

[1 C O N F I D E N T I A L]

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Director

② For filing
I have noted
[Signature]

13 Apr 95



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Force Commander
HQ UNAMIR
KIGALI

Sir

LETTER OF APPRECIATION

1. On the 6th April 1995, I will lead the last batch of troops of my contingent out of the mission area. It is pertinent that I reduce into writing our appreciation for having the opportunity to serve under you as the Commanding Officer and Contingent Commander of NIBATT Group 1.
2. Our stay here since 1 Sept 94 has been eventful and we have noted effort made by you to make our stay comfortable. This singular act have received the admiration of my soldiers who have noted some improvement after each of your visit. As we depart this operation area, we all have at the back of our mind the cherished act and moment with you.
3. Having served as a Commander under you, it would be pertinent if I make some suggestions and highlight some feelings about your leadership that are discussed out of your hearing for the success of your command. The suggestions are made thus:

*Very difficult
to achieve
nationality,
better left to
sectors.*

a. Formation of Force Mobile Reserve. My experience in UNIFIL (LEBANON) as a member of this Force has revealed that it helps a lot to fulfill and give muscle to the enforcement of the mission mandate. The Force was Commanded by a Maj/Lt Col and has a strength of Bn (-) with troops from all contingents and mechanised biased. They reinforce any location where there is tense atmosphere. There show of Force tremendously helped a lot to drive home points as stated in the memorandum of understanding with the Government such Mission is assisting. Incase you want more details on this concept, you could contact Lt Col Adjie the MILOB Sector Commander in BYUMBA. He was a commander and operation officer of this Force many times in Lebanon.

*Agreed.
Starting to
happen with
Dios Sp, PMO.
Perhaps more
field visits by
ops.*

b. Staff Visit. Your visit to sectors have pushed some of the staff to work. Considering the enormous pressure on you both from the political angle and the operational angle, you might need to push the middle cadre staff on constant visit to the contingents. It has revealed that a visit like the one of the DCOS Sp of recent, unfolded a lot and ensured reactions immediately. Such visit by DCOS Ops, Force Engr and others, would suffice while your visit could be quarterly or every two months.

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c. Other Staff Visit. You have on several occasion requested we liaise with local authorities and RPA Comanders as a way of fostering cordial relationship amongst UNAMIR troops. This is been done but knowing what the Rwandese are, they are ungrateful and arrogantly disposed to others. I will suggest a visit by the FC to the RPA HQ and the Bns in the prefecture to explain UN Mandate. Also suggested is encouraging Joint Operation with RPA. E.g. Formed troops Commander and local RPA Comd to check minefds in their area and submit combine report to UNAMIR or Establish Road Blocks, or the Gendermerie working with the MP. This process would encourage cordial relationship, training tactically of the RPA, less adverse or Command authorised reports against UNAMIR.

d. Keeping UNAMIR Busy. Atimes after patrolling and normal guard duties the support elements of Formed troops and Milobs lazy about thereby having time for some mischief. I am suggesting competition between contingents, all the year round. In Lebanon, we conducted, shooting competition, Football, Cross Country, Battle race, basketball and other Sports. In Liberia under war condition during a ceasefire period I remember having a Football match with opposing Forces. Apart from my battalion Intelligence collecting a lot of information it scaled down brutality. Therefore I suggest this is done and the RPA asked to take part.

e. Relationship of Military Component and Civilian Staff. I suggest that the effort made to foster relationship with the civilian staff be encouraged. Some purposely delay our request for no reason. However if you are friendly with them the situation changes.

f. Views about Your Leadership. With due respect Sir. I have noticed that you want to succeed and all the effort you have put in to fulfill the UN Mandate. It is viewed by both some civilian staff and some comanders that you are not approachable. I would have gone with that idea if I haven't studied you well. A civilian once mentioned that on arrival at the mission area you barricaded your office and put security official who prevented social interaction and that you don't even visit them around offices like the last FC before you. This type of comments is carried to their working place. Your recent Conference with Comd of sector where you mentioned that they can phone you in case of any problem was received with joy and discussed as a welcomed idea. I will request you interact with them more closely.

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Good idea
Could be
incorporated
in regular
visit.

Could be
done. Well
Off. should
explore.

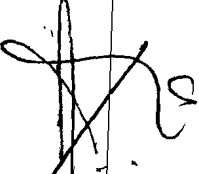
As arranged
- Barrier down
- calls to go
by yourself
- make it
clear to them
when you
visit that
you encourage
them to call or
drop in
when in Kigali

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4. May I therefore use this opportunity to say that it has been good serving under you and any critique made by you has been taken in good faith without animosity. Also to express that any act of indiscipline by any soldier like the recent shooting incident is not a reflection of the discipline of my troops. Within this mission alone I have dismissed five soldiers for minor acts like failing to perform the duties required of us, just to keep and maintain a high standard of discipline. It is an unfortunate incident that will not go unpunished.

5. On behalf of the contingent, I wish you a successful command and wish that UNAMIR continue its good job in RWANDA.

31 BYUMBA - RWANDA
March, 1995


LA ADEOYE
LT COL
CO/CONT COMD

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