

UNAMIR

MISCELLANEOUS

[1 JAN - 31 DEC 1995]

PLEASE RETAIN
ORIGINAL ORDER

[1 STRICTLY CONFIDENTIAL]

[1 CONFIDENTIAL]

EL/WG MAY 2009

UNARCHIVES

SERIES S-1060

BOX 29

FILE 1

ACC. 1998/0281

significance and projects possible consequences.

Intelligence Gathering is practiced in the various ^{Areas} arenas:

- **Political** : Example: Opposition groups sometimes engage in subversive destabilizing activities.
- **Economic** : Example : The shortage of the most basic ^{essential} goods may have serious repercussions that may lead to lawlessness.
- **Social** : Example : An extended strike risks causing economic or even political ^{university} problems.
- **Religious** : Example : A religious movement is capable of hiding ⁱⁿ political propaganda or engendering divisions (problem of religious extremist).
- **Cultural** : Example : The ^{work, difficult and} ~~Passionate~~ demands of students may at times make a government ~~official's job~~ ^{more} complicated.

A. Definition of Intelligence Gathering

We may define intelligence gathering as the ^{de} ~~service~~ ^{which} gathers and centralizes intelligence of a political, economic, and social nature ^{which} required for government information and action. We might also say that everything of a political nature from the past, present or future falls within the realm of intelligence gathering.

B. Missions

The general mission of intelligence gathering stems from the definition above and includes:

1. Principal missions

- .general intelligence mission, collection of information and projections.
- .monitoring of suspicious nationals and foreigners ^{which} ~~which~~ is designed to ^{deter} ~~to~~ anti-national or anti-governmental activities.
- .Implementation of confidential administrative investigations (of candidates to elected or administrative offices, requests for naturalization, activities of certain unions, etc.)

2. special missions :

These missions differ from country to country and may involve the following :

- .monitoring^{at} travellers at the borders^{from} (Air and ^{Railway} Border Police, ^{Post or Stations} Railway Police, etc.)
- .monitoring^{of} foreigners (emigrationⁿ and immigration services)
- .protecting^{of} official personalities during their travel
- .detecting threats to national security, ~~when this is not assured by~~
a specialized service (territory surveillance, counter-espionage):

Conclusion :

In short, intelligence ^{Network} gathering^{is} missions are all political in the general sense of the word since they encompass all matters of national interest.

THE GENERAL INTELLIGENCE GATHERING

LESSON N02

II GENERAL INTELLIGENCE GATHERING AS ACTIVITY

DEFINITION

Intelligence Gathering is an activity by which the managerial Staff(executives) and agents search, centralize necessary information for the benefit ~~and the mission~~ of the government.

A. Domain and Goal(objective or purpose)

The ~~Domain~~ of intelligence Gathering is very broad. The action of service is to be applied to several plans, these are:

1. Political plan

The goal is to know exactly ~~and~~ at anytime, the life of ~~different~~ diverse parties(authorized or illust), to register populations aspirations or desire, the people's opinion in reaction to government's decisions, and to ~~principal~~ ^{guide} events nationwide ~~and~~ worldwide, to determine incidence that can modify social classes minds and ~~therefore~~ jeopardize or compromise the public order.

2. Economical plan

The goal is to collect economical information (market fluctuations, distribution, consumptions) the possible crisis, to detect the smuggling and illicit traffic^y

3. Social plan

The goal is to identify different social groups, to study the organization and the trade union actions, to prevent all social acts(strike, unemployment), in order to protect and to develop the national economy, to preserve and improve their quality of ~~life~~ ^{living}.

4. Religions plan

The goal is to know the situation, the activities, the influence of each religion, to discover possible ~~antagonisms~~ ^{active opposition}, to keep an eye on ~~spirts~~ ^{their evolution} and to eventually determine political interferences.

5. Administrative plan

The goal is to conduct all investigations (inquiries) concerning moral, ~~and physical~~ ^{social, political and national attitudes} persons on which public powers must be or want to be especially informed. The information gathered in this case ^{can be retained} not only refer to social behaviour and to individual morality but also to their political and national attitudes. Sometimes, the authorities request information only on particular aspect (side) of those activities.

6. Military plan

The goal is, for the information agent, to inquire the troop's moral by gathering information on military conditions (material, social and psychological) of soldiers. ~~It~~ must also detect the suspicious activities of militaries including the abuses and exactions committed by some of them. Finally, ~~the~~ ^{it} contributes to the protection of sensitive points and to the security of military equipments.

7. National plan

Goal: ^{e.g.} In a country where the Control of foreigner's involvement and the anti-national activities are not assured by a specialized service (state security, for instance).

^{is duty of responsibility}
* It belongs ~~to the~~ ^{to the} information ~~service~~ ^{service} of the Gendarmerie to detect the attacks to interior and exterior ^{for the} safety of the state and to neutralize the authors.

GENERAL INTELLIGENCE GATHERINGS

Lesson No 3

The means

General outline

1) **Material sources**

- a. The ^{archives} archives of other administrations and private ~~organizations~~ ^{organizations}
- b. The press

2) **Human means**

- a. Executives and agents
- b. Exterior colleagues (collaborators)

3) **Technical Means**

- a. The photography
- b. The audio-visual sonorous
- c. The reprography
- d. Sonorous recording.
- e. Telephone tracking ^{bugging}
- f. The Radio Data processing

Definition

The collection, the centralization, and the processing the information require the use and the exploitations of a certain number of means that can be classified into three essential categories:

- Material sources
- Human means
- Technical means

There are General Intelligence gatherings ^{and} (means.)

1. Material sources

The systematic consultation and which has priority on rough (first hand ^{information}) is imposed to general intelligence gatherings employed at the beginning of any inquiry. Those sources are called material sources and are formed (constituted) by the ^{archives} archives of the Gendarmerie, of the police, ~~of the others administrations~~ and private ~~organizations~~ ^{including} including the written press, verbal and audio-visual.

GENERAL INTELLIGENCE GATHERING PROGRAM

- I. Introduction: Basic knowledge - 2 hours
Role of Intelligence Gathering (IG)
Definition and Missions of Intelligence Gathering
- II. FIELD AND OBJECTIVES OF IG - 2 hours
FIELD -
OBJECTIVES :
 - Political
 - Economic
 - Social
 - Religious
 - National
 - Administrative
- III. MEANS FOR IG - 6 hours
 - Material resources
 - Human resources
 - Technical means
- IV. INTELLIGENCE FILES - 12 hours
 - Individual intelligence notes
 - Administrative investigation report
 - information note
 - Intelligence gathering notes
 - Summary
- V. THE EXPLOITATION AND TRANSMISSION OF INTELLIGENCE 2 hours
- VI. INTELLIGENCE GATHERING ARCHIVE 2 hours

GENERAL INTELLIGENCE GATHERING

Lesson n° 1 2 Hours

Course Syllabus

Basic Knowledge :

Introduction :

1. Role of the law enforcers in the states.
2. Role of general intelligence gathering
 - A. Definition of intelligence gathering
 - B. Intelligence gathering missions
 - a) Principal missions
 - b) Special missions

Introduction :

Before studying intelligence gathering, it is important to remember a few basic concepts:

- the role of law enforcers in the state
- the particular role of intelligence gathering in law enforcement

9 X 1. Role of Law Enforcers^{ment} in the State

The basic concept is that of the traditional separation of powers: Legislative, Judicial and Executive. While the legislative power is normally allocated to the Parliament - the voice of the ~~will~~ ^{will} of the people, the executive power is held by the government. And one of the principal duties of all governments is to maintain order in the State.

Various institutions with public powers collaborate on this mission : the army, the gendarmerie, the Republican guard, and particularly the police which are known collectively as law enforcement ~~agents~~ ^{officers}.

These forces ^{are} engaged in both ^{to} suppressive and preventive ^{unknown by the forces of the} action. However intelligence gathering, ~~which~~ ^{and} requires great discretion, ~~is~~ ^{is} strictly preventive.

2. Role of Intelligence Gathering :

The ^{preventive} ~~preventive~~ aspect of intelligence gathering is to ^{find the} ~~found in~~ area of information and planning.

