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From_____ 19__

To_____ 19__

CUN

COMPTE-rendu DE LA REUNION TENUE A CYANGUGU PAR LE CONSEIL DE SECURITE PREFECTORAL DE CYANGUGU ET LE VICE-GOUVERNEUR DE LA REGION DU SUD-KIVU DE LA REPUBLIQUE DU ZAIRE SUR LES RELATIONS DE BON VOISINAGE ENTRE LA REGION DU SUD-KIVU ET LA PREFECTURE CYANGUGU LE 18/05/1995.

A l'invitation du Préfet de Préfecture de CYANGUGU, Monsieur RUTIHUNZA Théobald, le Vice-Gouverneur de la Région du Sud-KIVU, Son Excellence Monsieur RWABANJI LWASI NGABO a effectué une visite de travail à CYANGUGU en date du 18/05/1995.

A l'issue des cérémonies d'accueil qui se sont déroulées au poste douanier de RUSIZI I, les délégations de la Préfecture de CYANGUGU et de la Région du Sud-KIVU, en compagnie des Représentants du UNHCR dans les deux entités administratives, se sont rendues dans les locaux de l'UNHCR, apprêtés par ce dernier pour abriter les travaux des deux délégations.

Cette rencontre se situait dans le cadre d'évaluation de la situation de sécurité qui prévaut sur notre frontière commune et d'étude devant aboutir à l'amélioration des relations de bon voisinage.

Après la présentation des participants, le Préfet de CYANGUGU a réitéré ses sincères remerciements au Vice-Gouverneur de la Région du SUD-KIVU pour avoir répondu à son invitation, pour son initiative et son courage qui permettent aux deux parties d'affronter résolument les problèmes qui ne cessent d'envenimer les traditionnelles bonnes relations qui ont jadis existé entre les deux régions. Le Préfet de CYANGUGU A FUSTIGE CERTAINES DECISIONS PRISES PAR LES AUTORITES pour enfreindre aux droits de leurs administrés. Ces décisions d'autorité qui ne tiennent malheureusement pas compte des intérêts des populations concernées sont la preuve irréfutable du manque de maturité de certains dirigeants et de l'outrance de leur égoïsme. Le Préfet a souligné que les populations doivent être protégées contre toute sorte d'abus et qu'il est urgent de restaurer certains droits dont la libre circulation des personnes et des biens.

Il a recommandé qu'il soit définitivement mis fin aux arrestations arbitraires illégales des personnes, à leur séquestration et à celle de leurs biens. Il a déploré l'usage fréquent de la torture qui accompagne ces arrestations. Le Préfet de CYANGUGU a précisé que les infiltrations et les incursions auxquelles se livrent les ex-militaires rwandais refugiés au ZAIRE pour semer le terreur et la désolation au RWANDA constituent une menace permanente de sécurité.

Il a terminé son allocution de bienvenue en invitant tous les participants à apporter leur précieux concours à tisser les relations d'amitié et de fraternité et à renforcer les liens de coopération entre le SUD-KIVU et la Préfecture CYANGUGU.

Prenant la parole à son tour, le Vice-Gouverneur de la Région du Sud-KIVU a remercié l'assemblée de l'accueil combien chaleureux lui réservé.

.../...

Il a fait le point sur les sujets du contentieux entre le RWANDA et le ZAIRE ENTRETENUE PAR une méfiance croissante, l'incompréhension et les suspicions.
Il a rappelé que les problèmes ne manquent pas où sont les hommes mais que les méthodes de solution actuellement utilisées pourraient se qualifier de peu civilisées; tel que ces arrestations, séquestres des personnes et des biens.
Il a regretté que le transport sur les routes internationales ait été intérompu, alors que les relations de bon voisinage entre le Rwanda et le Zaire en général, le Préfecture de Cyangugu et la Région du Sud-Kivu en particulier devaient faire appel aux Commissions regatoires au niveau de la C.E.P.G.L. dès que surgissait un problème commun. Les raisons de suppression de ce principe restent ignorées, mieux vaut alors ne pas exiger à l'autre ce que vous n'aimeriez pas que l'autre exige de vous. Cherchons donc la solution par les rencontres, la concertation dans la transparence au lieu de se lancer des accusations interminables tel que faciliter les infiltrations des malfaiteurs, Interahamwe, la séquestration des personnes, etc.

- Au cours d'échange de vues, les participants ont essayé d'identifier le mal par quelques exemples pour le bien déraciner: comme les agressions des interahamwe au marché de Kamembe, sur la route de Mibirizi en Commune Cyimbogo, leur attaque en Commune Kirambo et Kagano en provenance d'Idjwi, en Commune Gishoma en traversant par le barrage de Mumoshe en Commune Bugarama venant du camp de Kamanyola, les tirs à la mitrailleuse à partir du Camp MPANZI, le blocage des camions citernes zaïrois à Cyangugu transportant du Carburant et d'autres camions transportant du malt pour la brasserie de BUKAVU les personnes arrêtées et détenues des deux côtés. La réunion a réitéré le souhait de séparer et d'éloigner les ex-militaires et les milices Interahamwe des autres réfugiés rwandais. Sur ce point, on regrette le manque de réponse à l'appel du Zaïre à l'ONU pour son intervention économique due au transfert de ces personnes.

- Tous les participants admettent que le Camp MPANZI constitue pour les deux Pays un danger public et que par conséquent il faut le supprimer. Ils recommandent également la fermuture du Camp NYANGEZI et KAMANYOLA.

Après cet échange d'idées les deux Parties se sont convenues de procédér immédiatement à l'exécution de ce qui suit:

1° Que les décisions des autorités frontalières aient pour visées les intérêts des populations qu'elles représentent.

2° Que les dirigeants et les autres responsables de l'application des lois s'acquittent convenablement de leurs obligations et conformément aux lois et conventions bilatèrales engageant nos deux Gouvernements.

3° Que toutes les mesures soient prises pour réhabiliter les mécanismes de réglement des differends frontaliers en commençant par les commissions regatoires prévues dans le cadre de la CEPGL. Celles-ci auront pour tâches premières, la résolution des problèmes liés à l'infiltration, à l'insécurité, à l'entraide judiciaire et aux conditions socio-culturelles et économiques des citoyens des deux régions.

.../...

4° Qu'il soit procédé à la libération immédiate et inconditionnelle des détenus innocents des deux côtés. Que les dossiers des inculpés d'infractions soient traités rapidement et qu'il y ait échange de communication sur leurs résultats.

5° Qu'une mainlevée soit prononcée en faveur des biens saisis en rapport avec les détentions illégales des personnes.

Les participants se sont félicités du climat de bonne entente et de parfaite compréhension dans lequels ils ont travaillé. Ils se sont félicités du signe évident de réabilitation des relations de bon voisinage, relations fondées sur la confiance, la concertation et la transparence dans les comportements des autorités de deux côtés.

La réunion a clôturé ses travaux à 15H20'.

MASSCRE SITES AND MASS GRAVES

CYANGUGU PREFECTURE

[redacted]

as of 11 March 1995

Location	Dimension	Number Victims (estimates)	Grid Reference
Kamembe - massacres			
Nkanka Paroisse		500-600	808318
Nkanka Centre de Santé		(included in above)	808318
Cyangugu Stadium		300	775253
Kamembe Market		100	788260
Bureau Communal		100-150	802312
Kamembe-mass graves			
Nkanka Centre de Santé	7 x 1.5	350	808318
Nkanka Centre de Santé	7 x 1.5	(included in above)	808318
Nkanka Paroisse			
Road to Stadium	3-4 x 7	600	786258
Cyimbogo-massacres			
Mibilizi Paroisse		2-3000	837157
Gatandara Bridge		3-500	773247
Nyakaninya l'Ecole Primaire		100-200	801212
Cyimbogo-mass graves			
Mibilizi Paroisse	latrines		837157
Mibilizi Paroisse			837157
Gisuma-massacres			
Soccer Field Gashirabwoba		800-1000	870275 ?
Bwumvangoma		200	
Gisuma - mass grave			
Soccer Field - Gashirabwoba		800-1000	870275
Gafunzo-massacres			
Shangi Paroisse		3-4000 (6000?)	893339
Muyange Paroisse		250	
Gitwa Centre d'Ecole		180	902399
Gafunzo-mass graves			
Shangi Paroisse	20 x 10	4-6000?	893339
Shangi Paoroisse	latrines + fields		893339
Muyange Paroisse		250	
Muyange Paroisse		(included in above)	
Gitwa Centre d'Ecole	latrines	180	902399
Nyamateke		60+	898327
Gishoma-massacres			
Gashonga Secteur		508	
Gishoma-mass graves			

Rango Septic Tank		100	
Gashonga Secteur	Kabuye Latrines	120	
Kagano-massacres			
Paroisse Nyamasheke		4-6000	988418
Bureau de Sous-Préfecture Rwesero		400	987385
Kagano-mass grave			
Paroisse Nyamasheke	2 x 2 x 1 maize field	100	987385
	3 x 3 x 3 maize field		987385
	3 x 1 x 10 latrines		987385
	3 x 2 x 1 behind WCs	100+	987385
	1 x 2 x 1 avocado tree		987385
	5 x 1 x 10 showers		987385
	WC atelier	200	987385
	4 x 4 x 1.5 bean field	300	987385
	4 x 3 x 5 front church		987385
	Wcs left on road		987385
	3 x 5 x 1 right of church		987385
	3 x 5 x 1 right of church		987358
	5 x 2 x 1.5 right church		987385
	7 x 4 x 1.5 right church		987385
	1.5x1.5x septic tank		987385
Kirambo-massacres			
Kibogora Hospital		800	430035
Bureau Communal		78	038440
Kirambo-mass graves			
Munini, Tyazo	10-15 x 4	2-500	038420
Gatare-massacres			
Hanika Paroisse		2-3000	097469
Gatare-mass graves			
Hanika Paroisse	4 x 25		097468
Hanika Paroisse	3 x 7		097468
Bugarama-massacres			
CIMERWA		80-100	907118
Bugarama-mass graves			
Hot Springs			
Karengera-massacres			
Nyabitimbo Paroisse		450	970164
Bureau Communal		147	925217
Nyamahunga, Bashonga		90	865256
Nyamahunga,Kimbunda		500	
Karengera-mass grave			
Bureau Communal	20 x 4 x 1.5	147	925217
Nyamahunga,Bashonga	6 x 4	90	865256
Nyamahunga,Kimbunda	40 x 2	500	
Nyamahunga,Kimbunda	6 x 2	(included above)	

NOTE: masscre sites and mass graves of persons numbering under 50 not included.

As of 28 March 1995

Cyangugu Préfecture

List of Authorities

Cyangugu Préfecture

Préfect	Théobald Rutihunza
Sous-Préfect	
Sous-Préfect/Rwesero	
Sous-Préfect/Bugumya	Théobald Rwaka
Chef du Secretariat/Sous-Préfect	Timothé Girogwira
RPA Command	Brigade Commander Colonel Fred Ibingira
	Battalion Commander Major Jean-Bosco Kazura
	Liaison Officer Lt. Gerard Ntarugera
	Intelligence Information Officer Lt. Charles Rugira
	Political Officer Mathieu ?
Gendarmerie	Lieutenant Privat
Security Office	Domitien Ndayambaje-Ntenzingoma
Judicial Authorities	
a. Tribunal de Première Instante	
Président du Tribunal	Jean Marie Vianney Tabaro
Judges	Jean Néposuseène Kayonga
	Védaste Habimana
	Pontien Mangara
	Victor Kayamba
b. Parquet de la République	
Procureur	Viateur Nyamdwi
IPJ	Callixte Ngabitsiuze
	Emmanuel Nzegimana
	Gilbert
	Jean-Pierre

Kamembe

Bourgemeistre	Joseph Kwetumbari
RPA Representative	Lt. Emmanuel Nkubana
Judicial Authority	Jean-MarieVianney Munyashongore
IPJ	Emmanuel Nzeyimana
Conseillers	
Cyibumba	Sara Nyiransabana
Nkanka	Eliazar Kanyamaheru
Rwahi	Fidèle Nsanzurwimo
Rusunyu	Laurent Ntirikunda
Kamembe	Joseph Kwatumbari
Bugumira	Donatien Ndolimana
Mparwe	Innocent Habimana
Gihundwe	Zachaire Munyuzangabo
Muhari	Adolphe Murenzi

Gisuma

Bourgemeistre	Faustin Kalibanyi
RPA Representative	Sgt. Joachin Ruzindana
Judicial Authority	Aloys Gatabazi (president)
	Pascal Cyizia (magistrate)
Communal Police	Brigadier Fidèle Kagambira
Conseillers	
Giheke	Damien Ngomtuje
Isha	Mathieu Ruhetimpembe
Munyove	Fidèle Burahima
Shagasha	Anastase Hareliman
Ntura	Marc Muragwabugabo
Biguzi	Etienne Sugashogoro

Mwito	Etienne Nombajimana
	Jackson Maniragaba (RPA)
Remeso	Charles Ndungutse
Bugungu	Jean-Bosco Muyoboke
Bushenge	Innocent Harinditwari
Rusambu	Elie Mudeyi
Bumazi	Florien Bawugirije
Gashirabwoba	Jean Rusatsi

Gafunzo

Bourgemeistre	Viateur Kubwimana (RPA)
RPA Representative	Lt. Jean-Pierre Gatashya
	Sgt. Safari
Judicial Authority	Marashi Biphubiusa (arrested)
	Emmanuel Nsengiyumura
	Jean Biminyimana
Conseillers	
Mugera	Jean Baschumas Gatabazi
Bunyangurube	Emmanuel Hitimana
Nyamugali	Claudien Gatwabuyege
Shangi	Epinaque Mugenzi
Bugeza	Felicien Cyiza
Mukoma	Théodosie Mukashema
Bunyenga	Damien Sebushingwe
Nyabetekeli	Antoine Ntahomvukiye
Gabiro	Innocent Semangenzi

Cyimbogo

Bourgemestre	Laurent Ndagijimana
Inspector of Schools	Mathias Semageni
RPA Representative	Eduard Twahirwa
Communal Police	Frédéric Nkuruziza
Judicial Authority	Jean-Marie Munyashongore
Conseillers	
Nakarenzo	Théoneste Habimana
Mibilizi	Joseph Tunguhore
Murehe	Lambert Gakwaya
Winteko	Josehp Sindikure
Nyakanyinya	Appollinaire Sendege
Cyato	Joseph Rutakamize
Nyamagana	Suzane Nyirantabwoba
Cyete	Seridian Ndorimana
Mutongo	André Kajyambere
Mururu	Emmanuel Karuhije
Gihundwe	Martin Cyamukumgu

Gishoma

Bourgemeistre	Bernard Munyambibi
Assistant	Théobald Ndagijimana
RPA Representative	Lt. Rusatsi
Judicial Authority	Jean Damacien Nyirumulinga
	Joseph Nungubundi
	Jean Ngindahimana
Conseillers	
Gashonga	Anathole Rwanteli
Butambamo	Thérése Ndasongerwa
Gisagara	Gérard Ndaheranwa
Nyenji	Franpois Bidetwa
Kiranga	Pascal Semanyenzi
Kimbagiro	Athanase Sezibera
Rwimbogo	Faustin Muranga
Ntenyi	Bernard Munyambibi
Ruhoko	Samson Ndisabiye

Rukunguli	Callixte Nsengimana

Kagano

Bourgemestre	Mathias Nyirinkwaya
Secretary	Eleuthère Hategekimana
Agronome	Thomas Twagirumwami
Sous-Prefect	Venuste Nsanzamahoro
RPA Representative	Sgt. Karenzi Mutimukwe
Judicial Authority	Ezéthias Kayigi
	Chrysologue Niyitegeka
IPJ	Charles Mkundakozera
Security Officer	Vincent Gacinya
Conseillers	
Bushekeri	Gaetan Shigabo
Butambara	Gallican Nsengumuremyi
Kagano	Banyejivi
Kagarama	Ntibanikunza
Mubumbano	Antoine Hitimana
Mukinja	Barthazar Ukurekninka
Ngoma	Frodouard Rusingizandekwe
Nyakabingo	Théogène Gemikara
Nyamasheke	Fabien Nsengiyumva
Rambira	Mathias Nvirinkwaya

Jirambo

Bourgemeistre	Pierre Bitunguranye (interim)
Assistant	Jonathan Hakiba
RPA Representative	Captain Theonest Rurangwa
Judicial Authority	Godefreid Munyambibi
	Cyprien Harelimana
IPJ	Japhet Nkurunziza (arrested)
Security Officer	Dominique Twagiramungu
Conseillers	
Tyazo	Peirre Bitunguranye
Gitongo	Ngamije
Ruheru	Laurien Kabahizi
Kantongo	Daniel Kabiligi
Cyato	Pascal Nsengimana
Yove	Abel Rwantema
Rangiro	Minani
Mpabe	Salathiel Hacineza
Rwumba	Ayirwanda
Gahisi	Munyurangabo

Gatare

Bourgemestre	Augustin Rekayabo (interim)
Assistant	Eduard Mutabaruka
Center for Development	Julienne Mukamuyoboke
RPA Representative	Major George Kirindi
	Lt. John Bizimana
Judicial Authority	Canisius Gakuru
	Nicolas Nyaminani
Communal Police	Modeste Mushinzimana
Conseillers	
Buhoro	Augustin Rekayabo
Rugano	Laurent Gahigi
Macuba	Vedaste Nvamahe
Kagunga	Isacar Gashumba
Rukanu	Marc Marekabiri
Muraja	Ephrem Kimonyo
Rumamfu	Aaron Mucambitsi
Murasa	Barnabas Nyakonziza
Mugomba	Anthère Niyireba

Karambi	Fabien Kayumba
Ngange	Enock Ngirabotware
Cyiya	Augustin Nzamwita
Birembo	Elaste Ndirabika

Bugarama

Bourgemeistre	Amirée Nkinzingabo
Sous-Préfect	Théobald Rwaka
Chef du Secretariat/Sous-Préfect	Timothé Girogwira
RPA Representative	Captain Bosco
Gendarme	Lt. Bosco
Judicial Authority	Balthasar Muntwali (IPJ)
Conseillers	
Nyabitare	Théoneste Nyosabimana
Nzahaha	Emmanuel Murugantusari
Gikundamvura	Reverieu Budawe
Bunyereri	Albert Bagiraneza
Muganza	Daniel Habindintusari
Bugarama	Charles Kanyeshuri
Muhehwe	Callixte Sebarveanyi
Kibangira	Bernard Kanyabigombo

Nyakabuye

Bourgemeistre	Jean-Bosco Sibomana
RPA Representative	Lt. Idris
	Sgt. Kanamugire
Judicial Authority	Joseph Rwajekare
	Yves Rukemampunzi
	Neon Ndayambaje
IPJ	Jeremie Byeri
Communal Police	Asst.Brig. Jean Damacene Twagiramungu
Conseillers	
Nyakabuye	Laudonard Ruzahavho
Matare	Fabien Barirevanda
Kaboza	Modeste Murangwabungoko
Nkunga	Jean Ngirebarezi
Nyamaronko	Aimable Buhongo
Kigurwe	Evariste Ntehinvweya
Gitambi	Joseph Ntamarwgero
Ruyanzovu	Gaspard Harerimana
Muhanga	Joseph Muwyakazi

Karengera

Bourgemistre	Antoine Nzabageraageza
Assistant	Néophite Ndagyimana
RPA Representative	Lt. Jean-Bosco Butare
	Lt. Mugisha (on Burundi border)
Judicial Authority	Théoneste Habimana
	Benjamin Ndikumana
Communal Police	Brigadier Donat Hategekimana
Conseillers	
Bweyeye	Emmanuel Gahuta
Gasumo	Révocat Banyuriraho
Butare	Patrice Shirikinyoma
Karengera	Adèle Mukamuganga
Rurama	Vincent Hategekimana
Karambo	Jean Gakwaya
Rwintare	Antoine Nzabageraageza
Nyanunda	Callierte Ndagijimana
Rw(Nyi)abidege	Jean Sibomana
Ruharambuga	Innocent Ndekezi
Kayinya	Evariste Nyaminani
Nyamuhunga	Projecte Gashudi

UNAMIR(RWANDA)

BROAD PLAN FOR DEPLOYMENT OF MILOBs IN NEIGHBOURING COUNTRIES OF RWANDA

General.

