

UNAMIR

CORRESPONDENCE

6 NOV 1993 - 28 FEB 1994

(MEMORANDA)

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ORIGINAL ORDER

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BOX 6

FILE 3

ACC. 1998/0282

Chromo

U N A M I R
INTER-OFFICE MEMORANDUM

File No. 3000.2

A: SRSB
De: Commandant de la Force
Date; 23 février 1994
Objet: Problèmes protocolaires lors de la cérémonie du
231400 février 1994

Le 23 février, à 1400 heures, une cérémonie a eu lieu au CND. Le personnel de la MINUAR, chargé d'assurer la sécurité à cette occasion, s'est vu confronté à de graves difficultés, causées par l'absence totale de la part du service de protocole gouvernemental.

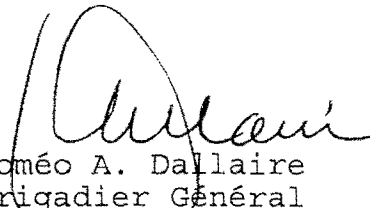
En effet, non seulement les cartes d'invitation, authentifiées par la MINUAR ainsi que par le dit protocole, n'avaient pas été distribuées, mais le représentant du protocole étant absent, nous ne disposions pas de listes des invités actualisées.

Ainsi, nous nous sommes trouvés dans la situation délicate de devoir contrôler individuellement l'identité de chaque visiteur et de vérifier leur droit d'accès en nous basant sur des listes qui risquaient d'être périmées et de ne plus refléter la situation politique du moment.

Abstraction faite de la hargne manifestée par un soi-disant chargé du protocole présidentiel et d'une certaine impatience de la part de quelques dignitaires, que nous avons pu apaiser en expliquant patiemment la raison des désagréments, aucun incident n'a dû être déploré. Néanmoins, force est de constater que les militaires de la MINUAR ont été chargés de responsabilités dépassant leurs compétences puisque des complications graves au niveau politique auraient pu se produire.

Par conséquent, si le service protocolaire du gouvernement Rwandais récidivait à ne pas assumer ses responsabilités, nous nous verrons dans l'obligation de limiter la mission des troupes en présence à la seule assurance de la sécurité de la partie du CND qui abrite le Battalion du FPR et leurs dignitaires, selon le mandat de la mission.

Pour votre gouverne.


Roméo A. Dallaire
Brigadier Général
Commandant de la Force

- 01-0-00

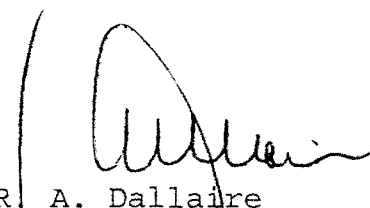
UNAMIR
INTER-OFFICE MEMORANDUM

File No: 1000.04 (A\MA)

To: CCO (Through CAO)
From: FC
Info: DFC\COS
Date: 28 February 1994
Subject: REQUEST FOR INTERNATIONAL TELEPHONE LINE IN THE NEW OPERATIONS CENTER

Reference:

1. When the new operations center is completed, it is requested that a telephone with a coded international telephone line be installed for use exclusively by the Chief Operations Officer and the Senior Duty Officer.
2. This line is required to increase our ability to communicate with UNOMUR on a daily basis. UNOMUR and UNAMIR must have the ability to pass information and direction quickly. As no radio link is possible the only alternative is a telephone line.
3. The access to this line will be limited to the two officers identified above and a log of all calls will be maintained for billing reference.
4. For your action.

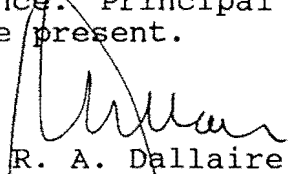

R. A. Dallaire
Brigadier-General
Force Commander

TASKS

7. The staff check must answer the following questions:
- a. Can this reduced battalion conduct all the present static guard (except unit self-defence tasks) and armed escort tasks in the KWSA?
 - b. Where will the Battalion be accomodated? The Battalion (-) should be accomodated in a temporary camp at areas such as the airport or the like.
 - c. How many present Kigali sub-units would be freed for other tasks?
 - d. How would the freed sub-units be employed?
 - e. What extraordinary logistics requirements would be created by this redeployment and how would they be solved?
 - f. Under what conditions would the battalion be redeployed to the DMZ?
 - g. How and when could this battalion be redeployed?
 - h. How long would it take for this battalion to takeover the static and escort tasks?
 - i. When would this handover be complete and the freed units available for new taskings?
 - j. What are the civilian support/logistics capabilities in reacting to this change in deployment?

CONCLUSION

8. This staff check will be conducted by the operations and logistics staffs with the support of the Administrative and Management Division under the direction of the DFC\COS on Sat 26 Feb 94. The staff check will be presented to myself at 2000 hours Sat 26 Feb 94 at Force HQ conference room. The Kigali Sector Commander, the DMZ Sector Commander, the CMO, and the three Battalion Commanders are to be in attendance. Principal staff officers from Force HQ staff branches will be present.


R. A. Dallaire
Brigadier-General
Force Commander



1000.1/FC/BOI

See Distribution

25 February 1994

TERMS OF REFERENCE
BOARD OF INQUIRY INTO THE SHOOTING
INCIDENT AT GADAFFI JUNCTION
ON TUE 22 FEBRUARY 1994

GENERAL

1. A board of Inquiry, composed as hereunder, shall assemble at a time and place to be decided by the president, but not later than 25 Feb 94, to investigate the shooting incident at Gadaffi Junction on Tue 22 February 1994:

- a. President - Lt Col Gana Seck - Milob Gp HQ
- b. Member - Maj F Mancel - Force HQ
- c. Member/Secretary- Maj Moshiur R Babul - Kigali Sector

TERMS OF REFERENCE

2. The board shall obtain statements from all available witnesses and in particular shall record evidence as to:

- a. Whether the escort duty was authorised and whether the escort team was appropriately composed and issued the necessary instructions on ambushes.
- b. Circumstances surrounding the return of the escort to Mulindi without the RPF component.
- c. Whether the escort team sought clearance from Kigali Sector HQ on the situation in the KWSA when approaching Kigali.
- d. Actions taken on encountering the road blocks.
- e. Who was in charge of the RPF team on the escort and what actions he took at the road blocks.
- f. Extent of injuries sustained at the scene of the incident.
- g. Extent of damage to vehicles, if any.
- h. Civilian casualties, if any.
- i. Action taken by leader of escort team after the incident.

FINDINGS

3. The board will make findings as to:
 - a. Time, date and place of incident.
 - b. Cause(s) of the incident.
 - c. Who was responsible for the incident.
 - d. Why escort team abandoned the RPF at the road/block.

RECOMMENDATIONS

4. The board will make recommendations on:
 - a. Who is to blame for the incident.
 - b. What steps to be taken to avert future similar occurrence.

SUBMISSION OF REPORT

5. Three copies of the record of proceedings are to be submitted to Force HQ (in accordance with Mil Pers Section letter 2000.2/ACMPO/BOI dated 19 Jan 94) by 2 Mar 94.
6. A copy of the initial report on the incident is attached for the guidance of the board.
7. Support to the board is to be provided by parent units.


R. A. DALLAIRE
Brigadier General
Force Commander

Enclosure: 1

Distribution:

Action: Information:

External:

MILOB GP HQ
Kigali Sector HQ
Lt Col Gana Seck
Maj Moshiur R Babul

Internal:

Ops Branch DFC/COS
Maj Mancel



1000.1/FC/RO-5

See Distribution

23 February 1994

FORCE ROUTINE ORDER NO.5

GENERAL

1. Force Routine Order No 5 is published on a variety of subjects for the information and guidance of all under command.

RESTRICTED AREAS

1. Reference Force Routine Order No.1 dated 25 Dec 93, the under-mentioned places are declared Restricted Areas (and not OUT OF BOUNDS) for all UNAMIR military personnel. If UNAMIR military personnel wish to visit these places, contingent commanders must ensure that special instructions regarding movement in these places are issued out and adhered to. No one should visit these places alone and at all times unit duty officers must be informed so that they can assist in case of any eventuality. Force Military Police have been empowered to patrol these areas in order to take appropriate action to safeguard the interest of UNAMIR personnel. These measures are meant to uphold the image of UNAMIR at all times. These are:

a. Night Clubs/Disco Clubs

- (1) CHEZ LANDO NIGHT CLUB.
- (2) KIGALI NIGHT CLUB.
- (3) RESTAURANT BAOBAB in NYAMIRAMABO.
- (4) ATELIER DE COUTURE (NEAR MILOB GP HQ).

b. Parts of Kigali City

- (1) MOUNT KIGALI.
- (2) NYAKABANDA.
- (3) NYAMIRAMBO.
- (4) KIMISANGE.

NATIONAL SENIOR OFFICERS

3. Attached as Annex A to the Routine Order No 5 are details of the National Senior Officers of all countries represented in the military division of UNAMIR. This is to facilitate contact if the need arises. A copy of this list should be kept in the Duty Room for the guidance of Duty Officers.

NATIONAL DAYS

4. Attached as Annex B to Force Routine Order No 5 is a list of the National Days of all countries represented in the military division of UNAMIR. Staff Officers and UNMOS may be granted a day-off for the purpose of celebrating their national days. Any travel time to and from the national day celebration will be taken as CTO or leave.

TEMPORARY APPOINTMENT

5. The CMPO, Lt Col AS Jamil proceeded on CTO/Leave from 18 Feb 94 to 05 Mar 94. Maj PK Senchim, the ACMPO will act as CMPO during his absence in addition to his normal duties.

UN VEHICLE ACCIDENTS

6. Accidents involving UN vehicles are becoming rampant. All are advised to be extra cautious while driving, in order to minimise the number of accident cases. Severe sanctions will be applied to personnel involved in accidents due to negligence and use of vehicles for non-duty purposes. All concerned are to note for guidance.



R.A. DALLAIRE
Brigadier General
Force Commander

DISTRIBUTION LIST

UNAMIR Force Headquarters Standard Distribution List.

NATIONAL SENIOR OFFICERS

SRL	RANK	NAME	COUNTRY	TELEPHONE	
				OFFICE	RESIDENCE
1.	LT COL	R GORG	AUSTRIA	82342	84459
2.	COL	NAZRUL ISLAM	BANGLAD- DESH	86870	86871
3.	COL	L MARCHAL	BELGIUM	84127	82176/77 EXT 1511
4.	MAJ	PV MOIGNY	CONGO	82342	83745
5.	MAJ	M GAFFAR	EGYPT	82342	
6.	COL	ID TIKOCA	FIJI	82413	83911
7.	BGEN	HK ANYIDHO	GHANA	84278/85	82176/77 EXT 1202
8.	LT COL	AMARA DOUMBIA	MALI	82413	
9.	LT COL	S ILIYA	NIGERIA	82342	
10.	MAJ	M PAZIK	POLAND	84278/85	84459/79
11.	LT COL	S DOUNKOV	RUSSIA	82342	
12.	LT COL	GANNA SECK	SENEGAL	83487	86912
13.	LT COL	B GNAKONDE	TOGO	82342	83006
14.	LT COL	M HABIB	TUNISIA	84278/85	82176/77 EXT 1501
15.	LT COL	W PURTSCHER	URUGUAY	84127	85303
16.	LT COL	R MOYO	ZIMBABWE	82342	84976

NATIONAL DAYS OF COUNTRIES
REPRESENTED IN THE MILITARY
DIVISION OF UNAMIR

1.	AUSTRIA	-	26 OCTOBER
2.	BANGLADESH	-	26 MARCH
3.	BELGIUM	-	21 JULY
4.	CANADA	-	1 JULY
5.	CONGO	-	15 AUGUST
6.	EGYPT	-	23 JULY
7.	FIJI	-	7 OCTOBER
8.	GHANA	-	6 MARCH
9.	MALI	-	22 SEPTEMBER
10.	NETHERLANDS	-	30 APRIL
11.	NIGERIA	-	1 OCTOBER
12.	PAKISTAN	-	14 AUGUST
13.	POLAND	-	3 MAY
14.	RUSSIA	-	12 JUNE
15.	SENEGAL	-	4 APRIL
16.	TOGO	-	27 APRIL
17.	TUNISIA	-	20 MARCH
18.	URUGUAY	-	25 AUGUST
19.	ZIMBABWE	-	18 APRIL

1

U N A M I R
INTER-OFFICE MEMORANDUM

File No. 1000

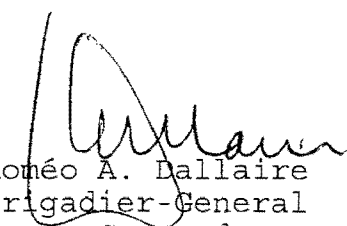
To: OIC, Management and Administration Division
From: Force Commander
Date: 2nd February 1994
Subject: Implementation of the Demobilization Plan

As a provisional Government could be soon implemented, Phase II of our Mission in Rwanda will be activated.

In order to assist the project management aspect of the preliminary phase, with emphasis on the assembly points preparation and in accordance with our informal discussion of last Saturday, we would like very much for you to affect or contract out, on a temporary or permanent basis, various experts in areas such as budget evaluation and mostly project management. It is hoped that there will be local personnel who could be meet our requirements.

The problem of coordination and management of so many different factors affecting this major construction and sustainment project, coupled with the variety of resource agencies that will be providing funding and material, all encompassed in a very tight milestone framework, conspire to the essential need for project management expertise to assist our sections/services.

Thank you for your prompt attention to this matter.


Roméo A. Dallaire
Brigadier-General
Force Commander

7012

UNAMIR
INTER-OFFICE MEMORANDUM

File No: 1000.04 (A\MA)

To: CAO

From: FC

Info: DFC

Date 22 February 1994

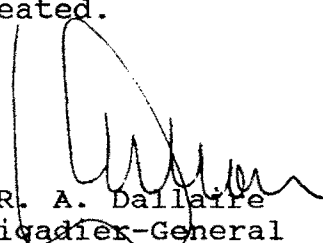
Subject: IMPRESSED ACCOUNTS FOR UNAMIR MILITARY DIVISION

Reference: 7012/DMZ/A dated 18 February 1994

1. The reference is attached to specifically substantiate the requirement for small impressed accounts or petty cashes at Force and Sector Headquarters.

2. The requirement exists for an authorized and accountable petty cash, supported by clear instructions, for an account to be available to the Force and Sector Commanders, for minor hosting or other emergency and once only expenses. The present system of out-of-pocket payment and formal request for reimbursement has led to considerable delays in reimbursement.

3. I would appreciate that a faster and simpler system be devised. Maj Beardsley, A\MA to the FC at 1252 is the OPI for this project. Please have an OPI for your office discuss this matter with him to see if this system can be created.


R. A. Dallaire
Brigadier-General
Force Commander

UNAMIR

INTER-OFFICE MEMORANDUM

File No. 3000.2(DCOO)

To: Kigali Sector Comd
From: FC
Date: 2nd February 1994
Subject: PROVOCATION ON CHECK POINTS
Reference: Kigali Sector letter No. 7128.9/Ops of 06 Feb 94.

1. As a reaction to the Ref, I have objected formally in person to the Minister of Defence and to Col BEM BAGOSORA. They have given me the assurance that this situation will stop and co-operation will be the norm.

2. You are requested to ensure that KIBAT recommences its check points in the Southern KWSA soonest.


R.A. Dallaire
Brigadier-General
Force Commander



1000.1/FC

/15 February 1994

All National Senior Officers

SPECIAL INSTRUCTIONS FROM
HOME COUNTRIES

1. The multi-national nature of the military component of UNAMIR gives the force a multiplicity of characters based on our varied backgrounds and experiences. This is easily reflected in our operational doctrines, social behaviours and inter-personal relationships. It might, therefore, be necessary, very early in the life of the force, to begin to take advantage of these different ideocyncracies through a process of integration.

2. Towards this end, it is gratefully requested of all National Senior Officers of UNAMIR to furnish this HQ with any special instructions they might have been issued by their National Armies regarding "DOS and DON'TS" in the mission area in respect of carrying of arms, personal security, social mixing and other related matters.

3. It would be very much appreciated if copies of these instructions could be made available for me at your earliest convenience.

4. Regards.


R.A. DALLAIRE
Brigadier General
Force Commander

01000

UNAMIR
INTER-OFFICE MEMORANDUM

File No: 1000.04 (A\MA)

To: CAO
From: FC
Info:
Date: 4 February 1994
Subject: VISITOR PASSES FOR LOCAL OFFICIALS
Reference: 1000.04 (A\MA) Dated 31 December 1993


1. During a meeting at the Prefecture of Kigali on 3 February 1994, the Prefect of Kigali and the Bourgmeistres, requested if they could receive visitor passes for UNAMIR, to facilitate their visits to this Headquarters for security briefings.

2. As all of these gentlemen have committed themselves to assisting UNAMIR on an ongoing basis with information and assistance. I feel it is in our interest to assist them in entering our headquarters.

3. I would appreciate it if your staff could arrange a date and timing for issuing passes. My office will coordinate the attendance of the following officials:

- a. Mr Tharcisse Renzaho (Prefect of Kigali).
- b. Mr Jean Bizimana (Nyarngenge).
- c. Mr Pierre Claver Nyilinkwaya (Kacyiru).
- d. Mr Evaniste Gasamagera (Kicukiro).

4. Thank you for your assistance in this matter.


R. A. Dallaire
Brigadier-General
Force Commander

chrom copy

MIR 144 QUTAD 79 30/11

OUTGOING FACSIMILE

30 NOV. 1993

TO: BARIL, UNATIONS, NEW YORK	FROM: DALLAIRE, UNAMIR, KIGALI, RWANDA
FAX: 001 (212) 963 9070	FAX: (250) 84265
SUBJECT: MILITARY SITUATION OVERVIEW	
NUMBER OF PAGES, INCLUDING THIS COVER: 5	

1. THIS IS NOT A STRATEGIC OVERVIEW BUT MUCH MORE THE OPERATIONAL OR THEATER LEVEL ANALYSIS OF THE SITUATION. IT IS PROPOSED TO YOU AS A MEANS OF GETTING A BETTER FEEL FOR THE SITUATION ON HAND. THIS ASSESSMENT WILL NOT DELVE INTO THE POLITICAL ASPECTS OF THE MISSION AS THE NEW SRSG AND HIS POLITICAL STAFF ARE PREPARING THEIR OVERVIEW FOR MR ANNAN. ALSO, THE CAO HAS BEEN PROVIDING FOD WITH INFORMATION ON HIS RELATED MATTERS AND AS SUCH CERTAIN CRITICAL DEFICIENCIES WILL BE REINFORCED IN THIS DOCUMENT.

TACTICAL SITUATION.

2. GENERAL. AS A WHOLE, THE GENERAL ATMOSPHERE THROUGHOUT THE COUNTRY IS TENSE AND SUSPICIOUS. THE CIVILIAN POPULATION IS MOVING IN THE NORTH-WEST WHERE MORE KILLINGS AND TROOP MOVEMENTS HAVE RECENTLY HAPPENED. THERE ARE SOME WELL ORGANIZED ELEMENTS THAT WANT TO SCUTTLE THE PEACE PROCESS AND ARE GAINING MOMENTUM AS UNAMIR IS STILL NOT IN A POSITION TO COVER THE INCREASED SCALE OF ACTIVITIES. THE RACE IS ON BETWEEN UNAMIR AND THESE NEGATIVE ELEMENTS AND IT WOULD BE TERRIBLE IF WE CANNOT SEE A SUCCESSFUL INSTALLATION OF THE BBTG BEFORE THE NEW YEAR, IF AT ALL, DUE TO OUR LOGISTIC CONSTRAINTS.
3. UNOMUR SECTOR. THE GENERAL FEELING IN THE AREA IS THAT THE POPULATION IS NOT TOTALLY ENAMORED WITH OUR PRESENCE FOR OBVIOUS REASONS. AS WE BECOME MORE EFFECTIVE WE WILL BE ABLE TO FOLLOW-UP ON A NUMBER OF UNSUBSTANTIATED LEADS THROUGH BETTER OBSERVATION AND PATROLLING, PARTICULARLY BY NIGHT. OUR FOOT PATROLS ARE VERY USEFUL IN THAT TERRAIN BUT THE BOYS ARE STILL A LITTLE CONCERNED THAT WE HAVE NO MEDICAL EVACUATION PER SAY IN PLACE AND THERE ARE MINES AND BOOBY-TRAPS IN THE AREA.
4. RGF SENIOR OFFICIALS STILL CONTEND THAT THE UGANDAN NRA HAVE MOVED FORCES INTO THE RPF AREA. AS YET, WE HAVE IDENTIFIED TWO NRA CAMPS ON THE UGANDAN SIDE OF THE BORDER THAT HAVE RECENTLY BEEN VACATED. WE ARE INVESTIGATING ACCORDINGLY. THIS HAS BEEN THE ONLY HARD INFO AVAILABLE SO FAR. THE RGF OFFICIALS HAVE NOT SUBSTANTIATED THEIR ALLEGATIONS EVEN AFTER FC'S PERSONAL INTERVENTION DEMANDING EITHER PROOF OR ACCESS TO THEIR INFORMANTS.

Chromo

UNAMIR
INTER-OFFICE MEMORANDUM

File No: 1000.04 (A\MA)

To: CLogO
From: HQ Comdt
Info: FC
Date: 2 February 1994
Subject: BASIC FURNITURE AND OFFICE EQUIPMENT FOR THE
MILITARY DIVISION FORCE HEADQUARTERS
Reference: 1000.04 (A\MA) Dated 31 December 1993

1. In discussion with the SAO, office furniture will soon be coming available.
2. Attached as Annex A is the consolidated list of the basic furniture and office equipment required in Force HQ.
3. Please complete required requisitions and forward ASAP to SAO.
4. In addition, notify me when delivery will be made so that I can control distribution.



B. P. Beardsley
Major
Headquarters Commandant

ANNEX A: Consolidated Requirement of Basic Office Furniture and Equipment Required by the Military Division

Annex A
To 1000.4 (A\MA)
Dated February 1994

CONSOLIDATED REQUIREMENT OF BASIC OFFICE FURNITURE AND EQUIPMENT
REQUIRED BY THE MILITARY DIVISION

<u>ITEM</u>	<u>NOS REQUIRED</u>	<u>OFFICES</u>	<u>OCCUPANT</u>
TELEPHONES	6	1050 1030 1006 1005 2021	ORDERLY ROOM MINE CLEARANCE COORDINATION CENTRE(2 LINES) LOGISTICS STAFF OFFICER CHIEF LOGISTICS OFFICER LIAISON OFFICERS
DESKS	8	1056 1050 1006 1005 2034 1030 1017 2068	WELFARE OFFICER ORDERLY ROOM LOGISTICS STAFF OFFICER CHIEF LOGISTICS OFFICER ADCs TO FC AND DFC\COS MINE CLEARANCE COORDINATION CENTRE MILITARY SIGNALS OFFICER LIAISON OFFICERS
CHAIRS	13	1056 1024 1005 2034 2034 2045(9)	WELFARE OFFICER INFORMATION OFFICER CHIEF LOGISTICS OFFICER ADC TO FC ADC TO DFC\COS JOINT CONFERENCE ROOM
SIDETABLES	5	1056 1050 1053 1024 1005	WELFARE OFFICER ORDERLY ROOM PERSONNEL OFFICER INFORMATION OFFICER CHIEF LOGISTICS OFFICER
FILING CABINETS	24	ALL	ONE FOR EACH OFFICE
STEPLADDER	1	1030	MINE CLEARANCE COORDINATION CENTRE
LONG CONFERENCE TABLE	2	2045	JOINT CONFERENCE ROOM
COMPUTER AND PRINTER	7	1057 1030 1053 1012 1006 2034 2061	MILITARY POST OFFICE MINE CLEARANCE COORDINATION CENTRE PERSONNEL OFFICER ENGINEER OFFICER LOGISTICS STAFF OFFICER ADCs TO THE FC AND DFC\COS PLANS OFFICER

Chwano

UNAMIR

INTER-OFFICE MEMORANDUM

File No: 1000.04 (A\MA)

To: Distribution List

From: FC

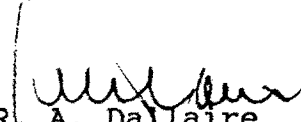
Date: 1 February 1994

Subject: REALLOCATION OF OFFICE SPACE FOLLOWING COMPLETION OF OPERATIONS CENTER

Reference:

1. Upon completion of the new operations centre, office space and allocation within UNAMIR Force HQ will be allotted as per Annex A.