Since to govern is to plan ahead, the central government ^{should} ~~must~~ know both what is happening and what might happen in order to make the appropriate arrangement in time. Indeed intelligence gathering acts as a witness of events for the government from which it ^{obtains} ~~derives~~ their ^{sources} ~~of information~~.

210

1
ECOLE DE LA GENDARMERIE NATIONALE 19 Décembre 1994 au 31 Mai 1995.
(EGENA Ruhengeri)

COURS DE RENSEIGNEMENTS GENERAUX
(Formation d'Elèves Gendarmes)

Instructeur : Commissaire Principal
Moussa Sanogo
UNAMIR-MINUAR
(MALI)

PROGRAMME DES RENSEIGNEMENTS GENERAUX

I. Généralités:

- Notions fondamentales
- Introduction:
- A. Définition des Renseignements Généraux
- B. Missions des Renseignements Généraux

II. Renseignement en tant qu'activité:

- Définition

A. Domaine et objectifs:

- Domaine
- Objectifs:
 - . politique
 - . économique
 - . social
 - . religieux
 - . administratif
 - . militaire
 - . national

B. Moyens:

- les sources matérielles
- les moyens humains
- les moyens techniques

C. Traitement:

- Collecte
- Tri
- Recoupement
- Analyse
- . les qualités d'une bonne information

III. Documents- Exploitation et Transmission

- A. Documents (note d'information ou note de renseignement)
- B. Exploitation (exemple type d'exploitation d'une information)
- C. Transmission

IV. La Sécurité des Documents

- 1. Généralités
- 2. La sensibilisation
- 3. Les mesures générales
- 4. Remarques

V. Organisation d'un Service de Renseignement

- 1. Niveau Local
- 2. Niveau National

VI. Les Services de Renseignements au Rwanda

- 1. La coordination du RG relatif à la Sûreté de l'Etat
- 2. Unités Spéciales de la Gendarmerie Nationale.

LES RENSEIGNEMENTS GENERAUX

Leçon n°1 /2 heures.

Plan du cours :

Notions fondamentales :

GENERALITES:

Introduction :

1. Rôle de la Police dans l'Etat
2. Rôle des Renseignements Généraux
 - A. Définition des renseignements généraux
 - B. Missions des renseignements généraux
 - a) Missions principales
 - b) Missions particulières

I. GENERALITES

Introduction :

Il est nécessaire avant d'aborder l'étude des Renseignements Généraux de se rappeler quelques notions essentielles de nature à :

- situer le rôle des forces de l'ordre dans l'Etat,
- déterminer le rôle particulier des Renseignements Généraux dans la mission des forces de l'ordre.

1. Rôle des Forces de l'ordre dans l'Etat :

La notion fondamentale est celle de la séparation traditionnelle des pouvoirs en Législatif, Exécutif et Judiciaire. Si le pouvoir législatif est normalement attribué au Parlement porte-parole de la volonté populaire, le pouvoir exécutif est détenu par le Gouvernement. Et l'une des tâches principales de tout Gouvernement est de faire régner l'ordre dans l'Etat.

Différentes institutions relevant des pouvoirs publics collaborent à cette mission : l'Armée, la Gendarmerie, la Garde Républicaine et en particulier la Police. Ce sont ce qu'on appelle les Forces de l'Ordre.

L'action de ces forces est tantôt répressive, tantôt préventive. Les renseignements généraux dont le souci constant est la discrétion n'intervient que dans l'action préventive.

2. Rôle des Renseignements Généraux :

L'action préventive des renseignements généraux se situe dans le domaine de l'information et de la prévision.

Puisque gouverner c'est prévoir, le pouvoir central se doit de savoir ce qui se passe et aussi ce qui risque de se passer afin de pouvoir prendre en temps utile toutes mesures appropriées. Et c'est justement aux renseignements généraux qu'il appartient d'être pur le compte du Gouvernement les témoins des événements, d'en dégager la signification et les conséquences possibles.

L'action des renseignements généraux s'exerce à cet effet dans différents milieux :

- **Politique :** Exemple : les groupes d'opposition se livrent parfois à des activités subversives, destabilisatrices.
- **Economique :** Exemple : la pénurie des produits de première nécessité peut avoir des répercussions graves pouvant entraîner le désordre.
- **Social :** Exemple : une grève prolongée risque de causer des troubles économiques voire politiques.
- **Religieux :** exemple : un mouvement confessionnel est susceptible de cacher une propagande politique ou de favoriser la division (problème de l'intégrisme religieux).
- **Culturel :** Exemple : revendications des étudiants passionnés compliquent parfois la tâche des autorités gouvernementales.

A. Définition des Renseignements Généraux :

Nous pouvons définir les renseignements généraux comme le service qui recherche et centralise les renseignements d'ordre politique, économique et social nécessaires à l'information et à l'action du Gouvernement. On peut dire également que tout ce qui a présenté, qui présentera, qui présente ou est susceptible de présenter un caractère politique est du domaine des renseignements généraux.

B. Missions :

La mission globale des renseignements généraux découle de cette définition. Elle comprend :

1. des missions principales :

- . mission d'information générale, de collecte des renseignements et de prévision.
- . surveillance des nationaux, des étrangers et des groupements suspects. Cette surveillance a pour but de déceler les activités antinationales ou antigouvernementales.
- . Exécution d'enquêtes administratives à caractère confidentiel (candidatures à des fonctions électives ou administratives, demandes de naturalisation, activités de certaines associations syndicales, etc.)

2. des missions particulières :

Ces missions diffèrent selon les pays; elles peuvent être constituées par :

- .le contrôle des voyageurs aux frontières (police de l'Air et des Frontières, Police des Chemins de Fer, etc.)
- .le contrôle des étrangers (service Emigration, Immigration)
- .la protection des personnalités officielles au cours de leurs déplacements)
- .le contrôle des jeux, des courses
- .la détection des atteintes à la sûreté de l'Etat, lorsque celle-ci n'est pas assurée par un service spécialisé (surveillance du territoire, contre-espionnage).

Conclusion :

En définitive, toutes les missions confiées aux renseignements généraux ont en commun un caractère politique au sens large du terme puisqu'il s'agit de l'ensemble des affaires qui intéressent l'Etat.

LES RENSEIGNEMENTS GENERAUX

Leçon n°2

Plan

Définition

Domaine et Objectif

- Plan Politique
- Plan Economique
- Plan Social
- Plan Religieux
- Plan Administratif
- Plan Militaire
- Plan National

II. RENSEIGNEMENT EN TANT QU'ACTIVITE:

Définition : le renseignement est une activité par laquelle les cadres et agents recherchent et centralisent les informations nécessaires à l'intention et à l'action du gouvernement.

A. Domaine et objectif:

Le domaine du renseignement est très vaste. L'action du service est appelée à s'exercer sur plusieurs plans qui sont :

1. Plan politique:

L'objectif est de connaître exactement et à tout moment la vie des divers partis (autorisés ou clandestins) d'enregistrer les aspirations des populations, les réactions de l'opinion publique face aux décisions gouvernementales et aux principaux événements politiques nationaux ou mondiaux, de déterminer toutes incidences de nature à modifier l'état d'esprit des différentes couches sociales et à plus forte raison de compromettre l'ordre public.

2. Plan économique:

L'objectif est de recueillir des informations à caractère économique (les fluctuations du marché, distribution, consommation) les crises éventuelles, de détecter les contrebandes et trafics.

3. Plan social:

L'objectif est d'identifier les différents groupes sociaux, d'étudier l'organisation et les actions des organismes syndicaux, de prévenir tous les faits sociaux (grève, chômage) en vue de protéger et de développer l'économie nationale, de préserver et d'améliorer leur qualité de vie.

4. Plan religieux:

L'objectif est de connaître la situation, les activités, l'influence de chaque religion, de déceler les antagonismes éventuels, de surveiller l'évolution des esprits et de déterminer le cas échéant les interférences politiques.

5. Plan administratif;

L'objectif est d'effectuer toutes les enquêtes relatives aux personnes physiques et morales sur lesquelles les pouvoirs publics doivent être ou veulent être spécialement renseignés.

Les renseignements recueillis dans ce cas se rapportent non seulement au comportement social et à la moralité des individus mais encore à leur attitude au point de vue politique et national.

Quelquefois les autorités ne demandent à être renseignées que sur un aspect particulier de ces activités.