1. A very large numbers of Rwandan refugees are located in refugee camps in Zaire,Burundi and Tanzania.The peace process in Rwanda is profoundly influenced by the happenings in these camps.There are reports that some inmates of these camps are arming themselves and are possibly planning to attack Rwanda.The present Govt of Rwanda is highly concerned by these reports. Security Council in its Resolution 997 (1995) " noting with great concern the reports of military preparations and increasing incursions into Rwanda by elements of former regime and underlining the need for effective measures to ensure that Rwandan nationals currently in neighbouring countries, including those in the camps, do not undertake military activities aimed at destabilizing Rwanda or receive arms supplies, in view of the great likelihood that such arms are intended for use within Rwanda".In order to monitor the sale or supply of such arms , related material and other activities in these refugee camps and concerned airfields,the Secretary General had been requested to consult the Govts of these countries on the possibility of deployment of MILOBs in these areas.Mr Aldo Ajello, Special Envoy of Secretary General was deputed to carry out the necessary consultation with these countries.There is an urgent need to deploy MILOBs in these countries, particularly Zaire at the earliest.

Aim.

2. The aim of this paper is to assess the feasibility of deploying MILOBs in Zaire,Burundi and Tanzania; evolve a preliminary concept of operation and a plan of action to include their composition, organisation ,command & control structure,material requirements and other related issues.

Scope

3. The paper has been laid out as under:-

(a) The Need for Deploying MILOBs.
(b) Attitude of Affected Countries and options available.
(c) Command and Control.
(d) Concept of Operation and Tasks.
(e) Requirement of MILOBs.
(f) Requirement of Other Manpower.
(g) Material Requirements.
(h) Security of MILOBs.
(j) Permission of Donor Countries.
(k) Legal Considerations.

(l) Availability of MILOBs.
(m) Financial Implications.
(n) Recommendations.

The Need for Deploying MILOBs.

3. **Refugee Camps.** A large number of refugee camps are located in Zaire, Burundi and Tanzania.Approximately two million refugees are staying in these camps. Latest figures available are:-

(a) Zaire. There are over one million refugees in two detached areas which are over 100 km apart(also please see Appx A attached).Details are :-

(i) Goma (North Kivu).
(aa) Goma . Approximately 460950 refugees in Mugunga and Kibumba camps.
(ab) Katale. Approximately 237060 refugees in Katale and Kahindo camps.Katale and Kahindo camps are approximately 60 km from Goma.

(ii) Bukavu (South Kivu).
(aa) Bukavu. 301578 refugees in Bukavu camps.
(ab) Uvira. 77000 refugees in Uvira camps.

(b) Tanzania. 602100 refugees in two areas (separated by over 150 km, for sketch please see Appx B attached) namely :-
(aa) Ngara. 436500 refugees in Ngara camps.
(ab) Karagwe. 165600 refugees in Karagwe camps.

(c) Burundi. 215,000 refugees located in different camps at Magara, Majuri,Rukuramigabo,Mugano,Ntamba,Kibezi and Ruvumu(for sketch please see Appx C attached).

4. **Alleged Military Activities in Camps** It is being alleged by Rwandan Govt as well as other agencies that military training is being carried out in these camps particularly in Zaire. There are reports that FRGF which is located in these camps is being armed by various countries.These allegations are strongly denied by Zaire.MILOBs if deployed in these camps could verify the veracity of theses allegations.Assessment of the strength of FRGF varies from 35 to 50 thousands.FRGF camps are believed to be located in following areas:-

(a) Goma Area(including Itat-Mazor). Approximately 15- 20 thousands.
(b) Bukavu Area (including Panzi). Approximately 10 thousands.
(c) Uvira Area(including Bulonge). Approximately 4 thousands.
(d) Tanzania. Approximately 2-3 thousands.

5. **Return of Refugees.** These refugees constitute almost 25% of the Rwandan population.True peace can never be achieved till such time these refugees donot return to their homes.It is strongly believed that there is a lot of intimidation by political elements in these camps against those who wish to return.Presence of UN MILOBs/troops could act as deterrent to these elements and encourage the masses to return.

6. **Assistance to Humanitarian Agencies.** At present the humanitarian activities are being well coordinated by UNHCR.However military observers (officers) can play even more active role in assessing the humanitarian needs even well inside camps which are fairly inaccessible areas.Maximum benefit can be then derived out of all the UN / NGO agencies.

7. From the foregoing it is amply evident that MILOBs must be deployed in these countries particularly in Zaire at the earliest in order to bring peace & reconciliation in Rwanda and to prevent another crisis from developing in this country.

Attitude of Affected Countries and Options Available

8. The attitude of the affected countries is extremely important. In the past there has been a reluctance on their part particularly Zaire and Tanzania. However in the prevailing environment, their attitude may change for better.However not only their permission but their willing whole hearted support is essential for the success of this task.Efforts have to be also made to impress the local Rwandan Govt to adopt a genuine approach of reconciliation and create suitable atmosphere for return of refugees.The security conditions in Rwanda have to be favourable to the returnees so that they can return without fear.

9. **Zaire.** Although in the past Zaire has shown reluctance, it appears to be more responsive now.Since maximum refugees and FRGF elements are based in Zaire, the positive attitude of Zaire will be most useful.

10. **Burundi.** Burundi is likely to accept the deployment of MILOBs in Burundi refugee camps.

11. **Tanzania.** Tanzania has been opposed to any UN deployment on its soil. This attitude may remain the same even now. However in the Rwandan crisis/problem, Tanzania angle does not have an overriding influence. Hence it should not affect the overall plan.

12. **Deployment Options.** Depending upon the attitude/permission of these countries, following options are available :-

(a) **Option One.** All countries agree and MILOBs get deployed in all the three countries. This is the best option and hence most desirable.

(b) **Option Two.** Two countries that is Zaire and Burundi agree but Tanzania does not agree. Deploy MILOBs in Zaire and Burundi. Although this is not a very good option but in the overall context it provides still a viable option to ease out the Rwandan crisis. Hence as a compromise solution it is recommended to deploy MILOBs in Zaire and Burundi and continue the efforts to persuade Tanzania also to agree. It is felt that as situation improves, Tanzania will also be inclined to permit deployment of MILOBs on its soil.

(c) **Option Three.** Only one country that is Burundi agrees.Since deployment of MILOBs in Burundi alone will not materially affect the Rwandan crisis,there is no need to deploy any MILOBS in any of these countries.

(d) **Option Four.** In case none of the Govts agree to deployment of MILOBs on their soil, efforts should be made to at least obtain permission of these Govts to permit the MILOBs of UNAMIR to visit these refugee camps for obtaining general / humanitarian information and convincing people for reconciliation and return to Rwanda.

Command and Control.

13. Since the activities in the above mentioned refugee camps have direct repercussions on Rwanda and thus UNAMIR, the MILOBs, if deployed, in these countries (whether additional or within present strength) should be placed directly under command of UNAMIR FC/CMO/DCMO.However if this is to come up as a separate mission,then additional MILOBs would be required for HQs (command and control elements,minimum requirement is given at Appx attached). However there are problems which need to be addressed.

(a) **Burundi** Mr Abdullah is the SRSG in Burundi. Hence the MILOBs deployed in Burundi may have to be placed under his command with some appropriate arrangement for information sharing as well as coordination of various activities. A liaison team each at both ends can be employed to coordinate the activities. It is also recommended to place the OAU observers presently operating in Burundi under the same set up.

(b) **Zaire**. In case a separate organisation is to be established under a different acronym (for example UNREMIZ : United Nations Refugee Mission In Zaire, as has been suggested earlier) it can be headed by a Deputy Chief Military Observer of the rank of Col and placed under overall command & control of Force Cdr/ SRSG UNAMIR.This will serve the purpose best.

(c) **Tanzania.** It will be best to place it under UNAMIR.

Concept of Operation and Tasks

14. MILOBs will be the eyes and ears and act as ambassador of Force Cdr/ SRSG in the refugee camps and will endeavor to impress upon the masses to return back to their homes.They will effectively monitor sale or supply of arms/ ammunition. Their main aim would be to bring peace to Rwanda by spreading the feeling of reconciliation, desist people from planning/ taking military actions and provide/ assist in humanitarian assistance to the needy refugees.

15. The MILOBs would be organised into sub sects with adequate command/ control and coordination infrastructure.Each sub sect will be further sub divided into teams based on the local requirements. Each team will be fully mobile and have adequate communications to monitor/ investigate or undertake any task that is assigned to it.

16. Tasks envisaged for the MILOBs. MILOBs could carry out following tasks:-
(a) Monitor delivery of arms and related material at air fields,borders and in camps.
(b) Monitor activities in refugee camps and FRGF strongholds particularly in case any military training/activities are being carried out.
(c) Monitor border crossings by refugee.
(d) Monitor security of refugee camps.
(e) Monitor insurgent activities.
(f) Provide unarmed escorts to VIPs and NGOs if required.
(g) List out all refugees in area of responsibility.
(h) Assist NGOs in distribution of food, water,medicines and other humanitarian needs.
(j) Assist NGOs in their tasks where ever feasible.
(k) Coordinate and assist refugees in transportation back to their home commune.
(l) Motivate refugees to return to their homes.
(m) Coordinate protection of convoys returning to Rwanda by RPA.
(n) Maintain liaison with RPA and local military/ paramilitary/ police.
(o) Conduct regular patrolling in the area of responsibility.
(p) Obtain humanitarian requirements of refugee camps and coordinate their supply through NGOs/UNHCR/other agencies.

Requirements of MILOBs.

17. In order to carry out above tasks a large number of MILOBs would be required to be deployed in these refugee camps as well as at concerned air fields.The detailed requirement is given in succeeding paras.

18. **Zaire.** As brought out earlier, camps in Zaire are located mainly in three different areas namely Goma & Katale (opposite Gesenyi) and Bakavu (opposite Cyangugu) which are located far apart. Hence three sub sects are required to be established.A total of 72 MILOBs will be required as given in the organisation chart given as Appx D attached.

19 **Tanzania**. One sub sect each will have to be established at Ngara and Karagwe since these places are more than 150 km apart.a total of 26 MILOBs are required as given in the organisation chart attached.

20. **Burundi.** A sub sect can be established at Muyange Gasnono with 16 MILOBs as given in the organisation chart attached.

21. **Total Requirement.** Thus there is a need of 117 MILOBs for deployment in Zaire, Tanzania and Burundi.

Requirement of Other Manpower/ Resources

22. In addition to MILOBs additional supporting staff would be required.These are :-

(a) **Signals.** At each sub sect HQ there is a requirement of a Signal detachment of three signallers to man and maintain signal equipment particularly V- SAT, INMARSAT and fax machine.Thus 18 signallers would be required. Alternatively, the equipment can be installed, handed over to MILOBs to operate and a small maintenance staff from signals can be used to maintain the equipment by frequent visits to the sub sects.

(b) **Medical Support.** There is a need for a small dedicated medical team comprising two doctors and two nursing assistant along with necessary infrastructure for immediate medical care at following places :-

(i) Goma.
(ii) Bukavu.
(iii) Ngara.
(iv) Karagwe.
(v) Sub Sect HQ in Burundi.

All serious casualties will have to be evacuated to Kigali/ Dar-es-Salam.

(c) **Interpreters.** Each sub sect HQ should have an interpreter. As such 6 interpreters will be required.

(d) **Maintenance Support.** For the maintenance of vehicles and signal equipment a small maintenance team comprising 5 (one supervisor and 4 mechanics) with adequate spares would need to be made available at following places:-

(i) Goma.
(ii) Bukavu.
(iii) Ngara.
(iv) Karagwe.
(v) Sub Sect HQ in Burundi.

Major repairs can continue to be carried out at Kigali.

Material Requirements.

23. For deployment of MILOBs in these countries, certain amount of infrastructure has to be created in each proposed sub sect.The MILOBs have to be provided with adequate communications,transport,maintenance facilities and office infrastructure.Basis for working out the material requirements and the Net requirement are given in the Appx E attached.

(a) **Communications.** Each sub sect will have to be provided with dedicated communication for communicating with MILOB Group HQ as well as within the sub sect.

(b) **Transport.** It is extremely important to provide adequate number of vehicles to these MILOBs so that they can easily move about and monitor the prevailing situation.

(c) **Office.** Each sub sect will have to hire an office for the Sect Cdr,Ops Officer,Ops Room,Log/ Pers Officer,Hum Officer and the Duty Offr.Adequate amount of office equipment will have to be provided.

Security.

24. Since these MILOBs would be operating in likely hostile environment, some foolproof arrangement for their safety has to be made and ensured. The concerned Govt has to be requested to undertake the responsibility for their safety.An unequivocal commitment is definitely required from the concerned Govt.

Permission of Donor Countries.

25. If the mandate of UNAMIR extends to areas beyond Rwanda to include Zaire, Tanzania and Burundi or another mission is constituted,there would be a need to seek permission of the donor countries for the deployment of their MILOBs in these countries.

Legal Considerations

26. A proper Status of Mission Agreement (SOMA) has to be worked out between UN and these countries.Some important legal consideration that need due attention are given below :-

(a) Immunity from national laws in relation to criminal and civil liability.

(b) No restriction on movement of MILOBs within the country.
(c) No restriction on movement of MILOBs into and out of country.
(d) No restriction on importation of personal effects and other stores required by MILOBs to both live in and perform their duties within the country.
(e) The rules of engagement of troops tasked to protect MILOBs.These should be adequate to protect them in various circumstances that they are likely to encounter.
(f) The policy on carriage of weapons by MILOBs for personal security.

Availability of MILOBs.

26. At present 320 MILOBs are authorised with UNAMIR for Rwanda which are considered just adequate to carry out the tasks within Rwanda.Hence following options are available:-

(a) Option One. Additional MILOBs be made available for deployment in these countries.Most desirable and recommended option.
(b) Option Two. Initially these MILOBs can be made available from Rwanda till such time additional MILOBs are available.
(c) Option Three. The MILOBs be within the authorisation of UNAMIR,thereby meaning no increase in cost to the UN. How ever this will be at the cost of reduction in their effectiveness in Rwanda.

Financial Implications

27. The financial implications of deployment of MILOBs in these countries is given at Appx attached.

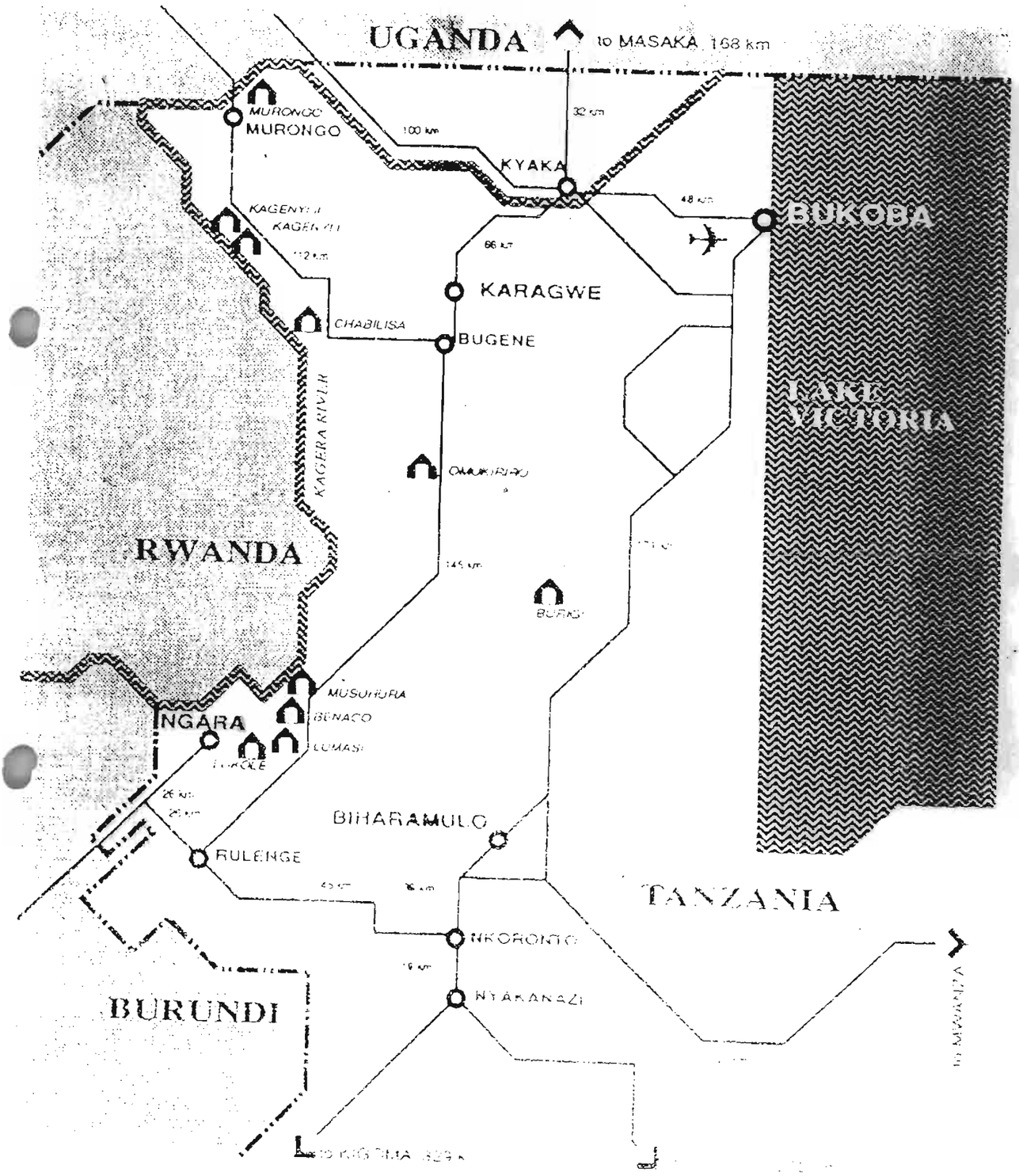
Recommendations.

27. In view of the foregoing following are recommended :-
(a) It is strongly felt that MILOBs must be deployed at the earliest along side the refugee camps in Zaire, Tanzania and Burundi.
(b) In case Tanzania does not agree to deployment of MILOBs but other two do, then deploy the MILOBs in these countries i.e Zaire and Burundi.
(c) For command and control these MILOBs should preferably be placed under UNAMIR.
(d) These MILOBs should be additional and not within the authorisation of UNAMIR.
(e) Govt of concerned country must be requested to undertake the responsibility for security of MILOBs deployed in that country.
(f) Permission of donor country (of MILOB) must be taken at the earliest.

