. COMMENT: THIS MAY BE INDICATION OF DETERIORATING WELFARE SITUATION OF RPA SOLDIERS WHO MAY BE ATTEMPTING TO MAKE ENDS MEET. HOWEVER, AS EACH THEFT IS SUCCESSFUL OR PERPETRATORS ARE NOT HELD ACCOUNTABLE, IT WILL EMBOLDEN OTHERS TO DO THE SAME.

B. INDICATIONS THAT RPA WILL BE BANNING SATELLITE TELEPHONE COMMUNICATIONS USED BY NGOS, AS WELL AS ESTABLISHING FIXED FREQUENCIES THESE ORGANIZATIONS MAY OPERATE ON. NGOS WERE TOLD THAT VISAS WILL NO LONGER BE ISSUED AT THE AIRPORT. COMMENT: THE ESTABLISHMENT OF ALLOCATED FREQUENCIES AND THE REQUIREMENT TO USE RWANDA-TEL ASSETS COULD POSSIBLY BE AN ATTEMPT TO ORGANIZE AND IMPROVE RWANDAN EW INTERCEPT CAPABILITIES. HOWEVER IT IS MORE LIKELY AN ATTEMPT TO ORGANIZE AND REGULATE THE COMMUNICATIONS BRANCH OF THE GOVERNMENT WHILE PROHIBITION OF SATELLITE COMMS WOULD HAVE THE ADDITIONAL BENEFIT OF BOOSTING RWANDA-TEL REVENUES. AS FOR VISA REQUIREMENTS, MORE INFORMATION WILL BE REQUIRED.

C. SECTOR 1: AT NGARAMA (SQ 2628), RPA SURROUNDED A NIBATT PLATOON POSITION. A SHOT WAS FIRED AT BROWN AND ROOT WORKERS COMING TO THE PLATOON POSITION. COMMENT: THE RPA ACTION WAS PROBABLY IN RESPONSE TO NIBATT PLATOON COMMANDER'S REFUSAL TO RELEASE CIVILIAN WORKERS FOR INTERROGATION BY THE RPA. SITUATION WAS RESOLVED AMICABLY AFTER DFC INTERVENED, STATING THAT WORKERS WOULD BE RELEASED ONLY AFTER FORMAL PROCEDURES WERE FOLLOWED.

D. SECTOR 4A: RPA CONTINUE THEIR CORDON OF THE BUILDING COMPLEX IN KIBEHO. ONE RPA SOLDIER ATTEMPTED TO INFILTRATE ZAMBATT PLATOON POSITION AND STEAL COMBAT UNIFORMS. MATTER HAS BEEN REPORTED TO HIS SUPERIORS. REPORTS OF BODIES TURNING UP IN AGATEROVE RIVER DUE TO MACHETE ATTACKS BY LOCALS AGAINST RETURNING IDPS AT THE BRIDGE (GR 532081)

E. SECTOR 4B: HUYE (6714) MILOBS CONFIRM THAT NO IDP WAS KILLED IN AREA AS HAD BEEN REPORTED BY SOME INTERNATIONAL RADIO MEDIA.

3. FRGE/MILITIA/BANDITRY. SECTOR 4A: SHILI COMMUNE, MASUNZU SECTOR, ON 01 MAY BANDITS ATTACKED FIVE PEOPLE. A MOTHER AND SON SUFFERED A MACHETE ATTACK, SON WAS KILLED. A MAN AND WOMAN SHOT. ANOTHER WOMAN SUSTAINING MACHETE ATTACK TO THE HEAD.

4. REFUGEES/IDPS. SECTOR 4A: ON 02 MAY, PRIOR TO 1100B, 62 IDPS LEFT THE CAMP. AFTER 1100B, ANOTHER 86 DEPARTED. THE SECOND FIGURE IS MISLEADING ASRPA HAD ALLOWED FAMILY REPRESENTATIVES FROM IDP HOME COMMUNES TO ENTER AND ENCOURAGE

OTHERS TO DEPART, THEREFORE THE 86 FIGURE PROBABLY INCLUDES MANY OF THESE.

5. DEMONSTRATIONS. NSTR

6. REGIONAL. KENYA. NAIROBI HAS SHRUGGED OFF CRITICISM BY RWANDA THAT IT IS HARBOURING THE FORMER GOVERNMENT OFFICIALS, STATING THAT THESE PEOPLE HAVE BROKEN NO LAWS.