6. Plan militaire:

L'objectif est, pour l'agent de renseignement, de s'enquérir du moral de la troupe en recueillant des informations sur les conditions militaires (matérielles, sociales et psychologiques des soldats).

Il doit également détecter les activités suspectes des militaires ainsi que les abus et exactions commis par certains d'entre eux.

Enfin, il contribue à la protection des points sensibles et à la sécurité des équipements militaires.

7. Plan national:

Objectif: dans un pays où le contrôle des ingérences étrangères et les activités anti-nationales n'est pas assuré par un service spécialisé (sécurité d'Etat, par exemple), il revient au service de renseignement de la gendarmerie de détecter les atteintes à la sûreté intérieure et extérieure de l'Etat et d'en neutraliser les auteurs.

LES RENSEIGNEMENTS GENERAUX

Leçon n°3

B.LES MOYENS

Plan du cours:

1. Les sources matérielles:

- a. les archives de la gendarmerie et de police
- b. les archives des autres administrations et des organismes privés
- c. la presse.

2. Les moyens humains:

- a. les cadres ou fonctionnaires
- b. les collaborateurs extérieurs

3. Les moyens techniques:

- a. la photographie
- b. l'audio-visuel
- c. la reprographie
- d. l'enregistrement sonore
- e. les écoutes téléphoniques
- f. la radio
- g. l'informatique.

Définition:

La collecte, la centralisation et le traitement de l'information nécessitent l'utilisation et l'exploitation d'un certain nombre de moyens qu'on peut classer en trois catégories essentielles:

- les sources matérielles
- les moyens humains
- les moyens techniques

Ce sont les moyens des renseignements généraux.

1. Les sources matérielles:

La consultation systématique et prioritaire des sources d'information brutes plus facilement accessibles s'impose au fonctionnaire des renseignements généraux au départ de toute enquête. Ces sources sont appelées **sources matérielles** et sont constituées par les archives de la gendarmerie, de la police, de celles des autres administrations et organismes privés ainsi que la presse écrite, parlée et audio-visuelle.

a. Les archives de la gendarmerie et de la police:

Jucicieusement exploitées, ces archives sont une mine de renseignements sur les individus, les collectivités et les événements. Convenablement tenues, elles constituent la mémoire de ces services. A cet effet, elles sont la base, l'assise et l'élément de continuité de l'action des services.

b. Les archives des autres administrations et organismes privés:

Les ministères, les grands services administratifs (PTT, Impôts et Douanes, les Travaux Publics, les Mines, INPS, Mairie), les chambres de commerce, les banques, les sociétés privées, les commerçants importants, possédant des registres, des dossiers et des archives dont la consultation peut apporter des éléments utiles à l'enquêteur.

c. La presse:

La presse constitue pour le fonctionnaire des renseignements généraux une précieuse source d'information. Elle évoque très souvent la première les événements de l'actualité, traduit les courants d'opinion, analyse les prises de position politiques et commente l'action du gouvernement.

Notons cependant qu'un article de presse ne peut guère être directement utilisé pour en faire une note de renseignement. Il peut compléter ou recouper une information.

2. Les moyens humains:

Ils sont l'ensemble des personnels du service de renseignement (cadres et fonctionnaire) leurs collaborateurs extérieurs (informateurs, relations personnelles, etc.) concourant à la recherche et au traitement de l'information.

a. Les cadres ou fonctionnaires:

Par opposition aux collaborateurs extérieurs, ils appartiennent au service de renseignement.

Au niveau central ils ont la charge de la synthèse et de l'analyse des informations fournies par les différentes sources intérieures et extérieures. Ils produisent les documents périodiques et orientent le travail des antennes extérieures.

Le cadre à niveau inférieur est chargé de rechercher et de traiter l'information. Il peut le faire par l'observation directe ou avec l'aide de collaborateurs extérieurs.

Dans l'**observation directe**, le cadre est le témoin direct et objectif de l'événement dont il doit rendre compte. Il peut ainsi enregistrer les réactions de l'assistance. Il se trouve dans une situation idéale pour faire un compte rendu précis et fidèle. La garantie non seulement de l'objectivité mais aussi de la rapidité est assurée. Ce cas se présente généralement lors des réunions publiques ou autres rencontres ouvertes.

b. les collaborateurs extérieurs:

Ce sont des personnes n'appartenant pas au service mais qui assistent le cadre dans l'accomplissement de sa mission. Son concours est précieux dans le cas de réunions non ouvertes au public.

Les **relations personnelles** ne sont pas des collaborateurs au sens strict du terme. La rencontre est généralement fortuite et son objet n'est pas de fournir des informations. Cependant, les renseignements obtenus grâce aux relations personnelles au cours des conversations amicales, détendues sont d'excellente qualité parce qu'ils sont livrés spontanément. L'interlocuteur ne se préoccupe pas de la profession du cadre.

L'**informateur** est une personne qui accepte de fournir des renseignements aux services de renseignements généraux pour les aider à accomplir leurs missions d'information.

L'agent est un informateur plus qualifié utilisé dans la recherche ou l'accomplissement d'activités clandestines. Cela est généralement du ressort des services spéciaux.

L'informateur ou agent joue un rôle fondamental dans le recueil des informations surtout à caractère secret.

Il est généralement recruté en raison de ses aptitudes personnelles et de sa position au sein du milieu ou du dispositif dans lequel le cadre souhaite recueillir des informations. L'informateur peut être amené à la collaboration avec le service pour différentes motivations:

- patriotisme, civisme, goût de l'ordre public
- conviction religieuse
- conviction politique
- appât du gain
- implication dans les affaires compromettantes
- besoin de protection ou de petits services
- offre spontanée sans contrepartie.

Notons que l'intéressement est l'une des pratiques courantes utilisées par le cadre -l'Etat à cet effet met à sa disposition les sommes qui doivent être judicieusement utilisées.

Les procédures de recrutement et d'utilisation (manipulation) de l'informateur seront étudiées ultérieurement.

3. Les moyens techniques:

Ce sont les installations ou procédés techniques utilisés soit pour le recueil, soit pour le stockage des informations ou pour leur traitement.

L' utilisation ^{de} ces méthodes exige parfois le concours de spécialistes qui sont de plus en plus inclus dans les effectifs du service. Elle présente des avantages irremplaçables aux plans de la discrétion, de la célérité, de la fidélité et de la commodité de l'information.

Les principales techniques actuellement utilisées sont :

- la photographie
- l'audio-visuel
- la reprographie
- l'enregistrement sonore
- les écoutes téléphoniques
- la radio
- l'informatique.

Les satellites, les avions (espions U2, AWACS) sont utilisés comme supports dans l'exploitation de plusieurs techniques (photographies, écoutes, etc.) .

a. La photographie:

Elle est d'un intérêt évident en matière de réunions, cortèges, manifestations sur la voie publique pour l'identification ultérieure des orateurs, auditeurs ou manifestants et pour confondre éventuellement un participant de mauvaise foi.

Des prises de vue à grande distance peuvent être réalisées à l'aide d'appareils à téléobjectif. Par ailleurs, des appareils photos miniaturisés facilement dissimulables sont employés dans le contre espionnage pour les équipes de filature ou pour couvrir les manifestations.

b. L'audio-visuel:

La camera vidéo a pris la place du cinéma. L'intérêt du film vidéo est capital en cas de manifestation avec désordre grave. Elle offre la possibilité de pouvoir revivre l'événement.

Grâce aux techniques de ralenti et d'arrêt de l'image, elle permet d'en analyser les circonstances. Une caméra vidéo bien dissimulée peut couvrir une réunion secrète. La caméra de surveillance permet de surveiller continuellement un point bien précis.

c. La reprographie:

Elle se substitue à la dactylographie et même à la photocopie pour la reproduction rapide et en grand nombre de documents. Elle est utilisée dans toutes les branches d'un service de renseignements généraux, surtout aux archives.

d. L'enregistrement sonore:

Le magnétophone peut être utilisé à l'occasion de réunions publiques ou privées pour les sondages d'opinions, pour conserver une conversation tenue dans un bureau ou un compte rendu d'informateur en n'importe quel lieu.

e. Les écoutes téléphoniques:

C'est une technique basée sur l'interception de communications téléphoniques.