2. In the absence of the HQ Comdt while on leave, LCol Farid A\HQ Comdt will order the movement of all officers and their equipment within a one day period as per the allocation.


R. A. Dallaire
Brigadier General
Force Commander

DISTRIBUTION LIST

UNAMIR Force HQ Standard Distribution List A

Annex A
To 1000.04 (HQ Comdt)
Dated / February 1994

GROUND FLOOR

1005-CHIEF LOGISTICS OFFICER		1006- LOG STAFF OFFICERS
1012-LOG STAFF OFFICERS		1011-DEPUTY CHIEF LOGISTICS OFFICER
1017-TRAINING OFFICER (FSO AND FMCO MOVE TO OPS CENTRE)		1015-FORCE MEDICAL OFFICER (FASO MOVES TO OPS CENTRE)
1024-INFORMATION OFFICER		1023-DEPUTY CHIEF OPERATIONS OFFICER
1029-PROVOST MARSHALL		1030-MINE CLEARANCE COORDINATION CENTRE
1036-CHIEF OPERATIONS OFFICER		1035-MILITARY POLICE
1045-DISPATCHER		
1050-MILITARY ORDERLY ROOM		1051-PERSONNEL STAFF OFFICERS
1057-MILITARY POST OFFICE		1056-CHIEF MILITARY PERSONNEL OFFICER

FIRST FLOOR

2084-RPF LIAISON OFFICER		2085-RGF LIAISON OFFICER
2077-RPF COMMUNICATIONS ROOM		2076-RGF COMMUNICATIONS ROOM
2068-LIAISON OFFICE		2069-CHIEF PLANS OFFICER
2061-PLANS OFFICE		2060-PLAN OFFICE
2052-A\MA AND MILITARY PUBLIC INFORMATION OFFICER		2053-MILITARY ASSISTANT TO FC
2045-ALTN CONFERENCE ROOM		2044-CONFERENCE ROOM
		2035-FORCE COMMANDER
2034-ADC TO FC AND DFC		2035-PERSONAL ASSISTANT FORCE COMMANDER
2029-MILITARY ASSISTANT TO DFC AND PERSONAL ASSISTANT TO DFC		2028-DEPUTY FORCE COMMANDER\CHIEF OF STAFF
2020-PROVOST MARSHALL (TEMPORARY)		2021-TRAINING (TEMPORARY)
2013-VACANT		2012-MEDICAL (TEMPORARY)
2004-VACANT		2005-VACANT

UNAMIR

1000.1/FC/RO-4

See Distribution

| February 1994

FORCE ROUTINE ORDER NO.4

1. Force Routine Orders No.4 is issued on Welfare and Dress Regulations for the information and guidance of all personnel.

POSTAL SERVICES

2. Plans are far advanced to establish Postal Services for UNAMIR personnel who belong to contingents. The service will cover official and personal mail from contingents to home countries. Further details will be issued separately.

RECREATIONAL PROGRAMMES

3. The UNAMIR recreational programme has taken off with visits to Akagera National Park. There are plans to extend the service to Gisenyi and other places of interest. The details will be communicated later. All are entreated to avail themselves of these opportunities.

DRESS REGULATIONS


4. UNAMIR military personnel have been found wearing both national and UN items of dress wrongly. The approved way of wearing these items are set out below:

- a. Shoulder Patch. The UN shoulder patch is to be worn on the right sleeve of the national uniform. The national insignia is to be worn on the left sleeve unless national dress regulations include wearing it on the right. In this case the UN shoulder patch will assume priority.
- b. UNID. The UN identity card is to be worn on the flap of the left breast pocket.

MILITARY ORDERLY ROOM

5. Reference Force HQ Staff Duties Directive No.3 dated 13 Jan 94, plans to establish a small military orderly room in the Mil Pers Sec are far advance. All clerks in the Force HQ will be detailed for duty in the orderly room on weekly basis. The duties of the duty clerk are spelt out below:

- a. He will man the orderly room during the lunch break for emergency clerical work.
- b. He will be on call for night and weekend clerical tasks.
- c. He will be responsible for the daily destruction of classified waste which will be deposited in a clearly marked box at the entrance to the Force HQ at 1430 hrs daily by all sections.
- d. He will keep daily record of all burnings in a book to be kept with the guards at the entrance to the Force HQ which he will sign.


R.A. DALLAIRE
Brig Gen
Force Commander

Distribution:

External:
Action:

CMO, MILOB Gp
Comd, Kigali Sect
Comd, DMZ Sect
Comd, MP Sec

Information:

SRSG
CIVPOL
CAO
Chief of Security

Internal:

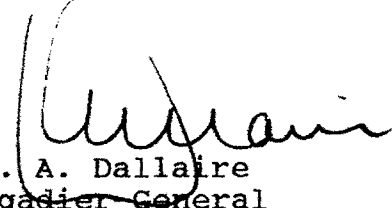
DFC/COS
Ops Sec
Log Sec
Planning Sec

UNAMIR
INTER-OFFICE MEMORANDUM

File No 1000(FC)

To: Distribution List
From: FC
Date: 21 January 1994
Subject: CHANGE OF TIMING FOR FORCE COMMANDERS WEEKLY CONFERENCE
Reference: 1000(FC) dated 30 November 1993

The reference is hereby amended to effective Monday 7 February 1994, the weekly Force Commanders Conference will be held at 0900 hours vice 1000 hours. This will become the normal timing for this conference.


R. A. Dallaire
Brigadier General
Force Commander

DISTRIBUTION LIST

UNAMIR Force Headquarters Standard Distribution List A

UNAMIR

INTEROFFICE MEMORANDUM

1000.01 (FC)

To: Distribution List

From: FC

Date: 30 January 1994

Subject: NOTES/DECISIONS OF 29 JAN 94 MEETING WITH RPF LEADERS

Reference:

1. After another two and a half hour session with the Vice-Chairman of the RPF (Patrick) and the future Minister of Interior (Pasteur), a number of points were clarified and ratified for immediate implementation.

2. Protests. FC received a response from RPF to FC's protest regarding the RPF live firings on 26 Jan 94. An RPF protest regarding Kigali Sector Commander's radio interview on 27 Jan 94 was also presented as they felt it was anti-RPF. They questioned his impartiality but FC argued that we had to review the tape of the radio report and prepare our analysis. These documents are attached for information as responses will be prepared by FC's office in consultation with Kigali Sector Comd. You are hereby reminded that whenever the opportunity for media interviews are offered, we should accept only with agreement and support of the FC and the PIO and Force Public Affairs Officer (A/MA).

3. Weapon Threats. The subject of RPF soldiers readily threatening UNAMIR personnel with their weapons whenever they feel the situation not going their way was discussed extensively. RPF leaders were formally told that such behaviour was totally unacceptable and contrary to the Status of Mission Agreement (SOMA) which they signed. You are to instruct your subordinates that any and every such incident where either RPF or RGF/Gendarmerie personnel should point their weapon against them menacingly, an immediate report is to be brought to the attention of the FC's office in order to formulate an official protest with the party in question with information copy to UNHQ N.Y. These actions are of the most serious nature and must not be left formally unanswered. RPF leaders agreed with the seriousness of such incidents and promised to inform their subordinates accordingly.

4. Joint Patrols. Joint UNAMIR/Gendarmerie patrols around the CND complex are to cease. Patrols in close proximity of the CND complex are the sole responsibility of UNAMIR. Continued efforts to keep

people away from loitering near the main entrance gate to the RPF portion are essential and must be maintained. Anyone seen taking notes of comings/goings of guests of RPF are to be brought to the attention to the Gendarmerie for immediate questioning.

5. Control at RPF Gate. The subject of control measures at the RPF gate were discussed in detail. The RPF are very sensitive to any increase in control measures placed upon them and those who wish to meet with them. This reaction is heightened by the fact that they are starting to feel the effects of being cooped up in the complex for over a month and that their concern that such measures fall into the plan of the opposition who wish to enclose them or restrict them even more. Thus we must also be concerned with their reaction and be sensitive to our handling of this situation in order to keep tensions as low as possible. It was explained at length that the control measures brought forward at the gate were for their and our better demonstration of transparency and positive implementation of the peace processes. It was finally agreed that the RPF will go along with both a control measure to be able to account for the numbers of people entering and leaving the complex through the use of visitors cards but with no said limits of visitors. The recording of visitors by name was not fully agreed to and is to be the subject of specific discussions between UNAMIR control staff at Kigali Sector HQ and RPF control staff for the gate. It was proposed that control at the gate be done jointly/collocated together and not separately as now being done in order to show full cooperation and avoid unnecessary duplication. A method is to be worked out by both staffs in order to guarantee control, transparency and ease of work and verification. Cooperation at the joint control station is to be stressed.

6. ID Cards. After extensive discussion, the idea of ID cards for both the military and civilian personnel was accepted in principal. Examples are to be produced by UNAMIR for ratification. UNAMIR will provide the cards which must include a control number. The cards are to be plasticised by UNAMIR.

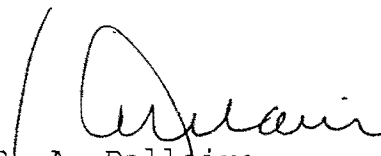
7. Escorts. This subject raised the tone of the meeting as RPF leaders complained of even pre-planned escorts arriving either very late or not at all. The most annoying fact was that in all occasions, no explanations for the delays or the cancellations were provided. It was stressed that UNAMIR cannot readily respond to last minute escort demands, nor all the requested demands even if asked for in advance. This situation was recognised but there is no excuse for not calling back to the client and giving a reason or information on the delays or cancellation. It was agreed that this can and must be done through the UNMO team in the CND complex. Emergency demands will be accepted for only the Chairman, the Vice-Chairman and the Battalion Commander. It was stressed and agreed that no more escorts are to leave the CND complex without the appropriate escorts from UNAMIR. If we do not provide the escort support, if we are late, and/or if we cancel the escort, we must

inform them. Should that not happen, FC has requested that they contact Kigali Sector HQ through UNMO team in CND for explanation. Should none be forthcoming, they are to contact Force HQ Operations.

8. Gate Crashing. This subject essentially touched on the point that RPF escorts and others have either forced their way into or out of the gate against our wishes and appropriate control. It was agreed that this procedure will cease forthwith as it was dangerous, unnecessary and a poor demonstration of cooperation on the part of the RPF. Reports of any such incidents are to be reported immediately to UNMO team in CND complex and Kigali Sector HQ for immediate action with RPF leadership.

9. Mulindi/CND controls. The convoys between CND and Mulindi were discussed and the new control measures explained. They accepted the fact that names of all personnel moving to/from these two places would be taken, that they would be verified on arrival and that a weekly control/review by LOs of both sides under UNAMIR monitoring will be done. This will be time consuming but is considered essential for credibility and transparency all round.

10. The above decisions and procedures are to be implemented forthwith. It is strongly recommended that Kigali Sector Staff go over these points with the RPF staffs at the CND in order that implementation can be done smoothly and in full cooperation. RGF LOs are to be informed of these procedures once implemented.


R. A. Dallaire
Brigadier-General
Force Commander

DISTRIBUTION LIST

Action

CMO
Kigali Sector Comd
DMZ Sector Comd
RPF Sector Comd
COO

Information

SRSG
PC (UNCIVPOL)
CAO
DFC


UNAMIR
INTER-OFFICE MEMORANDUM

File No: 1000.04 (A\MA)

To: Public Information Advisor
From: A\MA
Info: CMPO
Date: 27 January 1994
Subject: ARRIVAL OF BANGLADESH CONTINGENT
Reference:

1. This memo is forwarded to advise you that the remainder of the Bangladesh Contingent will be arriving in two chalks, of approximately 200 personnel each, on 29 and 30 January 94. The flight on the 29th will arrive at Kanombe Airport at 1200 hours local. The flight on the 30th will arrive at 1700 hours local.

2. Should you wish to arrange press coverage please contact Maj Beardsley at 1252.


B. P. Beardsley
Major
Assistant Military Assistant

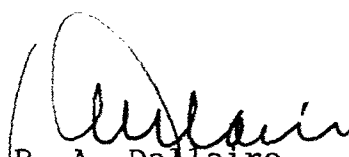
UNAMIR

INTER-OFFICE MEMORANDUM

File No: 1000 (FC)

To: SRSG
From: FC
Info: CAO
Date: 27 January 1994
Subject: REQUIREMENT FOR A RADIO MONITORING\TRANSLATION CENTRE
Reference:

1. This memo is forwarded to request that consideration be given to establishing a small radio monitoring and translation centre in UNAMIR.
2. Each morning I am briefed by my Information Officer on the French Radio News Broadcast; however it is very difficult if not impossible to find out what radio news was broadcasted in Kinyarwanda. In addition, it has come to my attention that there is a substantial difference between what is said on the French station and what is stated on the Kinyarwanda station. For example, it came to my attention that the Prefect of Kigali stated on the Kinyarwanda Radio Station that the RPF is sheltering the persons in the CND who committed recent murders in Kigali. This type of statement is inflammatory and untrue, but can only be refuted by UNAMIR if we know about it in an accurate and timely manner.
3. For information on what is being told to the local population we need the ability (several interpreters) to monitor the Kinyarwanda Radio Stations (and possibly newspapers) and present daily summaries of news, interviews and political reporting in French, so that we can mount an effective counter-information campaign and so that we know what the local population is being told in their language by their media.
4. As this proposal would require the hiring of several more translators and the purchase of radios and newspapers, with the resulting financial implications, I am submitting this proposal for your consideration and approval.



R. A. Dallaire
~~Brigadier~~ General
Force Commander

churno

UNAMIR

INTER-OFFICE MEMORANDUM

File No: 1000.04 (A\MA)

To: Public Information Advisor
From: A\MA
Info: MA
Date: 27 January 1994
Subject: POSTPONEMENT OF THE ARRIVAL OF THE GHANA BATTALION
Reference:

1. This memo is forwarded to advise you that the arrival of the Ghana Battalion has been delayed for the foreseeable future. We were not advised of this delay until 0900 hours 26 January.

2. Please cancel the press release on the arrival of the Ghana Battalion. We will immediately advise you of any further developments in their arrival so that press coverage can be arranged.




B. P. Beardsley
Major
Assistant Military Assistant

UNAMIR
INTER-OFFICE MEMORANDUM

File No: 1000 (FC)

To: Visitors Bureau Head (Mr Dessande)
From: FC
Date: 26 January 1994
Subject: REIMBURSEMENT FOR ATTENDANCE AT OFFICIAL FUNCTIONS
Reference:

1. Prior to the arrival of the SRSG, when I was Acting Head of Mission, several official functions were held that required financial support or attendance by a senior member of UNAMIR. As no account existed at that time I paid for these functions from my own funds.
2. The functions and the amount of funding were:
 - a. UNAMIR Headquarters Opening Reception - RF 9300-light snacks and drinks for official guests.
 - b. UNDP Official Benefit - RF 6500 including RF4000 for ticket and RF2500 for dinner.
 - c. Kigali Rotary Club Benefit - RF 16000 including RF12000 for dinner and RF4000 for tickets.
3. Attached to this memo are copies of my receipts. The originals are being held by my Assistant Military Assistant, Maj Beardsley in Room 2052.
4. CAO has advised me that your office coordinates these funds. Please advise Maj Beardsley how and when I will be reimbursed RF31,800 for attending these official functions on behalf of UNAMIR.


R. A. Dallaire
Brigadier-General
Force Commander

Enclosures: 3

U N A M I R
INTER-OFFICE MEMORANDUM

File No. 1000

To: Distribution List
From: Force Commander
Date: 26 January 1994

Subject: Security Control procedures for KWSA and convoys to/from Mulindi

References: A. Conversation RPF Leaders and FC on 25 Jan 94
B. Conversation with Chief of Staff RGA and FC on 25 Jan 94.

1. At referenced meetings regarding movement of personnel/material to/from Mulindi and CND complex and other related matters of the KWSA, a number of points of order were discussed and clarified. The following are decisions and directions that I wish implemented as a result of these consultations.

2. Control of movements to/from Mulindi. This whole question of control of movement of RPF personnel and materiel between Kigali and Mulindi has been a sore point since the arrival of RPF in Kigali and has taken the proportions of a national concern. It has been used as a political and military/security football by both sides and as such requires firm direction and clarification of the situation. These procedures are to be explained to the RPF personnel again to ensure their understanding of the need for transparency for all concerned. I expect the following to be implemented by first light on Friday 28 Jan 94:

a. Escorts. It is the responsibility of the escort leader, be he the UNMO team leader or the Armed Escort leader, to formally take note of all civilian personnel and military officers who are part of the convoy to be moved, to count the total number of military guards or others in uniform, to count the number and types of weapons being moved, to account for the vehicles that are part of the convoy (type and licence number) and to ascertain the contents of any of the supplies being moved.

b. Documentation. This information is to be recorded on paper in three copies. One copy is to be provided to the NGONDORE UNAMIR check point, who will conduct an ocular check on the convoy going through the DMZ. The other copy is given to the UNMO security team at either the CND, or to the RPF MILOB HQ staff at Mulindi on arrival. The original list will be held at the place of departure of the convoy.

c. Coordination. In order to avoid unnecessary delays or complications en route and to ensure that our check point in the DMZ (NGONDORE) is ready for its verification duties, each convoy or escort going through the said check point must be identified to the DMZ Sector HQ in order to ensure that the RGF BYUMBA Sector HQ can inform its people and also so that the DMZ staff can inform in advance the Tunisian Section manning the check point. This will avoid any unnecessary surprise arrivals in that very sensitive area.

d. Monitoring. Cross-checking of the above lists will be conducted by the LOs of both parties from MILOB HQ under the supervision of MILOB HQ staff on a weekly basis. Forms required for this process will be produced by COO Force HQ and distributed soonest. Only if this process is strictly followed will a convoy or escort of any personnel or materiel will be permitted to move from/to CND and Mulindi.

3. Security to civilians in CND. It was agreed that the RPF is not to harbour sympathizers in the CND complex even though they are requesting protection. Should such people gain access to the complex, the RPF are to hand over these people to UNAMIR and the Gendarmerie for onward return to their homes and the monitoring of UNCIVPOL. Arrangements are to be made by Kigali Sector, in concert with the Gendarmerie and UNCIVPOL to move the 9 civilians currently in the CND complex. I have asked this morning the UNCIVPOL to coordinate with Kigali Sector Commander a meeting between them, the Gendarmerie and the RPF to sort out in detail the procedures required in this area. I wish also to confirm that there should be no loitering around the entrance of the CND complex and that civilians should be questioned to know why they are staying there and should be escorted away by the Gendarmerie for their and more importantly the protection of our personnel.

4. RPF Meeting in town. The RPF in the CND complex firmly believe that they are here in Kigali for the purpose of conducting political activities as well as other governmental tasks in the BBTG. As such, they wish to conduct political activities such as debates, rallies and demonstrations. COO staff are preparing a response regarding our position concerning all these activities (from a security point of view) but a political decision must be defined as to the appropriateness of such activities taking place. In the mean time, we are to expect a request for permission to let the RPF conduct a public debate somewhere in Kigali this weekend. I informed the RPF leadership that even if they ask for permission

for this weekend, we may not be in a position to react fast enough to provide the appropriate security. More to follow on this subject.

5. Aircraft and arms arrivals. In my discussion with the RGA Chief of Staff, I made it quite clear that no other aircraft carrying war materiel of any type will be permitted to off-load. Such equipment resupply is contrary to the Peace Agreement and the KWSA even if the stuff was ordered before the signing of the said documents. They are to inform their suppliers to stop sending material until future order. I also stated that we are waiting for the documents regarding the shipment that arrived last weekend.

6. Information campaign to displaced persons. I informed the RPF leadership and the Chief of Staff of the RGA that we were going to commence informing the displaced Persons in their camps, through leaflets distributed by the UNMOs and patrols that we have a mine-clearance plan, that we want them to go back to their homes and lands, but after the demobilization and the mine-clearance programmes have been initiated. This means probably a wait till about June/July if the BBTG gets set up soon.

DISTRIBUTION LIST

<u>Action</u>	<u>Information</u>
DFC/COS	SRSG
UNCIVPOL	COO
CMO	
Kigali Sect Comd	
DMZ Sect Comd	

Sharon copy

UNAMIR FORCE HEADQUARTERS

ROUTINE ORDER NO:3

FRO: 2

Date: 25 Jan 94

THIS HEADQUARTERS ROUTINE ORDER IS PUBLISHED BY ORDER OF THE FC

1. FIREARMS SAFETY. All firearms brought into the Force HQ building will be unloaded, magazine removed and the weapon made safe. The Security Section NCO will enforce this rule at the entrance to the building.

2. Fire Safety. When vacating their offices at the end of the working day, the occupant of each office is responsible for the following fire safety actions:

- a. Turn off all lights, especially washroom lights.
- b. Turn off and unplug computers\printers.
- c. Turn off the battery supply modulator.

3. Due to electrical problems in the building these actions will ensure we do not have an electrical fire. In addition, it will save on the Force HQ electricity bill.



B. P. Beardsley
Major
HQ Commandant

DISTRIBUTION LIST

UNAMIR Force Headquarters Standard Distribution List A



1000.1 (FC)
21 January 1994

Mr. David Rawson
Ambassador of the United States of America
Kigali, Rwanda

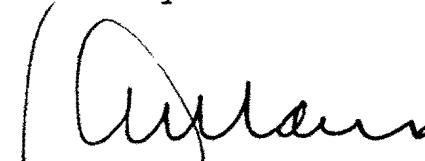
Dear Ambassador,

We have received your letter dated 18 January 1994 about the visit of Mr. Douglas J. Bennet, the Assistant Secretary of State for International Organization Affairs and Mr. David Jensen, the Rwanda Desk Officer in the Office of Peacekeeping and Humanitarian Affairs. Both the visits are welcome and we shall make all necessary arrangements expected from us.

Please find herewith a suggested visit programme for Mr. Bennet with some adjustments. Mr. David Jensen's schedule is fine. We would request you to send us a final copy of the visit programme as soon as possible. For any coordination or adjustments in the programme you may ask Economic Officer Laura Lane to contact my Military Assistant Lt Col A. Farid room # 2053 Ext 1253.

Assuring you of all possible cooperation for these visits.

Sincerely Yours



Romeo A. Dallaire
Brigadier General
Force Commander

Enclosure:

1. Proposed Visit Programme for Mr. Douglas J. Bennet

SUGGESTED VISIT SCHEDULE
FOR
MR. DOUGLAS J. BENNET
ASSISTANT SECRETARY OF STATE FOR
INTERNATIONAL ORGANIZATION AFFAIRS

February 1 - 3, 1994
Kigali, Rwanda

Tuesday, february 1, 1994

No change suggested from your proposed schedule.