7. OWN MILITARY ACTIVITIES.

A. SECTOR 1.

- (1) CONDUCTED PTLs AND SY DUTIES IN AOR.
- (2) NIBATT EOD TEAM MARKED MINEFIELDS AT NYAGATARE, NGARAMA NYARUBARE AND RWEMPASHA COMMUNES.
- (3) A TOTAL OF 49 IDPs FROM ZAIRE AND GIKONGORO CAMPS ARRIVED AT BYUMBA PREFECTURE. EFFORTS UNDERWAY TO EVAC THEM TO THEIR RESPECTIVE HOME COMMUNES.
- (4) NIBATT MED STAFF TREATED 136 LOCALS IN AOR.
- (5) CMO/ACTING FC VISITED MILOB AND NIBATT LOC IN BYUMBA, NGARAMA AND NYAGATARE. NGOS BRIEFED THE A/FC AT NYAGATARE.
- (6) MILOBS ACCOMPANIED NIBATT EOD TEAM TO DEMARCATe MINEFIELDS AT NYAGATARE, NGARAMA, NYARUBARE GR 3467 AND RWEMPASHA GR 3366 COMMUNES.

B. SECTOR 2.

- (1) CONDUCTED PTLs AND SY DUTIES IN AOR.
- (2) REF DAILY INFOSUM OF 01 MAY 95, PARA B (4) MIL POLICE INVESTIGATION REVEALED THAT IT WAS THE CYCLIST WHO KNOCKED THE SIDE OF THE VEH. THE VICTIM HAS SINCE BEEN EVAC TO UNAMIR HOSP KIGALI.
- (3) 50 IDPs FROM GIKONGORO ARRIVED AT SAKE ORC. GHANBATT CONTINUED TO PROVIDE SY TO 305 IDPs AT SAKE ORC PENDING REGISTRATION AND EVACUATION TO THEIR HOMES.
- (4) GHANBATT HELD A MEETING WITH UNHCR, HUMAN RIGHTS AND MILOBS AT 'B' COY HQ RILIMA ON THE EFFECTIVE MONITORING OF IDPs RETURNING TO THEIR HOME COMMUNES. THE IDEA OF ORGANISING A WORKSHOP ON JUSTICE INVOLVING THE LOCAL AUTH, MILOBS, RPA AND NGOS IN THE NEAR FUTURE WAS DISCUSSED AT THE MEETING.
- (5) MILOBS MONITORED THE ACTIVITIES AT THE SAKE ORC. 900 IDPs WERE STILL IN THE CENTRE.

(6) SECTOR MILOBS LIAISED WITH THE BOURGEMESTRES ON THE ISSUE OF RESETTLEMENT OF IDPS IN THE COMMUNES.

(7) AT THE RWINKWAVU TRANSIT CAMP, A MILOB TEAM TO THE AREA WAS NOT ALLOWED ACCESS. THE OFFICIALS DEMANDED AUTHORITY NOTE FROM THE PREFECT BEFORE GIVING ANY INFORMATION ABOUT THE RETURNEES WHO WERE MOSTLY OLD CASE LOADS.

(8) MILOBS MONITORED ACTIVITIES IN THE ASPEK AND NYAKIRAMBA TRANSIT CAMPS. AT THE NYAKIRAMBI TRANSIT CAMP THE OFFICIALS REFUSED TO GIVE INFORMATION TO THE TEAM. THEY DEMANDED AUTHORITY NOTE SIGNED BY THE PREFECT. THE CAMPS WERE HOWEVER REPORTED CALM.

C. SECTOR 3 (KIBUYE AND GITARAMA)

(1) CONDUCTED PTLs AND SY DUTIES IN AOR.

(2) MALAWICOY SENT A PTL TO GASHARU GR 1355 REPORTED SY SIT CALM BUT LOCALS REQUESTED THAT PRISONERS BE TRANSFERRED OUT OF THE COMMUNE CELL TO KIBUYE PRISON. LOCALS MENTIONED THAT PRISONERS WERE BEING ILL-TREATED IN THE LOCAL FACILITY AND WERE NOT BEING VISITED BY ICRC.

(4) MALAWICOY MED STAFF TREATED 7 LOCALS IN AOR.