Au plan technique, elle ne présente pas de difficultés majeures. Mais elle en pose sur le plan juridique. Ce procédé est dénué de toute valeur légale devant la justice et même entaché d'illégalité en tant qu'atteinte à la vie privée et au secret des correspondances. Il en est de même pour le contrôle du courrier postal. Leur utilisation ne doit être motivée que pour des atteintes à la sûreté de l'Etat ou la lutte contre la grande criminalité. Elles peuvent être aussi utilisées sur réquisition d'un juge d'instruction.

f. La radio:

Elle est utilisée par les fonctionnaires des renseignements généraux pour couvrir les manifestations politiques de tous ordres (résultats électoraux, par exemple). Elle est indispensable lors des opérations de surveillance pour assurer la liaison entre équipes, entre membres d'une équipe en cas de rupture de la filature, pour faciliter les relais et la continuité des opérations.

g. L'informatique:

L'informatique a envahi le domaine de renseignement. Les ordinateurs permettent d'emmagasiner d'énormes quantités d'informations sur des disquettes de dimension infime. Par ailleurs, ils offrent l'avantage de réduire considérablement le temps de la recherche d'une information. L'utilisation de l'informatique en matière de renseignement est devenue actuellement une nécessité primordiale pour tout service de renseignements généraux.

RENSEIGNEMENTS GENERAUX

Leçon n°4

C. TRAITEMENT DU RENSEIGNEMENT:

- Plan:
1. La collecte
 2. Le tri
 3. Le recoupement
 4. L'analyse
 5. Les qualités d'un bon renseignement
 6. Remarques
-

Pris sur un plan purement technique, l'information peut être considérée comme la simple connaissance d'un fait quelconque. De ce point de vue elle est la matière brute, la matière première du travail des renseignements généraux. ~~brute~~

Par contre, la notion de renseignement recouvre une connaissance plus précise et moins commune. C'est un aspect de la vérité qui est plus ou moins peu connu.

Pour obtenir le renseignement qui est une connaissance plus riche et plus précise, l'informateur doit passer par différentes étapes que l'on peut appeler le "cycle du traitement". Celui-ci comprend :

1. La Collecte:

Elle est la toute première étape au cours de laquelle le fonctionnaire rassemble les informations provenant de diverses sources. Prioritairement, il exploitera les sources matérielles qui sont plus facilement accessibles.

2. Le Tri:

C'est l'étape de la classification des informations reçues par le cadre. Il le fait suivant des critères dépendant de la nature de l'affaire. Parfois le cadre retiendra la substance de l'information intéressant l'enquête.

3. Le Recoupement:

C'est l'étape la plus importante du processus de traitement.

C'est la vérification de l'authenticité de l'information reçue. Le cadre peut le faire par comparaison ou en faisant recours à des informations complémentaires plus précises qu'il peut demander à son informateur ou à d'autres sources d'informations. Dans certains cas sérieux ou compliqués, le cadre peut solliciter l'utilisation de procédés ou moyens techniques (filature, écoute, etc.)

4. L'Analyse:

Elle est la dernière étape du processus. C'est un travail intellectuel par lequel le fonctionnaire fait appel à ses connaissances propres pour saisir l'intérêt réel du sujet. Le renseignement ainsi obtenu doit posséder les qualités suivantes:

- a. **Etre objectif:** c'est à dire franc et impartial. Le fonctionnaire doit éviter deux fautes qui peuvent être lourdes de conséquences:
 - présenter une opinion qui lui est en personnelle comme étant représentative de la réalité.
 - présenter un fait quelconque sous un jour supposé conforme aux désirs du gouvernement.
- b. **Etre éclairé:** c'est à dire replacé dans son cadre et assorti, grâce au travail et aux connaissances du fonctionnaire d'une analyse.
- c. **Etre complet:** c'est à dire que le fonctionnaire doit rapporter tout ce qu'il sait, en précisant au besoin les limites de son information.
- d. **Etre vérifié ou recoupé:** un fonctionnaire de renseignement ne peut se payer le luxe d'un démenti.
- e. **Etre prévisionnel:** il faut en dégager le sens, en préciser les perspectives, déboucher sur la prévision à court et à moyen terme. La connaissance des faits passés n'est jamais sans intérêt, non plus que l'analyse retrospective, mais (spécialement en période agitée) l'aspect de la recherche doit toujours être orienté vers l'évolution.
- f. **Viser à l'efficacité:** il doit déboucher sur l'action et non sur l'analyse philosophique. Il doit être assorti au besoin de propositions pratiques pour faire face à la situation (exemple: proposition d'expulsion d'un agitateur étranger, etc.)
- g. **Etre rapidement transmis:** le fait est capital car une information périmée est de valeur médiocre et rien ne se dévalorise plus vite que l'actualité.

REMARQUES:

Le pire est toujours possible quand le renseignement se trouve filtré ou stoppé; alors les autorités ne recueilleront que des renseignements tronqués ou falsifiés. Elles méconnaîtront dès lors la réalité et l'Etat risque l'échec ou l'aventure. Les décisions ne correspondant plus aux besoins et aux souhaits. Le crédit de l'Etat s'effritera et son autorité se dégradera. Le sort d'un régime pour une part essentielle tient à la valeur du renseignement et de ses sources.

III^{ème} LECON : DOCUMENTS - EXPLOITATION - TRASMISSION

1. La Note d'Information ou de Renseignements

Plan du Cours

a. Généralités

1. Conditions de forme:

- . numéro et date
- . objet
- . référence - pièces jointes
- . origine
- . source
- . valeur
- . destinataires

2. Conditions de fond et de style

3. Actualité du Renseignement

4. Sélection du Renseignement

b. La note d'information

c. La note de Renseignements.

III. A. LES DOCUMENTS DE RENSEIGNEMENTS GENERAUX:

a. GENERALITES

La note d'information est utilisée pour relater et de manière sincte un fait brut qui vient de se produire.

La note de renseignements est plus complète. Elle assortit la relation du même fait de précisions, de vérifications d'éléments d'archives. Elle situe l'événement dans un contexte et en dégage les conséquences possibles.

Dans la pratique les deux appellations sont fréquemment confondues.

Rédigées sous une forme anonyme, la note d'information et de renseignements obéissent à certaines règles de forme et de fond.

1. Conditions de formes

La note doit indiquer:

- dans le coin supérieur gauche de la feuille (feuille vierge sans indication du service), la date et le numéro d'enregistrement.

Cet enregistrement s'effectue en "confidentiel".

- au centre de la feuille l'objet qui est le résumé très bref du contenu.
- au dessous, la référence et la mention : pièces jointes s'il y a lieu,
- à droite de la feuille et dans l'ordre suivant:

- . l'origine: c'est l'indication du poste RG d'où émane la note. Pour protéger l'anonymat du rédacteur, ce poste peut être désigné par un indicatif fixé par la Direction (Etat Major Service de Renseignements Generaux). Exemple: S/1 - S/2, etc.

- . la source: elle peut être également précisée en fonction d'un code établi par la Direction (EM).

Exemple: A = Observation Directe
 B = Document
 C = Informateur
 D = Opinion Publique

- . la valeur: c'est à dire le crédit à accorder au renseignement fourni. La valeur fait elle aussi l'objet d'un système de cotation à définir.

Exemple: 1 = valeur sûre (constation directe, document original, etc.)
 2 = valeur ordinairement sûre (informateur bien placé, exactitude probable)
 3 = valeur peu sûre (information non recoupée, renseignement douteux à vérifier)

- ensuite vient le texte de la note: c'est l'exposé des renseignements recueillis;

- enfin, au bas de la feuille à gauche, sont énumérés les destinataires dans l'ordre recommandé par la Direction (SRS) avec l'indication du nombre d'exemplaires adressés à chacun d'eux.

Cette précaution permet d'éviter des retransmissions inutiles et, le cas échéant, de localiser les fuites.

2. Conditions de fond et de style

1) Conditions de fond:

Une note d'information doit être objective, sans équivoque. On ne doit ni présenter les faits de manière incomplète et tendancieuse, ni se livrer à des commentaires personnels. Si on est amené à des suppositions pour faire découvrir au lecteur certains aspects possibles ou certains développements de l'affaire, il faut l'indiquer sans ambiguïté. En revanche, on ne doit traiter qu'un sujet à la fois.