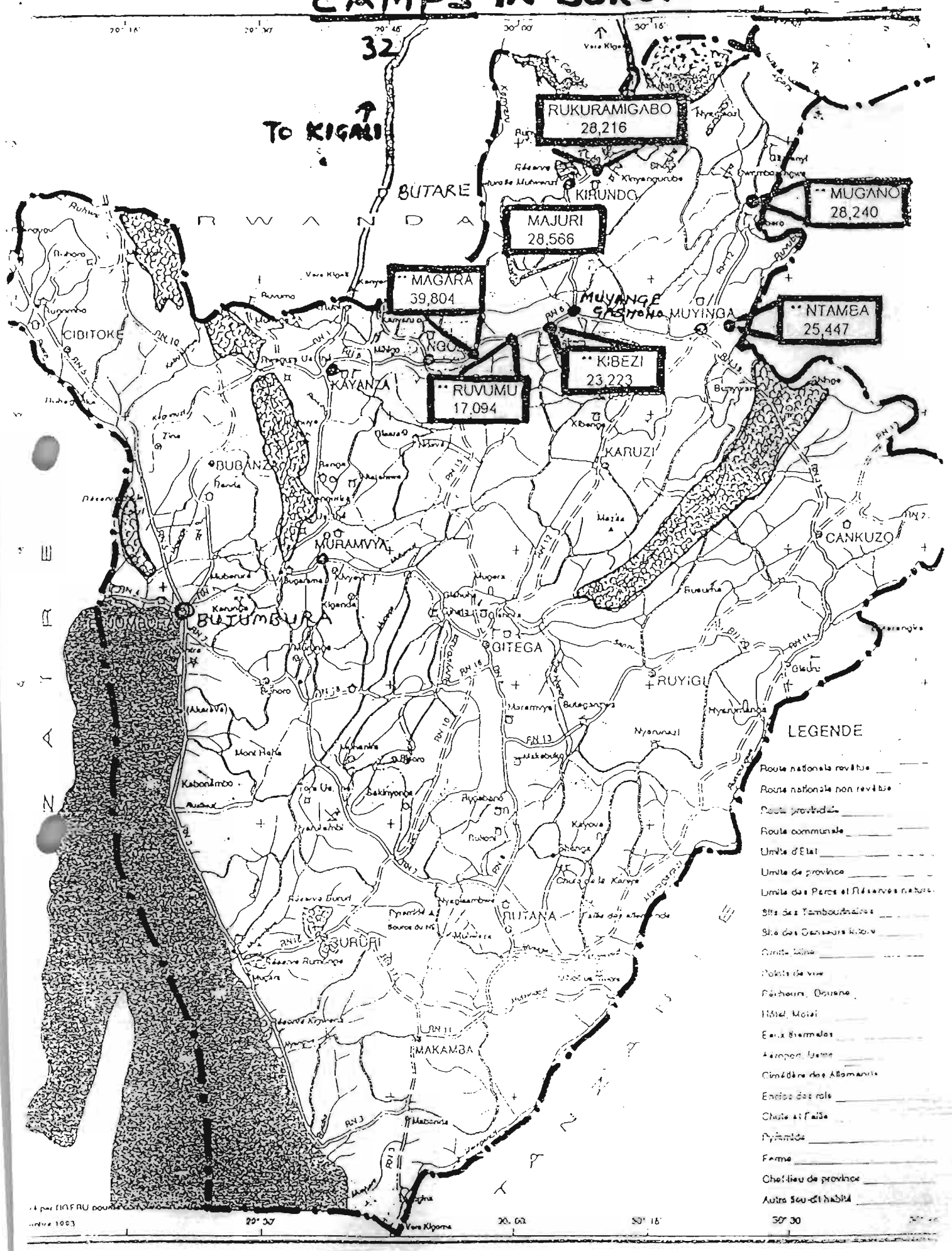
REFUGEE CAMPS IN ZAIRE (GOMA)

UNHCR
KAGERA REGION

CAMPS IN TANZANIA



CAMPS IN BURUNDI



Manpower requirement for HQs (Command & Control)

1. **Zaire.**

(a) Deputy Chief Military Obsever (Colonel).
(b) Senior Ops Offr (Lt Col).
(c) Ops Offr (Maj).
(d) Duty Offrs (Maj/ Capt) - 4.
(e) Humanitarian Offr (Maj).
(f) Senior Pers Offr (Lt Col).
(g) Asst Pers Offr (Maj).
(h) Senior Log Offr (Lt Col).
(j) Asst Log Offr (Maj).

Total : 12

2. **Burundi / Tanzania.**

(a) Senior Military Observer (Col/ Lt Col).
(b) Ops Offr (Maj).
(c) Duty Offr (Capt) - 4.
(d) Humanitarian Offr (Maj).
(e) Pers/ Log Offr (Maj).
(f) Asst Pers/ Log Offr (Maj/ Capt).

Total : 9 (for each HQ).

SUGGESTED MILOBs ORGANISATION

ZAIRE

GOMA SUB SECT

SECT CDR
OPS OFFR
LOG/PERS OFFR
HUM OFFR
D O X 3
R R T (3) X1
TEAM (3) X4
**MUGUNGA
**KIBUNBA
AIR FD TEAM(3)

TOTAL : 25

KATALE SUB SECT

SECT CDR
OPS OFFR
LOG/PERS OFFR
HUM OFFR
D O X 3
R R T (3) X1
TEAMS(3) X4
**KATALE
**KAHINDO

TOTAL : 22

BAKAVU SUB SECT

SECT CDR
OPS OFFR
LOG/PERS OFFR
HUM OFFR
D O X 3
R R T (3) X 1
TEAMS(3) X4
**BAKAVU
**UVIRA
AIR FD TEAM(3)

TOTAL : 25

TOTAL FOR ZAIRE : 72

TANZANIA

NGARA SUB SECT

SECT CDR
OPS OFFR
LOG/PERS OFFR
HUM OFFR
D O X 3
R R T (3) X1
TEAM(3) X 1

TOTAL : 13

KARAGWE SUB SECT

SECT CDR
OPS OFFR
LOG/PERS OFFR
HUM OFFR
D O X 3
R R T (3) X1
TEAM(3) X 1

TOTAL : 13

TOTAL FOR TANZANIA : 26

BURUNDI

SECT CDR
OPS OFFR
LOG/PERS OFFR
HUM OFFR
D O X 3
R R T (3) X 1
TEAMS(3) X 3
**MUGANO,NTAMBA
**RUKURAMIGABO,MAJURI
**KIBEZI,RUVUMU,MAGARA

TOTAL : 19

TOTAL FOR BURUNDI : 19

NET REQUIREMENT OF MILOBs : 117

MATERIAL REQUIREMENTS

BASIS FOR WORKING

Sub Sect

1. Each Sub Sect will require the materials/ stores/ equipment as given in succeeding paragraphs:-

2. **Communications.** The following communication equipment would be required for each Sub Sect:-
(a) 1 x V- SAT (with 1 x tele and 1 x fax channels) with accessories and batteries.
(b) 1 x INMARSAT-C (for traffic clearance/reserve).
(c) 2 x MOTOROLA base station along with accessaries and batteries.
(d) 7 x MOTOROLA hand held sets(for Cdr,Ops Offr,Log/Pers Offr,Hum Offr,Duty Offr(3)) with spare batteries and charger.
(e) 3 x MOTOROLA (VHF) mobile radio set(vehicle mounted) for Cdr, Ops Offr,Log/Pers Offr.
(f) 1 x Repeater station.
(g) 6 x Tele (for Cdr, Ops Offr, Log/Pers Offr,Ops/Duty Room,Sig Det,Cdr residence).
(h) 3 x Charging sets.
(i) 6 x Secondary batteries.
(j) 4 km Cable.

3. **Transport.**
(a) 4 x TOYOTA forerunners(Cdr,Ops Offr,Hum Offr,Duty Offr).
(b) 1 x Pick up (Log/Pers Offr).

4. **Office Equipment.** Besides hiring suitable office accommodation following major office equipment would be required:-
(a) 5 x Desk Top Computers(Cdr, Ops Offr,Log/Pers Offr,Hum Offr,Signal Detachment).
(b) 3 x Xerox machines(Ops Offr,Log/Pers Offr,Signal Detachment).
(c) 7 x Desks.
(d) 14 x Chairs.
(e) 7 x Cupboards.
(f) Adequate maps.
(g) Adequate stationary.

Teams.

5. The following are required for each Team:-

(a) **Communications.**
(i) 2 x MOTOROLA hand held sets with spare battery and charger.
(ii) 1 x MOTOROLA mobile station(vehicle mounted).

(b) **Transport.** 1 x TOYOTA forerunner/Land Cruiser.

Other Equipment/Stores.

6. For each Sub Sect following would be required:

(a) 1 x Sat dish.
(b) 1 x TV.
(c) 1 x VCR.
(d) 2 x Generators.

NET REQUIREMENT OF MATERIAL/STORES/EQUIPMENT

7. Working on above basis the net requirement would be as given in succeeding paragraphs.

8. **Communications.**
(a) 6 x V-SAT(with 1x tele and 1x fax channels each).
(b) 6 x INMARSAT-C.
(c) 12 x MOTIROLA base stations along with accessaries and batteries.
(d) 92 x MOTOROLA hand held sets with spare battery and charger each.
(e) 43 x MOTOROLA (VHF) mobile radio sets (vehicle mounted).
(f) 6 x Repeater stations.
(g) 36 xTele.
(h) 18 x Charging sets.
(i) 36 x Secondary batteries.
(j) 24 x km of cable.

9. **Transport.**
(a) 49 x TOYOTA forerunners/Landcruisers.
(b) 6 x Pick ups.

10. **Office.**
(a) 30x Desk Top Computers.
(b) 18x Xerox machines.
(c) 42 x Desks.
(d) 84 x Chairs.
(e) 42 x Cupboards.
(f) Adequate maps.
(g) Adequate stationary.

11. **Other Equipment/Stores.**
(a) 6 x Sat dish.
(b) 6 x TVs.
(c) 6 xVCRs.
(d) 12 x Generators.

COMPTE-rendu DE LA REUNION TENUE A CYANGUGU PAR LE CONSEIL DE SECURITE PREFECTORAL DE CYANGUGU ET LE VICE-GOUVERNEUR DE LA REGION DU SUD-KIVU DE LA REPUBLIQUE DU ZAIRE SUR LES RELATIONS DE BON VOISINAGE ENTRE LA REGION DU SUD-KIVU ET LA PREFECTURE CYANGUGU LE 18/05/1995.

A l'invitation du Préfet de Préfecture de CYANGUGU, Monsieur RUTIHUNZA Théobald, le Vice-Gouverneur de la Région du Sud-KIVU, Son Excellence Monsieur RWABANJI LWASI NGABO a effectué une visite de travail à CYANGUGU en date du 18/05/1995.

A l'issue des cérémonies d'accueil qui se sont déroulées au poste douanier de RUSIZI I, les délégations de la Préfecture de CYANGUGU et de la Région du Sud-KIVU, en compagnie des Représentants du UNHCR dans les deux entités administratives, se sont rendues dans les locaux de l'UNHCR, apprêtés par ce dernier pour abriter les travaux des deux délégations.

Cette rencontre se situait dans le cadre d'évaluation de la situation de sécurité qui prévaut sur notre frontière commune et d'étude devant aboutir à l'amélioration des relations de bon voisinage.

Après la présentation des participants, le Préfet de CYANGUGU a réitéré ses sincères remerciements au Vice-Gouverneur de la Région du SUD-KIVU pour avoir répondu à son invitation, pour son initiative et son courage qui permettent aux deux parties d'affronter résolument les problèmes qui ne cessent d'envenimer les traditionnelles bonnes relations qui ont jadis existé entre les deux régions. Le Préfet de CYANGUGU A FUSTIGE CERTAINES DECISIONS PRISES PAR LES AUTORITES pour enfreindre aux droits de leurs administrés. Ces décisions d'autorité qui ne tiennent malheureusement pas compte des intérêts des populations concernées sont la preuve irréfutable du manque de maturité de certains dirigeants et de l'outrance de leur égoïsme. Le Préfet a souligné que les populations doivent être protégées contre toute sorte d'abus et qu'il est urgent de restaurer certains droits dont la libre circulation des personnes et des biens.

Il a recommandé qu'il soit définitivement mis fin aux arrestations arbitraires illégales des personnes, à leur séquestration et à celle de leurs biens. Il a déploré l'usage fréquent de la torture qui accompagne ces arrestations. Le Préfet de CYANGUGU a précisé que les infiltrations et les incursions auxquelles se livrent les ex-militaires rwandais refugiés au ZAIRE pour semer le terreur et la désolation au RWANDA constituent une menace permanente de sécurité.

Il a terminé son allocution de bienvenue en invitant tous les participants à apporter leur précieux concours à tisser les relations d'amitié et de fraternité et à renforcer les liens de coopération entre le SUD-KIVU et la Préfecture CYANGUGU.

Prenant la parole à son tour, le Vice-Gouverneur de la Région du Sud-KIVU a remercié l'assemblée de l'accueil combien chaleureux lui réservé.

.../...

Il a fait le point sur les sujets du contentieux entre le RWANDA et le ZAIRE ENTRETENUE PAR une méfiance croissante, l'incompréhension et les suspicions. Il a rappelé que les problèmes ne manquent pas où sont les hommes mais que les méthodes de solution actuellement utilisées pourraient se qualifier de peu civilisées; tel que ces arrestations, séquestres des personnes et des biens. Il a regretté que le transport sur les routes internationales ait été intérompu, alors que les relations de bon voisinage entre le Rwanda et le Zaire en général, le Préfecture de Cyangugu et la Région du Sud-Kivu en particulier devaient faire appel aux Commissions regatoires au niveau de la C.E.P.G.L. dès que surgissait un problème commun. Les raisons de suppression de ce principe restent ignorées, mieux vaut alors ne pas exiger à l'autre ce que vous n'aimeriez pas que l'autre exige de vous. Cherchons donc la solution par les rencontres,la concertation dans la transparence au lieu de se lancer des accusations interminables tel que faciliter les infiltrations des malfaiteurs, Interahamwe,la séquestration des personnes, etc.

- Au cours d'échange de vues,les participants ont essayé d'identifier le mal par quelques exemples pour le bien déraciner: comme les agressions des interahamwe au marché de Kamembe, sur la route de Mibirizi en Commune Cyimbogo,leur attaque en Commune Kirambo et Kagano en provenance d'Idjwi, en Commune Gishema en traversant par le barrage de Mumosho en Commune Bugarama venant du camp de Kamanyola, les tirs à la mitrailleuse à partir du Camp MPANZI, le blocage des camions citernes zaïrois à Cyangugu transportant du Carburant et d'autres camions transportant du malt pour la brasserie de BUKAVU les personnes arrêtées et détenues des deux côtés. La réunion a réitéré le souhait de séparer et d'éloigner les ex-militaires et les milices Interahamwe des autres réfugiés rwandais. Sur ce point, on regrette le manque de réponse à l'appel du Zaïre à l'ONU pour son intervention économique due au transfert de ces personnes.

- Tous les participants admettent que le Camp MPANZI constitue pour les deux Pays un danger public et que par conséquent il faut le supprimer. Ils recommandent également la fermuture du Camp NYANGEZI et KAMANYOLA.

Après cet échange d'idées les deux Parties se sont convenues de procéder immédiatement à l'exécution de ce qui suit:

1° Que les décisions des autorités frontalières aient pour visées les intérêts des populations qu'elles représentent.

2° Que les dirigeants et les autres responsables de l'application des lois s'acquittent convenablement de leurs obligations et conformément aux lois et conventions bilatérales engageant nos deux Gouvernements.

3° Que toutes les mesures soient prises pour réhabiliter les mécanismes de réglement des differends frontaliers en commençant par les commissions regatoires prévues dans le cadre de la CEPGL. Celles-ci aurent pour tâches premières,la résolution des problèmes liés à l'infiltration,à l'insécurité,à l'entraide judiciaire et aux conditions socio-culturelles et économiques des citoyens des deux régions.

.../...

4° Qu'il soit procédé à la libération immédiate et inconditionnelle des détenus innocents des deux côtés. Que les dossiers des inculpés d'infractions soient traités rapidement et qu'il y ait échange de communication sur leurs résultats.

5° Qu'une mainlevée soit prononcée en faveur des biens saisis en rapport avec les détentions illégales des personnes.

Les participants se sont félicités du climat de bonne entente et de parfaite compréhension dans lequels ils ont travaillé. Ils se sont félicités du signe évident de réabilitation des relations de bon voisinage, relations fondées sur la confiance, la concertation et la transparence dans les comportements des autorités de deux côtés.

La réunion a clôturé ses travaux à 15H20'.

LIQUIDATION / STAFPLAN.DIR

1 Nov 95

Dist List

STAFF PLANNING DIRECTIVE 1/95

Refs: A. SRSG Memo dated 10 October 1995.
B. DCOS Sp Memo 4000.1/LOG-28/1 dated 13 Oct 95.

BACKGROUND.

1. The present mandate comes to an end on 08 Dec 95. Should the mandate not be extended or the mission be restructured, a " worst case " liquidation plan needs to be developed. Such a process requires an immense degree of planning and preparation as well as a systematic approach to enable as smooth a liquidation as possible. A well thought out plan is a pre-requisite if we are to achieve a cost effective and professional de-induction.

AIM

2. The aim of this directive is to define the staff planning actions required to implement the liquidation of UNAMIR.

SCOPE

3. The magnitude of the task at hand is large. An ops and sp liquidation instruction (OSLI) must be developed to discipline the liquidation process. In consultation with the Force Commander, the SRSG has directed at ref A the establishment of a Liquidation Task Force (LTF) at the director level. This will be jointly chaired by the ED and the DFC and have as permanent members the COS and CAO. The LTF's executive arm will be the Liquidation Team (LT) and be established under the joint chairmanship of the DCOS Sp and the CISS. The LT will also include members as reqr to effect the liquidation in the most effective and efficient manner. Working Groups (WG) will assemble in order to develop an OSLI which will subsequently be staffed through the G3 Plans, CISS and G4. The OSLI is to be developed during the 01 Nov to 01 Dec time frame. The fol general points, while not an exhaustive list, need to be addressed in the OSLI:

a. Role & tasks;

b. Operational readiness;

c. Closure element structure;

d. Comd & Con;

e. Personnel plan incl med,

f. Maint and eqpt plan,

g. Supply plan for the return of materiel;

h. Timings and phasing;

i. Transport and movement plan for forces and materiel;

j. Finalization of Boards of Inquiries and Write Offs;

k. Infrastructure rationalization Plan; and

l. Special Requirements.

LTF GUIDANCE.

Concept of Ops. Self protection will be retained while meeting the liquidation schedule as directed by UNNY. Sector Commanders are to maintain their flexibility to conduct current ops, mainly in support of humanitarian activities, to the extent possible. The liquidation of sectors will conform to the prevailing security situations in effect at the time of closure. UNAMIR will retain the capability to perform current ops until such a time as their individual areas of responsibility/accountability are terminated. The provision of security to UNAMIR pers and mat will be retained until full liquidation is achieved.

4. UNAMIR will liquidate all outlying sectors beginning with sector 3 followed by sector 2, 5, 4 and 1. Each sector will be completely closed out prior to activating the next scheduled sector although as much concurrent activity as possible will occur to minimize the time necessary for closure. The drawdown of all UNAMIR elements will be phased in accordance with (IAW) the liquidation schedule attached as Annex A. Each UNAMIR contingent or element will designate a rear party of approximately five personnel to cater to final administrative arrangements necessary for the liquidation. This operation will be executed in four phases as follows:

a. **Phase 1 (D to D+30)**. UNAMIR contracting phase to incl all movement and support contracting in support of the closure. Special liquidation procedures will also be initiated in order to accelerate the closure process;

b. **Phase 2 (D+30 to D+52)**. Liquidation of all outlying sectors;

c. **Phase 3 (D+49 to D+97)**. Liquidation of Sector 1; and

d. **Phase 4 (Phase 2 onwards)**. Movement of all UNAMIR materiel to final destinations and final liquidation activity.

5. **Assumptions.**

a. the liquidation will occur in a controlled and progressive manner, to not start before the 08 Dec 95 although some thinning out of UN warehouse stores may commence prior to this date. Planning must take into consideration a possible compression of the time lines should UNNY accept the risks involved;

b. all of UNAMIR will be liquidated and no elements will be retained once liquidation is completed; and

c. UNNY will provide explicit liquidation guidelines to UNAMIR prior to the initiation of the closure.

TASKS

6. **LTF**. The LTF will be responsible for all policy decisions relating to the liquidation process. It will be responsible for issuing all directives concerning the OSLI, deal directly with UNNY/FALD on related matters, monitor the liquidation process and resolve any closure issues which the LT bring to their attention. They will also be responsible to brief the SRSG and the Force Commander on the liquidation's progress.

7. **LT**. The LT will be responsible to execute the liquidation plan. Through its members, they will be responsible for the production of the OSLI and will control and coordinate all aspects of its implementation. As such, they are responsible to the LTF for the complete day to day management of the liquidation process. They will also be responsible to brief the LTF on the progress of the liquidation as well as deal directly with UNNY on any working level related matters.

8. **SPECIFIC TASKS**.

a. **Liquidation Cell**.

(1) **Tasks**.

(a) Develop activities checklist;

(b) Chair WG/Management Board secretariat;

(c) Report to the LT chairmen;

(d) Prepare the agenda for LT meetings;

(e) Prepare the OSLI;

(f) Control and coord the liquidation process;

(g) Control the day to day management of liquidation activities;

(h) Coordinate the implementation of sequencing; and

(i) Ensure security of the liquidation process.

(2) **Participants**. OCISS, SO PLANS, G3 OPS, G4 LOG.

b. **Asset Management Working Group**.

(1) **Tasks**.