(5) MALICOY PTL TO KANYETTE GR 8355, NGOMA GR 5268 AND MASANGO OBSERVED MANY RECENTLY RETURNED IDPS IN URGENT NEED OF FOOD, SHELTER, CLOTHING, COOKING UTENSILS AND FARM IMPLEMENTS. LWF AND MALICOY ARRANGING TO DELIVER NON-FOOD ITEMS TO THE NTONGWE AREA 03 MAY 95 BUT THERE WAS NO HELP IN SIGHT FOR MASANGO AREA. HAC INFORMED.

(5) MILOB PATROL TO RUTOBWE GR 7781 LEARNED THAT A TOTAL OF 15 FAMILIES HAD COME BACK FROM ZAIRE AND UGANDA. THEY HAVE BEEN ABSORBED BY THEIR RELATIVES. THE COMMUNE CELL CURRENTLY HOLDS 15 MEN. THEY LOOKED WELL FED. THE LOCALLY EMPLOYED INTERPRETER WHO WAS ARRESTED LAST WEEK BY THE LOCAL AUTHORITIES, HAS BEEN RELEASED.

(6) MILOB PATROL TO MUSAMBIRA COMMUNE GR 8273 REPORTED THAT APPROX 30 IDPS HAD RETURNED FROM THE KIBEHO AREA BUT NO FURTHER INFORMATION WAS AVAILABLE BECAUSE OF THE ABSENCE OF THE LOCAL OFFICIALS.

(7) MILOB IN KIBUYE REPORTED THAT TWO LOCALS WHO HAD BEEN ARRESTED IN BUYE SECTOR GR 3964 BY THE COUNSELLOR, HIS ASSISTANT AND TWO POLICEMEN, ESCAPED FROM CUSTODY AND ATTACKED THE ASSISTANT COUNSELLOR IN HIS RESIDENCE WITH A MACHETE.

(8) ANOTHER MILOB TEAM FROM KIBUYE FOLLOWED UP A

REPORT FROM MALAWICOY ALLEGING THAT 40 PEOPLE HAD BEEN SHOT IN MUSENYI SECTOR GR 5663. THE INCIDENT OCCURRED ON 28 APR 95 AT AROUND 1900 HRS NEAR RWARAMBA GR 5363. 8 BODIES HAD BEEN RECOVERED AND BURIED SO FAR BUT NO OTHER DETAILS WERE AVAILABLE.

D. SECTOR 4A.

(1) CONDUCTED PTLs AND SY DUTIES IN AOR.

(2) ZAMBATT PROVIDED SY ESCORT TO SOLIDARITIES DURING THE EVAC 09 ACCOMPANIED CHILDREN AND ONE WOUNDED IDP FROM MATA TO BUTARE. SUB-UNIT IN RWARAMBA HANDED OVER 10 UNACCOMPANIED CHILDREN AND ONE WOUNDED IDP TO SOLIDARITIES ASSOCIATION HUMANITAIRE.

(3) ZAMBATT TRANSPORTED 20 UNACCOMPANIED CHILDREN AND ONE IDP FROM KIBEHO TO BUTARE WITH OWN VEH.

(5) ZAMBATT ALSO PROVIDED ONE TRUCK FOR TRANSPORTATION OF 08 CHILDREN AND 05 IDPs FROM KIBEHO TO GOMA.

(6) MSF PROVIDED MED ASSISTANCE TO CASUALTIES AT KIBEHO CAMP.

(7) 148 IDPs LEFT KIBEHO CAMP ON FOOT FOR THEIR HOME COMMUNES. THE NUMBER OF IDPs LEFT IN THE COMPLEX AFTER A DETAILED HEAD COUNT WAS 1,783. (BREAKDOWN: MEN 311, WOMEN 518 AND CHILDREN 954).

(8) MILOBS TEAM PATROLLED MURSAMBI GR 3538 A TUTSI CAMP AND THE BURUNDI REFUGEE CAMP AT KIGEME GR 475257. AT MURAMBI, TUTSIS WERE REPORTEDLY HARASSING THE LOCAL HUTUS, WHO ARE LIVING NEAR THE CAMP.