Wednesday, February 2 1994

0830	Briefing at Rotunda, UNAMIR HQs: Brigadier General Dallaire and Commader, MILOB Group will remain present.
1000	Briefing by Sector Commander, Kigali Sector at Sector HQs Kigali (Near the Ambassador' residence) highlighting mainly on Kigali Weapon Secure Area(KWSA).
1030	Meeting with SRSG in his office.
1100	Call on Prime Minister
1200	Lunch at Ambassador' residence
1230	Departs residence for briefing at DMZ HQs, Byumba followed by visit to the Dimilitarised Zone and the RPF controlled areas with the Ambassador and UNAMIR escort. This tour could be undertaken by UNAMIR helicopters if preferred by Mr. Bennet. This is likely to give more flexibility should the visitor wants to see something off the road.
1800	Return to Kigali.
1930	Dinner hosted by Ambassador to include Government, RPF, and UNAMIR officials.

Thursday, february 3

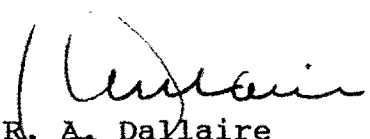
No change suggested from your proposed schedule

UNAMIR
INTER-OFFICE MEMORANDUM

File No: 1000.04 (A\MA)

To: Distribution List
From: A\MA
Date: 21 December 1993
Subject: SENIOR OFFICERS DINNER
Reference: Commanders Conference 19 December 1993

1. In accordance with the reference a senior officers (Col and above) dinner will be held at the Meridien Hotel, in the sixth floor dining room, at 1930 Hours, Thursday 23 December 1993.
2. You are invited to attend in dress of the day.


R. A. Dallaire
Brigadier-General
Force Commander

DISTRIBUTION LIST

COS
CMO
DMZ Sector Commander
Kigali Sector Commander
Ghana Recce Party Commander
COS (Outgoing)

Chase

UNAMIR

INTER-OFFICE MEMORANDUM

File No 1000(FC)

To: Distribution List

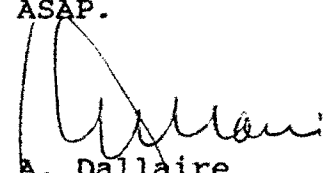
From: FC

Date: 19 January 1994

Subject: ARMING OF STAFF OFFICERS

Reference: Fax Message DPKO\UNAMIR dated 18 Jan 94

1. In the reference, the FC UNAMIR was given authority to determine if and when staff officers in UNAMIR should be armed.
2. You are requested to submit copies of any national direction you have received on this matter to the FC ASAP.


R. A. Dallaire
Brigadier-General
Force Commander

DISTRIBUTION LIST

Bangladesh Contingent Commander
Belgium Contingent Commander
Ghana Contingent Commander
Tunisian Contingent Commander

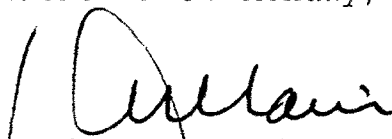
Chrono copy

UNAMIR
INTER-OFFICE MEMORANDUM

1000.04 (A\MA)

To: Distribution list
From: FC
Date: 20 January 1994
Subject: Notes of meeting with Minister of Defense and
Chiefs of Staff

1. The attached notes are produced for your action in the shortest delay possible. Action addressees are to give feedback on these matters at the Commanders' Conference on Monday, 24 January 1994.


Roméo A. Dallaire
Brigadier General
Force Commander

DISTRIBUTION LIST

<u>Action</u>	<u>Information</u>
<u>External</u>	<u>External</u>
CMO	SRSG
KIGALI SECTOR COMD	CAO
	PfO
<u>Internal</u>	<u>Internal</u>
COO	DFC/COS
CPlans	
CLogO	

NOTES ON THE MEETING WITH
THE MINISTER OF DEFENSE AND
THE CHIEF OF STAFF OF THE ARMY AND
GENDARMERIE

19 JANUARY 1994

A. JMC

1. The Public Administration aspects in the new DMZ should be considered. Need a political representative at the next JMC as we will be discussing administrative/political impacts on 27 January 1994.
2. The option of MGen Kagame to come to Kigali for JMC meeting to be held at Force HQ to be studied. Hold meeting and working groups at UNAMIR HQ to be looked at. NGONDORE on 27 Jan, unless changed.
3. The Recce of RGF zone to be done before 27 January meeting. CPLANS to co-ordinate with G3 (for assembly point and integrated Trg centres) using Ephrem now.
4. C of S Gendarmerie stated it is time that they (RGF/Gendarmerie) nominate their people at the working groups. Marry-up their current commissions with our working groups.

B. Port d'armes

1. List of authorities who have the right to escorts. The Minister to provide today.
 - a. They have had weapons stolen from their units. Do we have any of the serial numbers and reports made officially to us.
 - b. There are only 89 weapons authorized by the Minister. We will get the list and examples of the authorization document. He will contact us before issuing others. He will discuss/show us the criteria that they are working on for authorization. Minister stated he should simply stop distribution. He is looking at that.
2. The armed escorts, having a special identification/format for VIPs when in car with VIP and for when returning to barracks. We must look at an authorization/card for these Gendarme escorts (weapon number). Publish the escort formats so they know what to expect at each level of escort (from simple person or two in vehicle to full escorts).
3. Demands for protection. They wanted to know if we are doubling their efforts of protection. We explained we are doing/responding to requests in co-ordination with the Gendarmerie on a case-by-case basis.

- C. Information on KWSA. Publish the tracts as soon as possible. Use the Gendarmes for distribution as well. C of S of the Gendarmerie stated that the RGF should also produce some of these so as to show that it is not only UNAMIR imposing/setting this up. It is very important to meet with the local Bourgmester and sell the product at local gatherings using military/civilian staff. A political involvement is essential soonest.
- D. Patrol bases. These Gendarmerie bases still remain to be worked out in detail. Kigali Sector Comd must set up regular meeting every 3 to 4 days to solve these problems. The 7 patrol bases must be looked at soonest.
- E. Regulations for the RPF in Kigali. Certain rules are needed because the population says that people enter the CND and do not leave, that there might be soldiers changing into civilian cloths, going out and leaving the people behind. They agreed that this is not a Gendarmerie control point but UNAMIR. The RPF should possibly have ID cards. Those in the CND should wear their standard uniform. It is a danger that could have repercussions. They would prefer that these people (RPF) not go out on social/local needs, they should be stopped until at least the BBTG is in place. We should seriously consider limiting the movements of RPF as the current political period is insecure and firm up who is in the CND complex, how to identify them, and record their movements in and out.
- F. Delay in the application of KWSA procedures. The implementation of KWSA procedures is evolving normally and that must continue through regular meetings and addendums to basic document.
- G. Our MILOB HQ's co-location. Send our recce team to Ruhengeri with G3s of Army and Gendarmerie. The same thing for co-location in Butare. They await our contact from CMO.
- H. The return of spontaneous refugees. They say there are families but they note that they are mostly men/military which is an RPF strategy to introduce them to the terrain in general. The RPF are telling people to move to new similar camps in RPF territory and not to their own land. Minister to provide specifics so we can follow up. We must publish tracts to inform people in displaced camps of what is coming from the UNAMIR mission. We must secure them in order to avoid disinformation, panic, conflict. PIO must assist in this with political/humanitarian personnel.
- J. The new government. They, the Army/Gendarmerie are going to stay out of any current impasse/discussions.
- K. Joint Operations. We join them in joint planning of concepts and forming joint ops for arms collection. The want us to join in as soon as possible, integrating our ground/UNMO/UNCIVPOL and helicopters.

- L. LOs. They are in absolute need of vehicles. The 4 of the Army only have 2 vehicles and the two of the Gendarmerie need vehicles. We should return the vehicles of NMOG to be used by the 6 X LOs. The situation is the same for RPF LOs. How can we assist in this matter.



Chrono

UNAMIR

INTER-OFFICE MEMORANDUM

File No: 1000.01 (FC)

To: CAO

From: FC

Info:


Date: 17 January 1994

Subject: ORGANIZATION CHARTS

Reference: Coordination Meeting held 12 January 1994

1. At the reference, it was stated the military division would forward copies of the staff and command organization of the Military Division to assist the Division of Administration and Management.

2. Attached as Annex A and B are the organization charts of the Staff and Command Organizations (respectively) of the Military Division for your information.

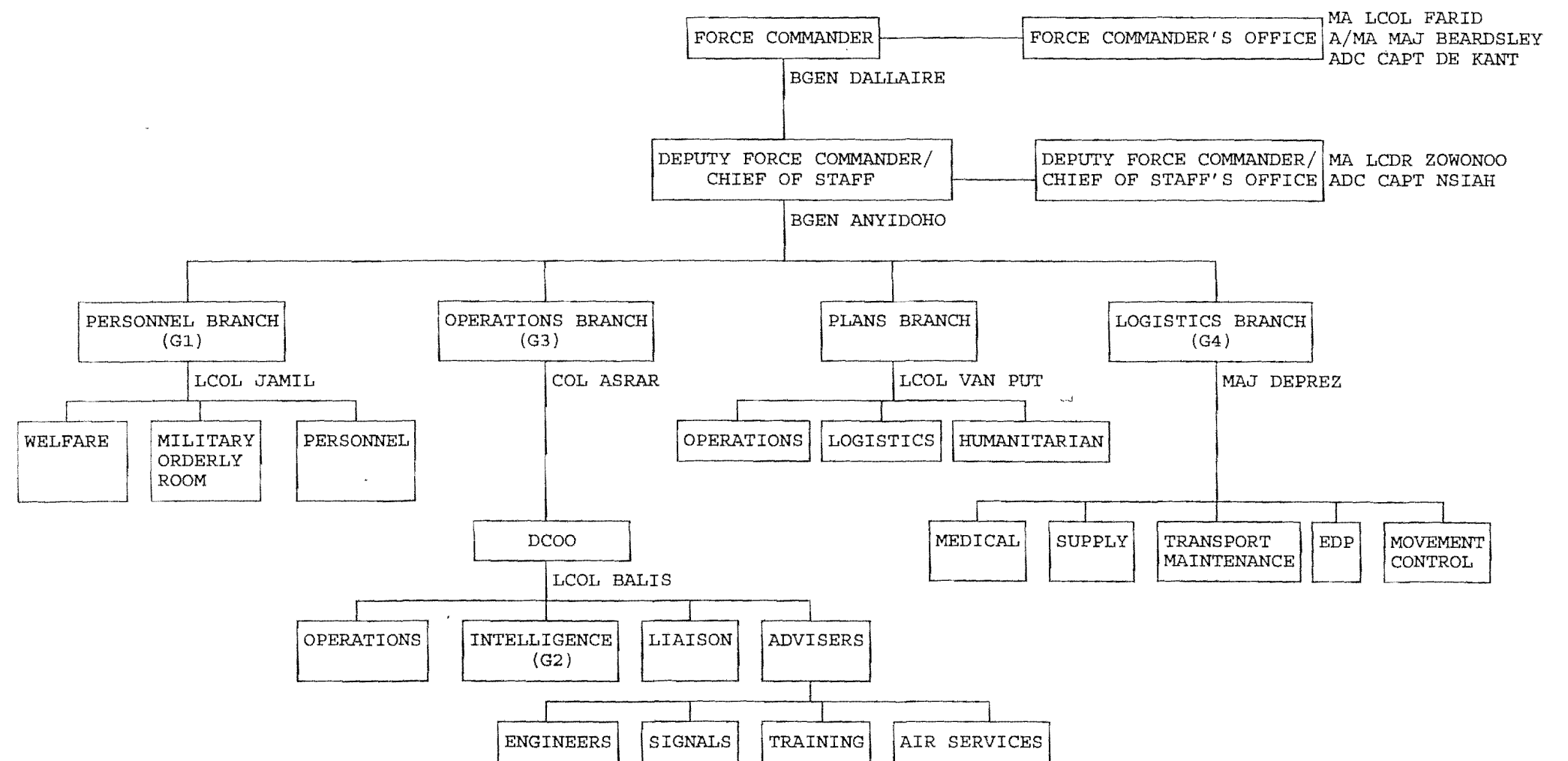

R. A. Dallaire
Brigadier-General
Force Commander

LIST OF ANNEXES

Annex A - UNAMIR Force Headquarters Staff Organization
Annex B - UNAMIR Force Command Organization

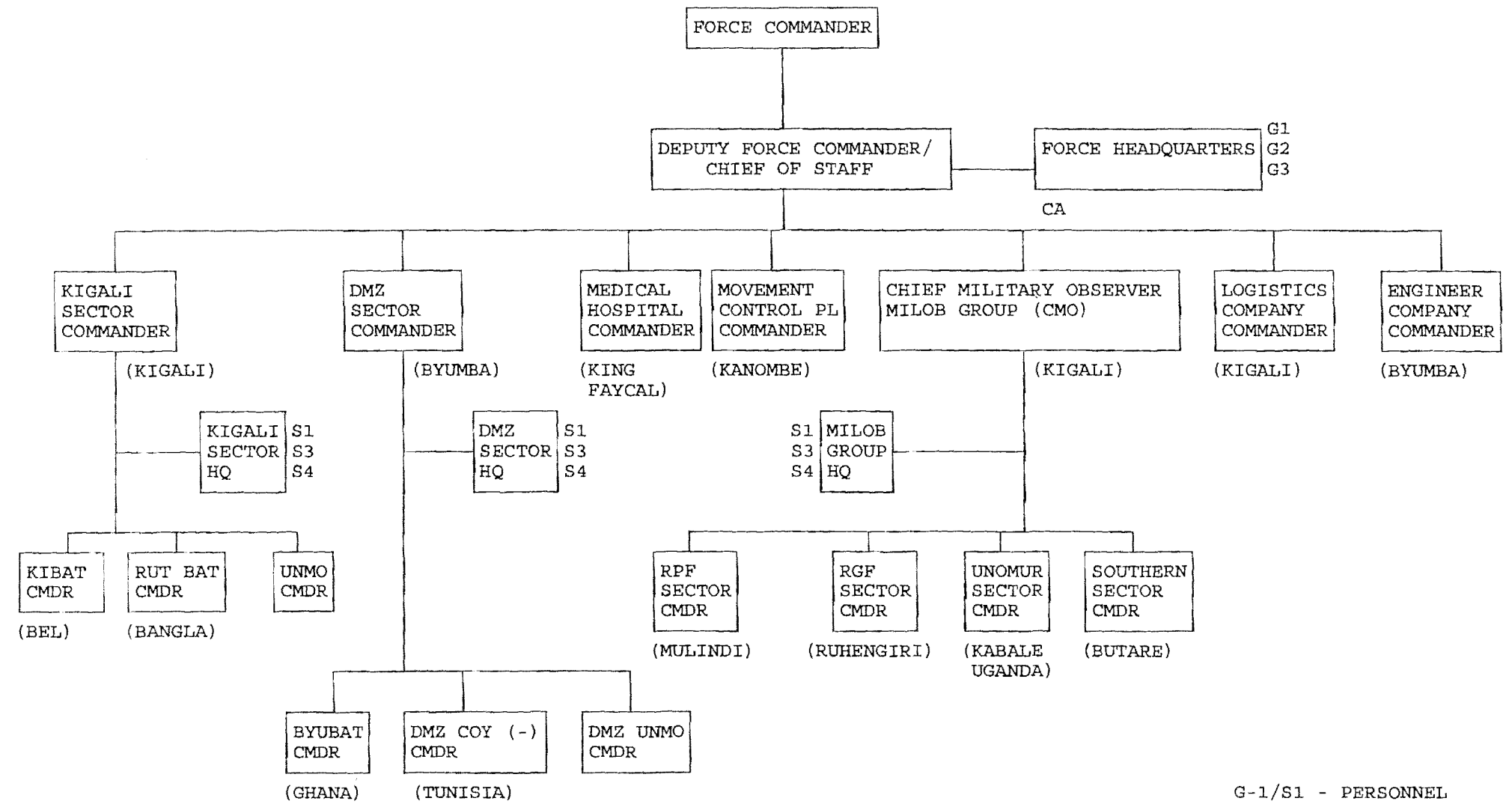
UNAMIR FORCE HEADQUARTERS
STAFF ORGANIZATION

Annex A to
1000 (FC)
dated Jan 1994



UNAMIR FORCE COMMAND ORGANIZATION

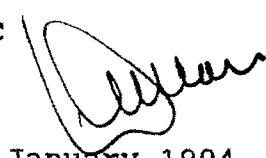
Annex B to
1000 (FC)
dated Jan 1994



G-1/S1 - PERSONNEL
G-3/S3 - OPERATIONS
G-4/S4 - LOGISTICS
G-2/S2 - INTELLIGENCE

UNAMIR
INTER-OFFICE MEMORANDUM

File No: 1000.01 (FC)

To: CAO
From: FC
Info: 
Date: 17 January 1994
Subject: HEARTS AND MINDS CAMPAIGN
Reference:

1. At present, several members of my staff are commencing preparations for a hearts and minds campaign to create a greater degree of understanding of the military divisions mandate and operations and to foster greater support from the civilian population of Rwanda.
2. Some of our efforts will be in the area of information with leaflets, press releases and possibly a radio station.
3. Other efforts will be in the area of public events like a Run For Peace, in Kigali, after the establishment of the Broad-Based Transitional Government.
4. Another area of effort will be in medical assistance by our field hospital to the local population from King Faisel Hospital.
5. Each element of the military division has been tasked with "adopting" a school or orphanage and attempting to provide some form of charity assistance to the institution.
6. A final area, we would like to pursue is in the distribution of some form of toy like a ball or a pin by our patrols to the local children. Given our budget restraints, it is doubtful if we will have funds to purchase such items, but I would like to request that your staff inquire to see if any unused items from previous missions is in stock in Pisa or another facility or if we could receive a donation of items from a charity or UN (ie UNICEF) organization.
7. Any assistance or advice you could provide in this area would be very much appreciated in assisting our campaign.

UNAMIR
FORCE HQ
AMAHORO - KIGALI

File n° 3000.4/OPS/08

Chrono
17 January 1994

Tel : 84281 ext 1018

TO : CAO

FROM : FC

SUBJECT : HELICOPTER SUPPORT FOR UNAMIR.

1. NOW THAT THE ARRIVAL OF THE UNAMIR HELICOPTERS SEEM TO BECOME IMMINENT, I WOULD LIKE TO OBTAIN AS SOON AS POSSIBLE INFORMATIONS ABOUT SOME TECHNICAL SPECIFICATIONS ON THE HIRED BELL 212 AND EXTRACTS OF THE CONTRACT.
WE NEED THESE INFORMATIONS IN ORDER TO PREPARE AIR OPS AND UNAMIR SOP'S.
2. ANSWERING THE FOLLOWING QUESTIONS WOULD BE OF GREAT HELP.
3. WHAT IS THE MAXIMUM CAPACITY OF SEATED PASSENGERS (ARMED SOLDIERS OF 85 KG EACH)?
4. WHAT IS THE MAXIMUM NUMBER OF STRETCHERS THAT CAN BE INSTALLED IN ONE HELICOPTER OR WHICH ARE THE POSSIBLE COMBINATIONS OF SEATED AND LYING PATIENTS?
5. WHAT ARE THE AUTONOMY AND AIRSPEED AT MAXIMUM PAYLOAD?
WHAT ARE THE AUTONOMY AIRSPEED AND AVAILABLE PAYLOAD IN MAXIMUM FUEL CONDITIONS?
6. WHAT ARE THE NAVIGATION AIDS THAT WILL BE USED? (DOPPLER? GPS?)
WHICH RADIOS WILL BE ON BOARD? (BAND AND CHANNEL SPACING?)
SPECIAL OBSERVATION DEVICES? (FLIR? THERMAL CAMERAS? NVG?)
7. DO THEY HAVE EXTERNAL CARGO POSSIBILITIES? (NETS? SLINGS? WEIGHT? LIMITATIONS?)
8. WHAT ARE THE FLIGHT LIMITATIONS?
9. WHAT IS THE NUMBER AND COMPOSITION OF THE AIRCREWS?
WHAT WILL BE THE WORKLOAD THAT IS ALLOWED?


R. DALLAIRE
BRIGADIER-GENERAL
FORCE COMMANDER

UNAMIR

INTEROFFICE-MEMORANDUM

1000 (FC)

To: DFC\COS
 From: FC
 Date: /6 January 1994
 Subject: DFC\COS TERMS OF REFERENCE

1. I would like to take this opportunity to welcome you to UNAMIR. After six months in the seat of command, I cannot express in words how much I appreciate your appointment as DFC\COS of UNAMIR. I'm looking forward to a long and warm relationship with you.

2. I feel it is important over the next day or two for you to be fully briefed by the staff and for you to have the opportunity to read in. To assist you in this process, a special briefing session will be held on Sunday at 0830 Hours in the Headquarters Conference Room. In addition, we have prepared a reading package to assist you.


3. To assist in this briefing and reading period, I feel it is important for me to present to you your terms of reference. The duties of the DFC\COS are:

- a. Deputizes for FC and assumes command in his absence.
- b. Carries out special assignments of cross border or cross faction liaison.
- c. Carries out all operational tasks on behalf of the FC.
- d. Provides advice and suggestions on various aspects of the operations.
- e. Directs, supervises and coordinates the work of the Military Staff.
- f. Coordinates military and civilian staff effort. All civilian staff coordinate their activities through him on all matters of importance with a military pertinence.
- g. Assumes responsibility for the issue of all major written staff work (eg Force SOPs, Policy Directives, Operational Directives, Plans, Orders etc).

- h. Assumes responsibility for the coordination of briefings.
- i. Ensures FC is kept informed of the on-going situation as required.

4. In summary, I want you to handle the day to day staff and operations battle, thus freeing me for interface with the parties, the political staff and the diplomatic community. This will also allow me to focus on long range plans vice the daily crisis management, I have been forced to focus on without your presence.

5. I believe in working hard and playing hard. Unfortunately, there is little time for play in UNAMIR in the near term. Again let me say how pleased I am that you are here and I look forward to soldiering with you in the months to come.


R. A. Dallaire
Brigadier-General
Force Commander

Chrono

UNAMIR
INTER-OFFICE MEMORANDUM

1000.04 (A\MA)

To: CAO

Through: CLogO
CMPO

From: FC

Date: 15 January 1994

Subject: PHOTOCOPY MACHINES - MILITARY DIVISION

Reference: Staff Duties Directive Nos 3 dated 12 January 1994

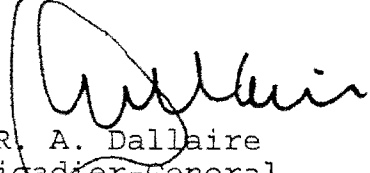
1. After a coordination meeting between the Military Division Staff Duties Officer and your Special Projects Officer, no difficulty was discovered with any of the staff duties directives except formats for memorandums, letters, facsimiles and code cables. The special projects officer will provide us with formats for these four forms and we will direct their use within the Military Division.

2. In accordance with the reference, my intention is to establish a small military orderly room in the CMPO branch to file correspondence of the military division. The CMPO will be held responsible for the photocopying in the Military Division. My aim is to reduce the amount of photocopying by creating a military division internal and external float file for information addresses. I feel the amount of photocopying within my division is excessive and wasting financial resources.

3. When the UNTAC equipment arrives, it is requested photocopiers for the military division be distributed in the following manner so that this control can be maintained:

- a. 1 x copier in the FC office for use exclusively by me and the DFC\COS office.
- b. 1 x large copier in the Military Orderly Room.
- c. 1 x small copier in each of the MILOB Group and Sector Headquarters.