(a) Structure/deploy COE out-survey team;

(b) Structure/deploy UNOE clearance team;

(c) Structure/deploy comms decommissioning team;

(d) Structure/deploy generator decommissioning team;

(e) Structure/deploy accommodation and repair decommissioning team;

(f) Coordinate/prepare COE/UNOE for shipping; and

(g) Implement a donation/sale program.

(2) **Participants**. OCISS, SO PLANS, G4 LOG, SO SUP, SO MAINT, SO ACCN, SO TPT/MOV, FEO, CPCIU, CCO, CPO, CGEN, CBMES. **Co- Chairmen CO 95 CMSG and CFSA**.

c. **Property Control Working Group**.

(1) **Tasks**.

(a) Develop a straight-line mechanism between disposing party / PSB / procurement;

(b) Standardization of documentation - packing lists and customs documentation;

(c) Process COE/UNOE UNAMIR clearance documentation; and

(d) Issue instructions/documentation for the disposition of COE/UNOE.

(2) **Participants**. OCISS, SO PLANS, G4 LOG, SO TPT/MOV, CPO, CFO, CPSB, C MOV CON. **Co-Chairmen SO SUP and CPCIU.**

d. **Facilities Management Working Group.**

(1) **Tasks**.

(a) Survey UNAMIR rental/lease properties;

(b) Develop site-specific recommendations for effecting sign-over;

(c) Prepare standardized sign-over documentation;

(d) Structure/deploy sign-over documentation team;

(e) Secure storage lot/vehicle park for liquidation effort; and

(f) Manage/maintain liquidation facilities.

(2) **Participants**. OCISS, SO PLANS, G4 LOG, CFSA, CPO, CFO, Legal Officer. **Co-Chairmen SO Accn and CBMES**.

e. **Transportation Management Working Group**.

(1) **Tasks**.

(a) Coordinate/assess transport requirements for the liquidation;

(b) Ensure availability of the transport fleet for the liquidation;

(c) Organize the return/deployment of COE/UNOE vehicle assets;

(d) Coordinate the movement of COE/UNOE within Rwanda;

(e) Arrange/manage contractor movement of COE/UNOE;

(f) Coordinate the movement of military/civilian staff within Rwanda;

(g) Arrange/manage repatriation of military/civilian staff; and

(h) Process COE/UNOE/Pax customs clearances.

(2) **Participants**. OCISS, SO PLANS, G4 LOG, G3 PLANS, SO TPT/MOV, SO MAINT, G1, BRSC, CMC, CITMM, CCPO, CFO, CPO. **Co-Chairmen CO 95 CMSG and C MOV CON.**

f. **DCOS Ops**. Based on LTF direction, DCOS Ops will provide the fol ops input into the OSLI:

(1) **G3 Ops**.

(a) An assessment of the security concerns during the process of liquidating the mission;

(b) Security arrangements in the sectors while each sector is closing down. A security team consisting of approx one section is to be dispatched during the last stages so as to enable all contingent personnel to carry out their various closure responsibilities. This team will only be responsible for perimeter security until all accommodations have been handed over;

(c) Prepare the schedule for the close down of various security posts in accordance with (IAW) the closure plan;

(d) Provision of security for KIA;

(e) Provision of security for materiel being brought back from all liquidation activities;

(f) Provision of security arrangements for key activities and locations within Kigali including materiel consolidation areas and for the movement of critical materiel during all phases. These will be lucrative targets and may cover large areas which will reqr effective security;

(g) Maintenance of a force level reserve during the period of the liquidation in the form of an RRF;

(h) Maintain the duty ops centre with duty officers drawn from the DCOS Ops and DCOS Sp Branches, until the Core Gp moves to Trafipro during phase 3;

(2) **G3 Air**. Provide helicopter support for Phases 1 and 2 until such a time as the CHU ceases ops and subsequently transfer to the Ops Centre as the senior duty officer;

(3) **FEO**. Plan for and execute the destruction of materiel and the provision of engr sp on an as reqr basis; and

(4) **G3 Plans**. Prepare instructions for the implementation of a contingency security evacuation plan. Also provide SO PLANS to be a member of the LT and Liquidation Cell (LC).

(5) **FSO / CCO**. Develop the Force Signals plan in support of the liquidation to address the fol specific concerns:

(a) Provision of continued comms sp until the last UNAMIR elms are repatriated;

(b) develop the comms liquidation plan IAW the schedule laid out at Annex A; and

(c) Provide input to the OSLI for all signals related matters.

g. **DCOS Sp / CISS.** Based on LTF direction, provide the necessary support input to the OSLI as follows:

(1) Based upon the Concept of Ops, define the sp requirement;

(2) Co-chair the LT;

(3) Ensure during all liquidation phases the sustainability of UNAMIR;

(4) Monitor the preparation of the OSLI;

(5) Monitor and provide advice as reqr on the implementation of the liquidation plan for all admin sp reqr. Provide input to the OSLI for all CAO related matters;

(6) Identify funding sources for the provision of this liquidation plan;

(7) Ensure that provisions to allow financial resources are allocated as a priority to the core liquidation group;

(8) Monitor during the implementation phase the management of O & M costs; and

(9) Provide the G4 LOG and Ops O ISS to be members of the LT and LC.

h. **G4.**

(1) Develop and coord the sp portion of the OSLI to include roles & tasks;

(2) Coord with the G4, G1 and FMO staff to obtain their portion of the OSLI; and

(3) Monitor and coord liquidation activity as it relates to the G4 portion of the liquidation;

i. **G1 / CCPO.**

(1) Develop the liquidation policy concerning the return of all UN civilian and military personnel in sp of the liquidation plan and coord as reqr with the Transportation Management WG to coord the repatriation of individual pers not att to a contingent;

(2) Develop the military police plan in support of the liquidation;

(3) Develop and monitor, in conjunction with the CCPO, the implementation of the pers plan to include all fin, welfare and pers matters related to the liquidation; and

(4) Provide input to the OSLI for all pers related matters.

j. **SO Tpt/Mov / CO 95 CMSG / C Mov Con.**

(1) Develop the policy concerning the use of all in theatre transport assets in sp of the liquidation plan. Coord and estb priorities for the use of all sector tpt reqr with 95 CMSG;

(2) Coord the use of the Indian Mov Con unit with the UNAMIR Mov Con Cell in sp of the closure plan. This is to incl coord the overall mov reqr for each of the sector repatriations for pers, COE and UNOE; and

(3) Monitor and provide advice as reqr on the implementation of the liquidation plan for all tpt/mov sp reqr. Provide input to the OSLI for all tpt/mov related matters;

k. **SO Sup / CPCIU.**

(1) Develop the policy concerning the return, conditioning, cataloguing and disposal of all in theatre materiel assets in sp of the liquidation plan as part of the Property Control WG. Coord and estb the priorities for the use of all UNAMIR materiel with 95 CMSG;

(2) Coord the write off of UNOE and COE materiel with PCIU, Procurement and PSB to streamline the process and ensure that all components of UNAMIR are assisted in their departure to the max extent possible; and

(3) Monitor and provide advice, in conjunction with SUMMO, on the implementation of the liquidation plan for all supply sp reqr. Provide input to the OSLI for all supply related matters;

l. **SO Maint / CITMM.**

(1) Develop the policy concerning the return and serviceability of all in theatre maint assets in sp of the liquidation plan. Coord and estb the repair priorities with 95 CMSG;

(2) Coord the use of maint resources in sp of the liquidation plan. This is to incl coord of the overall maint and recovery reqr for each of the sector repatriations for both COE and UNOE; and

(3) Monitor and provide advice on the implementation of the liquidation plan for all maint sp reqr. Provide input to the OSLI for all maint related matters;

m. **SO Accn / CBMES.**

(1) Develop the policy concerning the return of all in theatre accom in sp of the liquidation plan. Coord and estb the priorities for the return of all sector accn with the Facilities Management WG;

(2) Coord the return and repair of accn either rented or leased by UNAMIR; and

(3) Monitor and provide advice as reqr on the implementation of the liquidation plan for the return of all accn. Provide input to the OSLI for all accn related matters.

n. **SO Foods.**

(1) Develop the policy concerning the use of all in theatre ration sp (cbt and fresh) for the liquidation plan. Coord and estb issue and return priorities for all UNAMIR elms;

(2) Coord the return and/or destruction of cbt rations and bottled water which will not be used in theatre and transfer them to other missions as reqr; and

(3) Monitor and provide advice, in conjunction with CMC, as reqr on the implementation of the liquidation plan for all ration reqr. Provide input to the OSLI for all food related matters.

o. **PAFFO.** Develop the Public Affairs plan to support the liquidation plan and provide advice as reqr on the implementation of the closure plan for all public affairs reqr. Provide input to the OSLI for all public affairs related matters.

p. **FMO.**

(1) Develop the policy concerning the provision of med svcs in sp of the liquidation plan. Coord and estb the med priorities for UNAMIR with NORMED;

(2) Coord the use of med resources in sp of the liquidation plan. This is to incl coord the overall med and evac reqr for UNAMIR both before and after NORMED's return; and

(3) Monitor and provide advice as reqr on the implementation of the liquidation plan for all reqr med sp. Provide input to the OSLI for all med related matters.

q. **MILOB and CIVPOL HQs.**

(1) MILOB and CIVPOL HQs are to provide a liaison officer to op con C LOG O to assist in the development of the OSLI until liquidation is completed; and

(2) Nominate a POC for this issue.

COORD INSTRS.

9. **Deliverables.** The draft of the OSLI is at Annex C. All of the Working Groups (WG), their respective sub-WG and/or teams plus the various staff within the combined UNAMIR HQ are to write their applicable portion of the OSLI. Co-Chairmen of each WG are responsible to coord their submissions which are to be provided IAW the schedule at para 11. Submissions are to include an insert for the main document of a general policy nature. Specific details are to be kept within the Annexes to the main document. Reqests for additional Annexes are to be passed to the G4 LOG.

10. **Format**. All submissions for the OSLI, whether from the various WG, their sub-teams or other staff within the combined UNAMIR HQ are to be provided to the G4 LOG in both electronic format along with two hard copies. The electronic format is to be saved as a WordPerfect 5.1 file and provided in the form of a diskette identified as impl-XXX.XXX where the Xs ident the originator's short titles. As an example, the G4 LOG would ident the file as impl-g4l.og. Returns are to be provided as they become available but no later than **20 Nov 95 0900 Hrs**. The format to be used is contained either at Annex C or at Annex A to Annex C which is attached.

11. **Timings.** The fol staff action is to occur as fol:

a. 01 Nov 95 Issue the staff planning dir;

b. 20 Nov 95 Deadline for all UNAMIR staff returns to G4 LOG;

c. 24 Nov 95 Present a rough draft of the OSLI to the LT;

d. 30 Nov 95 Brief LTF and obtain endorsement of the OSLI;

e. 1 Dec 95 SRSG and Force Commander's decision brief; and

f. 1 Dec 95 Issue OSLI.

12. **Liaison**. The LC is the point of contact for all info and will coord all aspects of this implementation. Direct liaison is auth between all staff levels as well as staff-to-UNAMIR elms. The LC is to be kept informed of all such liaisons and their decisions.

W. Clive

Chief Integrated Support Services

W.J. Fletcher
Colonel
Deputy Chief of Staff Support

Annex A: Decommissioning Schedule.
Annex B: Liquidation Schedules by Elm.
Annex C: Draft Implementation Directive Format.

Distribution List

Action

UNAMIR HQ//COS/ CAO/ DCOS Ops
DCOS Sp/ CISS
DCMO/ Commissioner CIVPOL
CO 95 CMSG//

Info

UNNY//FALD//
UNAMIR HQ//SRSG/ FC
Ops O ISS/ SO PLANS/ G4 LOG
File//

 [redacted]

DE-COMMISIONING SCHEDULE

ANNEX A
TO LIQUIDATION/STAFPLAN.DIR
DATED 1 NOV 95

SER	ACTIVITY		SECTOR 3		SECTOR 2		SECTOR 5		SECTOR 4		SECTOR 1 (KIGALI)															REMARKS
			MALICOY	OTHER	GHANCOY 1	OTHER	NICOY	OTHER	MALAWICOY	OTHER	OTHERS MP & CIVPOL	ENGR COY	GANCOY 2	ELMS INDBAT	CHU	TPT WKSP BUTARE	TPT WKSP LIGHT	SIG COY	COMMS COMPOUND	NORMED	TRANSIT CAMP	B & R	TPT WKSP HVY	95 CMSG	INDBAT & CORE GP	
21	REPAIR & HAND OVER ACCOM	FROM	34	32	39	37	44	40	51	49	52	61	N/A	64	63	36	42	64	81	73	78	86	86	93	95	ACCN / BME TMS.
		TO	36	33	41	38	46	43	52	50	53	62		65	64	37	45	71	83	74		87	89	97	97	
22	DISMANTLING WEATHER HAVENS/RUBHALLS	FROM	34		39				49		N/A	60	66	61	N/A	N/A	N/A	70	N/A	N/A	73	N/A	N/A	93	93	DISMANTLING TMS.
		TO							52				67	62				71			77			96	95	
23	DESTRUCTION/TRANSFER OF MATERIEL		35	32	40	37	45	43	51	47	52	61	65	N/A	63	36	43	70	81	73	77	87	87	93-97	96	LT WKSP VEH TRANSFERS WON'T OCCUR UNTIL HVY WKSP CLOSES
24	ENVIRONMENTAL CLEAN UP	FROM	35	32	40	37	45	43	51	47	52	60	N/A	60	63	36	43	70	81	73	74	86	86	93	96	ENGR TMS.
		TO	36		41				52			61		61			44		82		75	87	88	97		
25	RETURN UN VEHS TO HVY (IVECO) WKSP		35		40		45		51		58	61	65	N/A	62	38	22	71	81	73	N/A	85	86	88	88	LT WKSP VEHS UNDER REPAIR TRANSFERED TO HVY WKSP. COR E GP RETAINS VEHS UNTIL DEP
26	HAND OVER CONTINGENT VEHS		35		40		45		51		N/A	61	65	N/A	N/A	N/A	N/A	71	N/A	N/A	N/A	N/A	N/A	88	88	
27	CUSTOM SEC CHECK PAX		35		40		45		51		N/A	61	65	61	62	N/A	N/A	71	82	74	N/A	86	87	96	96	
28	REAR PARTY/SECUR TM RETURNS		36	33	41	38	46	43	52	50	53	62	N/A	N/A	64	37	45	N/A	83	N/A	N/A	87	89	N/A	N/A	
29	CUSTOM SEC CHECK COE	FROM	36		41		46		51		N/A	59	64	N/A	N/A	N/A	N/A	70	N/A	71	N/A	N/A	N/A	88	88	
		TO	40		46		51		56			64	69					75		74				95	95	
30	CUSTOM SEC CHECK UNOE	FROM									N/A						25		87		N/A	72	65	86	87	
		TO															42		80			90	90	95	95	
31	MOV MAIN PAX TO HOME LOCS FROM KIA		36		41		46		52		59	62	66	62	63	N/A	43	72	82	75	N/A	86	87	97	97	
32	DESPATCH REAR PARTIES		42		47		52		57		N/A	72	70	N/A	69	N/A	N/A	99	N/A	80	N/A	91	91	99	99	
33	MOV OF COE TO POE	FROM																								
		TO																								
34	MOV OF UNOE TO POE	FROM																								
		TO																								
35	RES DAY		37		42		47		53		N/A	63	68	63	64	38	44	73	83	76	78	87	88	N/A	N/A	
36	SECUR TM MOV TO LOC		32		37		42		47		N/A	60	N/A	57	N/A	34	N/A	70	WITH CORE	N/A	N/A	N/A	N/A	N/A	N/A	
37	DISPOSAL OF SCRAP	FROM															0					0	0	0	-	
38		TO															45					85	85	89		
39	CEASE OPS FROM										49	52	61	N/A	61	35	21	66	61	71	73	71	71	86	87	
40	MOV HQ TO TRAFIPRO																	62								
41	CORE GP & REAR PTY MOV TO MERIDIEN																								94	

G4 Plans

DE-COMMISIONING SCHEDULE

ANNEX A
TO LIQUIDATION/STAFPLAN.DIR
DATED 1 NOV 95

SER	ACTIVITY		SECTOR 3		SECTOR 2		SECTOR 5		SECTOR 4		SECTOR 1 (KIGALI)															REMARKS
			MALICOY	OTHER	GHANCOY 1	OTHER	NICOY	OTHER	MALAWICOY	OTHER	OTHER B MP & CIVPOL	ENGR COY	GANCOY 2	ELMS INDBAT	CHU	TPT WKSP BUTARE	TPT WKSP LIGHT	SIG COY	COMMS COMPOUND	NORMED	TRANSIT CAMP	B & R	TPT WKSP HVY	95 CMSG	INDBAT & CORE GP	
1	COORD OF LIQUIDATION PROCESS		30		35		40		45		49	51	60	54	55	34	20	63	63	70	72	71	64	85	86	
2	MOV SEA CNTRS TO SITES		30		31		39		44		49	48	59	N/A	53	33	17	62	61	69	N/A	69	60	82	83	
3	CEASE WATER SUPPLY		30	30	30	30	35	33	37	40	43	54	N/A	51	58	30	N/A	63	60	71	71	67	58	79	81	CONTINGENTS AUTH BTL WATER AFTER CONSUMING BULK RES. SECTOR 3 ON BTL WATER ON D DAY
4	CEASE POL SUPPLY		30	30	31	30	35	33	40	38	43	N/A	N/A	N/A	30	30	N/A	N/A	N/A	N/A	71	0	0	N/A	N/A	POL TKS MOV WITH GEN. CEASE UNAMIR DELIVERY AT D.
5	CEASE FRESH RATS DEL		32		30		31		38		53	47	N/A	60	N/A	N/A	N/A	59	N/A	74	N/A	63	64	91	91	CONTINGENTS AUTH CST RATS AFTER CONSUMING FRESH RES.
6	OUT SURVEY OF COE	FROM	31		36		41		46		N/A	52	61	N/A	N/A	N/A	N/A	68	N/A	N/A	N/A	N/A	N/A	88	89	
		TO	33		38		43		49			58	63					69						94	94	
7	OUT SURVEY DOCS	FROM	34		39		44		50		N/A	59	64	N/A	N/A	N/A	N/A	70	N/A	N/A	N/A	N/A	N/A	95	95	
		TO	35		40		45		51			60	65					71						96	96	
8	PACKING AND DOCUMENTATION COMPLETED		34		39		44		49		N/A	59	64	59	61	37	42	70	60	73	73	86	86	95	95	
9	BOARDS OF INQUIRY / WRITE OFFS	FROM	36	33	41	39	46	42	51	48	52	61	66	N/A	58	38	43	72	61	73	73	88	86	95	95	
		TO	37	34	42	40	47	43	52	49	53	62	67		59	39	47	73	65	74	74	88	90	96	96	
10	UNOE CLEARANCE	FROM	34	32	39	37	44	41	48	47	50	59	64	N/A	56	35	21	70	67	71	N/A	72	65	88	87	WKSP CLOSURE STARTS ONE WEEK PRIOR TO CEASE OPS.
		TO					45	43	49		51				57	36	41		80	72		85	85	88	88	
11	PICK UP WATER CONTAINERS	FROM	32	32	37	37	40	41	42	47	50	57	N/A	56	62	32	44	65	62	73	73	80	80	81	83	
		TO						42																		
12	PICK UP POL CONTAINERS	FROM	36	33	41	38	46	41	50	48	53	62	N/A	63	63	36	45	N/A	N/A	N/A	73	87	89	88	88	AT FINAL CLOSURE UNITS TO USE 40 GAL DRUMS.
		TO						43	51																	
13	PICK UP COMMS EQPT	FROM	32	32	37	37	43	40	47	49	52	60	62	63	63	36	41	61	61	71	66	71	71	94	94	
		TO	34		39			42	50									66	66							
14	PICK UP GENERATORS	FROM	36	33	41	38	46	41	50	48	53	62	N/A	63	63	36	45	71	63	71	73	67	89	96	96	
		TO						43	51																	
15	PICK UP DEF STORES	FROM	36	33	41	38	46	43	50	48	53	61	N/A	62	63	N/A	42	71	82	N/A	74	87	89	96	96	
		TO							51										83							
16	MOVE COE		34		39		44		50		N/A	59	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
17	MOVE UNOE		35		40	37	46	46	51	51	51	59	N/A	N/A	58	37	42	71	81	73	N/A	86	86	N/A	N/A	
18	MOV WPNS AND AMMO CNTRS TO KIGALI		33		38		43		49		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
19	ADVANCE PARTY MOV TO TRANSIT CAMP		33		38		43		49		53	61	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	HQ MOVE TO TRAFIPRO AT D + 63.
20	MOVE PAX TO KIGALI (LESS REAR PARTIES)		34		39		44		50		N/A	61	N/A	N/A	N/A	37	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	