(9) MILOB TEAM PATROLLED KARAMBO GR 4634 COMMUNE CARE INTERNATIONAL IS PROVIDING FOOD TO THE ORPHANS AND THE WIDOWS IN THIS COMMUNE. SO FAR THERE ARE NO THREATS TO RETURNEES IN THE AREA, BUT THE RPA HAS CARRIED OUT A SEARCH. TEAM ALSO REPORTED THAT WHILE IDPS WERE MOVING ON FOOT TO BUTARE FROM KIBEHO BETWEEN 19 AND 21 APR 95 MANY OF THEM WERE KILLED BY OTHER LOCALS (TUTSIS) AT BRIDGE GR 532081 ON ROAD KIBEHO/BUTARE AND THE BODIES WERE THROWN INTO THE RIVER. MATTER BEING INVESTIGATED.

E. SECTOR 4B.

(1) CONDUCTED PTLs AND SY DUTIES IN AOR.

(2) SENBATT MED STAFF TREATED 158 LOCALS IN AOR.

(3) MILOBS MONITORED THE RESETTLEMENT OF IDPS IN VARIOUS COMMUNES IN THE BUTARE PREFECTURE. AID AGENCIES IN THE SECTOR CONTINUED TO VISIT THE COMMUNES

TO ASSESS THEIR HUMANITARIAN NEEDS.

F. SECTOR 4C.

(1) CONDUCTED PTLs AND SECURITY DUTIES IN AOR.

(2) FURTHER INVESTIGATION INTO THE SHOOTING INCIDENT INVOLVING AN ETHIOBATT SOLDIER REVEALED THAT AT 012035B 95, CPL ARAYA MEBRAHTU, PTL LDR OF THE THIRD COY MORTAR PLATOON WHILE SITTING WITH HIS 4 FRIENDS FROM HIS UNIT IN HIS BEDROOM WAS ACCIDENTALLY SHOT IN THE RIGHT CHEST BY PTE TEKESTE TADESSE WHEN HE TRIED TO COCK A COLT 45. EVEN THOUGH THE ACT WAS NOT INTENTIONAL THERE WAS NEGLIGENCE IN WEAPON HANDLING. VICTIM REMAINS IN STABLE CONDITION AT AUSMED, KIGALI.

(3) ETHIOBATT ESCORTED A UNHCR CONVOY PROCEEDING TO BUTARE FROM NYAGATARE UP TO KITABI.

G. SECTOR 5.

(1) CONDUCTED PTLs AND SY DUTIES IN AOR.

(2) TUNBATT MED STAFF TREATED 292 LOCALS IN AOR.

(3) MILOB TEAM PATROLLED AREA GISENYI - RWERERE - MUTOVU ALONG WITH THE RPA LO. THERE WAS AN INFILTRATION ATTEMPT ON NIGHT 01 MAY IN GENERAL AREA MUTOVU. THE ATTEMPT WAS FOILED BY RPA. THE BOURGEMESTRE OF RWERERE COMMUNE REPORTED THAT THERE WERE FREQUENT CASES OF BANDITRY BY UNIFORMED PERSONS. THE ARMED ELEMENTS ARE BELIEVED HAVE COME FROM THE INTERIOR AREAS OF RUBAVU COMMUNE GR 2313. IT IS LIKELY THAT THESE ACTS ARE COMMITTED BY INFILTRATORS WHO HAVE COME ACROSS FROM ZAIRE IN SMALL GROUPS AND HAVE MINGLED WITH THE LOCALS. THEY ARE NOW CARRYING OUT ROBBERIES FROM WITHIN ON A REGULAR BASIS.

H. SECTOR 6

(1) CONDUCTED PTLs AND SECURITY DUTIES IN AOR.

(2) 94 IDPs ARRIVED AT NDERA CAMP FROM KIBUNGO. 145 EVAC BY UNHCR TO KIBUNGO, GASHORA, BYUMBA, RUHENGERI AND BUTARE. A TOTAL OF 154 STILL AWAITING EVAC FROM CAMP.

(3) KK SECURITY PERSONNEL REPORTED AT IVECO AND UNDP BUILDING FOR DUTY.

(4) INDBATT MED STAFF TREATED 17 UNAMIR CIVILIAN STAFF.

I. FORCE ENGR COY.

(1) CONTINUED TO PROVIDE ENGR SP TO UNAMIR.



(2) COMPLETED CONSTRUCTION OF BASE FOR ANTENNA AT TAC HQ BUTARE.