4. All large print jobs will be approved only by the CMPO and will be done on his machine. Only small and absolutely necessary jobs will be done on my and the subordinate headquarters machines. For your information and approval.


R. A. Dallaire
Brigadier-General
Force Commander

Chwmo

UNAMIR

INTER-OFFICE MEMORANDUM

1000.4 (A\MA)


To: Distribution List
From: FC
Date: 13 January 1994
Subject: UNAMIR FORCE HQ STAFF DUTIES DIRECTIVE NO 3
Reference: A. UNAMIR Force HQ Staff Duties Directive No 1
dated 11 December 1993
B. UNAMIR Force HQ Staff Duties Directive No 2
dated 3 January 1994

1. Attached to this memo is Staff Duties Directive No 3. Upon issue these directives will standardize the staff work of the Force. This directive has been coordinated with the Division of Administration and Management.

2. Staff Duties Directive No 3 contains the following:

- a. Internal Mail distribution.
- b. Copy Distribution.
- c. Military Orderly Room.

3. These guidelines are effective upon receipt of this directive and will be complied with by all Force personnel.


R. A. Dallaire
Brigadier-General
Force Commander

Annexes:

Annex A: Staff Work Guidelines

DISTRIBUTION LIST

UNAMIR Force Headquarters Standard Distribution List A

Annex A
To 1000.4 (A\MA)
Dated January 1994

STAFF WORK GUIDELINES

General

1. This Staff Duties Directive is issued to address several problem areas which have developed in the Staff Work at UNAMIR Force HQ.
2. The specific topics of this directive will be:
 - a. Internal Mail Distribution.
 - b. Copy Distribution.
 - c. Military Orderly Room.

Internal Mail Distribution

3. Effective immediately, only housekeeping or routine correspondence will be placed in the pigeonhole box in the Duty Officer Room. Important, Immediate and all Sensitive information will be hand delivered by the individual signing off the document to the distribution list.

Copy Distribution

4. Due to limited resources and budgeting, UNAMIR Force HQ cannot afford to provide copies of all correspondence to all officers. In addition, much of documentation is being forwarded to a large information address group, who have little or no interest in the subject.

5. Effective immediately, the use of extensive information distribution lists will cease. Correspondence will be addressed to action addresses and a single file copy will be distributed and signed off for information only, in the following manner:

①
②
1. Review & pass
COS
CDD
CLO
2. Return to CMPO
CMPO
1111

Military Orderly Room

6. As the military mission progresses, it is imperative that each section begin to build files in accordance with reference A. To assist in this regards the CMPO will create a military orderly room with a Headquarters Adjutant (personnel staff officer) and clerical staff who will create a central registry for all Military Division

correspondence. Each Branch is expected to maintain its own files but a copy will be sent to file in the central registry.

7. The military orderly room will create a weekly circulation file which will be passed between branch heads to keep them informed of all internal and external correspondence in the Headquarters.

8. In addition, the CMPO will organize a duty roster of clerks serving in the Military Division of a one week duration, who will be on call for night or weekend duty clerk taskings. In addition the duty clerk will be available during lunch hours for emergency clerical work in the military orderly room. The duty clerk will also be responsible for the daily destruction of classified waste which will be placed by individual staff officers in a clearly marked box at the entrance to Force Headquarters.

9. The Camp Comdt will staff an immediate requirement for the acquisition of a photocopy machine for the military division, which will be located in the military orderly room. Force HQ staff officers will use this machine and thus be ideally located to drop off file copies.

Conclusion

10. By implementing the above noted guidelines, resources will be husbanded, documents will be more efficiently controlled, dissemination of information will be more efficiently conducted and a central registry with dedicated staff will be created to ensure greater efficiency within the Force Headquarters.

Chris

UNAMIR
INTER-OFFICE MEMORANDUM

File No: 1000.01 (FC)

To: CAO
From: FC
Info: PIO
Date: 13 January 1994
Subject: REQUEST FOR A RADIO STATION
Reference: Report of the Reconnaissance Mission to Rwanda dated 11 September 1993

1. In the reference, a requirement was identified for a small UN radio station for UNAMIR in Kigali.

2. I directed my A\MA, Maj Beardsley to investigate the possibility of obtaining a radio station, within our present budget constraints. Radio is the major means of communication in Rwanda. Illiteracy and the lack of television, leave radio as the major mode of communication for UNAMIR. The option of renting local radio station time was dismissed as an option because there is no guarantee we will get the air time when we need it.

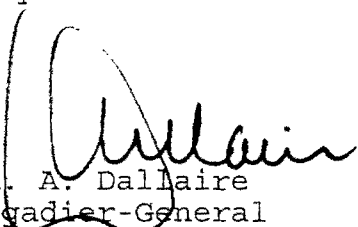
3. It is a critical operational and welfare requirement that we obtain such a station for the following reasons:

- a. We require the means to disseminate operational information to the local population in French and Kinyarwanda, without having it filtered by the local and partisan media. For example we need to explain to the local population the restrictions imposed on firearms by the KWSA agreement. At present the population is largely uninformed except by filtered reports.
- b. We need to have the ability to provide national news to our various national contingents.
- c. We need to have the ability to educate the local population on Human Rights and Democracy.
- d. We need to have the ability to warn the local population of dangers ie mined areas, riots, demonstrations, etc.

- e. We need to have the ability to respond to accusations by partisan political groups, issue communiques, conduct talk shows, conduct interviews, address the public on major issues etc.
- f. We need to have the ability to provide our troops with national entertainment ie music, addresses by visiting dignitaries or contingent commanders etc.

3. All of the above reasons demonstrate an urgent requirement for a radio station. Maj Beardsley in conversation with the CCO obtained a recommendation we would like to see pursued as it would satisfy our requirement at minimal cost. The CCO stated he believed an FM radio studio with equipment and transmitter from UNTAC is in storage in PISA. If this is the case could you assist us with the expertise of your staff in setting a budget, obtaining permission to transmit, shipping the equipment and installing the equipment in Rwanda.

4. This urgent operational and welfare requirement is submitted for your advice and assistance.


R. A. Dallaire
Brigadier-General
Force Commander

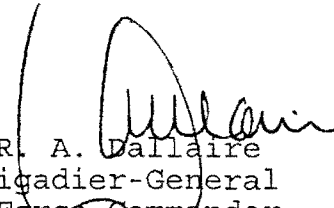
chris

UNAMIR
INTEROFFICE-MEMORANDUM

1000 (FC)

To: Distribution List
From: FC
Date: 13 January 1994
Subject: SENIOR OFFICERS DINING-IN

1. A senior officers dining-in will be held Monday, 17 January 1994 at 2000 hours in the Meridien Mess.
2. This dining-in will be used as an occasion to welcome BGen Joseph Anyidoho as DFC\COS, to welcome Brig (Ret'd) Paddy Blagden (UN Mine Clearance Expert) who will be assisting UNAMIR during this time and to say farewell to Col Hebert Figoli DMZ Sector Commander. Colonel Hebert will be repatriating to Uruguay later that week. Col Figoli will be the guest of honour at this dinner and he will be giving a short speech on UN Peacekeeping Operations in the DMZ in French and Bangla.
3. Also invited to join the Force Senior Officers are the CAO, Mr Hallqvist and the newly arrived Police Commissioner, PGI Bliem. Their presence will be most appreciated by us all.
4. Dress will be dress of the day. All attendees, except for the invited guests, will pay for their dinner and drinks. The cost of Colonel Figoli's dinner and drinks will be pro-rated as per the quality of his French and Bangla speaking skills.
5. I encourage all senior officers to make every effort to attend this dinner so that we can bid farewell to an excellent comrade, friend and fellow peacekeeper and to welcome our new arrivals to the team.


R. A. Dallaire
Brigadier-General
Force Commander

+ memo to CAO & PGI

DISTRIBUTION LIST

DFC\COS-Brig Anyidoho
UN Mine Clearance Expert-Brig (Retd) Blagden
Outgoing COS-Col Asrar
CMO-Col Tikoca
Kigali Sector Commander-Col Marchal
DMZ Sector Commander-Col Figoli

Chen

UNAMIR
INTER-OFFICE MEMORANDUM

File No: 1000.04 (A\MA)

To: Distribution List
From: FC
Info: Building Management Section
Date: 12 January 1994
Subject: BRIEFING FOR ALL AVAILABLE OFFICERS-14 JAN 94
Reference:

1. A United States briefing team is conducting a seminar for RGF and RPF officers in Kigali from 10-21 January 1994. The aim of the seminar is to familiarize RGF and RPF officers with the "The Role of the Military in a Democracy".
2. The team has been approached and is available to present a short lecture to UNAMIR officers on Friday, 14 January 1994, at 1400 Hours in the Rotunda Conference Room at Force Headquarters. The lecture should take no more than two hours, including a question\answer period.
3. All available officers are to attend.

[Signature]
for R. A. Dallaire
Brigadier-General
Force Commander

DISTRIBUTION LIST

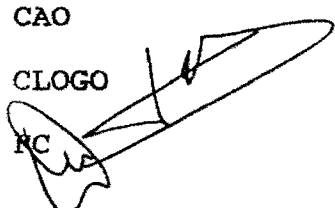
UNAMIR Force Headquarters Distribution List A

chms

**UNITED NATIONS ASSISTANCE
MISSION FOR RWANDA**

11 January 1994

To: CAO
From: CLOGO
Through: PC



Subject: Support needs for CND area

1. Yesterday, 10 Jan 1994, I discussed with the Ambassador, Mr. Ubalijoro, about supporting the CND area and the reimbursement of all costs borne by the UN;

2. The major problem in this transitional period is that there is no governmental budget to provide supply for the CND area;

3. I request the following temporary support from you:

- a. 9000 lts/week of fuel for the main generator in the CND area;
- b. A lorry to be rented for the RPF Battalion (as already approved by CAO);
- c. Reparation of the water pump (electric switch box, an estimated cost of repair being 120.- US\$) in the CND area.

chromo copy

U N A M I R

File No. 1000

To: Mr P.O. Hallqvist
CHO
From: Force Commander
Date: 6 January 1993
Subject: Nordic UN Tactical Manual

I should like to thank you for providing me with a copy of Volumes 1 and 2 of the Nordic UN Tactical Manual.

These look well done, informative and practical handbooks which will be most useful to the Force.

Thank you again!

The attached note was in Volume I. Can I borrow these books for a while?

Charms copy

UNAMIR
INTER-OFFICE MEMORANDUM

File No: 1000.04 (A\MA)

To: CAO
From: FC
Info: SRSG
Date: 6 January 1994
Subject: BASIC FURNITURE AND OFFICE EQUIPMENT FOR THE
MILITARY DIVISION FORCE HEADQUARTERS
Reference: 1000.04 (A\MA) Dated 31 December 1993

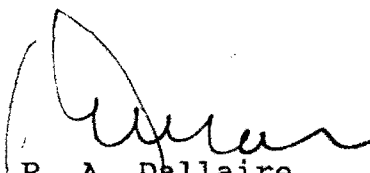
1. In reference to your reply to our request for essential furniture and office equipment (enclosed), the response seems rather incomplete and unworkable over the near term.

2. We fully understand the budgetary limitations that you described at the first senior management meeting, but this certainly does not preclude us from getting support in more imaginative and equitable distribution of the limited resources we now possess. The Force Headquarters staff continues to grow and in fact will be complete over the next few weeks.

3. As examples, the essential need for desks and chairs for senior staff officers might still be resolved by:

- a. Acquiring simple tables and chairs (available just outside the main gate) and replacing the desks and chairs in the computer training room.
- b. A review of furniture currently in use in the Headquarters, ensuring that before some staff members get two desks for themselves, we ensure equitable distribution by function of at least one desk\chair and basic equipment.
- c. Acquiring\renting some desks and chairs for an interim period until our resources are off loaded and delivered to Kigali (which may be as late as well into Feb).

4. Your support in this matter is requested. Attached for your reference (ANNEX A) is the location by room and position of the minimum necessary furniture and equipment we need now to perform critical tasks on this mission.



R. A. Dallaire
Brigadier-General
Force Commander

Enclosure 1

ANNEX A: Consolidated Requirement of Basic Office Furniture and
Equipment Required by the Military Division

Annex A.
To 1000.4 (A\MA)
Dated 6 January 1994

CONSOLIDATED REQUIREMENT OF BASIC OFFICE FURNITURE AND EQUIPMENT

REQUIRED BY THE MILITARY DIVISION

<u>ITEM</u>	<u>NOS REQUIRED</u>	<u>OFFICES</u>	<u>OCCUPANT</u>
TELEPHONES	5	1050 1030 1006 1005 2021	ORDERLY ROOM OPERATIONS ROOM LOGISTICS STAFF OFFICER CHIEF LOGISTICS OFFICER LIAISON OFFICERS
DESKS	8	1056 1050 1006 1005 2034 1030 1017 2068	WELFARE OFFICER ORDERLY ROOM LOGISTICS STAFF OFFICER CHIEF LOGISTICS OFFICER ADCs TO FC AND DFC\COS OPERATIONS ROOM MILITARY SIGNALS OFFICER LIAISON OFFICERS
CHAIRS	13	1056 1024 1005 2034 2034 2045(9)	WELFARE OFFICER INFORMATION OFFICER CHIEF LOGISTICS OFFICER ADC TO FC ADC TO DFC\COS JOINT CONFERENCE ROOM
SIDETABLES	5	1056 1050 1053 1024 1005	WELFARE OFFICER ORDERLY ROOM PERSONNEL OFFICER INFORMATION OFFICER CHIEF LOGISTICS OFFICER
FILING CABINETS	24	ALL	ONE FOR EACH OFFICE
STEPLADDER	1	1030	OPERATIONS ROOM
LONG CONFERENCE TABLE	2	2045	JOINT CONFERENCE ROOM
COMPUTER AND PRINTER	7	1057 1030 1053 1012 1006 2034 2061	MEDICAL OFFICER OPERATIONS ROOM PERSONNEL OFFICER ENGINEER OFFICER LOGISTICS STAFF OFFICER ADCs TO THE FC AND DFC\COS PLANS OFFICER

①

②

Return to FC

③

A/MA

any crisis articles
in this list as
can use them.

UNAMIR

INTER-OFFICE MEMORANDUM

1. Budget is not available
2. Cambodia shipment of office equipment is expected in

File No: 1000.4 (A/MA)

Dar es Salaam on 10/1/94

To: Chief Administration Officer

From: Force Commander

Date: 31 December 1993

Subject: BASIC FURNITURE AND OFFICE EQUIPMENT FOR THE MILITARY DIVISION FORCE HEADQUARTERS

Reference: HQ/C/1/6 dated 25 Nov 93

1. The reference described the furniture and office equipment for the military division Force Headquarters. As no budget was available little action was understandably taken on that request. However, staff officers were required to work in less than ideal conditions with the furniture and equipment available.

2. As the budget is now available, the HQ Comdt, Major Beardsley (Room 2052) has conducted a detailed inventory of requirements, after having ensured an equitable distribution of existing items. Nevertheless, as the Headquarters Staff is approaching full strength, it is imperative that the basic furniture and office equipment is provided as soon as possible.

3. Please have the Chief Procurement Officer liaise directly with Major Beardsley to coordinate delivery of the items attached as Annex A.

4. Thankyou for your cooperation and support in this urgent matter

④
FC

1. All we intend to bring up to a minimum acceptable level.
2. I reg the SMO to the Brigadier-General Force Commander to build up the office.

Attachment:

Extra people have accumulated & entire staff room in HQ has been used.

CGSC
(Step 5)

Yours truly
R. A. Dallaire
Brigadier-General
Force Commander

His assist in
the preparation of report
from
3/1

RECEIVED
OFFICE OF CAO
Date 03/01/94
By J.C.

I realise that I have
been asked to give
you specific steps
but I am not sure
that I can do this
without the
minimum
office needs
which I have
listed.

3/1

Chrono Copy

UNAMIR

INTER-OFFICE MEMORANDUM

File No. FC/1000.1

To : Distr List
From : FC/UNAMIR
Date : 05 January 1994

Subject: SHUTTLE SERVICE FOR UNOMUR PERSONNEL

1. At present military observers, as well UN civilian staffs in UNOMUR are deployed in KISORO and KABALE. The Security of UNOMUR personnel are provided by elements of National Resistance Army (NRA) of UGANDA. Due to the lack of vehicles the NRA normally do not provide any vehicles for the escort duties of UNOMUR personnel. At present UNOMUR personnel are not allowed to avail UN transport while they are proceeding on leave/CTO to KAMPALA. Since KAMPALA is the nearest commercial Airport, all UNOMUR personnel, proceeding for CTO/Leave, have to take a flights originating from KAMPALA.

2. The security state in UGANDA is not at all safe for UNOMUR personnel to move without escort. Moreover the private buses which normally transit the area are always over crowded and driven very recklessly. It is worth mentioning that the NRA has advised that UNOMUR military and civilian personnel must not move without their escort and any one who is not following this instruction is doing so at his own risk.

3. In view of the above, it is recommended that a minibus/microbus with a local driver be contracted to run a shuttle service from KABALE to KAMPALA twice a week. This vehicle will be escorted by NRA personnel which may be utilized for the following purposes:

- a. Transportation of UNOMUR military and civilian personnel proceeding to KAMPALA on temporary official operational duties.
- b. Conveyance of UNOMUR military and civilian personnel proceeding/returning from CTO/Leave to KAMPALA.
- c. Transportation of stores like stationeries, resupply of essential commodities for UNOMUR canteen and other unforeseen requirements.

3. Please accept for your consideration and further action.

Distribution:

Information:

Action:

A/CMO, UNOMUR
SAO, UNOMUR

CAO

09 3/3
DCMO's
copyNATIONAL RESISTANCE ARMY

Ref : Ops 2/93 23 december 1993
To : Chief Military Observer UNOMUR
From : Chief Liaison Officer ~~_____~~

Subject : UNOMUR/ NRA OPERATIONS GUIDELINES

Refer to previous guidelines dated 22 november 1993 I have found it necessary to make additional items for the smooth running of our operations.

1. Movement between Kampala and Kabala v.v.
All UNOMUR observers going to and from Kampala must have an escort of NRA. Arrangements of providing an escort anytime are already in place.

2. Katuna-Check point two:
There has been reports of checking personnel and identity cards at Katuna by UNOMUR observers. This should stop. Refer to Mission Agreement, the observers should check for Arms, Ammunition and any other material that could be of military use.

Your usual maximum cooperation is appreciated.

C.C : The Army Commander.
Chief of Staff.
309 Brigade Co.

Chrono copy!

UNAMIR

INTER-OFFICE MEMORANDUM

1000.4 (A\MA)

To: Distribution List
From: FC
Date: 3 January 1994
Subject: UNAMIR FORCE HQ STAFF DUTIES DIRECTIVE NO 2
Reference: UNAMIR Force HQ Staff Duties Directive No 1 dated 11 December 1993

1. Attached to this memo is Staff Duties Directive No 2. Upon issue these directives will standardize the staff work of the Force.
2. Staff Duties Directive No 2 contains the following:
 - a. Staff Work Guidelines (ANNEX A).
 - b. Appendices containing formats for memorandums, aide-memoires, letters, facsimiles, and code cables (Appendices 1-5 to ANNEX A).
3. These guidelines and formats are effective upon receipt of this directive and will be complied with by all Force personnel.


R. A. Dallaire
Brigadier General
Force Commander

Annexes:

Annex A: Staff Work Guidelines
Appendix 1: Example of a Memorandum
Appendix 2: Example of an Aide-Memoire
Appendix 3: Example of a Letter
Appendix 4: Example of a Facsimile
Appendix 5: Example of a Code Cable

DISTRIBUTION LIST

UNAMIR Force Headquarters Standard Distribution List A

Annex A
 To 1000.4 (A\MA)
 Dated January 1994

STAFF WORK GUIDELINES

General

1. Proposals requiring decision, approval and signature should be presented to the appropriate authority as completed staff work labelled draft. Once decision and amendments are made it the final copy should be forwarded for signature and once approved, distributed accordingly.
2. Staff work should be clear, concise, complete and accurate. A careful balance should be made between brevity and completeness. Staff work must be formatted correctly and utilize proper grammar and spelling.
3. Officers filling staff appointments in UNAMIR will have varied background, training and experience from different national staff systems. Routing staff work must be standardized. To prevent any misunderstanding it is essential for staff work to be both simple in language and construction.

Major Documents

4. Listed below are the major documents which will be used in UNAMIR:

- a. Directives. These are military communication in which policy is established or in which a specific action is ordered governing conduct or procedure. The directive is normally prepared by the appropriate staff branch (eg Operational Directives-Operations Branch) and will normally be issued and signed by the Force Commander, or in case of his absence by the DFC\COS.
- b. Instructions. These are used to lay down the procedures to be employed in implementing Directives. They may be issued by staff officers at Branch Head level for the Force Commander, and will be issued within the parameters laid down in the directive on which they are based. Some Directives and Instructions, once they become routine, are absorbed into the Force SOPs by amendment. Other Directives dealing with basic policy are distributed as separate documents.
- c. Operation Orders (OpO). These are orders, laid down in a formal manner, issued by Commanders to subordinate commanders for the purpose of effecting and coordinating the execution of an operation.
- d. Operation Plans (Contingency Plans). These are formal directives in the same format as OpOs designed to cater for or meet a contingency. Operation Plans are based on certain assumptions which would allow the

subordinate commanders to prepare their own contingency plans. The Operation Plans allow the Mission to react to a contingency in a measured and balanced manner. Both the OpOs and Operation Plans (Contingency) are laid out in the normal military "five paragraph format" of:

- (1) SITUATION;
- (2) MISSION;
- (3) EXECUTION;
- (4) SERVICE SUPPORT; and
- (5) COMMAND AND SIGNALS.

5. Correspondence. The following consist of the major forms of correspondence which will be used in UNAMIR:

- a. Inter-Office Memorandums. These are issued only for internal correspondence within UNAMIR. They are designed to save time and may be hand written. An example is attached as Appendix 1 to this Annex.
- b. Aide-Memoire. This may also be termed a note or note to file. It will be used for very routine matters like a reminder, a request for a meeting, telephone call or a request for a document. Aide-Memoires may be attached to official correspondence to record other pertinent information and serve as a continuity in the accumulation of complete information. An example is attached as Appendix 2 to this Annex.
- c. Official Letter. These letters will be used within UNAMIR and in correspondence with UNNY. An example is attached as Appendix 1 to this Annex.
- d. Facsimile. A facsimile message will be used to pass information internally or externally to UNAMIR by use of a Fax machine. An example is attached as Appendix 4 to this Annex.
- e. Code Cable. A code cable message will be used to transmit information externally to UNAMIR, in most cases to UNNY. An example is attached as Appendix 5 to this Annex.

5. Other Correspondence Conventions.

- a. Signature Blocks. The signature block should be at the bottom right of the last sheet of the correspondence. The signature should have the initial and surname of the signature. Beneath the name should be the rank in full and under that the appointment.

Example.

I. M. Boss
Brigadier-General
Force Commander

- b. Abbreviations. Staff Duties Directive No 1 listed the approved abbreviations for use in UNAMIR. The use of abbreviations should be restricted to this list. Acronyms should be avoided. The guide to the use of abbreviations is for the author to be sure the abbreviation will be understood by the recipient. If in doubt the word should be written in full.
- c. Annextures. Any supplementary data or information which, if included in the main body make it cumbersome or if the information is required separately should be attached as an Annex. Annexes will be alphabetically listed. The annexes should be listed by letter and title at the end of the covering document. Annexes should be numbered by Annex letter and page (ie Annex C Page 5 would be C-5). Each Annex must be titled. The Annex should be borne in the top right hand corner of the first sheet of the Annex and connected to the title of the parent document.