2) Conditions de style:

La note est rédigée sous forme impersonnelle. Le style doit être précis et clair. Il y a lieu d'employer des phrases courtes et d'éviter le conditionnel.

3) Actualité du Renseignement

L'intérêt du renseignement est dans son actualité et dans son exploitation immédiate par le gouvernement.

On s'attachera donc à rapporter le plus vite possible l'événement qui se déroule, le meilleur renseignement étant bien sûr celui qui prévoit les faits.

Si le renseignement est particulièrement important, ou s'il nécessite une exploitation urgente, on pourra le transmettre immédiatement par message radio, par télégramme chiffré, à la rigueur par téléphone suivant les possibilités locales.

Il est bien entendu que le souci de rapidité ne doit pas faire obstacle aux vérifications indispensables. Si, faute de temps le renseignement n'a pu être recoupé, le chef de poste RG peut toujours le transmettre à l'état brut en précisant que des renseignements complémentaires seront transmis ultérieurement (note d'information suivie d'une note de renseignement).

4) Sélection du Renseignement

Certaines informations n'ont qu'une valeur limitée géographiquement (ex. petite réunion de quartier). On se bornera à les adresser aux autorités locales (chef de circonscriptions administratives, conseiller, bourgmestre quelques fois).

Toutes autres informations qui par leur importance ou l'état d'esprit général qu'elles traduisent présentent un intérêt au plan national, doivent être envoyées à la Centrale du Renseignement (SRS, MININTER ou Primature).

b. LA NOTE D'INFORMATION

On l'utilise pour rapporter des informations de caractère général, intéressant ou mettant en cause des groupes d'individus ou des faits, des événements, des incidents importants qui viennent de se produire et sur lesquels on reviendra éventuellement après complément d'enquête et vérifications, pour en rendre compte de façon plus complète et circonstanciée sous forme de "note de renseignements".

On s'en sert aussi pour transmettre des renseignements particuliers sur des personnes déterminées dont l'identité et les activités sont bien connues des destinataires de la note. C'est le cas des parlementaires, principaux dirigeants des organisations politiques et syndicales.

c. LA NOTE DE RENSEIGNEMENTS

On y a recours lorsque les informations à transmettre concernent les agissements de personnes peu ou pas connues jusque-là ou étrangères au pays, et sur lesquelles on entend appeler spécialement l'attention du lecteur de la note ou lorsque des renseignements importants ont été recueillis après enquête sur des faits, des événements de nature politique, économique ou sociale.

Sa présentation plus structurée que celle du précédent modèle, plus rigoureuse aussi, permet de tracer une sorte de tableau complet de la ou des personnes jugées intéressantes, ou bien d'une situation ou d'un événement.

Y figurent en effet, en quelques lignes, l'identité, l'essentiel des activités passées (résumé des archives) et la relation des activités actuelles.

MODELE DE NOTE D'INFORMATION

Numéro 175/CR

Origine : S/4

7.1.95

Source: A&C

Valeur: 1

Objet: Activité de la Centrale Syndicale des Travailleurs du Rwanda (CESTRAR)

Monsieur Nsabimana Claude, Secrétaire Général de la CESTRAR et délégué de cette Centrale au Congrès Panafricain de Lusaka (9-1-95) a quitté Kigali par le vol régulier Ethiopian Air Lines du 6 courant à 21 heures.

Quelques personnalités syndicales ont accompagné Monsieur Nsabimana à l'aéroport parmi lesquelles Monsieur Nkusi Pierre, Directeur de l'Ecole du Centre, et Gasana Callixte employé de la Banque de Kigali.

Des renseignements, non encore recoupés, laissent penser que ce voyage est le prélude à une action d'envergure des travailleurs pour faire pression sur le Gouvernement.

Destinataires:

- EMGN	2
- Préfet de Kigali	1

Remarque:

Le présent document pourra être complété par "une note de renseignement" lorsque le cadre enquêteur aura pu, par exemple:

- savoir qui finance le voyage de Nsabimana
- établir dans quelles conditions l'intéressé a été mandaté par sa Centrale.
- déterminer les raisons et les modalités de l'action envisagée par les travailleurs.

MODELE DE NOTE DE RENSEIGNEMENT

Numéro: 179/CR

Origine : S 4

8.1.95

Sources : B et C

Objet: Activité de la Centrale Syndicale des Travailleurs du Rwanda.

Ref.: Note n°175/CR du 7.1.95.

Renseignements d'Identité

Nsabimana Claude
Connu

Renseignements d'Archives

A adhéré en Juin 1981 au Syndicat National de l'Administration Publique

Elu Secrétaire Général de cette organisation le 12 Novembre 1982 Secrétaire Général de la CESTRAR depuis le 10 Janvier 1984.

S'est assuré depuis sa désignation à ce poste l'appui du Syndicat National de l'Enseignement et de la Culture dont le Responsable est son ami et camarade de promotion Nkusi Pierre.

Renseignements Proprement dits

Monsieur Nsabimana Claude qui a quitté Kigali pour Lusaka via Nairobi le 6 courant, était en possession d'un billet de passage aller-retour mis à sa disposition par la Compagnie Aérienne Ethiopian Airline sur ordre de la Confédération Panafricaine des Travailleurs, organisatrice du Congrès.

Nsabimana était porteur d'un message d'amitié de la CESTRAR aux congressistes (copie en annexe) et d'un exemplaire du PV de la séance du 4 Janvier au cours de laquelle la Centrale Syndicale avait décidé d'adhérer à la Confédération Panafricaine des Travailleurs et de désigner son Représentant aux assises de Lusaka.

La même séance avait mandaté le Secrétaire Général de passage à Nairobi pour rencontrer son homologue Kenyan en vue d'une prise de contact pour l'amorce de rapports plus étroits entre les deux Centrales Rwandaise et Kenyane.

Avant l'embarquement, le leader syndicaliste a confié à ses amis qu'à son retour la CESTRAR décidera d'une grève dont le but sera de contraindre le Gouvernement à mettre immédiatement en application les accords signés avec le Syndicat relatifs à l'augmentation des salaires des travailleurs de 30%.

D'autres renseignements recoupés à bonne source incitent à penser que l'ensemble des syndicats qui composent la CESTRAR s'associeront à cette action.

SRS	2
Préfet de Kigali	1
Archives	2

NOTE D'INFORMATION TYPE CONCERNANT UN PROBLEME ECONOMIQUE

N°/SRS

Date

Origine

Source.....

Valeur.....

Objet: Pénurie de maïs et de haricot sur les marchés de la Région Nord.

Un malaise est entrain de naître dans les trois préfectures de la Région Nord (Gisenyi, Ruhengeri et Byumba) où l'approvisionnement dans ces deux produits de base pose de plus en plus problème du fait de l'insécurité grandissante.

Si ces difficultés avaient pu être surmontées jusqu'ici grâce aux derniers stocks OPROVIA, il semble bien qu'il n'en ira pas de même maintenant que cet organisme public de régulation a du mal à redémarrer faute de moyens et de fonds.

En fait, et malgré les assurances fournies en Décembre par la Chambre de Commerce de Gisenyi pour suppléer à l'OPROVIA, les commerçants de la Région-Nord gênés par l'insuffisance de leur trésorerie et l'insécurité se sont avérés incapables d'emmagasiner au moment de la traite saisonnière, les stocks de sécurité indispensables à la soudure. Il s'ensuit qu'aujourd'hui le maïs et le haricot se raréfient dangereusement sur les marchés de la région et leur prix atteignent, au grand mécontentement des consommateurs, des niveaux souvent prohibitifs.

A ceux qui s'étonnent de leur carence, les commerçants locaux rétorquent qu'il ne leur est possible de s'approvisionner normalement compte tenu de l'insécurité, et les producteurs n'acceptant de céder leurs derniers stocks au secteur privé qu'à un prix officieux nettement supérieur au plafond prévu par le décret de taxation.

Cette situation est susceptible de conduire à de graves perturbations sociales si des mesures ne sont pas prises d'urgence pour assurer un ravitaillement normal en maïs et en haricot aux consommateurs des trois Préfectures Nord, unanimes à regretter la non-opérationnalité de l'OPROVIA dans leur région.