ANNEX B
TO LIQUIDATION / STAFPLAN.DIR
DATED 01 NOV 95

LIQUIDATION SCHEDULE

SECTOR 3

OTHERS			MOV UNOE	DEF STORES							
			COMMS	REAR PTY MOV							
			REPAIR ACCOM	HAND OVER ACCOM							
	CEASE POL		UNOE CLR	GEN MOV							
			ENV CLEAN UP								
			DESTR / TRANS OF MAT	BOI / WRITE OFF	>>						
	CEASE WATER		WATER BLADDER	POL CNTR MOV							
DAYS	**D+30**	**D+31**	**D+32**	**D+33**	**D+34**	**D+35**	**D+36**	**D+37**	**D+38**	**D+40**	**D+42**
MALICOY	COORD MTG	OUT SURVEY	>>	>>	OUT SURVEY DOCS	>>	REAR PTY MOV	RES DAY			REAR PTY FLT
	MOV CNTRS TO SITE		WATER BLADDER	ADV PTY MOV	CNTR MOV	ENV CLEAN UP	>>				
	CEASE WATER		COMMS	>>	>>	DESTR / TRANS OF MAT	DEF STORES				
	CEASE POL		SECUR TM MOV IN LOC	AMMO/WPNS MOV	UNOE CLR	RTN/ HAND OVER VEHS	POL CNTR MOV				
			CEASE FRESH RATS		PAX MAIN MOV	CUSTOMS PAX	GEN MOV				
					REPAIR ACCOM	HANDOVER ACCOM	>>				
					DISMANTLE TM	CUSTOMS MAT	>>	>>	>>	>>	
					PACKING COMPLETE	MOV UNOE	BOI / WRITE OFF	>>			
							PAX MAIN FLT				

ANNEX B
TO LIQUIDATION / STAFPLAN.DIR
DATED 01 NOV 95

LIQUIDATION SCHEDULE

SECTOR 2

OTHERS					MOV UNOE						
					COMMS						
					REPAIR ACCOM	HAND OVER ACCOM					
					UNOE CLR	REAR PTY MOV					
					DESTR / TRANS OF MAT	DEF STORES					
	CEASE POL				ENV CLEAN UP	GEN MOV					
	CEASE WATER				WATER BLADDER	POL CNTR MOV	BOI / WRITE OFF	>>			
DAYS	D+30	D+31	D+35	D+36	D+37	D+38	D+39	D+40	D+41	D+42	D+ 47
GHANCOY 1	CEASE WATER	MOV CNTRS TO SITE	COORD MTG	OUT SURVEY	>>	>>	OUT SURVEY DOCS	>>	PAX MAIN FLT	RES DAY	REAR PTY FLT
	CEASE FRESH RATS	CEASE POL			WATER BLADDER	ADV PTY MOV	REPAIR ACCOM	HANDOVER ACCOM	>>		
						AMMO/ WPNS MOV	UNOE CLR	MOV UNOE	POL CNTR MOV		
					COMMS	>>	>>	DESTR / TRANS OF MAT	GEN MOV		
							CNTR MOV	ENV CLEAN UP	>>		
					SECUR TM MOV IN LOC		PAX MAIN MOV	RTN/ HAND OVER VEHS	REAR PTY& SECURITY TM MOV		
							DISMANTLE TM	CUSTOMS PAX	BOI / WRITE OFF	>>	
							PACKING COMPLETE		CUSTOMS MAT	>>	>>
									DEF STORES		

ANNEX B
TO LIQUIDATION / STAFPLAN.DIR
DATED 01 NOV 95

LIQUIDATION SCHEDULE

SECTOR 5

OTHERS								DEF STORES					
					COMMS	~~	~~	REAR PTY MOV					
					REPAIR ACCOM	HAND OVER ACCOM	~~	~~					
						GEN MOV	~~	~~					
						UNOE CLR	~~	~~					
						POL CNTR MOV	~~	~~					
							BOI / WRITE OFF	~~					
		CEASE WATER						DESTR / TRANS OF MAT					
		CEASE POL				WATER BLADDER	~~	ENV CLEAN UP			MOV UNOE		
DAYS	**D+31**	**D+33**	**D+35**	**D+39**	**D+40**	**D+41**	**D+42**	**D+43**	**D+44**	**D+45**	**D+46**	**D+47**	**D+ 52**
NICOY			CEASE WATER	MOV CNTRS TO SITE	COORD MTG	OUT SURVEY	~~	~~	OUT SURVEY DOCS	~~	PAX MAIN FLT	RES DAY	REAR PTY FLT
	CEASE FRESH RATS		CEASE POL		WATER BLADDER		SECUR TM MOV IN LOC	ADV PTY MOV	REPAIR ACCOM	HANDOVER ACCOM	~~		
								AMMO/WPNS MOV	UNOE CLR	~~	MOV UNOE		
								COMMS		DESTR / TRANS OF MAT	GEN MOV		
									CNTR MOV	ENV CLEAN UP	POL CNTR MOV		
									PAX MAIN MOV	RTN/ HAND OVER VEHS	REAR PTY MOV		
									DISMANTLE TM	CUSTOMS PAX	BOI / WRITE OFF	~~	
									PACKING COMPLETE		CUSTOMS MAT	~~	~~
											DEF STORES		

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ANNEX B
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LIQUIDATION SCHEDULE

SECTOR 4

OTHER								ENV CLEAN UP	GEN MOV						
								UNOE CLR	DEF STORES	COMMS					
								DESTR / TRANS OF MAT	BOI / WRITE OFF	>>	REAR PTY MOV				
		CEASE POL	CEASE WATER					WATER BLADDER	POL CNTR MOV	REPAIR ACCOM	HAND OVER ACCOM	MOV UNOE			
DAYS	**D+37**	**D+38**	**D+40**	**D+42**	**D+44**	**D+45**	**D+46**	**D+47**	**D+48**	**D+49**	**D+50**	**D+51**	**D+52**	**D+53**	**D+57**
MALAWI COY	CEASE WATER	CEASE FRESH RATS	CEASE POL	WATER BLADDER	MOV CNTRS TO SITE	COORD MTG	OUT SURVEY	>>	>>	>>	OUT SURVEY DOCS	>>	PAX MAIN FLT	RES DAY	REAR PTY FLT
								SECUR TM MOV IN LOC	UNOE CLR	>>	PAX MAIN MOV	BOI / WRITE OFF	>>		
								COMMS	>>	>>	>>	DESTR / TRANS OF MAT	REAR PTY MOV		
										PACKING COMPLETE	CNTR MOV	REPAIR ACCOM	HANDOVER ACCOM		
										AMMO/ WPNS MOV	POL CNTR MOV	>>			
										ADV PTY MOV	GEN MOV	>>			
												MOV UNOE			
										DISMANTLE TM	>>	>>	>>		
												ENV CLEAN UP	>>		
												RTN/ HAND OVER VEHS			
												CUSTOMS PAX			
												CUSTOMS MAT	>>	>>	>>
											DEF STORES	>>	>>		

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LIQUIDATION SCHEDULE

SECTOR 1

DAYS	D+43	D+49	D+50	D+51	D+52	D+53	D+58	D+59
MILOB 1A MILOB 1B MILOB HQ CIVPOL HQ MP COY	CEASE WATER	COORD MTG	UNOE CLR	>>	BOI / WRITE OFF	>>	RTN VEHS	PAX MAIN FLT
	CEASE POL	MOV CNTRS TO SITE	WATER BLADDER	MOV UNOE	COMMS	POL CNTR MOV		
		CEASE OPS			DESTR / TRANS OF MAT	GEN MOV		
					ENV CLEAN UP	DEF STORES		
					REPAIR ACCOM	HANDOVER ACCOM		
						REAR PTY MOV		
						ADV PTY MOV		

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LIQUIDATION SCHEDULE

SECTOR 1

DAYS	D+47	D+48	D+51	D+52	D+54	D+57	D+58	D+59	D+60	D+61	D+62	D+63	D+64	D+72
ENGR COY	CEASE FRESH RATS	MOV CNTRS TO SITE	COORD MTG	OUT SURVEY	>>	>>	>>	OUT SURVEY DOCS	>>	RTN/ HAND OVER VEHS	GEN MOV	RES DAY		REAR PTY FLT
				CEASE OPS	CEASE WATER	WATER BLADDER		CNTR MOV	DISMANTLE TM	REPAIR ACCOM	HANDOVER ACCOM			
								UNOE CLR	ENV CLEAN UP	>>				
								PACKING COMPLETE	SECUR TM MOV IN LOC	DESTR / TRANS OF MAT	POL CNTR MOV			
								MOV UNOE	COMMS	PAX MAIN MOV	SECUR TM RTN			
										CUSTOMS PAX	PAX MAIN FLT			
										BOI / WRITE OFF	>>			
										DEF STORES				
								CUSTOMS MAT	>>	>>	>>	>>	>>	
										ADV PTY MOV				

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LIQUIDATION SCHEDULE

SECTOR 1

DAYS	D+53	D+59	D+60	D+61	D+62	D+63	D+64	D+65	D+66	D+67	D+68	D+70
GHANCOY 2	CEASE FRESH RATS	MOV CNTRS TO SITE	COORD MTG	OUT SURVEY	>>	>>	OUT SURVEY DOCS	>>	BOI / WRITE OFF	>>	RES DAY	REAR PTY FLT
					COMMS		PACKING COMPLETE	DESTR / TRANS OF MAT	DISMANTLE TM	>>		
							UNOE CLR	RTN/ HAND OVER VEHS	PAX MAIN FLT			
								CUSTOMS PAX				
							CUSTOMS MAT	>>	>>	>>	>>	>>

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LIQUIDATION SCHEDULE

SECTOR 1

DAYS	D+51	D+54	D+56	D+57	D+59	D+60	D+61	D+62	D+63	D+64	D+65
ELMS INDBAT	CEASE WATER	COORD MTG	WATER BLADDER	SECUR TM MOV IN LOC	PACKING COMPLETE	CEASE FRESH RATS	CUSTOMS PAX	DEF STORES	POL CNTR MOV		
						ENV CLEAN UP	>>	PAX MAIN FLT	COMMS	REPAIR ACCOM	HANDOVER ACCOM
							DISMANTLE TM	>>	GEN MOV		
									RES DAY		

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LIQUIDATION SCHEDULE

SECTOR 1

DAYS	D+30	D+53	D+55	D+56	D+57	D+58	D+59	D+61	D+62	D+63	D+64	D+ 69
CHU	CEASE POL	MOV CNTRS TO SITE	COORD MTG	CEASE WATER		BOI / WRITE OFF	>>	PACKING COMPLETE	CUSTOMS PAX	PAX MAIN FLT	RES DAY	REAR PTY FLT
				UNOE CLR	>>	MOV UNOE		CEASE OPS	RTN UN VEHS TO WKSP	REPAIR ACCOM	HANDOVER ACCOM	
									WATER BLADDER	DESTR / TRANS OF MAT	SECUR TM MOV OUT	
										GEN MOV		
										POL CNTR MOV		
										ENV CLEAN UP		
										COMMS		
										DEF STORES		

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LIQUIDATION SCHEDULE

SECTOR 1

DAYS	D+30	D+32	D+33	D+34	D+35	D+36	D+37	D+38	D+39
WKSP BUTARE	CEASE WATER	WATER BLADDER	MOV CNTRS TO SITE	COORD MTG	UNOE CLR	>>	MOV UNOE	BOI / WRITE OFF	>>
	CEASE POL			SECUR TM MOV IN LOC	CEASE OPS	POL CNTR MOV	PAX MAIN MOV	RTN UN VEHS	
						GEN MOV	REAR PTY MOV	RES DAY	
						COMMS	PACKING COMPLETE		
						REPAIR ACCOM	HANDOVER ACCOM		
						DESTR / TRANS OF MAT			
						ENV CLEAN UP			

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LIQUIDATION SCHEDULE

SECTOR 1

DAYS	D	D+17	D+20	D+21	D+22	D+25	D+41	D+42	D+43	D+44	D+45	D+47
TPT WKSP LIGHT		MOV CNTRS TO SITE	COORD MTG	UNOE CLR	>>	>>	>>	PACKING COMPLETE	PAX MAIN FLT	WATER BLADDER	SECUR TM RTNS	
				CEASE OPS	RTN VEHS	CUSTOMS MAT	>>	>>	ENV CLEAN UP	>>	POL CNTR MOV	
							COMMS	MOV UNOE	DESTR / TRANS OF MAT	RES DAY	GEN MOV	
								REPAIR ACCOM	>>	HANDOVER ACCN	>>	
								DEF STORES	BOI / WRITE OFF	>>	>>	>>
	SCRAP DISPOSAL	>>	>>	>>	>>	>>	>>	>>	>>	>>	>>	

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LIQUIDATION SCHEDULE

SECTOR 1

AMAHORO BLDG			COMMS	>>	>>									
					REPAIR ACCOM	>>	>>	HAND OVER ACCOM	>>	>>				
					GEN MOV	>>	>>							
					DESTR / TRANS OF MAT									
			WATER BLADDER		POL CNTR MOV	ENV CLEAN UP		DEF STORES	DISMANTLE TM	>>				
	CEASE WATER		TRANS HQ TO TRAFIPRO	>>	REPAIR ACCOM	>>	>>	>>	HANDOVER ACCOM	>>				
DAYS	**D+59**	**D+61**	**D+62**	**D+63**	**D+64**	**D+65**	**D+66**	**D+69**	**D+70**	**D+71**	**D+72**	**D+73**	**D+75**	**D+99**
SIGS COY	CEASE FRESH RATS		MOV CNTRS TO SITE	COORD MTG		WATER BLADDER	OUT SURVEY	>>	OUT SURVEY DOCS	>>	PAX MAIN FLT	RES DAY		REAR PTY FLT
				CEASE WATER					UNOE CLR	MOV UNOE	BOI / WRITE OFF	>>		
									DESTR / TRANS OF MAT	GEN MOV				
		COMMS	>>	>>	>>	>>	>>		ENV CLEAN UP	RTN/ HAND OVER VEHS				
					REPAIR ACCOM	>>	>>		SECUR TM MOV IN LOC	CUSTOMS PAX				
									CUSTOMS MAT	>>	>>	>>	>>	
									PACKING COMPLETE	DEF STORES				

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LIQUIDATION SCHEDULE

SECTOR 1

DAYS	D+60	D+61	D+62	D+63	D+66	D+67	D+80	D+81	D+82	D+83	D+85	D+99
COMMS UNIT & GEN UNIT	CEASE WATER	MOV CNTRS TO SITE	WATER BLADDER	COORD MTG		UNOE CLR	>>	MOV UNOE	PAX MAIN FLT	RES DAY		REAR PTY FLT
		COMMS	>>	>>	>>	SECUR TM MOV IN LOC	PACKING COMPLETE	ENV CLEAN UP	>>	REAR PTY REMAIN WITH CORE GP		
		CEASE OPS				CUSTOMS MAT	>>	REPAIR ACCOM	HANDOVER ACCN	>>		
							RTN UN VEHS	DESTR / TRANS OF MAT	GEN MOV	>>		
									CUSTOMS PAX	SECUR TM RTN		
								BOI / WRITE OFF	>>	>>	>>	
										DEF STORES		

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LIQUIDATION SCHEDULE

SECTOR 1

DAYS	D+69	D+70	D+71	D+72	D+73	D+74	D+75	D+76	D+80
NORMED	MOV CNTRS TO SITE	COORD MTG	CEASE OPS		PACKING COMPLETE	CEASE FRESH RATS	PAX MAIN FLT	RES DAY	REAR PTY FLT
			UNOE CLR	>>	MOV UNOE	HANDOVER ACCOM			
			CEASE WATER		BOI / WRITE OFF	>>			
			GEN MOV		WATER BLADDER	CUSTOMS PAX			
			COMMS		REPAIR ACCOM				
					DESTR / TRANS OF MAT				
					ENV CLEAN UP				
					RTN UN VEHS				
			CUSTOMS MAT	>>	>>	>>			

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LIQUIDATION SCHEDULE

SECTOR 1

DAYS	D+66	D+71	D+72	D+73	D+74	D+75	D+77	D+78
TRANSIT CAMP	COMMS	CEASE WATER	COORD MTG	PACKING COMPLETE	DEF STORES		DESTR / TRANS OF MAT	RES DAY
		CEASE POL		WATER BLADDER	ENV CLEAN UP	➢➢		REPAIR/HANDOVER ACCN
				BOI / WRITE OFF	➢➢			
				POL CNTR MOV				
				GEN MOV				
				DISMANTLE TM	➢➢	➢➢	➢➢	
				CEASE OPS				

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LIQUIDATION SCHEDULE

SECTOR 1

DAYS	D	D+63	D+67	D+69	D+71	D+72	D+80	D+85	D+86	D+87	D+88	D+90	D+91
B & R	CEASE POL	CEASE FRESH RATS	CEASE WATER	MOV CNTRS TO SITE	COORD MTG		WATER BLADDER	RTN/ HAND OVER UN VEHS	BOI / WRITE OFF	>>	>>		REAR PTY FLT
					COMMS	UNOE CLR	>>	>>	MOV UNOE	RES DAY			
					CEASE OPS				REPAIR ACCOM	HANDOVER ACCOM			
									PAX MAIN FLT	POL CNTR MOV			
									ENV CLEAN UP	>>			
									CUSTOMS PAX	DESTR / TRANS OF MAT			
						CUSTOM S MAT	>>	>>	>>	>>	>>	>>	
									PACKING COMPLETE	SECUR TM RTN			
										GEN MOV			
	SCRAP DISPOSAL	>>	>>	>>	>>	>>	>>	>>		DEF STORES			

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LIQUIDATION SCHEDULE

SECTOR 1

DAYS	D	D+60	D+64	D+65	D+68	D+71	D+80	D+85	D+86	D+87	D+88	D+89	D+90	D+91
TPT WKSP HVY	CEASE POL	MOV CNTRS TO SITE	CEASE FRESH RATS		CEASE WATER	COMMS	WATER BLADDER		PACKING COMPLETE	PAX MAIN FLT	RES DAY	REAR PTY SECUR TM MOV		REAR PTY FLT
			COORD MTG	UNOE CLR	>>	>>	>>	>>	MOV UNOE	DESTR / TRANS OF MAT		DEF STORES		
						CEASE OPS			REPAIR ACCOM	HANDOVER ACCN	>>	>>		
									ENV CLEAN UP	>>	>>	GEN MOV		
									HANDOVER UN VEHS	CUSTOMS PAX		POL CNTR MOV		
	SCRAP DISPOSAL	>>	>>	>>	>>	>>	>>	>>	BOI / WRITE OFF	>>	>>	>>	>>	
				CUSTOMS MAT	>>	>>	>>	>>	>>	>>	>>	>>	>>	

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LIQUIDATION SCHEDULE

SECTOR 1

DAYS	D	D+79	D+81	D+82	D+85	D+86	D+88	D+89	D+91	D+93	D+94	D+95	D+96	D+97	D+99
95 CMSG		CEASE WATER	WATER BLADDER	MOV CNTRS TO SITE	COORD MTG	CEASE OPS	OUT SURVEY	>>	>>	>>	>>	OUT SURVEY DOCS	>>		REAR PTY FLT
	SCRAP DISPOSAL	>>	>>	>>	>>	>>	>>	>>	CEASE FRESH RATS	REPAIR ACCOM	HANDOVER ACCOM	>>	>>	>>	
							RTN/ HAND OVER VEHS			DISMANTLE TM	>>	>>	>>		
						UNOE CLR	>>			DESTR / TRANS OF MAT	>>	>>	>>	>>	
							POL CNTR MOV			ENV CLEAN UP	>>	>>	>>	>>	
											COMMS	PACKING COMPLETE	GEN MOV		
												BOI / WRITE OFF	>>		
													DEF STORES		
													CUSTOMS PAX		
						UNOE/COE CUSTOMS MAT	>>	>>	>>	>>	>>	>>		PAX MAIN FLT	

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LIQUIDATION SCHEDULE

SECTOR 1

DAYS	D+81	D+83	D+86	D+87	D+88	D+89	D+91	D+93	D+94	D+95	D+96	D+97	D+99
INDBAT MAIN	CEASE WATER	WATER BLADDER	COORD MTG	UNOE CLR	>>		CEASE FRESH RATS		CORE GP & REAR PTY MOV TO MERIDIEN	REPAIR ACCOM	HANDOVER ACCOM	>>	REAR PTY FLT
		MOVE CNTRS TO SITE			POL CNTR MOV			DISMANTLE TM	>>	>>	DESTR / TRANS OF MAT	MAIN PAX FLT	
					RTN ALL VEHS				COMMS	PACKING COMPLETE	ENV CLEAN UP		
						OUT SURVEY	>>	>>	>>	OUT SURVEY DOCS	>>		
											GEN MOV		
											CUSTOMS PAX		
										BOI / WRITE OFF	>>		
											DEF STORES		
				UNOE/COE CUSTOMS MAT	>>	>>	>>	>>	>>	>>			

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LIQUIDATION SCHEDULE

SECTOR 1

DAYS	D+62	D+63	D+79	D+87	D+91	D+92	D+93	D+94	D+98	D+99
CORE GROUP	MOVE TO TRAFIPRO	>>	CEASE WATER	COORD MTG	CEASE FRESH RATS	REPAIR ACCOM	HANDOVER ACCOM	MOVE TO MERIDIEN	DESTR / TRANS OF MAT	PAX MAIN FLT
									COMMS	
									UNOE CLR	
									RTN/ HAND OVER VEHS	
									CUSTOMS PAX	
									CUSTOMS MAT	
									PACKING COMPLETE	

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ANNEX C
LIQUIDATION / STAFPLAN.DIR
DATED 01 NOV 95

4000.1/LOG-28/1 (SRSG/FC)

01 December 1995

Distribution List

UNAMIR OPERATIONS AND SUPPORT LIQUIDATION INSTRUCTION 1/95

References: A. SRSG Memo dated 10 October 1995
B. UNNY XXXXXXX
C. UNAMIR HQ 4000.1/LOG-28/1 dated 13 Oct 95
D. UNAMIR BUDGET ALLOCATION XXX dated XX XXX XX
XX. XXXXX

AIM

1. The aim of this directive is to implement specific UNAMIR Liquidation policies and provide resource allocations to close down all UNAMIR elements, both civilian and military.