Example:

Annex A
To 1000.1 (FC)
Dated January 1994

- d. Appendices. In complicated correspondence which requires an Annex to be broken down it will be subdivided into Appendices. Appendices will be numbered to an Annex. (See Appendices 1-5 to Annex A of this document for an example.
- e. Page Numbering. All pages will be numbered in Arabic numerals on the top and centre of each page except page one.
- f. Paragraph Numbering. All paragraphs should be numbered consecutively in Arabic numerals, sub-paragraphs in small alphabet (without brackets) and sub-sub paragraphs in arabic numerals (bracketted).

Example: 1. _____

a. _____

(1) _____

- g. Minutes. Minutes will be used to query, action or acknowledge information on a parent document. Minutes will be handwritten. Minute 1 will always be the parent document. Subsequent minutes will be numbered from 2 onwards. Minutes will be signed with the Initials, Name, Rank, Position and date of the minute.

5.

Example:

- h. Enclosures. An enclosure is a complete document which is forwarded under a covering letter or memorandum. Enclosures will be listed numerically at the end of the covering letter under the heading Enclosures.

Example: Enclosures: 3

- i. Distribution Lists. Standard Distribution Lists for UNAMIR HQ were promulgated in Staff Duties Directive No 1. Other lists will be promulgated as required.
- j. References. References which assist in clarity or are referred to in the document should be listed at the beginning of each document in alphabetical order. They may be referred to in the document by that reference letter. References should be in chronological order or in the order by which they are referred in the document. The aim is to ensure clarity.

Example: Reference:

A.	1000.1 (FC) dated 1 January 1994
B.	1000.1 (FC) dated 2 January 1994
C.	Verbal Conversation FC\A\MA on 3 January ■
D.	Force Commanders Conference on 4 January 1994
E.	Telephone Conversation FC\A\MA on 4 January ■

- k. File Number. File numbers were promulgated in Staff Duties Directive No 1. Each document must have a file number. File number and date of the document should be used in all reference to the document.

- (1) All memos will be headed by UNAMIR.
- (2) The title of each memo is INTEROFFICE MEMORANDUM.
- (3) File Number of the originator, not necessarily the approving authority as per Staff Duties Directive No 1 dated 11 December 1993. Documents should be filed chronologically by file number.
- (4) Memos will be addressed to a position (ie FC), or to a distribution list (ie Distribution List).
- (5) Memos will be sent from the position of the highest level appropriate to the matter (ie memos to the Civilian Administration should be from the FC whereas internal matters will be from the appropriate branch head. Personal memos or memos specific to a position may be sent from the individual position).
- (6) Memos will be prepared with a month and year. The day will be handwritten when signed off.
- (7) The SUBJECT WILL BE CAPITALIZED AND UNDERLINED. IT MUST BE A SHORT AND CLEAR STATEMENT OF WHAT THE MEMO IS ABOUT.
- (8) References will be in alphabetical order and include a file number and date.
- (9) The introductory paragraph must introduce the memo and state what is the problem\solution\direction etc.
- (10) Main body paragraphs describe the subject.
- (11) The concluding paragraph restates the problem\solution\direction.
- (12) The signature block will contain Initials, Name, Rank and Appointment of the authority signing the memo.
- (13) Enclosures will only be numbered.
- (14) LIST OF ANNEXES will list each annex alphabetically and by title. If there is only one Annex, it will be noted as Annex A in place of List of Annexes.
- (15) DISTRIBUTION LIST will be structured in order of precedence with Action External and Internal and Information (external and internal parallelling the Action column).
- (16) Spacing in the memo will be as per this example (ie double spaced). The signature area will be 5 spaces.

EXAMPLE OF AN AIDE-MEMOIRE OR NOTE TO FILE

UNAMIR(1)

AIDE-MEMOIRE OR NOTE TO FILE (2)

SUBJECT: (3)

REFERENCE:(4)

1. Body of the Message, Information or Direction.(5)

Signature Block (6)

Date (7)

- (1) All aide-memoires will be headed by UNAMIR.
- (2) The title will be note to file or aide-memoire for a personal reference or it will be titled to the addressee for an internal matter (eg To: FC).
- (3) The subject will be a short and clear statement of the note.
- (4) Reference will list any applicable reference.
- (5) The body will be contained in clear and concise statements. Paragraphs, if necessary will be numbered.
- (6) A standard signature block of the sender will be affixed consisting of Initials, Name, Rank and Position. The block will be signed.
- (7) The aide-memoire or note to file will be dated.

EXAMPLE OF AN INTERNAL LETTER

UNAMIR(1)

1000.1 (FC)(2)

January 1994 (3)

Distribution List (4)

SUBJECT(5)

Reference:(6)

1. Introductory paragraph.(7)
2. Main body paragraph.(8)
3. Concluding paragraph.(9)

I. M. Boss
Brigadier-General
Force Commander (10)

Enclosure: 1 (11)

LIST OF ANNEXES:

Annex A: Title

DISTRIBUTION LIST

Action Information

External

Internal

- (1) All letters headed by UNAMIR.
- (2) File Number as per Staff Duties Directive No 1 dated 11 December 1993.
- (3) Day is placed in pen when the letter is signed.
- (4) If the letter is to one individual it is addressed as such.
- (5) One clear and concise statement on the subject of the letter.
- (6) References in alphabetical order as required.
- (7) An introductory paragraph states the aim of the letter.
- (8) The main body paragraphs state the problem, solution or direction. The use of sub-paragraphs should be avoided.

EXAMPLE OF AN FACSIMILE MESSAGE

UNAMIR (1)

OUTGOING FACSIMILE (2)

DATE: 4 JANUARY 1994 (3)

TO: OFFICE\APPOINTMENT\ LOCATION (4) INFO:OFFICE\APPOINTMENT\ LOCATION (5)	FROM:NAME\APPOINTMENT\LOCATION (6)
FAX NO: FULL NUMBER (7) INFO FAX NO:FULL NUMBER (8) INMARSAT:FULL NUMBER (9)	FAX NO: FULL NUMBER OF SENDER (10)
SUBJECT:(11)	
TO: NAME(12) INFO: NAME(13)	ROOM NO. OF SENDER (14)
TOTAL NUMBER OF TRANSMITTED PAGES INCLUDING THIS ONE: (15)	

1. INTRODUCTORY PARAGRAPH.
2. MAIN BODY PARAGRAPH.
3. CONCLUDING PARAGRAPH.
4. REGARDS.

- (1) ALL FACSIMILE MESSAGES WILL HEADED WITH UNAMIR.
- (2) ALL FACSIMILE MESSAGES WILL BE TITLED OUTGOING FACSIMILE.
- (3) MESSAGES WILL BE DATED IN TYPING.
- (4) EG. SMITH\MILITARY ADVISOR\UN NEW YORK
- (5) EG. JONES\FOD\UN NEW YORK
- (6) EG. BOSS\UNAMIR\KIGALI
- (7) EG. 001 212 963 3737
- (8) EG. 001 212 963 3838
- (9) EG. 011 111 111 1111
- (10) EG. 00 250 84111
- (11) ONE CLEAR AND CONCISE STATEMENT ON THE SUBJECT
- (12) RANK, INITIALS AND NAME

*FACSIMILE MESSAGES WILL BE COMPLETED IN BLOCK LETTERS.
*FACSIMILE MESSAGES WILL BE SIGNED BY THE SENDER OVER THE TYPED
SIGNATURE BLOCK(6).

- (13) RANK, INITIALS AND NAME
(14) SELF-EXPLANATORY
(15) SELF-EXPLANATORY

Appendix 5 to Annex A
To 1000.4 (A\MA)
Dated January 1994

EXAMPLE OF A CODE CABLE

UNAMIR (1)

OUTGOING CODE CABLE (2)

DATE: 4 JANUARY 1994 (3)

TO: OFFICE\APPOINTMENT\ LOCATION (4) INFO:OFFICE\APPOINTMENT\ LOCATION (5)	FROM:NAME\APPOINTMENT\LOCATION (6)
FAX NO: FULL NUMBER (7) INFO FAX NO:FULL NUMBER (8) INMARSAT:FULL NUMBER (9)	FAX NO: FULL NUMBER OF SENDER (10)
SUBJECT:(11)	
TO: NAME(12) INFO: NAME(13)	ROOM NO. OF SENDER (14)
TOTAL NUMBER OF TRANSMITTED PAGES INCLUDING THIS ONE: (15)	

1. INTRODUCTORY PARAGRAPH.
2. MAIN BODY PARAGRAPH.
3. CONCLUDING PARAGRAPH.
4. REGARDS.

- (1) ALL OUTGOING CODE CABLES WILL HEADED WITH UNAMIR.
- (2) ALL OUTGOING CODE CABLES WILL BE TITLED OUTGOING FACSIMILE.
- (3) MESSAGES WILL BE DATED IN TYPING.
- (4) EG. SMITH\MILITARY ADVISOR\UN NEW YORK
- (5) EG. JONES\FOD\UN NEW YORK
- (6) EG. BOSS\UNAMIR\KIGALI
- (7) EG. 001 212 963 3737
- (8) EG. 001 212 963 3838
- (9) EG. 011 111 111 1111
- (10) EG. 00 250 84111
- (11) ONE CLEAR AND CONCISE STATEMENT ON THE SUBJECT
- (12) RANK, INITIALS AND NAME

*FACSIMILE MESSAGES WILL BE COMPLETED IN BLOCK LETTERS.
*FACSIMILE MESSAGES WILL BE SIGNED BY THE SENDER OVER THE TYPED
SIGNATURE BLOCK(6).

- (13) RANK, INITIALS AND NAME
- (14) SELF-EXPLANATORY
- (15) SELF-EXPLANATORY

UNAMIR/FCHQ/OPS/2

FROM: FC

TO: Comd Kigali Sector

Date: 05 Jan 94

SUBJECT: OP 01/93 KIGALI SECTOR - OBSERVATIONS

1. The OPO 01/93 KIGALI SECTOR needs some minor changes as listed herewith:

- a. Par 2.a : ADD at end : and 78 UNMOS.
- b. Par 3.a(1) READ : Deployed by APC and Helicopter.
- c. Par 3.b(1) (d) READ : Compounds.

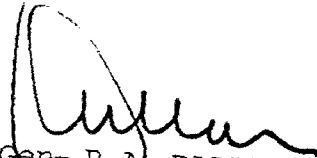
(h) : DELETE: Diplomatic, and expatriate agencies.

(2)(f) : DELETE: Diplomatic personnel, and expatriates.

(11) : DELETE: Diplomatic and expatriate agencies and personnel (later).

2. Other Remarks or Questions:

- a. Par 5. B. 2. (a) is there an LO from each Bn to HQ Sector provided?
- b. Par 5. B. The need for LO to Gendarmerie HQ and installations are essential.
- c. Ann A 1/2 : ADD the EASTERN part of DMZ.
- d. Ann A 2/2 : see c. above. Details are not clear.
- e. Ann D : Clarify meaning of this Ann.
- f. Ann I : Verify emplacement of KIGALI (BE) Bn(-).


BGen. R.A. DALLAIRE
Force Comd
UNAMIR

6. ADMINISTRATION


CLOGO TO COORD ADMINISTRATION AND LOGISTICS REQUIREMENTS WITH SECTOR LOGISTICS OFFICERS AND DIVISION OF ADMINISTRATION AND MANAGEMENT. ACCOMMODATION PLAN TO BE CONFIRMED BUT ORIENTATION IS AIMED AT AMAHORO STADIUM AND GENDARMERIE QUARTERS. DETAILED LOGISTICS PLAN TO BE COMPLETED AND PRESENTED AT COORD CONFERENCE 281800B FEB 1994.

7. COMMAND\CONTROL

CODEWORD FOR EXECUTION: "KANGAROO" ISSUED ON ORDER OF FC.

8. ACKNOWLEDGE

ALL ACTION ADDRESSES TO ACKNOWLEDGE RECEIPT TO A\COO.


R. A. DALLAIRE
BRIGADIER-GENERAL
FORCE COMMANDER

DISTRIBUTION LIST

ACTION

INFORMATION

EXTERNAL

SRSG

CAO
PC CIVPOL
MILOB GROUP - CMO
UNOMUR SECTOR - COMD
DMZ SECTOR - COMD
KIGALI SECTOR - COMD
RPF SECTOR - COMD
RGF SECTOR - COMD
ENGINEER COY - COMD
LOGISTICS COY - COMD
MEDICAL PL - COMD
MOV CON PL - COMD
MP SECT - COMD

INTERNAL

DFC\COS
A\COO
CPLANS
CLOGO
CMPO

chron

UNAMIR
INTER-OFFICE MEMORANDUM

File No: 1000.04 (A\MA)

To: SRSG

From: FC

Date 4 January 1994

Subject: REQUEST FOR ADDITIONAL ATTENDANCE AT WEEKLY SENIOR
MANAGEMENT CONFERENCE

Reference:

1. UNAMIR is preparing to embark on Phase Two of its mandate, namely the preparation for the disengagement and demobilization phase.

2. Many of the activities that we will be discussing at your weekly Senior Management Conferences will deal with this phase. In addition, many of the activities we will be planning will require input from, and the support of, the UNDP Resident Representative, Mr Ly.

3. It is recommended that the Resident Representative be invited to permanently, or occasionally attend as you deem appropriate, your weekly conference so that his support and input can be solicited and permitted.


R. A. Dallaire
Brigadier-General
Force Commander

Chrono

UNAMIR
Inter-office Memorandum

File No. 1000.1

To: Kigali Sector Comd
From: FC
Date: 4 January 1994
Subject: Individual Security at Night
Ref: Force Routine Order #1, dated 25 December 1993

1. Last night, upon my return to my house at approximately 2200 hrs, we crossed a civilian security foot patrol of five people. They were armed with bats, machetes and a gun. They had ID papers of the "IRONDO" organisation. They were very polite, cooperative and conscious of their limitations in their role of security.

2. As we continued our way on this dark road, a lone caucasian person stopped my vehicle and asked for the "Kigali Nights". He was very drunk and had short hair. When he recognized who we were, he said he was Italian and before we could get out of the vehicle, he ran off in the direction of the Rwandan foot patrol.

3. I went to my house (100 metres away) and sent back my A/MA and driver to find this chap and help him home before he fell into the hands of the patrol, and in his state, made some gesture that could have serious ramification for him and the mission.

4. After a little searching, my staff found him in the ditch semi-hiding and convinced him to get in the vehicle to be brought home. He did not have **any** ID on him. He was recognized as a first sergeant and resided in the Don Bosco Factory.

5. If we review the reference, it is evident that this individual was not in compliance of the basic security rules. How an individual can be alone, drunk, on a dark street at that time of night without at least a buddy is not particularly eloquent of the solidarity amongst the troops for their mutual security. However, one point of significance in this incident, apart from the lack of discipline demonstrated, was the fact that the individual on several occasions while in the vehicle going home stated that he was a Somalia and Zaire veteran and that things were too quiet in Rwanda and he wanted more action. This fact of his attitude is of particular concern to me and I'm sure will be to you.


6. Pour votre gouverne.

UNAMIR
INTEROFFICE MEMORANDUM

File No: 1000.4 (A\MA)

To: CAO
From: FC
Date: 1 January 1993
Subject: OFFICE SIGN FOR THE MILITARY DIVISION

1. As the budget for UNAMIR has been approved and as this mission will be lasting for at least two more years the Military Division requires a sign on the First Floor landing, to identify the Force Headquarters.
2. It is requested that the Chief Procurement Officer liaise directly with the HQ Comdt, Maj Beardsley in Room 2052, in order to identify the type of sign proposed and where it should be mounted.
3. It is proposed to prepare a sign in French and English identifying the Force Headquarters of UNAMIR and to have painted on it the flag of each nation contributing military personnel to UNAMIR.
4. Your support of this requirement is appreciated.


R. A. Dallaire
Brigadier-General
Force Commander

UNAMIR

INTER-OFFICE MEMORANDUM

File No: 1000.4 (A\MA)

To: Chief Administration Officer

From: Force Commander

Date: 31 December 1993

Subject: BASIC FURNITURE AND OFFICE EQUIPMENT FOR THE DEPUTY FORCE
COMMANDER\CHIEF OF STAFF

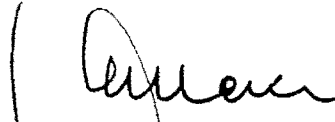
Reference: HQ/C/1/6 dated 25 Nov 93

1. The military division of UNAMIR expects the arrival of the Deputy Force Commander\Chief of Staff during the first week of January.

2. The DFC\COS will be given an office in Room 2028. His military assistant and secretary will be in room 2029. His ADC will be in room 2034.

3. The immediate requirements for the DFC\COSs office are attached as Annex A. In the interim, until those items can be provided, substitute furniture has been provided from other offices.

4. Your cooperation and support in this urgent matter is appreciated.


R. A. Dallaire
Brigadier-General
Force Commander

Attachment: 1

Annex A
To 1000.4 (A\MA)
Dated 3/ Dec 93

FURNITURE AND OFFICE EQUIPMENT FOR DFC\COS OFFICE

<u>Item</u>	<u>Qty</u>
Telephone	1
Office Desk	1
Chairs	2
Side Table	1
Filing Cabinet	1
Lounge Chairs	2
Coffee Table	1
Coat Rack	1
Computer and Printer	1

R. M. Dallaire
Brigadier-General
Force Commander

Attachment: 1

chris copy

UNAMIR

INTER-OFFICE MEMORANDUM

File No: 1000.4 (A\MA)

To: Chief Administration Officer

From: Force Commander

Date: 3 / December 1993

Subject: BASIC FURNITURE AND OFFICE EQUIPMENT FOR THE MILITARY
DIVISION FORCE HEADQUARTERS


Reference: HQ/C/1/6 dated 25 Nov 93

1. The reference described the furniture and office equipment for the military division Force Headquarters. As no budget was available little action was understandably taken on that request. However, staff officers were required to work in less than ideal conditions with the furniture and equipment available.

2. As the budget is now available, the HQ Comdt, Major Beardsley (Room 2052) has conducted a detailed inventory of requirements, after having ensured an equitable distribution of existing items. Nevertheless, as the Headquarters Staff is approaching full strength, it is imperative that the basic furniture and office equipment is provided as soon as possible.

3. Please have the Chief Procurement Officer liase directly with Major Beardsley to coordinate delivery of the items attached as Annex A.

4. Thankyou for your cooperation and support in this urgent matter


R. A. Dallaire
Brigadier-General
Force Commander

Attachment: 1

Annex A
To 1000.4 (A\MA)
Dated 31 December 1993

LIST OF BASIC FURNITURE AND OFFICE EQUIPMENT

<u>ITEM</u>	<u>QUANTITY</u>
TELEPHONES	5
DESKS	8
CHAIRS	13
SIDETABLES	5
FILING CABINETS	24
STEPLADDER	1
LONG CONFERENCE TABLES	2
COMPUTERS WITH PRINTERS	7

*MAJOR BEARDSLEY AT 1252 IN ROOM 2052 HOLDS LOCATION FOR EACH ITEM.

UNAMIR

UNITED NATIONS ASSISTANCE MISSION FOR RWANDA

INTER-OFFICE MEMO

29 December 1993

TO : SRSG

INFO : CAO

FROM : Force Commander, UNAMIR HQ

SUBJECT: MEETING OF CIVILIAN/MILITARY STAFF
REPRESENTATIVES ON THE DISENGAGEMENT,
DEMOBILIZATION AND INTEGRATION PLAN

1. On 23 December 1993, the Chief Planning Section of Force HQ briefed a selected number of Civilian and Military staff of the UNAMIR HQ.
2. The most relevant topics of the briefing are summarized as follows:
 - a) Scenario of the Disengagement, Demobilization and Integration (DDI) process, as outlined by the Secretary General in his report dated 24 September 1993, Ref. S/26488.
 - (1) Phase 1 - to be concluded by the end of December 1993 with the installation of the Broad-Based Transitional Government (BBTG)
 - (2) Phase 2 - preparation of DDI, projected to last through 5 April 1994
 - (3) Execution of DDI plan - nine months
 - (4) Process of elections - to be concluded by October 1995
 - b) Formation of the Joint Military Commission (JMC) and its working groups. This commission shall be the forum of discussion for all military matters, and specifically at this time, the tasks that are to be accomplished for implementation of the plan.
 - c) One of the most urgent tasks that needs to be accomplished by the

-page 2-

Planning Section is to determine the number and sites of the Assembly Points, the Cantonment points and the Training Centers. A total number of 22 Assembly Points, out of a choice of 37, has to accommodate approximately 54,000 soldiers and gendarmes by the 1st of April 1994. Three reconnaissance teams shall be tasked to carry out this project. Representatives on the Military side would come from the RGF, the RPF, the UNMOs, the Kigali Sector, and the Logistics and Engineers' Sections. The Civilian Staff who were present at the briefing suggested that there should be a representative from the Civilian Staff on the reconnaissance teams. They also suggested that an ad hoc Civilian/Military Working Group be formed for the plan of action.

3. A short briefing and review of the subject should be held at your earliest convenience. I suggest that next Tuesday's Senior Management meeting is a good occasion.

UNAMIR
INTER-OFFICE MEMORANDUM

To : *Distribution List*
From : *Force Commander*
Date : *30 December 1993*

File N° 7100

● Subject : KIBAT infrastructure needs

1. The subject of infrastructure needs for the KIBAT has been discussed on several occasions between ourselves. Since the arrival of the Kigali Sector Commander, I have had occasion to raise my concerns with him on the slowness of finding a solution this subject and also the rather strict UN policy regarding quarters for formed military units. Furthermore, the hasty arrival of RUTBAT required an urgent displacement of the remaining elements of KIBAT out of the stadium complex.
2. As an interim measure, the Kigali Coy of KIBAT moved to the school complex called NOTRE DAME DE CITEAUX, which is operated by a Belgium order. This solution is not cost free and cannot be entertained for a lengthy period at the current level of use due to the fact that the school is still operational and it is a girl school at that.
- 3. In response to my operational direction, KIBAT must deploy some elements in an urban area. This type of deployment has certain security and health ramifications that cannot be ignored :
 - a. Security. Due to the nature of the ground (buildings and steep/hilly terrain) and to the prevalence of small arms and grenades in the hands of a numerous militia groups particularly in the city (principal reason for the Weapons Secure Area), due to the random grenade attacks (we have already recorded several against different agencies), stray bullets (a nightly occurrence), organised banditry (we already lost a generator at Don Bosco bivouac), and no clear, out of line of sight place from buildings where sniper activity could be conducted, particularly against the Belgique according to the attitude demonstrated by some localised groups, I consider it to be an unnecessary level of risk to expose the soldiers in their place of rest, feeding and daily maintenance by the use of a tented bivouac in the core of the city. The demand on soldiers for local/perimeter security would be fairly high depending on the state of alert. It is exactly in those occasions when the maximum effort should be towards the mission and not on self protection.