Par ailleurs, Gisenyi et Ruhengeri constituant les greniers du Pays, les conséquences pourraient déborder la région.

III. B. EXPLOITATION DES INFORMATIONS

La recherche de l'information n'aurait qu'un intérêt limité si le renseignement ne parvenait pas à ceux qui ont qualité pour en connaître par les voies les plus rapides et les plus sûres, ceci afin de leur permettre de l'exploiter, c'est à dire d'agir.

Ces destinataires de l'information sont au nombre de deux:

- à l'échelon national : le Ministre
- à l'échelon local: le Préfet

Une fois en possession de l'information recueillie et traitée par les services de renseignements, ces autorités peuvent se retrouver devant différentes situations:

- le renseignement fourni est assez complet et suffisamment sûr pour édifier d'emblée l'autorité concernée et lui permettre de prendre en connaissance de cause toutes les mesures utiles (autorisation, interdiction d'une manifestation, mise en garde, expulsion, etc.)
- l'information peut être jugée trop fragmentaire ou insuffisamment recoupée, au quel cas, le destinataire pourra décider d'attendre des informations supplémentaires. Il provoquera si besoin est des investigations plus précises avant de se prononcer.
- les faits rapportés n'offrent pas d'intérêt dans le contexte actuel, ils peuvent cependant être rattachés à d'autres faits signalés en d'autres temps ou en d'autres lieux. Il revient justement à la Direction du Service de Renseignements de faire le montage chronologique, la synthèse cohérente de ces événements afin de dégager pour le pouvoir central leur signification véritable.
- les faits rapportés ne justifient pas de décision particulière . Dans ce cas, après avoir contribué à éveiller l'attention des autorités sur certains problèmes, notes et rapports sont simplement classés aux archives en attendant qu'un fait nouveau leur confère peut être ultérieurement un intérêt aujourd'hui insoupçonné.

III. C. TRANSMISSION DES INFORMATIONS

Le moyen de transmission normale entre la Direction des Services de Renseignements et les Autorités est la note d'information ou de renseignements.

Cependant, il peut arriver selon la nature complexe et le caractère urgent de certaines affaires que celles-ci fassent l'objet de compte rendus téléphoniques aux autorités. Ces comptes rendus téléphoniques sont toujours suivis de note d'information ou de renseignements. Dans ces cas, les moyens de liaison téléphoniques doivent être protégés.

Quant à la circulation des informations entre ceux qui la recueillent, en se référant à l'exemple de l'exploitation d'une information que nous venons d'étudier, on peut retenir que le succès du travail effectué est à mettre, au compte de la rapidité des liaisons et des vérifications.

Ces liaisons s'effectuent au moyen de messages, sortes d'écrits très brefs destinés à provoquer des décisions ou des opérations urgentes (surveillances, filatures, interception, mise en attention, etc.).

On distingue différents types de message selon leur mode de transmission:

- le message par porteur
- le message téléphonique auquel on peut désormais ajouter celui par fax
- le message télétypé
- le message radio

Il peut être chiffré, camouflé ou en clair.

Les messages sont des moyens accélérés de transmission de l'information qui de toute façon doivent être confirmés et précisés par une note d'information.

En conclusion, nous ne manquerons pas d'attirer l'attention sur le fait que ceux qui recueillent l'information et ceux qui l'exploitent seront confrontés au difficile équilibre à rechercher entre les qualités que doit posséder une information (confidentialité, précision, concision et exhaustivité) et la rapidité dans la transmission. Ces contradictions seront applanies par la clairvoyance des cadres de renseignement qui devront aussi veiller sur le système de protection des moyens de liaison.

Les Destinataires

Comme évoqué un peu plus haut, le renseignement est un moyen d'information du Gouvernement, il va de soi que leur production est d'abord destinée à l'échelon supérieur et au Ministre (de l'intérieur, de la Défense ou de la Sécurité selon le pays). Mais les pouvoirs publics ne se limitent pas à ces seules autorités et les services préfectoraux de renseignements peuvent très normalement informer, en même temps que l'EMGN avec son accord ou sur instruction les autres représentants locaux de l'exécutif: préfet, sous-préfet, etc.

Cette collaboration ne peut être que fructueuse puisqu'elle permet au fonctionnaire des RG de multiplier ses relations personnelles dans toutes les administrations, de même qu'elle lui fait gagner du temps lorsque la situation justifie des décisions urgentes.

EXEMPLE D'EXPLOITATION CLASSIQUE D'UNE INFORMATION R.G.

LES DONNEES

Le 1^{er} Février 1995, le poste frontière RG de Gisenyi signale par téléphone au SRS-EMGN à Kigali, l'entrée dans le territoire de deux agents commerciaux étrangers, les nommés Paul Kwamé et François Mukélé titulaires de passeports ordinaires revêtus de nombreux visas, dont un visa de transit avec arrêt de cinq (5) jours au Rwanda.

Ce visa a été délivré par le Consul Général du Rwanda à Kinshasa.

Le responsable du poste frontalier de Gisenyi souligne que Kwamé et Mukélé ont été accueillis à leur arrivée par le Secrétaire Général de la Section locale du Syndicat des Transporteurs qui a pris avec eux, dans sa propre voiture, la direction de Kibuye, chef lieu de Prefecture où plus de 800 mineurs extraient de l'or pour le compte d'une société étrangère qui exporte des lingots vers l'Europe.

Gisenyi ajoute qu'une note d'information détaillée suivra par prochain courrier mais déjà le poste RG de Kibuye a été avisé téléphoniquement de ce fait.

LES DILIGENCES

A l'échelon Central (EMGN)

Le SRS nanti de ces premiers renseignements, effectue des recherches de routine aux archives du Service et il apparaît que les deux étrangers, Mukélé et Kwamé sont connus comme membres du Comité Directeur de la Fédération Syndicale Internationale (FSI) importante organisation syndicale dont le programme couvre des activités politiques suspectes.

Le SRS :

- signale les faits au Ministre de la Défense Nationale
 - informe par message chiffré le chef d'antenne du renseignement de Kibuye des attaches syndicales de Mukélé et Kwamé en lui demandant de surveiller leurs contacts.
- met en garde par message identique tous les autres postes de renseignements sur le territoire.

A l'échelon des antennes

1. Le 2 Février le fonctionnaire RG en service à Kibuye fait savoir à l'EMGN, toujours par message chiffré, que les activités des deux étrangers arrivés la veille de Gisenyi ont été étroitement surveillées. Il s'avère que Mukélé et Kwamé ont eu le soir même un long entretien avec le Secrétaire Général du Syndicat National des Travailleurs des Mines et avec celui du Syndicat des Transporteurs tous deux domiciliés à Kibuye.

Selon un informateur bien placé, Mukélé et Kwamé se sont efforcés d'amener ces deux organisations syndicales à cesser le travail le 1^{er} Mars et jusqu'à nouvel ordre, si la revendication concernant les salaires des travailleurs des mines n'était pas satisfaite avant cette date. Les deux représentants de la FSI sont repartis en direction de Butare le même 2 Février vers 10 heures par le bus de la compagnie ONATRACOM.

Le fonctionnaire RG de Kibuye ajoute que le Préfet et son collègue de Butare ont été avisés et qu'une note d'information détaillée va suivre.

2. Le 3 Février 1995, le SRS reçoit un nouveau message, celui du Gendarme RG en poste à Butare où se trouve la société pétrolière qui ravitaille la mine d'or de Kibuye en carburants de toutes sortes. Il signale qu'arrivés le 2 au soir en venant de Kibuye, les nommés Kwamé et Mukélé sont allés rendre visite à son domicile au leader local du Syndicat des Pétroliers pour lui faire accepter comme pour les transporteurs le principe d'une grève de solidarité lors du débrayage envisagé par les travailleurs des mines le 1^{er} Mars 1995. Le représentant des pétroliers cédant à leurs exhortations, a finalement donné son accord. Mukélé et Kwamé devraient embarquer le même soir à 23 heures sur vol Sabena à destination de leurs pays respectifs.

Là encore les autorités (Préfet de Butare et SRS-EGMN) sont informés sans délai.