(3) COMPLETED REPAIR OF BRIDGE NEAR NYAMATA.

J. AUSMED.

(1) PROVIDED MEDICAL SPT TO UNAMIR AND HUMANITARIAN MED SPT TO THE PEOPLE OF RWANDA.

(2) AUST FORCES AT CHK TREATED 57 OUT-PATIENTS, 23 DENTAL PATIENTS AND ONE PATIENT WAS CASEVAC. CHK CURRENTLY HOLDING 11 IN-PATIENTS.

(3) AUSMED CONTINUED TO PROVIDE MED SPT TO KIBEHO.

(4) AUSMED ELMS PROVIDING OVERNIGHT GUARD FOR MED ELMS IN ZAMBATT LOC AT RWAMIKO AND MURAMBI.

(5) AUSMED CCP RE-ESTB AT KIBEHO. 12 CAS WERE TREATED.

(6) RIFLE COY ELM PROVIDED SECURITY AT THE MIL BKS AND CHK.

K. AIR OPS. NORMAL UNAMIR AND COMMERCIAL FLIGHTS WERE IN OPERATION AT THE KIA DURING THE PERIOD. A TOTAL OF 18 FLIGHTS ARRIVED AND DEPARTED KIA.

L. UN MP COY.

(1) UNAMIR MP COY CONTINUED TO PROVIDE CLOSE PROTECTION TO A RWANDESE LOCAL AND TO THE NIBATT SOLDIER SUSPECTED OF MURDER.

(2) THE FOLLOWING INCIDENT/ACCIDENTS WERE REPORTED:

(A) AT KICYUKIRU AREA OF KIGALI A MILOB IN SECTOR 6 REPORTED THE THEFT OF A GENERATOR IN HIS RESIDENCE BY UNKNOWN PERSONS.

(B) FOUR TRAFFIC ACCIDENTS WERE REPORTED. THE ACCIDENTS WERE GENERALLY MINOR WITH NO CAS. ONE OF THE ACCIDENTS INVOLVED A UNAMIR VEH WITH AN RPA SOLDIER ON A MOTOR BIKE. THOUGH NOT MUCH DAMAGE WAS DONE TO THE MOTOR BIKE, THE UNAMIR VEH WAS IMPOUNDED BY THE GENDARMERIE. UN MP NEGOTIATING THE RELEASE OF THE VEH.

(3) UN MP COY ALSO CONDUCTED ROUTINE MOBILE PATROLS THROUGHOUT KIGALI.

M. 95 FLSG.

(1) NORMAL RESUPPLY RUN TO MALAWICOY AND GHANBATT.

(2) DELIVERED FUEL TO TUNBATT.

(3) CEMENT WAS MOVED FOR BMS FROM CUSTOMS TO THE TRANSIT CAMP.

(4) A FUEL TANK WAS MOVED FOR MALAWICOY.

7. HUMANITARIAN ASSISTANCE CELL. UNAMIR CONTINUED TO PROVIDE HUMANITARIAN ASSISTANCE TO IDPs FORCIBLY EJECTED FROM DPCs IN SECTOR 4A.

See  
file  
7/8

RWANDA EMERGENCY NORMALIZATION PLAN (RENP)

1. Grant/Soft Loan

Rwanda needs liquid funds to start functioning i.e. pay salaries, essential imports, diplomatic missions etc. A grant/soft loan would greatly help the process of normalization.

2. Immediate measures (i.e. before August 22)

a) Reopening of Airport.

This has already been achieved thanks to logistic support given by USA and Canada. The technical equipment was not badly damaged and is easily repairable. The reopening of airport to commercial traffic would need additional air-traffic controllers, immigration, customs, airport administration.

b) Restoration of Power and Electricity.

Rwanda's power supply depends on a hydro-electric project on Rwanda/Burundi/Zaire border. The transmission lines need to be repaired at a point near Gitarama for the power and electric supply to be repaired.

c) Repair of Water Supply.

Kigali water supply needs to be repaired through the provision chemicals for water-purification and the pumping of water supply which requires resumption of power. ICRC and UNICEF have already researched this project.

d) Radio.