SCOPE

2. At reference B, UNNY has directed that UNAMIR cease ops with effect from XXXXX and that all of its inherent components be liquidated no later than (NLT) XXXXX. The liquidation activities will be constrained by planned expenditure reductions identified by UNNY at reference XX and enunciated in our allocated Budget (reference D). UNAMIR Operations and Support Liquidation Instruction (OSLI) 1/95 will give effect to this policy and provide direction on those activities which will be required to effect the liquidation as well as provide resource allocations in the following categories:

a. mission reductions and liquidation as directed by UNNY and further rationalization as a repercussion of liquidation and resource depletion in other categories;

b. movement of personnel and materiel regardless of the means used;

c. materiel returns for both COE and UNOE;

d. personnel policies in effect during the liquidation of UNAMIR;

e. contractor use resulting from both infrastructure liquidation and as a consequence of liquidation and resource depletion in other categories;

f. military reductions resulting from liquidation activity as a distinct component of UNAMIR;

g. civilian reductions resulting from liquidation activities as a distinct component of UNAMIR;

h. MILOB and CIVPOL reductions resulting from liquidation activities as two distinct components of UNAMIR;

i. financial policies to be in effect during the liquidation of UNAMIR;

j. administration policies to be in effect during the liquidation of UNAMIR; and

k. funding reductions to specific programme elements (SPE) such as construction costs, contract management, miscellaneous requirements (MR), procurement and personnel.

3. The underlying theme and objectives of this directive represent a conscious decision by UNAMIR to maximize its available liquidation resources in compliance with our operational and fiscal imperatives. The consequence of this decision is that the capacity of our support infrastructure will be drastically reduced, occasioning a shift towards a methodology which will streamline existing UNAMIR methods of operation, remove administrative impediments to liquidating the mission and provide the Liquidation Task Force (LTF) and its Liquidation Team (LT) with the resources and means to effectively complete its closure tasks within the limitations assigned by UNNY.

4. It is essential that all leaders and administrators recognize the resource management challenge presented by a liquidation of this magnitude. This OSLI will provide direction by linking objectives, resources and desired results.

LIQUIDATION STRATEGY

5. Outlook. There is a requirement for commanders and resource managers to look downstream in their operating plans, with a view to building-in flexibility and manoeuvre room as a precaution against additional budgetary/resource restrictions.

6. Compression of liquidation. The confusion caused by the early identification of a compressed liquidation is acknowledged as a factor which impairs the ability of leaders and managers to assess the impact of reductions and make timely plans for its implementation. This directive will serve to provide a clear picture of the full liquidation programme using a time line which is more realistic.

7. Speed of Execution. The reduction plan contained in this directive is driven by UNNY's need to obtain cash savings over a pre-determined phase line. The heavy burden of personnel adjustments in the early portion of the programme along with the liquidation of infrastructure in the latter portion should allow for the orderly liquidation of the mission. The strategy to be adopted for implementation of the liquidation will be based on:

a. Fastest possible achievement of reduction targets. Where possible,

commanders and resource managers shall take action to realize projected savings in advance of the phase-lines; and

b. Eclipsing of reduction targets. UNAMIR is burdened by inefficient and costly systems and infrastructure. The impact of this burden on a much reduced support structure is substantial. Commanders and resource managers are instructed and encouraged to surpass the targets contained in this directive, particularly as they apply to surplus infrastructure, redundant command and control elements, and excess support capacity. Resource managers, as stewards of all UNAMIR resources assigned to their area of responsibility, are expected to reallocate resources to stabilize and balance their structures and systems. In this respect, CAO retains full discretionary authority to arbitrate resource allocation issues.

OBJECTIVES

8. Financial Reductions. UNAMIR's funding allocation is to be reduced from its current levels. The UNAMIR model at Annex A indicates a net deficiency of $XX Million to meet all of our requirements, a shortfall which is to be absorbed by all components of UNAMIR. Annex A provides a breakdown of reduction targets by categories.

9. Personnel Adjustments - Military Component. Adjustments to the military component of UNAMIR are described in detail at Annex C. Starting at D + 30, these reductions will be applied over a 67 day period, IAW the overall liquidation plan. This plan includes the completion of UNAMIR liquidation activities by D + 99.

10. Personnel Adjustments - Civilian Component. Adjustments to the civilian component of UNAMIR will occur as directed by the SRSG and the CAO and as described in detail at Annex C. Reductions to the local employees will be coordinated with the Liquidation Cell (LC) in keeping with the directives received by the LT.

11. Infrastructure Rationalization. A general assessment of the state of UNAMIR leased or rented infrastructure is required. The cost of maintaining the infrastructure will only be drastically reduced once clear direction has been received from UNNY as to the actual D day.

12. Infrastructure Maintenance Strategy. Infrastructure and its maintenance will be rationalized so that all work of an operational, emergency and/or safety related nature and those constituting health hazards are to continue. In the short-term, all other work needs to be scrutinized by both BMES and SO Accn to ensure that our limited resources are not needlessly expended.

13. Directed infrastructure adjustments are described at Annex B, including site-specific data related to savings targets, liquidation milestones and other guidance. These reductions have been incorporated in the liquidation model at Annex C.

14. Streamlining of C^2 System. The policy basis for streamlining of the C^2 system, calls for a reduction by at least one-third of the resources committed to HQ functions by D+30, and the elimination of two layers of HQs through the liquidation of MILOB and CIVPOL HQs by D+59. UNAMIR HQ will conclude operations in Amahoro on D+62 and transfer to Trafipro until D+94 IAW the De-Commissioning Schedule at Annex C.

DELIVERABLES

15. Impact Assessment - Readiness. The readiness levels and ability to retain an operational response capability must be maintained throughout the liquidation process. Conversely, the availability of resources to achieve the required readiness levels will be significantly reduced as the liquidation occurs. The overall impact must be assessed in detail as soon as practicable so that corrective action can be taken and a cohesive plan developed. The initial assessment of the proposed tasks indicates that many of the tasks will be difficult to achieve based on projected constrained resource allocations. There is a requirement to review all of the stated and implied tasks to determine achievability and, as necessary, establish priorities within the available resource envelope. The G3 Ops and G3 Plans will conduct a detailed assessment of the security requirements. The planning directive to accomplish this task is attached at Annex D.

16. Cost Capturing. Recent initiatives directed that a disciplined approach to liquidation must be imposed throughout UNAMIR. Every activity associated with liquidation must be carefully costed and rigorously controlled so as to maximize the value of each event. Under the current fiscal climate this will be essential to ensure that standards and capability do not suffer.

17. C^2 Adjustment Strategy. With the elimination of UNAMIR HQ by D+62, a new combined Military/Civilian UNAMIR Core Group will be formed to handle remaining liquidation activities. This group will be based in Trafipro until integral liquidation activity is initiated for the remaining units at D+94 at which time the Core Gp will move to the Meridien Hotel. The exact composition of the Core Gp is to be determined by the LT Co-Chairmen.

18. Infrastructure Reduction Strategy. The infrastructure liquidation will temporarily increase the number of sites isolated from Kigali's main support structure. With drastically shrinking personnel resources, the support services provided by the existing network must be rationalized. Some process re-engineering of the provision of support must therefore occur within UNAMIR.

19. The following premises will apply to implementation of the liquidation directed reductions:

a. the bottom line must be met IAW the phasing time lines at Annex C. There is no flexibility in this matter;

b. sector closures must take place not later than the announced time lines (sooner, if possible); and

c. flexibility of transferring funding between allotments will be limited and coordinated through the CAO.

20. All UNAMIR elements must develop their own integral transition plans which will meet the stated liquidation directives. In order to provide as much flexibility as possible to the various liquidation working groups, the maximum use of rental or contracting to supplant/supplement UNAMIR resources will be authorized.

21. Support Services Strategy. The liquidation of infrastructure, as well as the severity of the reduction to the UNAMIR funding envelope, will impose significant and far-reaching constraints on our ability to provide support to the liquidation process. As a result, UNAMIR will:

a. consolidate on Sector 1; and

b. reduce UNAMIR assets to the absolute minimum required to support our dependencies once executive direction concerning the actual D Day is received. This does not preclude a gradual thinning out of second and third line resources prior to the announcement.

22. This may result in a number of changes in the way support is provided. Relative to the existing situation, there will be cases where the level of support or the responsiveness of that support is reduced. Nevertheless, UNAMIR will ensure the well-being of all dependencies on an equitable basis.

23. Annex K establishes general parameters and principles to govern the development of UNAMIR's support plans. Sector and HQ staffs must use Annex K in conjunction with existing support SOPs to develop their own support plans.

24. Information Systems (IS) Strategy . All tactical and non-tactical IS materiel will be relocated to Sector 1 once liquidation occurs. UNAMIR detachments which are closing may be allowed to transfer those IS assets to other UN agencies, NGOs or to the local government as directed at Annex K. Sector Log Os will liaise with UNAMIR FSO/CCO to ensure that they maintain the minimum viable level of IS services until full liquidation occurs.

25. Human Resource Management Strategy. The effects of the liquidation will significantly reduce UNAMIR's available human resources between now and D+97. Recognizing that local personnel and budget allocations will be the principal tools for the implementation of the liquidation, that personnel policy is for the most part controlled by UNNY, and that both military and civilian members deserve to be kept fully informed and be consulted about matters affecting their futures, our human resource management strategy will incorporate three principal elements:

a. allowance of maximum flexibility to resource managers to achieve their liquidation targets in the manner which is best suited to their local circumstances;

b. close cooperation between the military and civilian components of UNAMIR as well as with UNNY who are responsible for the design and implementation of policies aimed at minimizing the impact of the liquidation on our people; and

c. comprehensive, clear and timely communication to all personnel of programme objectives and implementation methodologies as well as consultation at all levels with regard to the design of these methodologies where they affect UNAMIR's workforce.

26. Human Resource Management Plan. Details of the plan are found at Annex H.

27. Welfare / Personnel Support Programmes (PSP). It is anticipated that:

a. the essential quantity and quality of PSP will be preserved until the final liquidation occurs; and

b. adequate local control of PSP will be maintained and that all items will be returned for redistribution to other missions.

28. Communications Strategy. UNAMIR will be pro-active in communicating the developments of liquidation policies and the subsequent resource redistribution. It is particularly important to keep our internal audience well-informed, as well as those external audiences directly affected by the liquidation. Details may be found at Annex I.

MILESTONES

29. Milestones for specific activities are contained in the appropriate annex. Critical staff coordination milestones are as follows:

SERIAL	DTG	EVENT
001	01 Dec 95	ISSUE OSLI
002	15 DEC 95	UNAMIR ELEMENT COMMENTS ON THE OSLI DUE UNAMIR HQ
003	01 Jan 96	SECTOR LIQUIDATION PLANS DUE UNAMIR HQ
004	D	ISSUE TERMINATION NOTICES TO CIV PERSONNEL AND CONTRACTORS. ACTION OSLI
005	D+1	PANIC
006	D+7	WEEKLY BRIEFING TO LTF.

COORDINATION AND APPROVALS

30. SRSG and Force Commander retains approval authority for all policies and plans originating from this directive. Implementation of the liquidation shall be effected through the LT. In coordinating the liquidation, adjustments and strategies contained in this directive, the Chairmen of the LTF and LT shall liaise closely with UNNY on resource allocations. UNAMIR OPIs listed below shall be responsible for the staffing of plans and monitoring of progress through the LC as follows:

a. financial resource reductions and allocations - CAO & CFO;

b. infrastructure closures plan - CBMES & SO Accn;

c. de-commissioning schedule and operational con and coordination of the liquidation - Ops O ISS, SO Plans & G4 Log;

d. human resource management plan - CCPO & G1;

e. support services plan - CISS & G4;

f. C^2 adjustment plan - G3 Plans;

g. IS plan - CCO & FSO;

h. communications strategy and plan - PAFFO;

i. OSLI development - Ops O ISS, SO Plans & G4 Log;

j. transportation plan - C MOV CON & CO 95 CMSG

31. Working Group Co-Chairmen shall inform the LC of the composition of their sub-teams NLT 24 Nov 95.

REPORTING

32. In addition to the critical staff coordination milestones listed above, the requirement to report progress on a daily basis has been identified. After the initial daily report, all subsequent meetings must provide:

a. information on Human Resources (military and civilian personnel). The actual numbers of civilian personnel laid off as a result of the liquidation. Reporting on civilian personnel must include details of the category under which an employee is employed (ie. Expat, LN etc). Military personnel will be reported by type (i.e. MILOB, staff, contingent etc);

b. shortfalls and failure to meet milestones and/or assigned taskings;

c. proposed corrective action;

d. progress towards the achievement of directed liquidations must be specifically mentioned; and

e. any one time costs encountered.

Shaharyar Khan
Special Representative
of the Secretary General

G. Tousignant
Major General
Force Commander

Annexes: Annex A - Finance
Annex B - Infrastructure liquidation

Annex C - De-Commissioning Schedule
Annex D - Readiness and Security Directive
Annex E - Transportation Plan
Annex F - TBI
Annex G - IS Support Plan
Annex H - Human Resource Management Plan
Annex I - Communications Plan
Annex J - TBI
Annex K - Support Plan

Distribution List

Action

Sector 1//CO INDBAT/MILOB Comds 1A & 1B/CO 95 CMSG/CO GHANCOY 2/ CO MP COY/ F Engr Coy/ F Sigs Coy//
Sector 2//CO GHANCOY 1/MILOB Comds 2A & 2B//
Sector 3//CO MALICOY/MILOB Comds 3A & 3B//
Sector 4//CO MALAWICOY/MILOB Comd//
Sector 5//CO NICOY/MILOB Comds 5A, 5B & 5C//
MILOB HQ//DCMO//
CIVPOL HQ//Commissioner//
UNAMIR HQ//DFC/ED/COS/CAO/DCOS Ops/DCOS Sp/CISS/CMPO/CCPO/G2 G3 Ops/CSO/G3 Plans/CFSA/C LOG O/CPO/CFO/CCU/CPSU/FSO/CCO/CMS SO PLANS/OPS O ISS/G4 LOG/SO TPT/MOV/C MOV CON/SO MAINT/CITMM SO SUP/SUMMO/CPCIU/FEO/CBMES/SO ACCN/CMCO/SO FOODS/CGEN CHAO/FMO/FPM//

Information

UNNY//FALD/XXXX//
UNAMIR HQ//AA SRSG/MA FC//
CONTRACTORS//B & R/CHU/NORMED//

Annex A
TO ANNEX C
LIQUIDATION / STAFPLAN.DIR (SRSG/FC)
01 DECEMBER 1995

AIM

1. This Annex contains the specific funding reductions and savings targets as a result of UNAMIR's liquidation.

GENERAL

2. This is an example of the type of paragraph that should be used when preparing your specific response for the OSLI.

a. the paragraph and sub-paragraph numbering should follow the same format as that for Annex C and finish with a ; except for those sub-paragraphs that end the paragraph which end with a period; and.

b. as an aside the last sub-paragraph should include the word and so that we know this is your last sub-paragraph.

3.

4.

RATIONALE FOR ALLOCATIONS

5. The use of headers is encouraged as this will assist the reader in readily identifying the particular subject discussed.

BUDGET REDUCTIONS

6.

CONCLUSION

12. The magnitude of liquidation will certainly require the use of Appendices since it is unlikely that just using the Annexes will allow you to include all of the potential info you may wish to pass on. These should be added to the bottom of the Annex and identified as shown. As well, all of the pages should be identified at the bottom left hand corner of each page by using footers and having the format ½ where 1 is the present page and two is the total amount of pages which the doc (Annex or Appendix) has.