3. Les 4 Février 1995, la Sécurité de l'Aéroport de Kigali (antenne de RG) confirme le départ effectif de Mukélé et Kwamé et indique que les intéressés n'ont pas spécialement attiré l'attention.

La Synthèse

Dès que lui sont parvenues par courrier habituel les notes détaillées annoncées par les antennes de Gisenyi, Kibuye et Butare et Kanombé, l'EGMN rédige à l'intention du Pouvoir Central, une synthèse des observations faites par ces trois postes sur le périple des sieurs Mukélé et Kwamé et dégage la conclusion qui s'impose, à savoir qu'une menace de grève imminente et généralisée pèse sur trois importantes catégories de travailleurs du pays : les mineurs, les transporteurs routiers et les pétroliers.

Est mis en évidence dans cette affaire la parfaite articulation des liaisons qui doivent exister

- d'une part entre les antennes de RG et leur Etat-Major
- d'autre part entre les antennes elles-mêmes
- par ailleurs entre l'EMGN et les représentants du Pouvoir Central aux différents niveaux (Ministre de la Défense, les Préfets).

On observera:

- qu'en raison des circonstances qui ont entouré leur entrée au Rwanda, l'antenne de Gisenyi n'a pas manqué de signaler spécialement à sa Direction (SRS) et à son homologue de Kibuye l'arrivée des nommés Mukélé et Kwamé.
- que cette heureuse initiative a permis d'identifier sur le champ les deux agents commerciaux étrangers comme étant, en réalité, des leaders syndicalistes probablement en mission;
- en même temps qu'elle procédait à une diffusion de mise en garde, les nommés Mukélé et Kwamé n'ont pas cessé d'être sous la surveillance des services de Renseignements depuis leur passage à la frontière;
- qu'en conséquence le but véritable de leur voyage (provocation de désordres sociaux visant à compromettre l'exportation de l'or qui procure des devises au Rwanda) a pu être assez vite établi;
- que cette connaissance de leurs objectifs et de leurs agissements tant à Kibuye qu'à Butare, permet maintenant au Pouvoir Central de prendre toutes les mesures exigées par la situation (intervention éventuelle auprès des employeurs des mineurs en vue d'accélérer l'examen de leurs revendications, possibilité d'une relance de l'Inspection du Travail, prise de contact direct avec les représentants des travailleurs, mise en garde contre l'illégalité d'une grève de solidarité, menace de réquisitions, etc.);
- qu'en vérité, le Pouvoir Central, dûment renseigné comme il l'a été depuis le début cette affaire, ne saurait être pris au dépourvu et qu'il doit être en mesure d'éviter la crise recherchée par les agents de la FSI;

qu'il lui appartiendra encore, ultérieurement d'inviter ses représentants diplomatiques et consulaires à refuser désormais, l'octroi de visa de séjour ou de transit aux nommés Kwamé et Mukélé.

SPECIMEN DE FICHE DE PASSAGE

ETAT MAJOR de la
GENDARMERIE NATIONALE

Le/.../199

Service de Renseignements Spécialisé

Poste Frontière de

Fiche de Passage

Objet : Passage à la frontière de: (Personnes signalées ou à signaler:
(Personnalités : diplomatiques (ou officiels):
(Ressortissants:
(rayer les mentions inutiles)

Nom et prénoms:
Date et lieu de naissance:
Nationalité:
Domicile:
Profession ou qualité:
Titres d'identité et de voyage, visa:

Faisant l'objet de la fiche n°:
ou de la diffusion (référence):

Entré ou sorti le :

Poste frontière de :
(route-gare-port-aéroport)

Venant de (adresse exacte):
Allant à (adresse exacte):

Observations éventuelles (personnes accompagnant l'intéressé, véhicule utilisé, etc.
recueillis)

Destinataires

MODELE DE MESSAGES

N°...../SRS

du 1-2-95

Chef de Poste SRS de Gisenyi

à la

Direction SRS à Kigali

Texte Honneur rendre compte entrée ce jour par poste-frontière de Goma, venant de Kinshasa, dénommés Paul KWAME de nationalité ghanéenne et François MUKELE, Zaïrois, tous deux Agents Commerciaux titulaires visas transit cinq jours Stop Ont déclaré se rendre à Kibuye pour visiter installations minières Stop Ont été accueillis et pris en charge Secrétaire Section Locale Syndicat Transporteurs Stop Antenne Kibuye avisé Stop Note suit. FIN

N° /SRS

du 2 Février 1995

Chef poste SRS de Kibuye

à la

Direction SRS à Kigali

Texte: Honneur rendre compte nommés Paul KWAME et François MUKELE, objet votre T O
ce jour, ont été soumis surveillance depuis leur arrivée de Gisenyi le 1^{er} courant Stop Intéressés
ont eu long entretien avec Secrétaires Généraux Syndicat National Mines et Syndicat
Transporteurs Stop Selon information bonne source MUKELE et KWAME auraient incité leurs
interlocuteurs déclencher grève 1^{er} Mars si revendications salariales non satisfaites Stop Les deux
représentants F.S.I. sont repartis en direction Butare ce jour 10 heures par bus ONATRACOM
Stop Antenne Butare et Préfet avisés Stop Note suit. Fin

N°. . . /SRS

du 3 Février 1995

Chef poste SRS de Butare

à la

Direction SRS à Kigali

Texte: Suite votre diffusion 2 courant honneur rendre compte que les nommés KWAME et MUKELE ont rencontré à son domicile leader local Syndicat Pétroliers et ont obtenu accord principe grève solidarité pétroliers avec travailleurs des mines lors débrayage prévu 1^{er} Mars Stop KWAME et MUKELE sont repartis ce jour 15 heures direction Kanombe à 0h5 sur vol SABENA à destination de Kinshasa Stop Antenne Kanombe avisé Stop Note suit FIN

MODELE DE RAPPORT D'ENQUETE ADMINISTRATIVE

N°...../SRS

Le 6 Avril 1995

Le S/Lieutenant KARANGWA Callixte

au

Capitaine NGURUMUNSI Jean Baptiste
 Chef de l'antenne de SRS à Butare

Plan

Objet: Candidature de Monsieur KAYUMBA Jules à Butare au concours des Inspecteurs de Police Judiciaire.

Réf.: Lettre n° 035 du 15 Décembre 1994 de Monsieur le Ministre de l'Intérieur

Pièces jointes: un dossier de 3 pièces.

Introduction J'ai l'honneur de vous rendre compte de l'enquête que je viens d'effectuer et des renseignements recueillis sur Mr. Kayumba Jules 25 ans, marié, un enfant, employé de commerce, demeurant 25, Rue de l'Eglise à Butare, qui a sollicité l'autorisation de se présenter au prochain recrutement d'Inspecteur de Police Judiciaire devant avoir lieu le 8 Juin 1995.

Etat Civil Mr. Kayumba Jules est né le 7 Janvier 1970 à Remera en Commune de
Nationalité Nyakabanda de Eugène Nkubito et de Murekatete Immaculée. Il est de nationalité rwandaise et de religion catholique. Son père commerçant en tissus est établi depuis plus de 25 ans à Kigali (Nyamirambo). Sa mère est ménagère et vit au foyer.

Etudes Il a d'abord suivi les cours de l'Ecole Primaire de Nyamirambo puis son père l'a inscrit comme interne au Lycée de Rugunga où il a poursuivi ses études jusqu'au diplôme D6 obtenu en 1989.

Service Militaire Inscrit sur les listes de recensement de Nyarugenge Kayumba a été reconnu apte au service militaire mais n'a pas été appelé

Mariage Il s'est marié le 6 Avril 1990 à la Mairie de Butare avec Mademoiselle Twahirwa Berthe qu'il a connu à Lycée et qui est actuellement institutrice à l'Ecole Primaire Catholique de Butare. De cette union est né en 1991 un garçon prénommé Pierre.