Radio Kigali is not strong enough for its transmission to reach camps in Zaire, Tanzania and Burundi. It is essential to provide Radio Kigali either with a booster capability or for more powerful radio to inform Rwandan

population of measures being taken for humanitarian relief, transport, normalization plans.

e) Telecommunications.

There are no telecommunications in Rwanda (telephone, post, fax). These need to be restored on an immediate basis. The Canadian contingent in UNAMIR has done some research. The local and international equipment is not badly damaged and can be repaired quickly.

f) Harvest.

The sorghum crop is ripe for harvesting. If the harvest does not take place within the next two weeks it is likely to be lost. Seed for next harvest must also be distributed.

e) Re-opening of hospitals.

Medicins Sans Frontiers, ICRC, Australia and Britain are opening hospitals in Kigali and in other locations in Rwanda.

3. Operations to be completed by October.

a) Training of police force - gendarmerie.

UNCIVPOL has made a beginning in training a police force. A fully equipped police force needs to be trained to implement law and order. Police equipment needs also to be provided for the police force/gendarmerie.

b) Prison systems.

A prison system along with a prisons service needs to be built up for Rwanda.

c) Opening of Central Bank and Mint.

The Central Bank need to be reopened and experts trained to handle central

bank. Currency and coins need also to be issued.

d) Re-opening of schools.

- i) For primary and secondary schools teachers are immediately required. They need books and scholastic equipment. A teachers training school would also need to be opened.
- ii) The University would also need to be opened with adequate staff.

e) Training of cadres and Administrative services.

The administrative cadres have been severely depleted and would need to be filled by newly trained personnel. A training school for administrative cadres would be necessary. Equipment (Computers, typewriters, telecoms fax machines, data bank) need also to be repaired for use.

f) Physical repair of Ministries.

Most of the Ministries have been physically damaged by mortars, shelling etc. They need to be repaired for use.

g) Restoration of Municipal Services.

Training of cadres as also provision of equipment (fire engines, cleaning vehicles, garbage collection, sewerage cleaning) would need to be provided.

h) De-mining.

Requires immediate attention.

i) Repair of roads and bridges.

Several bridges and roads require early repair.

j) Transport.

Buses, taxis need to begin plying on the roads again between major towns.



ser  
de  
st

Kigali, le 5 juillet 1994

Monsieur le Président,

Objet: ADMINISTRATION DANS LA ZONE DE PROTECTION SURE

J'ai l'honneur de vous faire parvenir ci-joint copie d'une fiche que je viens de recevoir du Commandant de l'Opération Turquoise concernant la mise sur pied des organismes de gestion et d'administration régionaux dans la Zone de Protection Sûre.

La mise en place de ces structures, dont le but est de créer un environnement propice au retour rapide à une vie normale, contribueront sans doute à la transition qui sera assumée par la MINUAR après le départ des Forces de coalition de l'Opération Turquoise.

Je vous prie d'agréer, Monsieur le Président, les assurances de ma plus haute considération.

Roméo A. Dallaire  
Major-Général  
Commandant de la Force

Son Excellence Monsieur Pasteur BIZIMUNGU  
Président de la République du Rwanda  
Kigali

copies: Vice-Président et Ministre de la Défence  
Ministre de la Réhabilitation et de  
la Réintégration Sociale

**OPERATION TURQUOISE**  
**sous-chef opérations**

Goma, le 03 août 1994

**FICHE**

**Objet: Administration en ZHS**

- Les événements survenus au Rwanda depuis le 6 avril et l'exode massif des populations vers les régions de l'ouest, ont perturbé les structures et le fonctionnement des services administratifs et publics dans la majeure partie du pays.

En ZHS les commandants de groupements se sont d'emblée efforcés, en étroite collaboration avec les populations, de mettre sur pied des organismes de gestion et d'administration régionaux, dans le but essentiel de *créer un environnement propice au retour rapide à une vie normale*.

A cet effet trois objectifs ont été retenus:

- rétablir la sécurité des personnes et des biens;
- restaurer un minimum de services publics;
- favoriser la reprise des activités économiques (agriculture, commerce,...).

Les structures ainsi mises en place n'ont, bien évidemment, qu'un caractère intérimaire. Elles pourraient avoir vocation à assumer la transition avec la MINUAR, puis avec les autorités gouvernementales rwandaises.