List of Appendices:

Appendix 1 Recapitulation of Reductions by Fiscal Year
Appendix 2 Summary of Reductions by Programme
Appendix 3 Site Closure/Reducti11/1on Summary

DE-COMMISIONING SCHEDULE

ANNEX A
TO LIQUIDATION/STAFPLAN.DIR
DATED 1 NOV 95

SER	ACTIVITY		SECTOR 3		SECTOR 2		SECTOR 5		SECTOR 4		SECTOR 1 (KIGALI)															REMARKS
			MALICOY	OTHER	GHANCOY 1	OTHER	NICOY	OTHER	MALAWICOY	OTHER	OTHERS MP & CIVPOL	ENGR COY	GANCOY 2	ELMS INDBAT	CHU	TPT WKSP BUTARE	TPT WKSP LIGHT	SIG COY	COMMS COMPOUND	NORMED	TRANSIT CAMP	B & R	TPT WKSP HVY	95 CMSG	INDBAT & CORE GP	
1	COORD OF LIQUIDATION PROCESS		30		35		40		45		49	51	60	54	55	34	20	63	63	70	72	71	64	85	86	
2	MOV SEA CNTRS TO SITES		30		31		39		44		49	48	59	N/A	53	33	17	62	61	69	N/A	69	60	82	83	
3	CEASE WATER SUPPLY		30	30	30	30	35	33	37	40	43	54	N/A	51	56	30	N/A	63	60	71	71	67	68	79	81	CONTINGENTS AUTH BTL WATER AFTER CONSUMING BULK RES. SECTOR 3 ON BTL WATER ON D DAY.
4	CEASE POL SUPPLY		30	30	31	30	35	33	40	38	43	N/A	N/A	N/A	30	30	N/A	N/A	N/A	N/A	71	0	0	N/A	N/A	POL TKS MOV WITH GEN. CEASE UNAMIR DELIVERY AT D.
5	CEASE FRESH RATS DEL		32		30		31		38		53	47	N/A	60	N/A	N/A	N/A	59	N/A	74	N/A	63	64	91	91	CONTINGENTS AUTH CBT RATS AFTER CONSUMING FRESH RES.
6	OUT SURVEY OF COE	FROM	31		36		41		46		N/A	52	61	N/A	N/A	N/A	N/A	66	N/A	N/A	N/A	N/A	N/A	88	89	
		TO	33		38		43		49			58	63					69						94	94	
7	OUT SURVEY DOCS	FROM	34		39		44		50		N/A	59	64	N/A	N/A	N/A	N/A	70	N/A	N/A	N/A	N/A	N/A	95	95	
		TO	35		40		45		51			60	65					71						96	96	
8	PACKING AND DOCUMENTATION COMPLETED		34		39		44		49		N/A	59	64	59	61	37	42	70	80	73	73	86	86	95	95	
9	BOARDS OF INQUIRY / WRITE OFFS	FROM	36	33	41	39	46	42	51	48	52	61	66	N/A	58	38	43	72	81	73	73	86	86	95	95	
		TO	37	34	42	40	47	43	52	49	53	62	67		59	39	47	73	85	74	74	88	90	96	96	
10	UNOE CLEARANCE	FROM	34	32	39	37	44	41	48	47	50	59	64	N/A	56	35	21	70	67	71	N/A	72	65	85	87	WKSP CLOSURE STARTS ONE WEEK PRIOR TO CEASE OPS.
		TO					45	43	49		51				57	36	41		60	72		85	85	88	88	
11	PICK UP WATER CONTAINERS	FROM	32	32	37	37	40	41	42	47	50	57	N/A	56	62	32	44	65	62	73	73	80	80	81	83	
		TO						42																		
12	PICK UP POL CONTAINERS	FROM	36	33	41	38	46	41	50	48	53	62	N/A	63	63	36	45	N/A	N/A	N/A	73	87	89	88	88	AT FINAL CLOSURE UNITS TO USE 40 GAL DRUMS.
		TO						43	51																	
13	PICK UP COMMS EQPT	FROM	32	32	37	37	43	40	47	49	52	60	62	63	63	36	41	61	61	71	66	71	71	94	94	
		TO	34		39			42	50									66	66							
14	PICK UP GENERATORS	FROM	36	33	41	38	46	41	50	48	53	62	N/A	63	63	36	45	71	83	71	73	87	89	96	96	
		TO						43	51																	
15	PICK UP DEF STORES	FROM	36	33	41	38	46	43	50	48	53	61	N/A	62	63	N/A	42	71	82	N/A	74	87	89	96	96	
		TO							51										83							
16	MOVE COE		34		39		44		50		N/A	59	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
17	MOVE UNOE		35		40	37	46	46	51	51	51	59	N/A	N/A	58	37	42	71	81	73	N/A	86	86	N/A	N/A	
18	MOV WPNS AND AMMO CNTRS TO KIGALI		33		38		43		49		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
19	ADVANCE PARTY MOV TO TRANSIT CAMP		33		38		43		49		53	61	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	HQ MOVE TO TRAFIPRO AT D + 63.
20	MOVE PAX TO KIGALI (LESS REAR PARTIES)		34		39		44		50		N/A	61	N/A	N/A	N/A	37	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	

DE-COMMISIONING SCHEDULE

ANNEX A
TO LIQUIDATION/STAFPLAN.DIR
DATED 1 NOV 95

SER	ACTIVITY		SECTOR 3		SECTOR 2		SECTOR 5		SECTOR 4		SECTOR 1 (KIGALI)														REMARKS
			MALICOY	OTHER	GHANCOY 1	OTHER	NICOY	OTHER	MALAWICOY	OTHER	OTHERS MP & CIVPOL	ENGR COY	GANCOY 2	ELMS INDBAT	CHU	TPT WKSP BUTARE	TPT WKSP LIGHT	SIG COY	COMMS COMPOUND	NORMED	TRANSIT CAMP	B & R	TPT WKSP HVY	95 CMSG	INDBAT & CORE GP	
21	REPAIR & HAND OVER ACCOM	FROM	34	32	39	37	44	40	51	49	52	61	N/A	64	63	36	42	64	81	73	78	86	86	93	95	ACCN / BME TMS.
		TO	36	33	41	38	46	43	52	50	53	62		65	64	37	45	71	83	74		87	89	97	97	
22	DISMANTLING WEATHER HAVENS/RUBHALLS	FROM	34		39				49		N/A	60	66	61	N/A	N/A	N/A	70	N/A	N/A	73	N/A	N/A	93	93	DISMANTLING TMS.
		TO							52				67	62				71			77			96	95	
23	DESTRUCTION/TRANSFER OF MATERIEL		35	32	40	37	45	43	51	47	52	61	65	N/A	63	36	43	70	81	73	77	87	87	93-97	96	LT WKSP VEH TRANSFERS WON'T OCCUR UNTIL HVY WKSP CLOSES
24	ENVIRONMENTAL CLEAN UP	FROM	35	32	40	37	45	43	51	47	52	60	N/A	60	63	36	43	70	81	73	74	86	86	93	96	ENGR TMS.
		TO	36		41				52			61		61			44		82		75	87	88	97		
25	RETURN UN VEHS TO HVY (IVECO) WKSP		35		40		45		51		58	61	65	N/A	62	38	22	71	81	73	N/A	85	86	88	88	LT WKSP VEHS UNDER REPAIR TRANSFERED TO HVY WKSP. COR E GP RETAINS VEHS UNTIL DEP.
26	HAND OVER CONTINGENT VEHS		35		40		45		51		N/A	61	65	N/A	N/A	N/A	N/A	71	N/A	N/A	N/A	N/A	N/A	88	88	
27	CUSTOM SEC CHECK PAX		35		40		45		51		N/A	61	65	61	62	N/A	N/A	71	82	74	N/A	86	87	96	96	
28	REAR PARTY/SECUR TM RETURNS		36	33	41	38	46	43	52	50	53	62	N/A	N/A	64	37	45	N/A	83	N/A	N/A	87	89	N/A	N/A	
29	CUSTOM SEC CHECK COE	FROM	35		41		46		51		N/A	59	64	N/A	N/A	N/A	N/A	70	N/A	71	N/A	N/A	N/A	88	88	
		TO	40		46		51		56			64	69					75		74				95	95	
30	CUSTOM SEC CHECK UNOE	FROM									N/A						25		87		N/A	72	65	86	87	
		TO															42		80			90	90	95	95	
31	MOV MAIN PAX TO HOME LOCS FROM KIA		36		41		46		52		59	62	66	62	63	N/A	43	72	82	75	N/A	86	87	97	97	
32	DESPATCH REAR PARTIES		42		47		52		57		N/A	72	70	N/A	69	N/A	N/A	99	N/A	80	N/A	91	91	99	99	
33	MOV OF COE TO POE	FROM																								
		TO																								
34	MOV OF UNOE TO POE	FROM																								
		TO																								
35	RES DAY		37		42		47		53		N/A	63	68	63	64	38	44	73	83	76	78	87	88	N/A	N/A	
36	SECUR TM MOV TO LOC		32		37		42		47		N/A	60	N/A	57	N/A	34	N/A	70	WITH CORE	N/A	N/A	N/A	N/A	N/A	N/A	
37	DISPOSAL OF SCRAP	FROM															0					0	0	0		
38		TO															45					85	85	89		
39	CEASE OPS FROM										49	52	61	N/A	61	35	21	66	61	71	73	71	71	86	87	
40	MOV HQ TO TRAFIPRO																	62								
41	CORE GP & REAR PTY MOV TO MERIDIEN																								94	

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ASSISTANCE MISSION FOR RWANDA MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

TO : CMO
DCMO

FILE NO : MILOB/ADM/6401.49

FROM : MILOBS GP HQ

DATE : 31 July 1995

INFO : CMPO

SUBJECT : **HANDING/TAKING OVER NOTES**

1. Attached please find handing/taking over notes in request of Lt-Col Opong-Kyekyeku - outgoing SMPO.

2. Please accept for information.

G K ADJEI
LT COL
SMPO

UNITED NATIONS NATIONS UNIES

ASSISTANCE MISSION FOR RWANDA MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

HANDING/TAKING OVER CERTIFICATE

1. This is to certify that I, Lt-Col K Opong-Kyekyeku (M-1228), have on this 29th day of July 1995 handed over the duties and responsibilities of SMPO as well as the Toyota 4 x Runner - UNAMIR 1125, Motorolla GP 300 (Srl No ISQ 6452) and Battery Charger to Lt-Col G K A djei (M-7737).

Date.....29. JULY 1995 Signature.....

K OPONG-KYEKYEKU
Lt-Col
(Outgoing SMPO)

2. This is to certify that I, Lt-Col G K Adjei (M-7737), have on this 29th day of July 1995 taken over the duties and responsibilities of SMPO as well as the Toyota 4 x Runner - UNAMIR 1125, MOTOROLLA GP 300 (Srl No ISQ 6452) and Battery Charger from Lt-Col K Opong-Kyekyeku (M-1228).

Date.29.JULY 1995 Signature.....

G K ADJEI
Lt-Col
(Incoming SMPO)

UNITED NATIONS NATIONS UNIES
ASSISTANCE MISSION FOR RWANDA MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

HANDING/TAKING OVER NOTES
SENIOR MILITARY PERSONNEL OFFICER (SMPO)

GENERAL

1. I wish to congratulate you on your appointment as the SMPO, MILOBS GP HQ. You are taking over the appointment at a time when the MILOBS Group is being reorganised to conform with the new UNAMIR mandate and also when 90 MILOBS are being rotated in Jul and Aug 95. You will therefore be expected to work out a postings/redeployment schedule to fit into the new MILOBS GP organisation.

2. Your duties as the SMPO demands hard work, tolerance, fairness and firmness to ensure that the administrative machinery of the MILOBS GP remains efficient. Your job is very challenging and I am sure with your experience as a MILOBS Sector Comd, you will overcome all the challenges that may come your way. These handing/taking over notes will cover your duties and responsibilities and also the administrative procedures within the MILOBS Group. It should therefore supplement my verbal brief and guide you in the discharge of your duties.

AIM

3. The aim of these notes is to give you an overview of your responsibilities as the SMPO and an insight into the functioning of the administrative branch of the MILOBS GP.

DUTIES AND RESPONSIBILITIES

5. You are responsible to the CMO for the efficient functioning of the Personnel Branch of MILOBS GP HQ. You are assisted by two staff officers, SO (pers) and SO (Fin and Adm) in the day to day administration of the Personnel Branch. Your duties and responsibilities will cover the following.

a. Direction, coordination and supervision of work at the Personnel Branch.

b. Apportionment of duties and responsibilities to subordinate staff officers.

c. Handing of all personnel matters such as leave, ID Cards, personnel records, strength returns, repatriations and replacement, welfare and injuries.

d. Dissemination of information on personnel matters to Branch Heads and Sector Commanders.

e. Attendance of Personnel Officers' Conference at UNAMIR HQ.

ARRIVAL OF NEW MILOBS

6. **Reception.** UNHQ will notify you of the itinerary of new MILOBS arriving in the AO. Liaise with SLOGO to book hotel accommodation and arrange transport to convey them. In some cases, country senior MILOBS assist in accommodating new MILOBS from their own countries. You may detail one of your staff officers to meet them at the airport.

7. **Documentation.** The SO (Pers) handles the in-processing of new MILOBS. Ensure documentation is done within the first two working days after their arrival.

8. **Briefing of MILOBS.** Liaise with the SOO and fix date and timings for the briefing of MILOBS. Attached as Annex A is the points that you may have to cover in your administrative brief.

9. **Postings.** Prepare draft posting order for CMO's approval. The guidelines for postings are covered under the heading Deployment of MILOBS. You may have to give the new MILOBS at least three days to buy some essential items before they move to their sectors. Discuss with the country senior MILOB on the pairings of MILOBS but not necessarily their deployment.

DEPLOYMENT OF MILOBS

10. **Policy.** The following are the guidelines for the deployment of MILOBS.

a. At least 2 MILOBS of the same nationality should be deployed in a sector.

b. MILOBS are to serve a minimum of 4 months in a sector before they are redeployed. However, MILOBS deployed at Gikongoro, Cyangugu and Kibuye Sectors may opt to remain in their sectors.

c. A MILOB who has served in either Gikongoro, Cyangugu or Kibuye should not be posted again to any of these three sectors.

d. National balance should be ensured in all deployment/redeployment exercises.

e. MILOBS who are in the last month of their tour of duty need not be redeployed unless they opt for it.

f. Postings of MILOBS to and from FHQ and MHQ are based on recommendation of Branch Heads and should be approved by the CMO.

11. **Organisation of MILOBS GP.** The organisation of MILOBS GP showing strengths is attached as Annex B to guide you in the postings/redeployment of MILOBS.

12. **Outstanding Redeployment Exercise.** It was planned to redeploy MILOBS who have spent more than 4 months in their sectors at the end of June 1995. This did not materialise because of the reorganisation of MILOBS GP conducted in June/July 1995. We have received several requests for postings from some of the affected MILOBS. I have not taken action on their requests in view of the fact that about 90 MILOBS are due for repatriation in August 1995 and any attempt to redeploy MILOBS immediately may affect operations. However I have requested for returns on MILOBS who have spent 4 months and above in their sectors so that you can combine the redeployment exercise with the posting of new MILOBS as they arrive to ensure national balance.

13. **Comments.** Posting/Redeployment has been a very thorny issue. Majority of MILOBS prefer to remain in the best areas of Rwanda especially Kigali and would pull strings to ensure that. You need to be fair but firm and ensure you are guided by the policy guidelines already enumerated.

LEAVE/CTO

14. I need not bore you with the policy and problems faced by MILOBS on the subject. You must read the SOPs and the series of directives and correspondence on the subject to update your knowledge.

RETURNS

15. Ensure the following returns are submitted promptly.

Srl	Type of Returns	Due	To	Remarks
a.	Weekly Strength Returns	Every Friday	CMPO	
b.	Location State	Last day of every month	Chief Finance Officer	Signed by SMPO and DCMO
c.	STRUNMO of MILOBS/Deployment	On Request	CMPO	

16. To assist in the compilation of the weekly strength returns, Sectors submit same returns to this HQ. The location state is what the Finance Section uses to pay MSA. Please check personally to ensure that all the information recorded are correct.

CONFIDENTIAL REPORTS

17. Part 8, Section 15 of UNAMIR SOPs covers the rendition of Confidential Reports for MILOBS. You need to remind Sector Comds/Branch Heads as well as individual MILOBS of their responsibilities on the subject. Only one confidential report is completed for a MILOB for a tour of duty. The original and two copies of confidential reports of repatriating MILOBS are forwarded to the CMPO, FHQ for further action.

REPATRIATION PROCEDURE

18. To ensure the smooth repatriation of MILOBS the following procedure has been adopted.

a. **Notification of Repatriation and Interviews.** Compile the list of MILOBS due for repatriation on monthly basis and submit to all sectors/branches one month in advance indicating DDM, interview dates and date of departure to Nairobi. The interviews are conducted on working days at 1000 hrs at least three days before the MILOBS depart for Nairobi (Lt-Cols and above are interviewed by CMO and Majs and below attend DCMO's interview). Date of departure to Nairobi should be at least 2 days before DDM.

b. **Confidential Reports.** Sector Comds/Branch Heads should submit the confidential reports of MILOBS under their command to MILOBs HQ at least 14 days before their DDM.

c. **Repatriation Forms.** Complete repatriation forms for repatriating MILOBS on monthly basis and submit same to the CMPO, FHQ one month in advance.

d. **Movement of Personnel Forms(MOP).** These forms in respect of repatriating MILOBs should be submitted at least 10 days before their DDM to the CMPO, FHQ.

e. **Location State.** Compile separately for repatriating MILOBs and submit at least 10 days before their DDM to Finance Section.

19. **Comments.** I have initiated action on the repatriation procedure for all MILOBs due for repatriation in August 1995. You only have to remind Sector Comds/Branch Heads to submit the confidential reports of affected MILOBs before their interview dates. Do not forget also to complete and forward their MOP forms and location state to CMPO and Finance Section respectively as below.

a. MILOBs due for repatriation on 14 and 15 Aug 95 - Submit by 1 Aug 95.

b. MILOBs due for repatriation on 16 Aug 95 - Submit by 2 Aug 95.

c. MILOBs due for repatriation on 24, 25 and 26 Aug 95 - Submit by 7 Aug 95.

EXTENSION OF TOUR OF DUTY

20. The Force Comd's policy on the subject is that no MILOB extends his tour of duty beyond 12 months. You should therefore not accept any application forms for processing until the Force Comd revokes the decision. However, in exceptional cases UN HQ in consultation with the UN Permanent Missions of contributing nations may extend the tour of duty of some MILOBs.

BOARDS OF INQUIRY (BOIs)

21. MILOBS GP is not responsible for convening any BOIs. However the Chief of Boards, FHQ usually request for MILOBs as members of BOIs. I normally depend on Kigali Sector for nominations.

22. As you might be aware the BOI in respect of the death of Sqn Ldr Abdul Issifu (a Ghanaian MILOB) on 8 Dec 94 is outstanding. I have contacted the Chief of Boards on the subject. Hopefully, it should be completed before my DDM on 16 Aug 95, but if proved otherwise, you may have to follow it up.

UNAMIR MEDALS AND CEREMONIES

23. **Regulations.** Part 8, Section 11 of the UNAMIR SOPs covers all the details in respect of award of UN medals to MILOBs. You may also have to read the UN Field Service Operations Manual and correspondence on medals file to update your knowledge on the subject.

24. **Medals and Certificates**. All MILOBs who have qualified for medals as at 15 Jul 95 have been presented with their medals except 9 MILOBs who were on the Secretary General's Medal Presentation Parade held on 14 Jul 95. The Force Welfare Officer is aware and you may have to arrange collection for distribution to the affected officers when stocks are received from New York. Additionally, check on the issue of medal certificates to all those who have not received theirs. The SO (Fin and Adm) has the details.

25. **Promulgation.** The promulgation of the award of UN medal to 146 MILOBs who were awarded medals on 9 Jun and 14 Jul 95 is still outstanding. Ensure the SO (Fin and Adm) publish Special Order 4/1995 to cover these MILOBs for submission to CMPO, FHQ.

WELFARE

26. **Mail.** We have experienced delays in the delivery of official and personal mail to the sectors. The Force Welfare Officer is working out a mail delivery system by the use of helicopters. Please check on this and ensure that the SO to DCMO make use of it.

27. **Entertainment of MILOBs.** The HQ organises social functions once a while to entertain MILOBs referred to as "MILOBs NIGHT". It normally takes the form of a buffet dinner at Chez Lando Hotel. You may have to remind command on the need for such periods of relaxation.

28. **Commemorative Plaques.** The MILOBs GP has an amount of US $449.00 and Ks30.00 being balance of money contributed to assist Rwandese orphans. The SO (Fin Adm) is keeping the money. It was decided at the last Sector Comds' conference that the money should be used as initial capital to produce plaques for sale to interested MILOBs. Unfortunately, I have not been able to take action on the subject. You may have to request for designs from Sectors/Branches and after selection take action.

RELOCATION OF MILOBS GP HQ

29. The MILOBS GP HQ is to move to Amahoro to collocate with the FHQ. You need to liaise with SLOGO on the subject.

ROUTINE MATTERS

30. **Local Staff.** The MILOBS GP HQ has two local staff who are employed as clerks in Personnel and Logistics Branches. They assist in filing, typing and act as interpreters. You have to complete their attendance record sheet at the end of every month and submit same to the CCPO, FHQ. Brown and Roots has also employed two locals as cleaners. You may check on the possibility of transferring them to Amahoro when you move.

31. **Stationery.** The SLOGO supplies stationery to Personnel Branch on demand.

32. **Mail.** The Force Sig Coy delivers mail to this HQ and picks up same for Force HQ and Kigali Sector. Mail for other sectors are placed in letter boxes provided at this HQ.

33. **Operational Briefing.** Your duties do not cover operational matters. However as a principal staff officer, you should be abreast with the overall security situation in Rwanda. You may therefore have to attend the Daily Ops Briefing conducted at FHQ at 0800hrs except Sundays and UN holidays.