- b. Bivouac Stores. In my most recent discussions with the personnel involved, I have been finally made fully aware of the bivouac limitations of KIBAT. The Belgium forces do not have any long term (months) bivouac capabilities. The tentage for stores and HQs are limited at the battalion level at best. The battalion has no laundry, bath, nor sanitary resources at all to cater for its daily hygienic needs. Belgian military tentage has no double sheting in order to keep the temperature at an acceptable level. The troops are issued one-man single or individual pup-tents that are for combat operations only. This is a significant limitation on this units ability to be redeployed outside non-built-up areas where a minimum of support may not be available. This unit cannot survive the heat/tropical rains and the considerable sickness carrying insect infestation under its current bivouac assets. I will make DPKO well aware of this operational limitation on my flexibility of employment of these forces.
 - c. The tropical rains are excluding the use of tents for any sensitive equipment like radio's, faxes, copiers, PC's and nightvision devices. To have well-drained sites the evacuation of rainwater and liquid wastes has also to be considered. This should be assussed prior to any settlement or request of hard construction.
 - d. The considerable sickness carrying insects, rodents or reptiles under current bivouac assets in Africa, restricts the use of tentage to a minimum for all forces as a medical precaution.
 - e. It is a stated Belgium Forces/Gouvernement policy that their forces, be they are on a national mission or a UN mission, will not establish their base camps under canvas but instead in hardstanding for both equipment and personnel. This is for health of personnel and for security of equipment reasons.
4. **HQs and Storage**. I have reviewed the deployment plan of KIBAT and agree with its tactical soundness in meeting of my operational direction.
- a. Bn HQ(+) It is **made up** of military provost, legal adviser, LO's, accountance and a Long Distance Signal Group above the normal command and control elements. The sites chosen are ideal for the size of the HQ and are already in use for exactly that role. These sites exellent for command and control of the Bn. They are secure and they cover a portion of the town that has a heavy concentration of government buildings, offices and by extension political and civil servant VIPs.
 - b. **Recce Platoon**. This site is chosen in the middle of the Bn sector as a reaction force and to cover the ground in that area.
 - c. **Coy in the City Centre** :
 - (1) **HQ** : This site is chosen in the middle of the city Centre, offers good accesses to the City, and allows excelent communications. The use of the house has been offered by Belgian Embassy and is free of charge
 - (2) **Two Platoons** : Are actually set up in Notre Dame de Citeaux and will have to move out by 03 Jan 94. Two platoon size cantonments have up to now been identified and are folows :
 - (a) House NYAKABANDA
 - (b) Three houses of Belgium Embassy Bel in the city center

d. Coy on the airfield . The following infrastucture belonging to (Rw) would be required:

- (1) Cross servicing hangar for the APC maintenance on side as these vehicles will remain essentially dedicated to the defence of the airport.*
- (2) Old Tower SOUTH of RW (Coy HQ & ONE Pl) as used previously by the French forces.*
- (3) Tactical positions in/on the new tower and the airport terminal.*

e. Coy in the South. Is located ETO DON BOSCO free of charges.

f. Storage. The area being made available for the quantities of stores being brought for this Bn and the nature of the country were anything attractive will be taken unless well secured, also the limitation that food may not be stored in a vehicule maintenance area, the extra storage space is needed in the RWANDEX complex.

g. Maintenance. The vehicles of KIBAT are those used in UNOSOM by the Belgian Forces and are in a bad state of maintenance. In order to resolve the unusually heavy maintenance load for the next two or three months a workspace with three pits is needed in the vicinity of RWANDEX, as the spare parts, the vehicles parc and the lodging of the personnel is colocated in that spot.

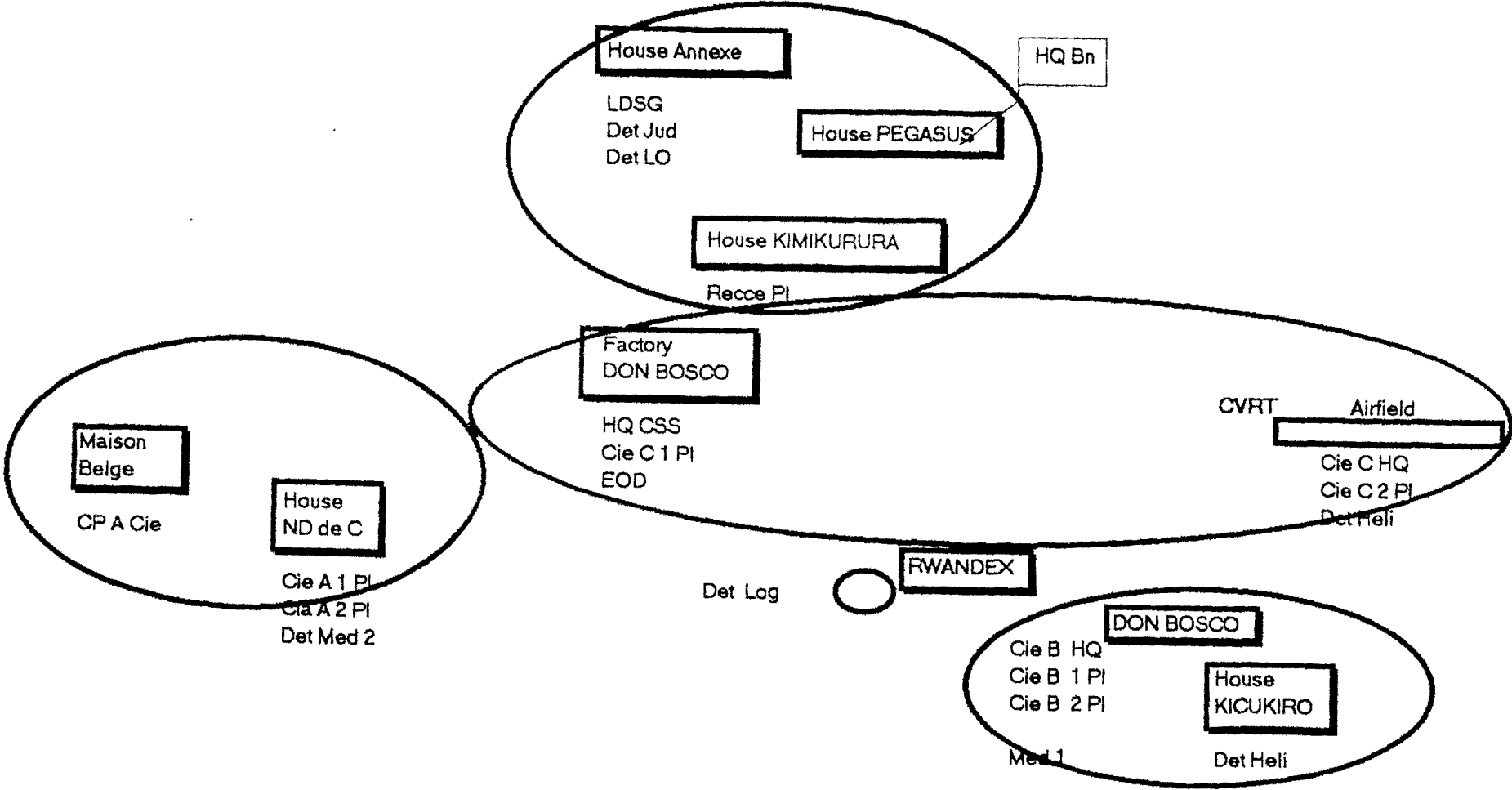
5. The effectiveness of the Bn and Coy HQs in their command and control responsibilities require a certain level of permanence and security in order to remain as constant as possible in accomplishment of their tasks and that at a minimum of cost particularly in security self-defence personnel . Sufficient storage space outside for containers and inside for sentive, attractive and perishable stores are essential in keeping costs to a minimum and recources readily accessible and available.

6. In the attached annex A is the actual schematic deployment plan of KIBAT. KIBAT staff has all the essential detaillled information for each proposed site. Your support in meeting these requirements for infrastructure is urgently requested as both the units operational elements, its personnel and the constant incre²asing amounts of stores must be moved to a permanent location as soon as possible.

DISTRIBUTION LIST

<u>Action</u>	<u>Information</u>
CAO	COS

KIBAT INSTALLATIONS



UNAMIR

UNITED NATIONS ASSISTANCE MISSION FOR RWANDA

INTER-OFFICE MEMO

29 December 1993

TO : CAO
FROM : *FC*
SUBJECT : Transport for Duty Use

REFERENCE: Administrative Instruction UNAMIR/AI/08, dated 15 December 1993

1. Para. 10 of UNAMIR/AI/08 dated 15 December 1993 states, "Civilian and military Section Heads may be allocated vehicles, as available, for off-duty use but must return them well before beginning of work hours or as required at any time by the Transport Section."
2. The past week-end and especially at Christmas time, the military had a lot of problems getting to Headquarters. Some officers had to wait for almost two hours each day to be picked up from the hotel to go to Headquarters, and they encountered the same difficulty endeavoring to get back to the hotel.

For instance, on Sunday, 26 December 1993, there was not even a bus driver available. One of the officers had to take the initiative to take personnel to Headquarters.

In the meantime, a lot of vehicles were allocated to civilians for off-duty use. It is not likely that all these civilians were Section Heads, nor that not even one vehicle could be spared for the military's official use.

3. As working hours are irregular during week-ends, and most especially since these working hours are subject to individual needs, it would be practical, and prudent, to assign vehicles to Military Section Heads even prior to formal off-duty requests.
4. For the upcoming New Year holiday season, since the civilian staff shall be on leave from 30 December 1700 hours onwards, I would like to request that vehicles be made available to the Military Chiefs of Sections (i.e. Operations, Plans, Personnel, Information, Logistics), and their duty personnel. This request also applies for week-ends and civilian off-duty days, when in all likelihood the Military Chiefs of Sections and certain members of their staff shall be on duty.
5. Thank you for your co-operation.

van10

U N A M I R
INTER-OFFICE MEMORANDUM

File No. 1000.1

To: Distribution List

From: Force Commander

Date: 23 December 1993

Subject: Rules for utilisation of the Belgian helicopters in the UNAMIR operational area

1. Please provide the current Rules for utilisation of the Belgian helicopters in Rwanda.
2. These helicopters are a critical resource for the Force and as such they could become UN-funded Mission capabilities.
3. As it stands right now, these helicopters are under Belgian control and in this framework there should be no missions outside the Kigali Weapons Secure Area without my approval.
4. Your urgent staffing of this matter is required.

DISTRIBUTION LIST

<u>Action</u>	<u>Information</u>
Kigali Sector Comd	COO CAO

U N A M I R

INTER-OFFICE MEMORANDUM

File No. 1000.1

To: Kigali Sector Commander
From: Force Commander
Date: 23 December 1993

Subject: Status of preparation of Kigali Weapons Secure Area parameters

1. Do we have communications between Force HQ, Sector HQ and units?
2. Do we have communications for UNMOS at various sites and escorts?
3. Are the UNMOS deployed and do we have weapons securing procedures sorted out, including accounting of major systems?
4. Are we patrolling and setting up check points as yet (day and night)?
5. Is the RPF Bn site secured?
6. Do we know the number of troops/gendarmes by garrison, by defensive posn?
7. Are the liaison and joint deployment/patrolling procedures implemented with the gendarmerie?
8. Do you have the mobility, except for the Force Reserve to operate in the Kigali Weapons Secure Area?
9. Do you have a mobility contingent plan for the Force Reserve?
10. The above questions are requested to be answered in order to provide Force HQ with a status report on the end of preparations of the Kigali Weapons Secure Area as of today.

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U N A M I R
INTER-OFFICE MEMORANDUM

File No. 1000.1

To: Distribution List
From: CMO/UNOMUR - FC/UNAMIR
Date: 23 December 1993

Subject: Visit to UNOMUR, Kabale, 18 December 1993

1. After meeting with officials in Kampala on 16 and 17 December, CMO/UNOMUR proceeded to Kabale to meet with the staff and provide them with an update on events from UNAMIR. The attached "Brief for Force Commander" is provided for your action and information according to the notes hereunder. Of note, the UNAMIR FC is officially still titled CMO/UNOMUR by UNHQ, N.Y. In this capacity, the undersigned will be going to Kabale and Kampala on a more regular basis in order to ensure appropriate liaison and staff action with all involved.
2. The following are specific notes to the attached brief:
 - a. Para. 7.a. They are to hold the trench until our off loading people are found, even (and especially) if it is at night. Should the trench lines not wish to wait, then we register all particulars and ensure it is reported.
 - b. Paras. 7.a., 7.b., 7.c. The plans and progress of these permanent installations are evolving very well, except for the fact that we are rather late.
 - c. Para. 8. Tyres have been ordered.
 - d. Para. 9. The essential infrastructure needed to operate and maintain the helicopter in Kabale, in close proximity to the HQ, is advancing very well in the paper approval process. The surveillance plan is in draft at this time.
 - e. Para. 10. The single large boat option is retained and will be implemented shortly.

- f. Para. 11. A letter will be prepared for my signature to NRA officials requesting engineer mine-clearance support. The mine data must be acquired from BGen Blagden in UNHQ N.Y.
- g. Para. 12. The communications between Kabale and Kigali (UNOMUR and MILOB HQ Kigali) are not clear. What do we have in the communications concept?
- h. Para. 13. The option of reproducing the needed maps through the Dutch Forces reproduction organization will be researched in detail as it is the most current and expeditious option.
- i. Para. 16. A letter is being prepared for my signature to the NRA officials in order to insist on more vehicles and logistics support on their part so as to get them out of our vehicles and be more deployable with our mobile operations.
- j. Para. 19. They are to review their force structure in order to get a tenth team on the ground. This may mean eliminating the Sector East HQ.
- k. Para. 20.b. This should already be in hand from Forces scene.
- l. Para. 20.c. The vehicle switch of left/right drive and the purchase of new vehicles or the redistribution of vehicles between UNOMUR and UNAMIR was not at all clear by the end of our session. Eventually the question remains when can we get the full complement of vehicles for UNOMUR, as we are in the sixth month of its operation and we need only 40 vehicles or so total.
- m. Para. 21.a. Our final submission was sent this week to UNHQ, N.Y.
- n. Para. 21.b. This looks like a very good software option. Please confirm they are sending it to us for possible application by the Force.
- o. Para. 25.a. Discussed above.
- p. Para. 25.h. This situation was already being improved when the brief was published.

3. There is a significant security (bandits/military) and road (overpacked/dangerous driving buses) concerns for all movement of UNOMOR personnel between Kabale and Kampala when they are travelling off-duty (CTO/leave). The NRA is requesting that we always be escorted (letter not yet received). The experience by UNMOS so far, CMO knowledge of the type of road and public transport limitations, call for a UN-sponsored means of travel to/from Kampala even when off-duty. A second weekly shuttle is essential for the safety of the UNOMUR personnel involved.
4. For your consideration and action.

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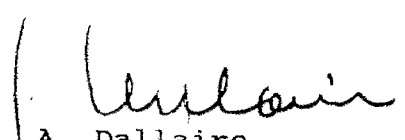
<u>Action</u>	<u>Information</u>
CAO	COS CLogO

UNAMIR
INTER-OFFICE MEMORANDUM

File No: 1000 (FC)

To: Distribution List
From: FC
Date: December 1993
Subject: ACTING FORCE COMMANDER IN THE ABSENCE OF BGEN
R.A. DALLAIRE IN UGANDA (16-19 DECEMBER 1993)

During the absence of the Force Commander from 12 to 16 December 1993, Colonel I Ticoka, Chief Military Observer, is appointed Acting Force Commander UNAMIR.


R. A. Dallaire
Brigadier-General
Force Commander

DISTRIBUTION LIST

Action Information

External

CMO	SRSG
DMZ Comd	CAO
UNOMUR Comd	UNCIVPOL
Kigali Comd	

Internal

COS	MA
COO	
CPlans	
CLO	
CMPO	
HQ Comdt	

UNAMIR
INTER-OFFICE MEMORANDUM

File No: 1000 (FC)

To: Distribution List

From: FC

Date: 13 December 1993

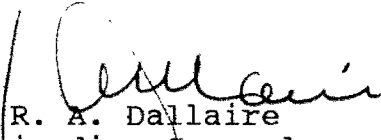
Subject: OFFICIAL DESIGNATION OF UNAMIR BATTALIONS

Reference: Force Commanders Conference 13 December 1993

1. Effective immediately the official designation of the Infantry Battalions in UNAMIR will be:

- a. KIBAT- Kigali based Belgium Battalion (Southern Area of Kigali).
- b. RUTBAT- Kigali based in the Rutongo area-Bangladesh Battalion (Northern Area of Kigali).
- c. BYUBAT- Based in Byumba Ghana Battalion (DMZ).

2. All UNAMIR Military Division correspondence will use these terms when referring to these units.


R. A. Dallaire
Brigadier-General
Force Commander

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External

CMO	SRSG
DMZ Sector-Comd	CAO
UNOMUR Sector-Comd	UNCIVPOL
Kigali Sector-Comd	

Internal

COS	MA
COO	HQ Comdt
CPO	
CLO	
CMPO	

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UNAMIR

INTER-OFFICE MEMORANDUM

File No: 1000.1 (FC)

13 December 93

To: Distribution List

From: FC

Subject: WRITING PLAN FOR UNAMIR FORCE SOPs


Reference: Operational Directive No 3 dated 6 December 1993

1. At this point in the deployment and operations of UNAMIR it is essential that UNAMIR Force SOPs be drafted, reviewed and final SOPs promulgated.

2. This task will be a major undertaking, by the UNAMIR Force HQ Staff, which will require continuous coordination to ensure we produce brief, concise and accurate SOPs for the advantage of the Force. The UNTAC SOPs will serve as the example and standard of SOPs to be developed.

3. Attached to this memo is the writing plan for the SOPs with subject and OPIs for each section. Draft SOPs in paper and on disc will be forwarded to the A\MA by 24 Dec 93. The A\MA will produce the first draft of the consolidated SOPs by 1 Jan 94 for review and comment by all staff branches and subordinate commanders by 15 Jan 94. My aim is to have final SOPs by end Jan 94.

4. All OPIs are encouraged to see the A\MA in Room 2052, before commencing this task (copies of applicable sections and annexes from UNTAC SOPs will be provided). Your support and effort in this production, in addition to your regular duties, will ensure we can standardize our operations and procedures as soon as possible.


R. A. Dallaire
Brigadier-General
Force Commander

Annex A: Writing Plan for UNAMIR Force SOPs

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Information

SRSG
CAO
UNCIVPOL

Annex A
To 1000.1 (FC)
Dated 13 December 1993

WRITING PLAN FOR UNAMIR FORCE SOPs

PART	SECTION	TOPIC	OPI
INITIAL REFERENCE SHEETS		SOP AUTHORIZATION AMENDMENT RECORD SHEET DISTRIBUTION LIST DEFINITIONS ABBREVIATIONS	A\MA
1- INTRODUCTION	1- 2- 3- 4- 5- ANNEX A ANNEX B ANNEX C	BACKGROUND TO PEACEKEEPING HISTORICAL BACKGROUND UNAMIR MANDATE FC DIRECTIVES SECURITY AND PROMULGATION UNAMIR MANDATE ARUSHA PEACE AGREEMENT KINIHIRA AGREEMENT	A\MA
2- HEADQUARTERS	1- 2- 3- 4- ANNEX A- ANNEX B- ANNEX C- ANNEX D- ANNEX E-	CONCEPT COMMAND AND CONTROL ORGANIZATION STAFF DUTIES AND RESPONSIBILITIES ORGANIZATION OF UNAMIR ORGANIZATION OF SRSG OFFICE ORGANIZATION OF DOA ORGANIZATION OF MILITARY DIVISION ORGANIZATION OF FORCE HQ	DFC\ COS
3- OPERATIONS	1- 2- 3- 4- 5- 6- 7- 8- 9- 10- 11- 12- 13- ANNEXES	CONCEPT OF OPERATIONS OUTLINE PLAN KIGALI WEAPONS SECURE ZONE DMZ DISENGAGEMENT AND DEMOBILIZATION USE OF FORCE ROUTINE OPERATIONAL ACTIVITY INVESTIGATIONS CONDUCT OF MEETINGS OPERATIONAL REPORTING PROCEDURES MONITORING LIAISON MOVEMENT CONTROL (TO BE CONFIRMED)	FC FC COO COO COO COO COO COO COO COO COO COO

4- JOINT COMMISSION OF PROGRAMS	1- 2- ANNEX A	ORGANIZATION CONDUCT ORGANIZATION OF THE JCP	CPLAN CPLAN CPLAN
5- AIR OPERATIONS	1- ANNEX A ANNEX B ANNEX C	CONDUCT OF UNAMIR AIR OPS AIR TASK REQUEST FORMAT GENERAL RELEASE FROM LIABILITY AIR MEDEVAC PROCEDURE	CASO CASO CASO CASO
6- ENGINEERING OPERATIONS	1- 2- 3- 4- 5- ANNEXES	ORGANIZATION MINE AWARENESS MINE RESPONSIBILITY PROCEDURES FOR CONTRACTS ENGINEER SUPPORT REQUESTS (TO BE CONFIRMED)	CEO CEO CEO CEO CEO CEO
7- COMMUNICA- TIONS	1- 2- 3- 4- 5- ANNEXES	COMMUNICATIONS COMMAND RADIO MESSAGE HANDLING TELEPHONES COURIER SERVICES (TO BE CONFIRMED)	CSO CSO CSO CSO CSO CSO
8- MEDICAL	1- 2- ANNEXES	MEDICAL SERVICES HEALTH (TO BE CONFIRMED)	CMEDO CMEDO CMEDO

9- PERSONNEL	1-	INTRODUCTION	CMPO
	2-	PRIVILEGES, IMMUNITIES, OBLIGATIONS AND RESPONSIBILITIES	CMPO
	3-	ORGANIZATION, DUTIES AND RESPONSIBILITIES	CMPO
	4-	CONDUCT AND DISCIPLINE	CMPO
	5-	ROTATIONS, EXTENSIONS AND REPATRIATION	CMPO
	6-	FLAGS, ID AND DRESS	CMPO
	7-	PAY AND ALLOWANCES	CMPO
	8-	LEAVE, COMPENSATORY TIME OFF,	CMPO
	9-	UN HOLIDAYS, NATIONAL HOLIDAYS	CMPO
	10-	CASUALTIES AND MEDICAL REPORTS, INVESTIGATIONS AND BOARD OF INQUIRY ACCIDENTS, LOSSES AND CLAIMS AND DISCIPLINARY INCIDENTS	CMPO
	11-	UN MEDAL AND CEREMONIAL	CMPO
	12-	DRIVING	CMPO
	13-	PHOTOGRAPHY	CMPO
	14-	REPORTS AND RETURNS	CMPO
	15-	UN CONFIDENTIAL REPORT	CMPO
	16-	TRAINING	CMPO
	17-	MILITARY POLICE	CMPO
	ANNEXES	(TO BE CONFIRMED)	CMPO
10- LOGISTICS	1-	ORGANIZATION	CLO
	2-	SUPPLY	CLO
	3-	TRANSPORT	CLO
	4-	MAINTENANCE AND REPAIR	CLO
	5-	POSTAL SERVICES	CLO
	ANNEXES	(TO BE CONFIRMED)	CLO

UNAMIR

INTER-OFFICE MEMORANDUM

File No: 1000 (FC)

To: Distribution List

From: FC

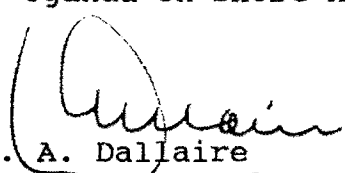
Date: 13 December 1993

Subject: CANCELLATION OF APPOINTMENT AS ACTING FORCE COMMANDER IN
THE ABSENCE OF BGEN R.A. DALLAIRE IN UGANDA (12-16
DECEMBER 1993)

Reference: 1000 (FC) dated 9 December 1993

1. The appointment in the reference is hereby cancelled as the Force Commander will not be travelling to Uganda as originally planned.

2. However, in the absence of the DFC\COS, Col I Tikoca will be acting FC, should the FC need to travel to Uganda on short notice.