**1°-Constitution des structures administratives provisoires**

Sous des appellations différentes, comités, cellules, conseils,... les structures mises en place dans les trois secteurs de groupements présentent les similitudes suivantes:

- elles ont été demandées par les populations;
- elles sont composées de personnels cooptés par les habitants;
- elles se veulent représentatives des différentes sensibilités.

**2°-Fonctionnement des structures:**

Il est vite apparu que la situation de crise au Rwanda avait provoqué la déliquescence des organismes de gestion des cités et des campagnes. La solution aux problèmes humanitaires ainsi générés, passant en grande partie par la restauration urgente d'un cadre administratif capable de prendre en compte les aspirations des populations et permettant à ces dernières, de trouver une structure d'accueil et de référence.

L'organisation et le fonctionnement des structures provisoires s'appuient sur le découpage administratif existant.

La préfecture est le siège du centre décisionnel. C'est à ce niveau que s'élaborent les concepts d'action dans les différents domaines prioritaires. Les commandants de groupements sont présents, ou représentés par des officiers chargés des affaires civiles, dans ces instances. Leur rôle est d'aider à la coordination des actions envisagées et de participer à la mise en œuvre des moyens.

Les relais se situent au niveau des sous-préfectures et des communes, par l'instauration de comités de zones et de comités locaux. Les commandants d'unités élémentaires et les chefs de section Turquoise assurent auprès de ces instances, de manière permanente ou itinérante, le rôle de coordinateur et de prestataire de service, en liaison avec le commandant de groupement.

### 3°-Domaines d'action.

Pour favoriser le retour à une vie normale, en attendant que les structures officielles soient à nouveau en place, les comités locaux, avec l'aide de Turquoise, se sont intéressés aux domaines qui suivent:

**-Sécurité publique:** Face à l'insuffisance numérique des forces de gendarmerie et de police, les comités locaux ont sollicité les unités Turquoise pour participer à la sécurité des biens et des personnes. Les conduites à tenir en la matière, ont été consignées par écrit en s'inspirant des règles communément appliquées dans ce type de situation.

De plus les comités locaux ont procédé à la nomination de gendarmes, dont la compétence, l'intégrité et la notoriété étaient unanimement reconnues. Dans le même temps certains établissements pénitentiaires ont été réhabilités.

Il faudra probablement envisager de poursuivre cette action pendant un certain temps encore en zone démilitarisée. Toutefois il sera nécessaire de donner toute la légitimité indispensable à ces opérations, de faire procéder rapidement à la nomination des instances judiciaires régionales.

#### **-Santé publique:**

Les forces Turquoise ont assuré la liaison entre les agences et ONG présentes sur zone et les comités locaux afin de réactiver les centres de soin et les hôpitaux. Des kits médicaux ont été mis en place et les médecins militaires ont participé activement au fonctionnement des services médicaux recréés. Il a été fait appel, au bénévolat des personnels locaux qualifiés.

Cette action de santé publique s'est aussi orientée vers les camps des personnes déplacées. Il convenait non seulement de les protéger, mais aussi de veiller, autant que faire se pouvait, à leur prodiguer des soins et leur procurer eau et nourriture. L'action de Turquoise et des comités locaux en l'espèce, fut d'appeler l'attention des agences spécialisées sur les cas les plus sérieux et de les aider.

#### **-Services publics:**

Le bon fonctionnement des services publics conditionne la vie des cités et le bien-être des populations. A contrario la détérioration ou l'abandon des installations et des réseaux de distribution constituent des facteurs de déstabilisation et d'exode.

C'est pourquoi, à la demande des comités, les forces Turquoise ont:

- assuré la garde des centrales électriques, des génératrices, des stations de pompage des eaux;
- participé aux travaux de remise en état des réseaux de distribution ;
- relancé les transports en commun publics en réquisitionnant les véhicules volés;
- assuré la sécurité des marchés locaux.

Toutes ces mesures d'ordre administratif commencent à porter leur fruit. Les villes retrouvent peu à peu une certaine sérénité. Mais l'équilibre est encore précaire et il paraît indispensable de maintenir voire d'accentuer les efforts dans les trois domaines qui précèdent. Ils conditionneront le succès de la MINUAR. Pour y parvenir il faudra à court terme fidéliser, en les rétribuant, les agents de l'administration. Et il conviendra aussi de veiller à ce que ces personnels soient avant tout, soucieux du bien public.