REFERENCE MATERIAL

34. It is recommended that you read the following documents and use them as your reference material:

a. UN Resolutions and Mandates on Rwanda.

b. UNAMIR SOPs.

c. Policy letters issued by the SRSG and Force Comd.

d. Force Security Instructions.

e. Operational Orders/Directives.

f. Field Administration Manual.

CONCLUSION

35. In conclusion, I may state that it is not easy administering 320 officers from different backgrounds and culture. The regulations and my briefing notes should guide you in the discharge of your duties. Anytime that you are in doubt do not hesitate to contact the staff both military and civil at UNAMIR HQ for clarification. I am sure that you will learn a lot about administration in UNAMIR and this appointment will be very rewarding to you.

36. Finally, I wish you all the best of luck and may the Almighty God, guide and protect you through your tour of duty.

29 JUL 95

K OPONG-KYEKYEKU
Lt-Col
Outgoing SMPO

Annexes:

A. Points - Briefing for new MILOBS.

B. Organisation of MILOBS Group.

UNITED NATIONS NATIONS UNIES
ASSISTANCE MISSION FOR RWANDA MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

ANNEX A TO
SMPO's HANDING/TAKING OVER NOTE
DATED 29 JUL 95

POINTS - BRIEFING FOR NEW MILOBS

INTRODUCTION

1. Introduce yourself - Name and Nationality.

2. Brief background on your experience with UNAMIR and any UN missions.

a. Appointments held in UNAMIR with dates.

AIM

3. To give an insight into MILOBS personnel administration.

SCOPE

4. Topics to be covered in the briefing.

a. Personal Conduct.

b. Claims.

c. Mission Subsistence Allowance (MSA).

d. Leave and Compensatory Time Off (CTO).

e. Banking/Currency Regulations.

f. Postal/Telecommunication Services.

g. Medals.

h. Medical.

i. Extension of Tour of Duty.

j. Deployment Policy.

PERSONAL CONDUCT

5. **Neutrality and Impartiality.** How this UN policy affects MILOBS deployed in Rwanda.

a. Background to Rwanda Conflict - Ethnic rivalry - HUTU/TUTSI.

b. Remind MILOBS to stay off the ethnic conflict and perform their duties with absolute neutrality. Policy - DO NOT ASK the tribe of people you come into contact with. Avoid discussing ethnic issues with the locals.

6. **Release of Information to Press.** Draw MILOBS attention to Undertaking signed during the in-processing. You may take a copy and go through the DOs and DON'Ts with the MILOBS.

7. **Use of Cameras.** MILOBS to avoid taking photographs of Government and Military installations.

8. **Social Life.**

a. Hijacking of vehicles and attacks on UN personnel. No night movement.

b. Avoid public places and functions except those organised by UN personnel.

c. Avoid lifting Rwandese ladies in UN vehicles.

9. **Respect of Rwandese Culture/Traditions.** MILOBS should learn to adapt to the culture of Rwandese instead of forcing their individual cultures on the people.

CLAIMS

10. All travel claims to be supported with receipts. Payment normally delays since processing can only be done in receipt of original copy of Travel Authorisation.

MISSION SUBSISTENCE ALLOWANCE (MSA)

11. MSA per diem is US $.....

a. **Breakdown**

(1) Accommodation portion-US $.....

(2) Feeding - US $.....

(3) Incidental Expenses - US $.....

12. MSA per diem for first 30 days is US $....

13. Finance Section normally pays MSA advance to MILOBS on arrival to take care of expenses.

14. MSA may be held to cover damages caused to UN property.

LEAVE AND COMPENSATORY TIME OFF (CTO)

15. **Leave.**

a. **Entitlement.** - 1.5 days per month.

b. **Total 12 months tour of duty.** - 18 days.

c. **Maximum Accumulation.** - 12 days.

d. **Financial Implications.** MSA is retained if a MILOB proceeds on earned leave irrespective of where leave is spent.

e. **Advance Leave.** A MILOB may be granted advance leave after spending two months in the AO.

f. **Special Leave.** Granted to a MILOB not qualified for leave. No MSA is paid for such leave.

16. **CTO.**

a. **Entitlement.** 6 days after 30/31 days continuous duty. Granted only if operational exigencies permit.

b. Cannot be accumulated. Forfeited if not taken.

c. **Financial Implications**

(1) MSA retained if CTO spent in the Mission Area - ie Rwanda, Uganda & Kenya.

(2) MSA reduced by 50 % if CTO spent outside the mission area.

(3) NO MSA is paid if CTO is spent by a MILOB in his home country. (WHY? NO IDEA).

17. **Combination of Leave and CTO.**

a. Any number of days of earned leave up to a maximum of 12 days could be combined with CTO and taken at a time. Therefore maximum leave/CTO a MILOB can enjoy is 18 days (12 days leave + 6 days CTO). **Exception.** During last month of tour of duty a MILOB may be granted maximum of 12 days leave/CTO for pre-departure formalities.

18. **Policy on Leave/CTO during last month.**

a. Leave/CTO must be earned.

b. Leave/CTO period must end on DDM.

BANKING/CURRENCY REGULATIONS

19. Banks are open in Rwanda. Discuss the practice of MILOBS opening accounts in Nairobi. Also possible for finance section to issue cheques for payment of MSA on advance warning.

20. **Currency Regulations.** It is an offence in Rwanda to exchange money from an unregistered dealer. The Banks and some Foreign Exchange Bureaux are available.

POSTAL AND TELECOMMUNICATION

21. **Postal.** Letters could be despatched through the Force Base Post Office or Rwanda Post Office.

22. **Address.** MILOBS may receive letters and parcels using two addresses.

a. Rank/Name
UNAMIR/MILOBS GP HQ
P.O. BOX 749
KIGALI - RWANDA } for letters and parcels

b. Rank/Name
UNAMIR/MILOBS GP HQ
P.O. BOX 30888
CITY SQUARE POST OFFICE
NAIROBI - KENYA } ONLY LETTERS. NO PARCELS IN VIEW OF CUSTOMS REGULATIONS

23. **Telephone Facilities**

a. **UN Telephone Booth at FHQ.** Telephone and Fax available at US $ 2.00 per minute irrespective of destination. Maximum time allowed on phone is 5 mins.

b. **RWANDATEL.** Cost per minute depends on country called. For eg Ghana is US $ 4.85 per minute.

MEDALS

24. **Qualification Period.** 90 days continuous service. 180 days after qualifying date - Numeral 2.

MEDICAL

25. **Prevalent Disease.** Malaria.

26. **Medical Facilities.** Regimental Aid Posts of Formed Trps and UN Hospital.

27. **Reduction of MSA.** Reduced by two-thirds during period of confinement to hospital.

EXTENSION OF TOUR OF DUTY

28. **Force Comd's Policy.** No extension beyond 12 months tour of duty.

DEPLOYMENT POLICY

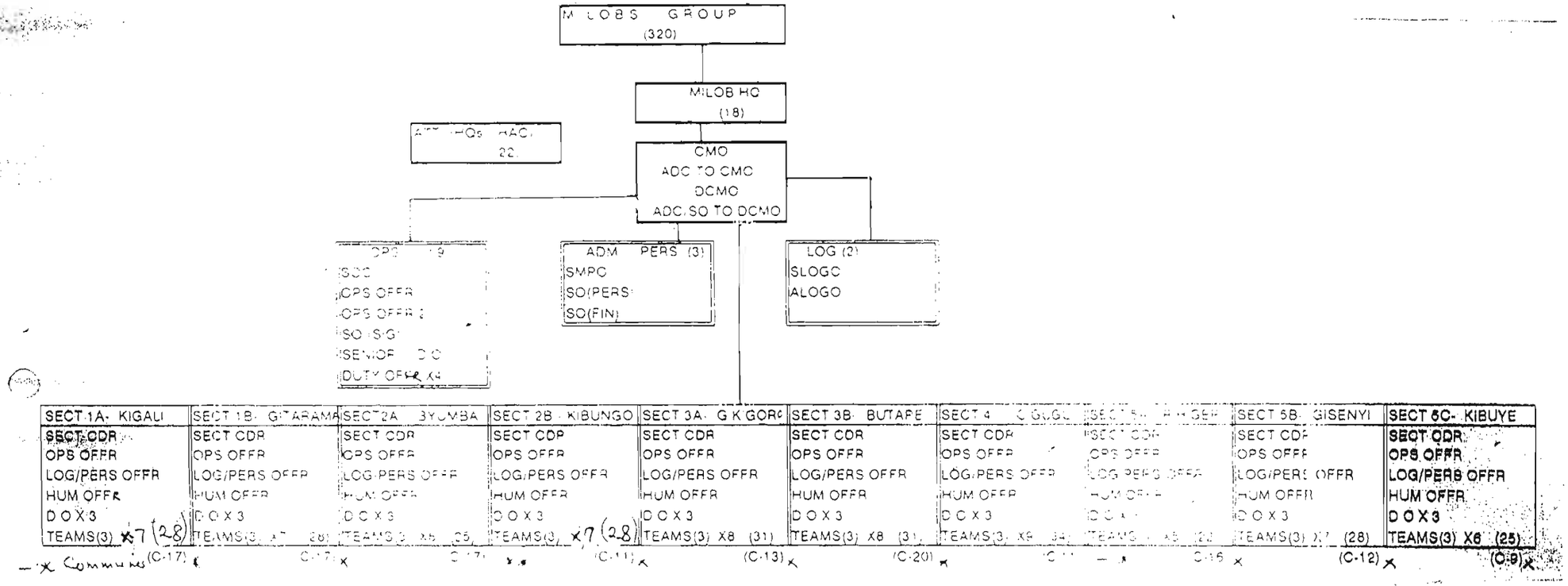
29. **Policy Guidelines.**

a. At least 2xMILOBS of same nationality in a sector.

b. MILOBS to serve a minimum of 4 months in a sector before redeployment. **Exception** - MILOBS at Gikongoro, Cyangugu and Kibuye may opt to remain.

c. MILOBS in their last month of tour of duty need not be redeployed unless they opt for it.

ANNEX B TO
SMPO HANDING/ TAKING OVER NOTE
DATED 29 JUL 95



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UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA

NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

TO : MAJ HP ZIMBA
IN-COMING SLOGO

DATE: 22 JUL 95

FROM : Sqn ldr FA AYAMGHA
OUT-GOING SLOGO

REF : MILOB/6600.0/LOG

SUBJECT: HANDING/TAKING OVER NOTES
SENIOR LOGISTICS OFFICER, MILOB GP HQ

INTRODUCTION

1. Philip, you are taking over a job which you are not exactly new to. Even though you have not been the Senior Logistics Officer(SLOGO), you have worked closely with me for the past 3 months or so and you are quite conversant with the inner workings of the LOG system in this HQ.

AIM

2. The aim of these notes is to brief you on some of the details of your new appointment as SLOGO

SCOPE

3. Since you already have fairly adequate knowledge of the functioning of the LOG Branch, I shall cover only very pertinent areas and augment them with an oral briefing as follows:

a. UNAMIR Logistics state as it relates to MILOBS.
b. Responsibilities of the SLOGO.
c. Staffing in the LOG Branch.
d. Other departments of UNAMIR you will be dealing with.

e. Procurement of LOG items.
f. Correspondence with the Sectors.
g. Supervision of your staff.
h. Problems.
i. Conclusion.

UNAMIR LOGISTICS STATE AS IT RELATES TO MILOBS

4. As you are no doubt aware, whatever logistics support there is to MILOBS is meant solely to help them on the job and not for personal welfare. MILOBS are supposed to be self- sufficient and fully covered by the MSA they are given.

5. The logistics state of UNAMIR has gone through various stages of fluctuation as regards availability or non-availability of items. At the present moment a lot of logistics items are lacking due to the recent uncertainty regarding the UNAMIR mandate. This situation is likely to change, now that the new mandate is in force and the mission is certain to last until at least December, 1995.

6. You are already familiar with the procurement procedures and there is the need to follow them strictly.

RESPONSIBILITIES OF THE SLOGO

7. As the SLOGO you have the following responsibilities:

a. Advising the CMO through the DCMO on all logistics matters concerning MILOBS.
b. Supervising the tasks of your staff officers.
c. Coordinating the work of the Sector LOG officers.
d. Seeing to the welfare of LOG Branch officers and initiating their periodic as well as end of mission reports.
e. Attending LOG and Sector Commanders' Conferences. A copy of my brief for the last conference is attached at Annex 'A' for your perusal to familiarise you with the procedure for briefing at the Sector Commanders' Conferences.
f. Implementing LOG directives and policies from FHQ.

STAFFING IN THE LOG BRANCH

8. You have under you at the MILOB GP HQ two staff officers -- the SO(Sup) and the SO(Tpt). Since you functioned in both positions I need not expound on their responsibilies.

9. You also have working under you the Sector LOG officers of the 10 MILOB Sectors. Please ensure that you monitor their activities carefully in other not to jeopardise the good working relations of MILOBS and other organs of UNAMIR.

OTHER ORGANS OF UNAMIR YOU WILL BE DEALING WITH

10. You have already interacted with other UNAMIR organs and agencies on a day to day basis whilst performing your duties as a LOG staff officer. You will continue to interact with the LOG outfits at UNAMIR HQ the 95 FLSG, Communications, LOG Base, EDP and of course the other branches of MILOB GP HQ. You should ensure that your staff officers in their interaction with these other outfits will be tactful and keep you briefed on all their day to day activities.

PROCUREMENT OF LOGISTICS ITEMS

11. You are already quite familiar with the procurement procedures and outlets. They have been mentioned in the previous paragraphs. It will be your responsibility to familiarise your staff officers with these procedures and outlets. As a reminder they are as follows:

a. 95 FLSG located at TRAFIPRO is responsible for most of stores including stationery, clothing, office and accommodation stores, field and combat equipment, food water and detergents, to mention a few.
b. The LOG Base is responsible for POL items.
c. Communications Center takes care of communications equipment, generators and electrical items.
d. The EDP is responsible for computers and accessories.
e. The Engineer Coy is responsible for engineer stores.

CORRESPONDENCE WITH THE SECTORS

12. Some of the Sector LOG officers have a habit of either delaying or not responding at all to correspondence from the HQ. You will need to keep reminding and coercing them to respond, through their Sector Commanders.

SUPERVISION OF YOUR STAFF

13. Leadership it is said, is a style. You may adopt your style of dealing with the officers under you , both from the Sectors and at the HQ. You may however wish to bear in mind that the different personalities you will be dealing with are from different nationalities and Armed Forces. A lot of tact will be required on your part to avoid any unpleasant incidents with some of these personalities of varying backgrounds. This is the UN.

PROBLEMS

14. As in every organisation, you will be faced with some problems on the job and with the system generally. These problems will not completely hinder your work but will put some stumbling blocks in your way.

15. The immediate and most pressing problem you will be faced with is the reorganisation of the MILOB structure of deployment as a result of the new mandate. The Sectors have numerous problems covering communications, water, electricity accommodation security and others.

16. Most of these problems I have already tackled and solved but you should expect more to crop up with time. You need to keep the DCMO briefed on all these problems and seek his assistance in solving them from time to time.

CONCLUSION

17. Philip, you are taking over a very challenging job which I am confident you can face squarely. Your rich experience in this field on this mission should put you in good stead to surmount any obstacles.

18. I wish you all the best and hope we meet again in the course of our duties as members of our various Armed Forces.

FA AYAMGHA
Sqn Ldr
Out-Going SLOGO

Information:

CMO
[redacted]
SMPO
SOO

HANDING/TAKING OVER CERTIFICATE
SENIOR LOGISTICS OFFICER, MILOB GP HQ

I, Sqn Ldr FA AYAMGHA, UNID M1227, certify that I have fully handed over the duties of Senior Logistics Officer, MILOB GP HQ to Maj HP ZIMBA UNID MO 2175.

Signature of Officer Handing Over

.....

DATE: 2 August, 1995

I, Maj HP ZIMBA, UNID MO 2175, certify that I have fully taken over the duties of Senior Logistics Officer, MILOB GP HQ from Sqn Ldr FA AYAMGHA UNID M1227.

Signature of Officer Taking Over

.....

DATE: 2 AUGUST, 1995

ANNEX 'A' TO
MILOB/6600.0/LOG
DATED 22 JUL 95

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA

NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

SLOGO's BRIEF FOR SECTOR COMMANDERS' CONFERENCE 30 JUNE, 1995 BUTARE

INTRODUCTION

1. The one major development since the last Conference on the 20 May 95, as we all know is the coming into force of the new mandate. There has not been much change in the area of logistics for MILOBS, but certain changes are envisaged.

AIM

2. My aim is to review the logistics situation as it affects MILOBS now and in the future.

SCOPE

3. I shall cover the following:

a. The state of logistics in the new mandate.
b. Response to correspondence from MILOB GP HQ.
c. Indenting of specified items.
d. The prerogative of logistics officers to indent directly.
e. Reduction in traffic violations.
f. Logistic support for formation of new Sectors
g. Vehicle state.

THE STATE OF LOGISTICS

4. It is envisaged that with the departure of the formed troops MILOBS will be able to inherit some of the UN equipment they currently hold.

5. However my observation is that there has been a slackening of the rate at which logistics are coming into the mission. Most items which have finished from stock have not been replaced. Hence several demands by LOG officers have not been met in the past few weeks. My advice is that whatever stores are currently available should be disbursed judiciously.

RESPONSE TO CORRESPONDENCE FROM MILOB GP HQ

6. During the last conference I complained about the slowness and sometimes lack of response to correspondence from HQ. I am still not quite pleased with the attitude of certain LOG officers at some Sectors. Whilst some LOG officers are responding quite well a few are either not confident enough to write or just cannot be bothered. I entreat all Sector Commanders to ensure that their staff officers are more responsive because eventually it reflects on the whole Sector and not just the officers concerned.

INDENTING OF SPECIFIED ITEMS

7. Apart from writing to all Sectors , I also did state categorically at the last Conference that certain items are centrally procured by MILOB GP HQ for distribution to MILOBS and should therefore not be indented by Sector LOG officers.

8. Some Sector LOG officers have ignored this directive and continue to procure berets caps etc. I have written to 95 FLSG and the SO Sup to surcharge such officers for whatever they have procured if they do not return them. Actually I met a LOG officer who had procured these items and when I confronted him he feigned ignorance of the directive.

THE PREROGATIVE OF LOG OFFICERS TO MAKE DIRECT INDENTS

9. As I have previously stated on many occasions, apart from items that MILOB GP HQ has specifically told LOG officers not to indent from 95 FLSG, Communications, and EDP, all others can be indented directly without passing through HQ. All we require are copies of issue vouchers to enable us monitor what the various Sector have procured. A few Sectors have sent these vouchers a few times and stopped. This is not good enough.

10. Moreover we are still receiving requests from Sectors for stationery, furniture and other items which they can indent directly. The only time HQ may come in is when LOG officers are either refused these items or have been referred to their HQ, then we can do the chasing for them.

REDUCTION IN TRAFFIC VIOLATION

11. During the last Conference I talked about the numerous cases of over-speeding and unauthorised parking by MILOBS, particularly in KIGALI. There has been a very good response by MILOBS. In fact I have not received any traffic violation reports since the last Conference. I think personnel should be congratulated and entreated to keep it up.

LOGISTIC SUPPORT FOR FORMATION OF NEW SECTORS

12. With the formation of new Sectors some Sector Commanders are naturally becoming apprehensive about logistic support. This concerns mainly areas like communications, accommodation, security, potable water and others. In fact some Sector Commanders have already written to request provision of these essentials. I want to assure you that this has already been taken up at a higher level. I attended the COS Fortnightly Administrative Meeting with the SOO and all these issues were addressed. Further developments shall be communicated to you.

VEHICLE STATE

13. The SO(Tpt) has sent out the vehicle state to all Sectors. As you can see the servicing problem still continues to oscillate between good and bad, due to lack of spares and sometimes low manpower at the UNAMIR workshop. We shall continue to chase the servicing of MILOB vehicles.

CONCLUSION

14. To conclude may I say we need to keep our fingers crossed to see what the implementation of the new mandate will bring by the way of logistics.

15. Meanwhile I would entreat all Sector Commanders to continue to take interesting whatever their LOG officers are doing to keep the Sectors equipped and functioning.

16. Thank you and any questions?