R. A. Dallaire
Brigadier General
Force Commander

DISTRIBUTION LIST

Action Information

External

CMO	SRSG
DMZ Sector-Comd	CAO
UNOMUR Sector-Comd	UNCIVPOL
Kigali Sector-Comd	

Internal

COS	MA
COO	
CPO	
CLO	
CMPO	
HQ Comdt	

UNAMIR

INTER-OFFICE MEMORANDUM

File No: 1000 (FC)

To: Distribution List

From: FC

Date: 13 December 1993

Subject: UNAMIR REPORT FOR THE SECRETARY-GENERAL ON THE UNITED NATIONS ASSISTANCE MISSION FOR RWANDA

Reference: UNAMIR Mandate-Security Council Resolution 872 (1993) of 5 October 1993

1. In accordance with the reference UNAMIR was established for a period of six months, subject to the proviso that the mandate will be extended beyond ninety days only upon review by the Council based on a report by the Secretary-General. UNAMIR has been tasked with preparing a report and forwarding it to New York by Friday, 17 December 1993.

2. In conversation with the SRSG on Saturday, 11 December 1993, the FC of UNAMIR was tasked with coordinating the production of the report. Attached for your reference is a writing plan for the report.

3. First drafts of your applicable portions of the report are due to the A\MA, Maj Beardsley in Room 2052 by 1200 hours, Wednesday 15 December 1993. These will be reviewed and returned to you by 1600 hours the same day for amendment. Your portion of the report in final form must be submitted to the A\MA by 1200 hours, Thursday 16 December 1993. The final consolidated report will be submitted to the SRSG at 0800 hours, Friday 17 December for his approval and transmission to UNNY.

4. This report is a major undertaking, with very limited time available, therefore, your support and cooperation in meeting the established milestones is anticipated and appreciated.


R. A. Dallaire
Brigadier-General
Force Commander

Annex: Writing Plan for UNAMIR Report to the Secretary-General

DISTRIBUTION LIST (page 2)

Annex A
To 1000 (FC)
Dated 13 December 1993

WRITING PLAN FOR UNAMIR REPORT TO THE SECRETARY-GENERAL

SECTION	SUBJECT	AUTHOR
1	INTRODUCTION	FC
2	ORGANIZATIONAL ASPECTS TO INCLUDE APPOINTMENT OF SRSG, FC, CAO AND SOMA AGREEMENT AND ARRIVAL OF ADMINISTRATION AND MILITARY ADVANCE PARTY.	POL
3.	MILITARY PERSONNEL TO INCLUDE COMPOSITION OF FORCE AND NATIONAL CONTINGENTS.	FC
4.	ADMINISTRATION AND LOGISTICS SUPPORT TO INCLUDE STAFF NUMBERS, DEPLOYMENT, AND PROGRESS OF BUDGET, SUPPLY, MEDICAL, TRANSPORT, ENGINEERING, MAINTENANCE, CLERICAL, COMMUNICATIONS ETC. IN ADDITION MILITARY SUPPORT UNITS.	CAO
5.	DEPLOYMENT TO INCLUDE SCALE OF DEPLOYMENT AND COMPOSITION AND INTEGRATION OF NMOG II AND UNOMUR. DEVELOPMENT OF SECTORS.	FC
6.	ARUSHA PEACE AGREEMENT TO INCLUDE ANALYSIS OF STEPS TAKEN BY PARTIES TO IMPLEMENT THE AGREEMENT, THE COMMISSIONS AND THE TRANSITIONAL INSTITUTIONS LIKE THE BBTG. REVIEW ACTION TAKEN BY UNAMIR TO IMPLEMENT ITS MANDATE UNDER PARA 3,4 AND 5. REVIEW POLITICAL MEETINGS AND KINIHIRA MEETING AND ADOPTION OF JOINT DECLARATION ETC	POL
7.	HUMANITARIAN ACTIVITIES TO INCLUDE RESULTS OF ROUND TABLE MEETINGS AND SUMMARY OF HUMANITARIAN ASSISTANCE.	UNDP
8.	OBSERVATIONS TO INCLUDE OVERALL STRENGTH, OVERALL SITUATION AND JUSTIFICATION FOR FURTHER PERSONNEL AND REQUIREMENTS.	FC
9.	CONCLUSION	SRSG
10.	RECOMMENDATIONS	ALL

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Action

Information

External

Political Affairs-Dr Kabia	SRSG
CAO-Mr Hallqvist	
UNDP-Mr Ly	

Internal

Military Division-A\MA

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U N A M I R
INTER-OFFICE MEMORANDUM

File No. 1000.1

To: CAO

Info: COS
CLogO *[Signature]*

From: Force Commander

Date: 11 December 1993

Subject: Operational Vehicle Distribution

Reference: Minutes of Transport Meeting of 6 December 1993

1. The work of the ad hoc committee has been well done. The operational guidance provided by SAO at the meeting is most appreciated and was remembered as a reference yesterday when I studied the minutes with the COS.
2. Assumptions. The following assumptions were used as guidance in my review of the requirements and availability of operational and transport vehicles:
 - a. We don't expect to see the 21 x one ton type transport vehicles nor more 4 x 4 type vehicles for at least the next 3 weeks.
 - b. We are building on current borrowed (government and NMOG/OAU) and rented vehicle fleet.
 - c. There were only 40 (4 x 4) type vehicles for distribution.
3. It is recommended that the following amendments be brought to paragraph 3 of the reference in order to meet the urgent operational needs of the Force:
 - a. Force HQ.
 - (1) FC (4 x 4) should continue to be a rented vehicle.
 - (2) OPS Branch still has a government vehicle plus this (4 x 4) as DFC/COS is due over the next two weeks.
 - b. MILOBs HQ. The (4 x 4) from the government is kept.
 - c. DMZ Sect HQ. The (4 x 4) from the government is kept also.

- d. Tunisian contingent. Each platoon also keeps the current (4 x 4) from the government.
- e. RUTBAT (Bangladesh Batt). It is essential also to continuously have at least two (2) minibuses to move a section at a time in each vehicle to and from check points, etc.
- f. Engr Coy. One (4 x 4) for recce/comd/ln.
- g. Log Coy. One (4 x 4) for recce/comd/ln.
- h. Pool. Reduce to a maximum of two (2) (4 x 4). The vehicles are needed in the field. The Sectors can adjust to loans of vehicles locally. The two (2) (4 x 4) in the pool, with FC and DFC/COS vehicles, are pooled for Force staff functions as a priority.
- i. DMZ Sect Observers. They keep the 5 vehicles they currently have in use.

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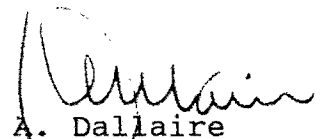
UNAMIR
INTER-OFFICE MEMORANDUM

File No: 1000.01 (FC)

To: CAO
From: FC
Date: 10 December 1993
Subject: REQUEST FOR TRANSPORT SUPPORT FOR FRIDAY PRAYERS
Reference:

1. Your support is requested to provide a transport schedule for UNAMIR Headquarters personnel, of the Islamic faith, who wish to attend Friday Prayers at the Mosque in Kigali.

2. It is requested that Maj Farooq liaise directly with the Transport Officer to coordinate and publish a schedule of transport to the mosque. This can easily be done in conjunction with the noon meal shuttle.


R. A. Dallaire
Brigadier General
Force Commander

UNAMIR
INTER-OFFICE MEMORANDUM

File No. 1000.3

To: Distribution List
From: Force Commander
Date: 10 December 1993
Subject: FORCE HQ ROUTINE MEETINGS/CONFERENCES
Reference: A. Conversation CAO/FC on 5 Nov. 1993.
B. Inter-Office Memorandum of 6 November 1993.

1. In view of the increasing number of officers arriving at the Mission area and in view of recent developments, it is deemed necessary to make some adjustments on the above subject. The following series of meetings/conferences have therefore been decided to be implemented at the Force HQ:

a. Force Commander's Daily Coordination Meeting

- (1) Time: 0900 hours (except Mondays and Sundays)
- (2) Attendance: Chief of Staff, Chief of Operations, Chief of Logs, Chief Military Pers Officer, Chief Liaison Officer, Chief Medical Officer, MA to FC, ADC to FC, HQ Comdr.
- (3) The CAO has been invited to send a representative, possibly in the person of the SAO, to these meetings in order to maintain a timely link between the Force and the Administration and Management Divisions.

b. Force Commander's Weekly Command Conference

- (1) Day: Every Monday.
- (2) Time: 1000 hours.
- (3) Attendance: Chief Military Observer, Sector Commanders, all staff officers mentioned in paragraph 1 a. (2).

2. All meetings will be held at the conference room number 2044.
3. Reference B. should therefore be treated as cancelled.

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Action

Information

External

SRSG
CAO
UNOMUR Comdr

CMO
DMZ Sector Comdr
Kigali Sector Comd

Internal

COS
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MA
A/MA
ADC
HQ Comdr

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UNAMIR

INTER-OFFICE MEMORANDUM

File No: 1000 (FC)

To: Distribution List
From: FC
Date: 9 December 1993
Subject: ACTING FORCE COMMANDER IN THE ABSENCE OF BGEN
R.A. DALLAIRE IN UGANDA (12-16 DECEMBER 1993)

During the absence of the Force Commander from 12 to 16 December 1993, Colonel I Ticoka, Chief Military Observer, is appointed Acting Force Commander UNAMIR.


R. A. Dallaire
Brigadier-General
Force Commander

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Action Information

External

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DMZ Comd	CAO
UNOMUR Comd	UNCIVPOL
Kigali Comd	

Internal


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CLogO	
CMPO	
HQ Comdt	

UNAMIR
INTER-OFFICE MEMORANDUM

File No: 1000.01 (FC)

To: Distribution List
From: FC
Date: 9 December 1993
Subject: AMENDMENT TO OPERATIONAL DIRECTIVE NO 3
Reference: Operational Directive No 3 Dated 6 December 1993

1. As an amendment to the reference and effective immediately, the Movement Control Officer will become a member of the operations branch and receive direction and tasks from the Chief Operations Officer.
2. In addition, the Movement Control Platoon will receive direction and tasks from the Chief Operations Officer vice the Chief Logistics Officer.
3. Ensure all copies of Operational Directive No 3 are amended accordingly.


R. A. Dallaire
Brigadier-General
Force Commander

DISTRIBUTION LIST

Action Information

External

CMO	SRSG
DMZ Comd	CAO
UNOMUR Comd	UNCIVPOL
Kigali Comd	

Internal

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CLogO	
CMPO	
HQ Comdt	

UNITED NATIONS ASSISTANCE MISSION FOR RWANDA

U N A M I R

1000. (FC)

8 December 1993

Distribution List

PROPOSAL FOR THE FORMATION OF WORKING GROUPS

Reference: Arusha Peace Agreement, dated 4 August 1993

1. In accordance with the article 79 of the reference, the Joint Commission of Programs will restart its work to consider military aspects of the Arusha Peace Agreement. It is recommended that the Commission form a number of working groups which the Commission requires to meet the demands of the peace process.

2. UNAMIR Force HQ Staff have completed an analysis of the military aspects of the Arusha Peace Agreement and a number of operational, force structure, training, administration and logistics matters must be discussed and agreements obtained from all the concerned parties in order to implement the protocols of the Peace Agreement.

3. It is proposed that the Joint Commission of Programs become the forum for all major military matters through regulations and guidance of work in the Peace Process. This Joint Commission should focus on major issues and direct the work of subordinate working groups who will concentrate on detail. The Joint Commission should be responsible for reviewing and approving the draft agreements reached by subordinate working groups. The Joint Commission in fact become the Level One of the chain of meetings between our respective groups. It is proposed that the structure and meetings of the Joint Commission of Programs be as follows:

- a. Chairmanship-Force Commander or in his absence the Deputy Force Commander\Chief of Staff UNAMIR.
- b. Membership-Chief of Staff of the Rwandese Patriotic Front Forces, the Rwandese Government Forces and the National Gendarmerie.
- c. Meetings be held as required and on call of any of the parties (UNAMIR, RPF, RGF).
- d. Meetings should be held at KM 64 Meeting Location. Escort and security will be provided by UNAMIR in accordance with present escort procedures. All parties should provide their own logistics support (ie. transport, secretarial, food etc).

4. It is proposed that three working groups be formed. These working groups would be the Level Two of Meetings between our respective groups. These groups would deal with subject areas of national concern and become the forum of detailed work on specific topics. These groups would deal with the following subjects:

- a. Operations and Force Structure.
- b. Training.
- c. Administration and Logistics.

5. The aim of these groups would be to discuss and obtain consensus in draft agreements that they would submit to the Joint Commission for approval. A number of preliminary topics are outlined in Annex A to this letter. It is proposed that the structure and meetings of the working groups be as follows:

- a. Chairmanship-Chief Military Plans and Subject Matter experts from UNAMIR.
- b. Membership-Subject Matter Experts from each of the Rwandese Patriotic Front Forces, Rwandese Government Forces and the National Gendarmerie.
- c. Operations and Force Structure Working Group meet every Wednesday at 0900 Hours at KM 64 Meeting Location.
- d. Training Working Group meet every Monday at 1300 Hours at KM 64 Meeting Location.
- e. Administration and Logistics Working Group meet every Friday at 0900 Hours at KM 64 Meeting Location.
- f. Escort and security will be provided by UNAMIR in accordance with present escort procedures. All parties should provide their own logistics support (ie transport, secretarial, food etc).

6. The first order of business will be to prepare a draft work plan for approval of the Joint Commission. Once work plans are approved, the groups will focus on the preparation of draft agreements, on each topic area, for approval by the Joint Commission.


7. Level Three Joint Meetings would be local meetings between respective commanders or staffs on local issues. Procedural and administrative details of these meetings would be worked out by the respective commanders.

8. It is proposed that the working groups commence work with the Operations and Force Structure Working Group with a meeting on 15

December 1993 and the schedule of meetings continue as per paragraph five.

9. The major advantage of this method is that detailed work can be achieved by the working groups, thus allowing the Joint Commission to focus on major issues, while reserving the responsibility of approving all agreements.

10. For the peace process in Rwanda to be successful, a number of urgent issues must be addressed immediately. Your support of this proposal is solicited.


R. A. Dallaire
Brigadier-General
Force Commander
UNAMIR

Annex:

Annex A Tasks Of The Working Groups Of The Joint Commission of Programs

DISTRIBUTION LIST

Action

Information

External

Rwandese Patriotic Front Forces - 5
Rwandese Government Forces - 3
National Gendarmerie - 2

SRSG
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Political Advisor
UNCIVPOL

Internal

UNAMIR Force Headquarters Distribution List A

TASKS OF THE WORKING GROUPS OF THE JOINT COMMISSION OF PROGRAMS

GENERAL

1. The Joint Commission should have three working groups. These working groups should have representation, as outlined in the covering letter, from UNAMIR, Rwandese Patriotic Front Forces, Rwandese Government Forces and the National Gendarmerie. The working groups should deal with the issues of one subject area. The working groups should meet at least weekly and forward agendas, reports and agreements on a weekly basis to the Joint Commission of Programs for approval.
2. The working groups should be organized as follows:
 - a. Operations and Force Structure Working Group.
 - b. Training Working Group.
 - c. Administration and Logistics Working Group.
3. The initial issues the Operations and Force Structure Working Group should deal with are:
 - a. Demarcate the new DMZ and the Assembly Zones.
 - b. Identify Assembly Points, Cantonment Points and Integrated Training Centres.
 - c. Deploying the RPF Battalion to Kigali.
 - d. Transforming Army and Gendarmerie Bases into Assembly Points.
 - e. The Disengagement process.
 - f. The movement of troops and their weapons and equipment to their respective assembly and cantonment points.
 - g. Movement of Army and Gendarmerie personnel of the two parties to the integrated training centres.
 - h. Mine Clearance Project.
 - i. Weapons and Ammunition Clearance Project.
 - j. Movement of Army and Gendarmerie personnel from the integrated training centres to their respective bases.

k. RPF Kigali Battalion Demobilization.

l. National Army Units Establishment.

4. The initial issues the Training Working Group should deal with are:

a. Pre-Deployment Training of the RPF Kigali Battalion.

b. Training in Assembly Points.

c. Training of Rwandese Instructors for the Integrated Training Centres.

d. Establishment of the Integrated Training Centres.

e. Training in the Integrated Training Centres.

f. Training of Rwandese Instructors for the National Gendarmerie.

g. Establishment of the National Gendarmerie Training Centre.

h. Training in the National Gendarmerie Training Centre.

i. Training of the Engineer Battalion (mine clearance).

5. The initial issues of the Administration and Logistics Working Group should be:

a. The Declaration of Allegiance.

b. The Rank Recognition Agreement.

c. Uniforms Unification.

d. Unification of Table of Allowances.

e. National Army Unit Establishments.

f. Selection Procedures for Personnel for the New Gendarmerie and Army.

g. Logistics support to Assembly Points, Cantonment Points and Integrated Training Centres.

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U N A M I R

To: Dr. Kabia for SRSG
From: Force Commander
DATE: 3 December 1993

AS STRESSED IN THE TECHNICAL REPORT AND EMPHASIZED IN THE SG REPORT TO THE SECURITY COUNCIL ON RWANDA, THE ESSENCE OF THE MISSION IS TO ASSIST THE PARTIES IN ESTABLISHING IN THE MOST EXPEDITIOUS FASHION POSSIBLE THE BROAD BASED TRANSITIONAL GOVERNMENT IN KIGALI. TO ACCOMPLISH THIS, A PHASED APPROACH WAS USED WITH PHASE ONE BEING THE PERIOD IN WHICH THE BUILD UP OF THE MINIMUM FORCES ESSENTIAL TO ESTABLISH AN ATMOSPHERE OF SECURITY FOR THE INSTALLATION OF THE BBTG. THIS REQUIREMENT CALLED FOR A FORCE OF 1458 MILITARY PERSONNEL OF WHICH 221 WERE UNMOS, 20 UNCIVPOL AND CIVILIAN SUPPORT STAFF TO BE EFFECTIVE ON THE GROUND IN KIGALI, THE DMZ AND ON THE UGANDA BORDER.

THIS RHYTHM OF DEPLOYMENT WAS RECOGNIZED BY THE SC AS RAPID BY UN NORMS BUT ESSENTIAL FOR THE OVERALL SUCCESS OF THE MISSION. HOWEVER, THIS RATE OF GROWTH IN SUCH A POOR LAND-LOCKED COUNTRY HAS CAUSED SIGNIFICANT LOGISTICAL PROBLEMS THAT ARE DIFFICULT TO RESOLVE IN SUCH A SHORT PERIOD OF TIME.

COMPLICATIONS ALSO ARISE FROM THE FACT THAT CERTAIN COUNTRIES WHO ARE PROVIDING FORMED TROOPS DO NOT HAVE THE INHERENT LIFT NOR RESOURCES TO EFFECTIVELY DEPLOY THE REQUIRED FORCES AS CALLED FOR IN THE GUIDANCE DOCUMENT OF 26 OCT 93. ALL THESE FACTORS HAVE CONSPIRED TO RENDER THE REQUIRED RAPID DEPLOYMENT MOST DIFFICULT TO ACHIEVE.

THE EFFORTS BEING CURRENTLY PUT IN MOTION TO MEET THE MINIMUM LEVEL OF TROOPS AND RESOURCES AVAILABLE IN RWANDA OVER THE NEXT TWO WEEKS ARE MOST APPRECIATED. HOWEVER, DUE TO THE LIMITATIONS IMPOSED BY THE AIRLIFT CAPACITY BEING MADE AVAILABLE, THESE FORCES ARE COMING WITH VERY LIMITED MOBILITY AND SUSTAINABILITY. WE HAVE BEEN INFORMED THAT INNOVATIVE AIRLIFT SOLUTIONS ARE BEING CONSIDERED AND POSSIBLY IMPLEMENTED TO MOVE SOME ABSOLUTELY ESSENTIAL LIGHT VEHICLES. BUT THE SUSTAINMENT NEEDS OF THE BAN BATT IS STILL VERY MUCH DEPENDANT ON SOLUTIONS THAT ALSO REQUIRE RAPID DEPLOYMENT. IT IS OUR ESTIMATION THAT AIRLIFT MEANS MUST BE CONSIDERED AS THE PRIMARY SYSTEM IN ORDER TO LIMIT TO A MAXIMUM OF THREE WEEKS THE PRECARIOUS LOGISTIC AND SUSTAINMENT SITUATION THAT WE WILL FACE FOR THE BAN BATT.

UNAMIR
INTER-OFFICE MEMORANDUM

File No. 8007.1

To: Distribution List
From: Force Commander *[Signature]*
Date: 25 November 1993
Subject: MILITIA

1. YOUTHWINGERS.

- a. Officially constitute the youths of individual political parties, but they are not militarily trained.
- b. In the case of MRDN and CDR especially, the Youthwingers are known to be militarily trained and actually conduct themselves in that fashion. They have a special uniform to identify them. MRND Youthwingers are called INTERAHMWE, whilst CDR Youthwingers are called IMPUZAMUGAMBI.
- c. It is alleged that Presidential Guards and other security services sometimes mix their members in these Youthwingers to serve certain party interests.
- d. The population has great fear for these people.
- e. In the case of RPF, it is not defined since RPF has both a Political and a Military wing.
- f. One can safely suspect that the Youthwingers have some military trained people. Youthwingers with a military background are known to be illegally armed with hand grenades and rifles.

2. RESERVISTS.

- a. Constitute people retired from the Gendarmerie and the Army. They may be called upon any time to go back to active service. They have allegiance to different political parties.
- b. They constitute a strong force for destabilisation should such political parties wish to.
- c. They would do this (and have done this) in cooperation with the Youthwingers.
- d. Reservists are armed either formally or informally.

3. COMMUNAL POLICE
- a. Officially recognized.
 - b. Responsible for security at communes, etc. But they are not well trained.
 - c. The Communal Police is weak as composed of Gendarmerie and Army and therefore inefficient.
-

Distribution List

<u>Action</u>	<u>Information</u>
Political Adviser	CAO
COS	
CMO	
DMZ Sector Comd	
Kigali Sector Comd	

28.11.93
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U N A M I R
INTER-OFFICE MEMORANDUM

File No. 4003.8

To: Distribution List
From: Force Commander *[Signature]*
Date: 29 November 1993

Subject: DEPLOYMENT OF MILITARY OBSERVERS

1. The Chief Military Observer (CMO) is charged with the responsibility for deployment of all UN Military Observers (UNMOs) assigned to UNAMIR within the Mission area. As such, all UNMOs, on arrival at the Force HQ and on completion of documentation, will report to the CMO for deployment within all UNAMIR Sectors (including coordination with UNOMUR).
2. The CMO will be responsible to the Force Commander for the deployment and administration of the UNMOs, ensuring the following:
 - a. Equitable distribution of UNMOs between the Sectors;
 - b. Equitable distribution of UNMOs into teams within the Sectors, with emphasis on the national balance;
 - c. Appointment of Team Leaders (TLs) taking into consideration the seniority of UNMOs;
 - d. Coordination with Sector Comds and granting of leave/CTO to UNMOs in accordance with UNAMIR instructions on leave/CTO;
 - e. Rendition of UN confidential Reports on UNMOs due for repatriation or movement from one team to the other after 3 months tour of duty;
 - f. Maintenance and care of UN property entrusted to UNMOs in coordination with Sector Comds;

- g. Monitoring operational tasks of all UNMOs and advising the FC accordingly;
- h. Compliance with any other responsibility that may be issued by this HQ from time to time.
3. Acknowledge.

DISTRIBUTION LIST

<u>Action</u>	<u>Information</u>
CMO	<u>Internal</u>
Kigali Sector Comd	
DMZ Sector Comd	COS
UNOMUR	CMPO
	CLogO
	<u>External</u>
	CAO

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UNAMIR
INTER-OFFICE MEMORANDUM

File No. 1000.1

To: CAO

From: Force Commander

Date: 26 November 1993

Subject: ASSESSMENT OF CONTRACTUAL FOOD/ACCOMMODATION
ARRANGEMENTS FOR STAFF OFFICERS

References: A. My fax of 12 nov. 93 to DPKO, UNHQ, on
changing DMZ Sector HQ personnel status
(Attached)

-
- I. DMZ SECTOR HQ. In accordance with DPKO direction, the DMZ Sector HQ will be an all-military staff HQ made up of 14 officers (including the Comd) and one NCO. The bulk of these personnel will be posted before mid-December 93. At reference A, FC argued for more flexibility in using these personnel who will be needed to conduct several duties similar to those of UNMOs. The verbal response from DPKO has been that although it is logical to maximise the use of my personnel, the administrative process and the budget has capped the number of UNMOs and as such no change of status will be entertained at this time. However, as we submit our 3-month report (due N.Y. by 20 Dec. 93) to the Secretary-General, we can introduce structural changes to the Mission. This in fact is demanded as the Security Council wants us to confirm the personnel demands for funding the latter part of Phase 2 and Phase 3. Due to the difficulty in providing reasonable means of accommodation and feeding, in particular in the Byumba area, because of the complexity of accounting/funding mission travel for operational tasks (as they are totally unpredictable and dependant on the situation) and due to the uneven working hours of this field HQ and the fact that it may be converted into a MILOB Sector HQ in subsequent phases, it is strongly recommended that maximum flexibility be afforded, particularly now, to the staff of the DMZ Sector HQ in order to cater to both their operational and personal needs.
- II. FORCE HQ. The current contractual feeding arrangements are not proving to be wholly satisfactory in meeting the FC's operational and personnel administrative needs.
- A. Operationally. In order to meet the stringent noon meal timings, the slow service endemic in this country, and the fact that if a staff officer does not stop work in time he will miss the bus, FC has had to

close the Force HQ from 1200 to 1400 hrs daily. If at any time conferences, work sessions, reconnaissances or just work go beyond the lunch bus departure time, the officer involved may miss his meal, unless he can find another transport, which is not readily available. The supper situation is not much better and in fact restricts continuing work beyond normal closing time because some officers eat/live at a longer distance from HQ. Now that we are just getting into a serious operational mode with rising tensions, with limited resources and personnel, with significant incidents arising to derail the whole raison d'être of the Mission, this HQ must gain a reasonable level of flexibility and maximisation of its limited personnel resources in order to ensure continuous operations and timely command, control, coordination and communications with both higher and lower HQs. A more responsive system of feeding in the immediate to near term, in particular, must be found in order to reduce the significant loss of time and flexibility for the effective operations of my Force HQ.

B. Administratively. Although the contracts seem to meet the letter of the law in providing food and accommodation to the staff officers, there have been significant limitations in their implementation:

(1) Accommodation:

(a) Les Diplomates Hotel is unnecessarily far from the Force HQ. There are several residences in the local area. A very reasonable hotel (Chez Lando), which rents at good rates should be used and possibly kept available for staff officers who are totally dependant on UN provided meals, versus UNMOs or civilian staff who, through their MSA, can find other solutions to their needs. The villa/cottage/residence option in the immediate area of the HQ would provide more independence of schedule, choice of food, quality of life (home versus hotel), camaraderie and contingent homogeneity (cultural). The rental of a cottage/villa/residence for 4 to 6 officers, as the UNMOs are doing, is and can be financially more efficient than expending significant amounts of money daily for rooms at a hotel. The contracting/supervision of the villa/cottage/residence may require more effort, but seeing as though we are committed down this road of contracting, we should search out all cost effective and innovative options.

(b) The Meridien Hotel is an excellent hotel and has done its best to meet the needs of the officers. But it also has limitations in

supporting the Force HQ staff as it requires transportation costs, is relatively expensive and it remains hotel living for extended periods of time which does affect the individuals' quality of life. The Meridien Hotel should be used as transit and overflow accommodation and not as permanent or long-term quarters.

(c) Other contingent services. The contractual arrangements for contingents implies that the troops/officers of the contingents automatically avail the integral facilities of the contingent (which are a part of a contract made between the UN and the contingent's home Government). The UN rules require that their needs be met for staff officers also and thus require considerable civilian staff effort and resources (of which we have a limited amount this time) to implement and monitor. Some of these amenities are:

(i) Raw food items and drinks/beverages are supplied by the UN and contingent makes their choice of number and type of meals. This is dependent of the food habits, religious bindings and ethnic customs. For example, Muslims would have "Halal" food and no pork, Christians would have hard drinks, wine and maybe pork.

(ii) UN provides toiletries, mosquito repellents, disinfectants, antiseptics, air fresheners, etc. to formed contingents.

(iii) Free laundry services.

(iv) Free barber facilities.

(v) Free cobbler/boot and shoe mending facilities.

(vi) Free mailing and telephone facilities (for talking to families at home).

(vii) Organized free amenities like rest and recreation, excursions and tours.

III. Kigali Sector HQ. This HQ will have a maximum of 14 staff officers and one NCO. It is to be established in the heart of Kigali in an area where it may be difficult to find accommodation but not feeding. The need for operational flexibility for this subordinate HQ is even greater than that of the Force HQ. Thus, accommodation at Les Diplomates Hotel may be the only option, but the feeding

arrangements must be more responsive to both the operational limitations (use of time and availability) and the quality of life (cultural et. all.), within the financial guidelines. The points on amenities apply in this case as in the others.

- IV. It is the FC's estimate that a near term resolution to the accommodation, feeding and amenities problem for the staff officers must be brought forward now in order to be more flexible and operationally responsive to the essential needs of the military HQs of this Mission. The early, and possibly hasty work in implementing the contractual feeding and accommodation for staff officers has proven to be an operational limitation to the effectiveness of my HQs and has been a negative factor in the quality of life and moral of my staff. Your personal attention to this matter is most appreciated.

UNAMIR
INTER-OFFICE MEMORANDUM

File No. 1000.1

To: Distribution List
From: Force Commander
Date: 24 November 1993
Subject: WITHIN MISSION TRAVEL

Reference: A. UNAMIR/AI/002 dated 11 Nov. 1993

1. There are occasions where the operational exigencies of the mission require military personnel to move at short notice in order to conduct their duties. Due to the significant number of unexpected demands (incidents, escorts, reconnaissances) placed on the DMZ staff in particular, and on elements of the Force HQ and the new Kigali Sector HQ in these early days of the mission, considerable time is being spent away from the normal place of work. Furthermore, the workload/schedule often overlaps normal meal hours. Thus, the daily feeding and lodging arrangements cannot be fully utilized.
2. The publication of reference A does not cater to these operational requirements in two specific points:
 - a. In para. 2, the advance notice is quite reasonable in purely routine matters, but it does not respond to the operational requirements of the mission. The restriction completely negates any consideration for unforeseen requirements that are the norm, particularly in these setting up times, as we attempt to grasp a hold on the extensive demands placed upon the military personnel with the support structure very much in the advance party mode.
 - b. Para. 6 totally eliminates any unforeseen situations which, as we have all experienced, are often the case in operational matters.
3. Standards. With regards to para. 3, it is requested that the criteria for establishing the standards for the accommodation/food/amenities facilities be made available for dissemination in order to inform the clients of what is expected of them.

4. Reimbursement. In para. 4, although FC received informal details of how the maximum reimbursement for hotel and food costs had been established, the maximum reimbursement for food does not seem sufficient.
5. It is requested that the Administrative Instruction at reference A be reviewed possibly with input from the military staff in order to render the instruction more responsive to the operational needs of the Mission.

Distribution List

<u>Action</u>	<u>Information</u>
CAO	COS

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UNAMIR
INTER-OFFICE MEMORANDUM

File No. 1000.3

To: Distribution List

From: Force Commander

Date: 6 November 1993

Subject: FORCE HQ ROUTINE MEETINGS/CONFERENCES

Reference: Conversation CAO/FC on 5 Nov. 1993.

1. As discussed at reference, it is deemed more effective to consolidate meetings and conferences according to functional lines at this time. The following series of meetings/conferences have been decided to be implemented at the Force HQ:
 - a. Force Commander's Daily Coordination Meeting
 - (1) Time . 0900 Hours (except Mondays and Sundays)
 - (2) Attendance. Chief of Staff, Chief of Operations, Chief of Logs, Chief Military Pers Officer, Chief Liaison Officer, Chief medical Officer, AMA to FC and ADC to FC.
 - b. Force Commander's Weekly Command Conference
 - (1) Days. Every Monday.
 - (2) Time. 1000 Hours.
 - (3) Attendance. Chief Military Observer, Sector Commanders and all staff officers mentioned in paragraph 1a(2).
 - c. Force Commander and Chief Administrative Officer by-weekly Coordination Conference
 - (1) Days. Every Tuesday and Friday.
 - (2) Time. 1000 Hours.
 - (3) Attendance. Force Commander, Chief Administrative Officer, Senior Administrative Officer and Chief of Staff.

2. All meetings shall be held at the conference room number 2044, according to the attached seating plans.

R.A. Dallaire
Brigadier-General
Force Commander

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Internal

ADC

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Liaison Section

Logistics Section

Military Personnel Section

Senior Medical Officer

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UNAMIR
INTER-OFFICE MEMORANDUM

File No: 4003.1

To: Distribution List

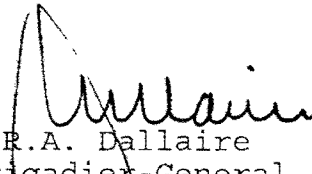
From: FC

Date: 6 November 1993

Subject: LIST OF PLANS, OPERATION ORDERS, STANDARD
OPERATING PROCEDURES (SOP), DIRECTIVES AND
INSTRUCTIONS

Reference: Brief on the Proposed Work Plan of UNAMIR
(Attached)

1. The aim of this memo is to outline the various plans, operations orders, directives and instructions that will be required over the next short period of time. The list at Annex A is not exhaustive and action addresses are requested to provide appropriate feedback to the COS for my subsequent review.
2. At reference is an initial cut at the problem with preliminary suggested contents. It is essential to establish the order of priority of effort as we are all aware of our personnel and resource constraints.
3. Responses from action addresses are to be provided to the COS no later than end of day on 10 Nov 93.


R.A. Dallaire
Brigadier-General
Force Commander

Annex A: Preliminary list of Military Plans, Operations orders, Standard Operating Procedures (SOP), Directives and Instructions

DISTRIBUTION LIST

Action Information

External CAO

CMO

DMZ Comd

→ UNOMUR Comd *not to be*

Internal

COS

Liaison Section

Logistics Section

Military Personnel Section

PRELIMINARY LIST OF
MILITARY PLANS, OPERATIONS ORDERS,
STANDARD OPERATING PROCEDURES (SOP)
DIRECTIVES AND INSTRUCTIONS

1. Kigali Weapons Secure Area. The following are those documents specific to the Kigali Weapons Secure Area:

- a. Kigali Battalion Concept of Operations -- Belgian Bn Comd
- b. Employment of Kigali UNMOs -- COS/DCOO
- c. SOP of weapons/personnel movement (military) -- COS/DCOO
- d. Concept of monitoring area (road blocks, check-points, patrols) -- COS/DCOO
- e. SOPs between UN CIVPOL and Kigali Sector Forces -- COS/DCOO
- f. SOPs for Escort Duties -- COS/DCOO
- g. Security of RPF VIPs, Personnel and BN Instruction

2. Rules of Engagement

- a. DMZ OP Order
- b. Mission/Force OP Order
- c. UNMILOB Gp OP Order
- d. Reception Instructions
- e. Welfare Directive
- f. Mission SOPs (OPS, LOG, PERS)
- g. Mission HQ Security Directive
- h. Demobilization OP Order
- i. Emergency Withdrawal Plan
- j. Medical Evacuation Plan (Interim)
- k. Medical Evacuation Plan (post deployment)
- k. Information Collection Plan
- l. Air Support Directive
- m. Engineer Support Plan
- n. Mine Clearance Plan
- o. Humanitarian Aid Security Support Plan
- p. Personnel/Administration Instructions
- q. Integration of UNOMUR Instructions

Prepared by: Major B. P. Beardsley

Advice From:

October 1993

BRIEF ON THE PROPOSED WORK PLAN FOR

UNAMIR

- References:
- A. Report of the Rwanda Reconnaissance Mission of 10 September 1993
 - B. Report of the Secretary-General on Rwanda of 24 September 1993

GENERAL

1. Upon arrival of the Military Advance Party in Rwanda, approximately seven days after the approval of the mandate by the Security Council, a series of plans must be prepared which will ensure the necessary resources for critical activities are organized in a timely manner.

AIM

2. The aim of this brief is to present a proposed workplan of the necessary plans which must be completed by the Military Advance Party.

BACKGROUND

3. During the technical reconnaissance mission to Rwanda, the military component of the mission, conducted critical information gathering activities and completed a detailed estimate of the situation, to determine what would be required, in a military structure, in the way of human and technical resources to implement the Arusha Peace Agreement (Reference A). The estimates of the mission were submitted through the chain of command at the UN and agreed to be the Secretary-General (Reference B).

4. As a result of these reports, it is anticipated that the UN Security Council will shortly approve the mandate of UNAMIR. In accordance with Reference B, a military advance party of 25 officers (19 Staff officers and 6 UNMOs) will be sent to Rwanda within seven days of mandate approval to commence military planning to conduct the Rwanda operation. In order to guide the activities of this planning, this brief is submitted with a proposed work plan to guide initial staff planning in UNAMIR.

RECEPTION OF THE MILITARY ADVANCE PARTY

5. There will be no reception for the military advance party, as it will be the first group, to arrive in Rwanda. With assistance from UNDP the following activities should take place:

- a. accommodation reserved at a suitable hotel near the future Force HQ location on the basis of two officers per room up to and including LCol and one officer per room for Col and above;
- b. transportation provided by UNDP to meet and move arrivals and their baggage to the hotel;
- c. rental of vehicles until UNAMIR vehicles arrive in-theatre;
- d. rental of a reception room in the hotel as a workplace until Force HQ location is secured;
- e. advance of 14 days MSA by UNDP to cover initial expenses of all personnel;
- f. loan of computers, printers, stationary, photocopiers etc from UNDP until UNAMIR resources arrive or can be purchased; and
- g. access to a secure phone and fax at UNDP until UNAMIR communications are established.

6. This minimal support from UNDP will assist the military advance party to establish itself in Rwanda, and will permit them to commence planning activities which will ensure self-sufficiency at the earliest opportunity.

CRITICAL ACTIVITIES

7. A chronological list of critical activities that UNAMIR will be required to prepare plans to conduct is as follows:

- a. reception plan for all future intake;
- b. personnel administration, services and welfare plan and instructions;
- c. operational SOPs for UNAMIR;
- d. logistical sustainment plan for UNAMIR;
- e. liaison plan for UNAMIR;
- f. specific operations plans for the

following critical activities:

- (1) Integration of the NMOG plan;
- (2) Integration of MNOMUR plan;
- (3) Security of Kigali plan;
- (4) Demarcation of the New DMZ plan;
- (5) Demobilization Plan;
- (6) Integrated Training and Rehabilitation Plan;
- (7) National Security Plan;
- (8) Emergency Withdrawal Plan;
- (9) Security to Humanitarian Aid and Projects;
- (10) Mine Clearance and Awareness Training Plan; and
- (11) Security Plan.

- g. information collection plan;
- h. air support plan;
- i. engineering support plan;
- j. communications plan; and
- k. medical support plan.

SPECIFIC PLANS

8. Reception Plan. This plan is a joint responsibility between the Personnel and Logistics Sections and FOD administrative elements. OPI should be the Chief Military Personnel Officer. This plan must organize the reception, transportation, kitting, in-processing, rationing, quartering, briefing, familiarization touring and acclimatization of incoming personnel.

9. Personnel Support Plan. This plan is the responsibility of the Personnel Section. OPI should be the Chief Military Personnel Officer. This plan must coordinate policy and administration of rotations, personnel records, allowances, identification cards, medals, staff lists, strength returns,

repatriations, replacements, injuries, illness, death, leave, sports and welfare. This plan will be embodied in Force Administration Instructions. Other areas requiring the development of procedures are the conduct of Boards of Inquiry, claims against the force, supervision of privileges and immunities, protocol, ceremonial and visits policy and procedures.

10. Operational SOPs. SOPs are the Force Operations Instructions and are the responsibility of the Operations Section with input from other sections as required. The Chief of Staff or in his absence the Chief Operations Officer should be responsible for the development of Force SOPs IAW UN Guidelines. SOPs for UNTAC offer the best available example of SOPs similar to this mission.

11. Logistics Support Plan. The Logistics Section is responsible for the development of the logistics support plan. The Chief Logistics Officer is the OPI of this plan. This plan must organize maintenance, recovery, repair, transport, supply, movement control, rations, catering, accommodation, water, sanitation and postal. This plan must also provide the logistics input into the medical, air and engineering support plans. It must also address matters such as reports and returns, coordination with FOD, tasking of logistics units and logistics coordination within the headquarters. This plan will be further substantiated within Force Logistics Instructions.

12. Liaison Plan. The liaison plan is the responsibility of the liaison section. The Chief Liaison Officer is the OPI of this plan. This plan must organize the exchange of Liaison Officers from Force to the lowest possible level. It must ensure matters such as transportation, communications and standard operating procedures are addressed to ensure a timely and effective liaison system is in place.

13. Operations Plans. As described above a series of operational plans will be required in UNAMIR. These plans are the responsibility of the Operations Section. The Chief Operations Officer is the OPI of these plans. Attached as Annex A is a list of these operations plans and recommended OPis. These plans will require input from all the other sections and specialist advisors at the headquarters.

14. Information Collection Plan. This plan is the responsibility of the Information Officer. It must identify the critical information requirements for the conduct of the operation, determine the resources to gather this information, task the agencies who will collect the information and then analyze and provide timely dissemination of accurate information to all levels of command in the force.

15. Air Support Plan. The air support plan is the responsibility of the Air Element in the Operations Section. The Chief Air Services Officer should be the OPI. This plan will include the organizing and control of fixed wing and rotary wing

aircraft in support of the Force.

16. Engineering Support Plan. The engineering support plan is the responsibility of the Chief Engineering Officer in the Operations section. This plan will provide for the provision of engineering services either by Force Engineers or by contract. This will include provision of water, repair to roads and bridges, improving existing infrastructure or constructing new infrastructure.

17. Communications Plan. The Military Signals Officer in the operations section will be responsible for this plan. He will coordinate with FOD and provide a communications plan which meets the operational requirements of the force.

18. Medical Support Plan. The Chief Medical Officer in the Logistics section will be responsible for this plan. This plan will provide for medical administration (records, procedures and supply) and medical evacuation (collection, treatment and evacuation) of force personnel.

CONCLUSION

19. The above mentioned plans are the first critical series of activities that must take place in UNAMIR in order for timely and efficient operations to be conducted.

RECOMMENDATIONS

20. The following work plan is recommended for your approval and direction:

- a. Day one in Rwanda be reserved for rest and personal administration;
- b. Day two in Rwanda each officer will be required to read the Technical Report;
- c. Day three the Force Commander will conduct a day long briefing and staff planning session to ensure the concept of operations and outline plan are clearly understood and taskings of the above plans is directed. In addition planning teams should be formed to commence work on the operations plans outlined in Annex A; and
- d. Day four the Daily Morning Briefing should commence and headquarters routine should begin.

DRAFT

ANNEX A

OPERATIONS PLANS

<u>SER</u>	<u>PLAN</u>	<u>OPI</u>	<u>TEAM</u>	<u>REQ BY</u>
1.	INTEGRATION OF THE NMOG	COO	CMO, CMPO, CLO, FOD	COMPLETED
2.	INTEGRATION OF NMOG	COO	CMO, CMPO, CLO, FOD	COMPLETED
3.	SECURITY OF KIGALI	KIGALI SEC COMD	COO, CMPO, CLO, FOD	M+60
4.	DEMARCATON OF THE NEW DMZ	COO	CMPO, CLO, CMO	M+60
5.	DEMOBILIZATION	COO	CMO, CEO, CMPO, CLO	M+60
6.	INTEGRATED TRAINING AND REHAB	COO	CMO, CEO, CMPO, CLO	M+90
7.	NATIONAL SECURITY	COO	CMO, CIO,	M+90
8.	EMERGENCY WDR	COO	ALL STAFF BRANCHES	M+30
9.	SECURITY TO HUMAN AID AND PROJECTS	COO	CHO, CIO	M+90
10.	MINE CLEARANCE	COO	CEO, CLO, FOD, CMPO	M+90
11.	SECURITY	COO	CIO	M+14

Chadno file

UNAMIR
INTER-OFFICE MEMORANDUM

File No. 1003.7

To: Distribution List

From: Force Commander

Date: 6 November 1993

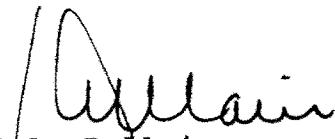
Subject: INVESTIGATION OF INCIDENT ON 28 OCTOBER 1993

Reference: A. UNOMUR Incident Report, dated 29 Oct 93
B. Preliminary investigation Report, 29 Oct 93

1. You are hereby tasked to appoint a Lieutenant-Colonel and two other officers as members of the investigation team to conduct an investigation on the circumstances surrounding the arrest of a UNOMUR patrol team on the 28th of October 1993 by the Rwandese Patriotic Front forces at the Uganda/Rwanda border. The terms of reference are as follows:

- a. What was the time, date and exact location in which the incident occurred, giving a six figure grid reference? If possible conduct resection.
- b. Who were the team members of this foot patrol, and who was the patrol commander?
- c. Did the patrol commander receive any written or verbal patrol orders? If written, produce it as an exhibit.
- d. Was there reference points in the patrol route to guide the patrol team through to avoid trespassing into the RPF territory?
- e. Are minefields marked along the patrol route?
- f. What were the weather conditions at the time of the incident?
- g. Was the patrol team in UN uniforms, and did they wear their headdress while conducting the patrol?
- h. Was the patrol team carrying any cameras or prohibited items listed in the Guidance For MILOBS?
- i. Was the Ugandan (UNR) JNCO accompanying the patrol familiar with the patrol route and the border between Uganda and Rwanda? Are they employed as guides?

- j. What specific instructions are given to these Ugandan soldiers when tasked to accompany patrol teams?
 - k. Do set procedures exist when such cases arise?
 - l. Was the patrol team manhandled during the arrest?
 - m. Was there any injuries inflicted on the team?
 - n. Did they confiscate any of the members' military equipment or personal items?
 - o. Were there any previous trespasses? If so, which areas?
 - p. Was there an obvious motive behind this arrest?
 - q. Is there any other relevant information not raised herewith that should be included?
 - r. Determine the cause of incident and submit a conclusion and recommendations.
 - s. Where there any documents exchanged, signed or given between the RPF and UNOMUR personnel? If yes, then what were the conditions under which these actions were taken.
2. The investigation report is to be submitted to MILOB HQ UNAMIR, attention COS, NLT 17 Nov. 93.
 3. All interviews with RPF personnel will be coord by MILOB Group HQ.


 R.A. Dallaire
 Brigadier General
 Chief of Mission

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