Emplois occupés	Dès la fin de ses études, Jules a d'abord travaillé avec son père puis, compte tenu de son instruction, il a facilement trouvé un emploi de bureau à l'Agence OPROVIA de Butare où il travaille toujours.
Activités politiques & syndicale	Kayumba ne se livre à aucune activité politique ou syndicale. Au bureau, il a toujours refusé de suivre ses camarades syndiqués. Par contre il fait partie de l'Association Sportive "L'ETOILE" dont il est un animateur compétent et dévoué, ayant beaucoup pratiqué le football au Lycée.
Moralité, Valeur professionnelle	D'une excellente moralité et tenue, Kayumba Jules est particulièrement apprécié de son employeur et de ses chefs qui le considèrent comme un garçon honnête, sobre et consciencieux.
Situation de fortune	Habitant dans une villa achetée avec le crédit de l'Etat et qu'il paie régulièrement, le ménage Kayumbya est très bien considéré dans le milieu des instituteurs et employés de commerce. Econome et sérieux, il n'a aucune dette. Avec sa femme, ils vivent de leur traitement et salaire. Ils n'ont aucune autre ressource.
Avis de l'enquêteur	En conclusion, compte tenu des bons renseignements recueillis, je considère qu'une suite favorable pourrait être réservée à la demande formulée par Mr. Kayumbya Jules qui par ailleurs n'a jamais attiré l'attention de la Gendarmerie ou de la Police.

LECON V : LA SECURITE ET LA PROTECTION DE SECRET

Plan.

1. Généralités
2. La Sensibilisation
3. Les Mesures Générales
4. Remarques

1. Généralités

La nature même de la matière du renseignement basée sur le secret fait qu'une antenne de renseignement plus qu'une brigade de gendarmerie ordinaire est dépositaire de documents secrets, d'informations confidentielles, de matériels techniques divers en plus des armes et munitions qui nécessitent une protection contre d'éventuelles intrusions ou autres risques divers. Les archives d'un service de RG peuvent être convoitées. Elles sont donc exposées.

Les mesures que l'on peut envisager pour rendre ces archives invulnérables à un risque quelconque varient selon les circonstances et la nature du poste.

2. La Sensibilisation

La première mesure consiste à sensibiliser et à éduquer le personnel sur l'importance des questions de sécurité, par des conférences, des instructions précises et des rappels fréquents, voire des exercices adaptés à des situations de risques.

3. Les Mesures Générales

Les mesures générales de sécurité et de protection, valables pour toute antenne de renseignement concernant spécialement:

a. Les locaux:

Ils doivent être isolés par rapport aux immeubles voisins ou mitoyens: enceintes bien clôturées, fenêtre grillagée, service de sécurité.

L'éclairage nocturne de la périphérie de l'immeuble est indispensable. Le service de garde doit pratiquer des rondes, à intervalles irréguliers.

Il est de plus en plus fait usage de l'utilisation des caméras de surveillance pour surveiller davantage les voies d'accès au bâtiment et les parties les plus sensibles à l'intérieur des locaux.

Les moyens de défense contre l'incendie sont à vérifier périodiquement.

b. Les Archives:

Il y a lieu de les protéger tout particulièrement contre le feu, le vol et les indiscrétions.

Les documents secrets et les dossiers concernant les informateurs prennent normalement place dans coffre-fort, scellé à l'intérieur du bureau du Chef de Service. Ledit coffre peut être placé sous surveillance caméra et doté d'un système d'alarme.

Les autres documents conservés dans la salle des archives, dossiers et fichiers doivent être à l'abri dans des meubles métalliques fermant à clé.

En dehors des heures de service, il faut veiller à ne laisser traîner sur les bureaux ni dossiers, ni notes, ni brouillons, ni cachets du service.

En fin de journée, tous brouillons, carbonnes et papiers jetés dans les corbeilles sont à incinérer. L'utilisation de plus en plus fréquente des ordinateurs a contribué à diminuer les espaces qu'occupaient les archives et à mieux les sécuriser.

c. Le Personnel Etranger au Service

Si l'on est contraint de recruter du personnel de service en dehors de la gendarmerie (dactylographes, manoeuvres chargés de l'entretien, contractuels divers, etc.) celui-ci doit faire l'objet d'une enquête minutieuse portant notamment sur la moralité et le loyalisme à l'égard des institutions.

d. Les Transmissions

La sécurité des transmissions et des communications à caractère secret ou confidentiel fait en principe l'objet d'un règlement intérieur.

La base est le chiffrement au moyen de codes à utiliser pendant des périodes de durée très variable. Ces codes sont des documents très secrets, et comme tels doivent être protégés.

Ils sont conservés dans le coffre-fort en dehors des moments d'utilisation. Seules deux personnes au maximum sont habilitées à les manipuler en plus du chef de service.

Les messages codés et secrets sont envoyés par telex ou par fax. Les chiffreurs doivent détruire immédiatement après usage les brouillons qui leur ont servi à transcrire, chiffrer et déchiffrer le message. En aucun cas dans les archives ne doivent être conservés, juxtaposés l'un message en clair et le message codé.

Il peut être fait usage d'un code très simple pour camoufler les noms propres dans certains messages téléphonés. Ces codes doivent être également protégés contre toute divulgation. En tout état de cause, les conversations téléphoniques doivent être brèves et limitées au strict minimum.

e. Le secret professionnel

Chaque gendarme sait qu'il est tenu strictement au secret professionnel et que toute violation en est sévèrement sanctionnée par le Code Pénal (article 48 CP).

Ce qui est plus à craindre dans la pratique, ce sont les bavardages inconsidérés, souvent inconscients avec les relations personnelles, les correspondants, les informateurs, les journalistes, les parents, etc.

Le cadre de renseignement doit être constamment en garde contre les indiscretions éventuelles auxquelles ces conversations peuvent l'exposer.

Remarque:

Au plan de la Défense Nationale ou concernant les découvertes scientifiques ou technologiques, la protection du secret revêt un caractère tout autant sinon plus strict.

C'est dans ce domaine qu'intervient la **classification** qui constitue la toute première mesure d'auto-protection d'un document.

La classification permet en effet de déterminer le degré de confidentialité d'un document et par conséquent le nombre ou les catégories de personnes habilitées à prendre connaissance de son contenu.

On peut classer les documents protégés en trois catégories essentielles:

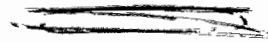
4.1. La diffusion restreinte:

Elle est apposée sur les documents dont peuvent prendre connaissance les seuls cadres d'un service administratif ou d'une entreprise sensible. Lesdits documents ne peuvent faire l'objet d'un affichage. Ils ne peuvent non plus être reproduits sans l'autorisation du chef de service ou de l'entreprise d'où il émane.

4.2. Le confidentiel:

Dans une entreprise sensible ou un service administratif d'Etat, peuvent prendre connaissance d'un **document confidentiel** les cadres qui manifestent une nécessité d'exploitation à des fins strictement professionnelles.

Les documents confidentiels sont conservés en archives et leur consultation est régie par une réglementation interne.



Généralement, le cadre désireux de consulter un document classé en archives doit en faire la demande par écrit. Cette demande est visée par son chef de service. Au moment d'enlèvement du document, il remplit un formulaire comportant son nom, son service, les dates et heures d'enlèvement et de restitution.

En cas de fuite ou de perte, ces informations faciliteront les recherches.

4.3. Le Secret - Très Secret ou Secret Défense:

Le manipulation, la conservation et le mouvement de tous les documents secrets font l'objet de mesures rigoureuses.

Les originaux de ces documents sont numérotés. Ils ne doivent sous aucun prétexte être multipliés.

- . manipulation: les personnes devant manipuler ces documents seront citées nommément ou déterminées par leurs fonctions. Elles feront l'objet d'une enquête d'habilitation (enquête de moralité approfondie élargie au loyalisme) parfois étendue à leur entourage immédiat (époux, beaux-parents, amis, etc.).
- . conservation: les documents portant le sceau Secret sont gardés sous coffre-fort placé à un endroit sécurisé. Le coffre-fort peut être doté d'un système d'alarme et ou placé sous surveillance caméra en cas de nécessité.
- . mouvement: le mouvement d'un document secret est généralement assuré par un officier de sécurité ou une équipe. Exemple: les documents du chiffre sont déposés auprès de leurs exploitants à l'intérieur du pays ou dans les Représentations diplomatiques à l'extérieur par des missions spéciales. Parfois, à l'intérieur le courrier transportant des documents secrets peut être escorté par un motard en temps de paix et des hommes en armes en période de crise.

Exemple de document secret : les documents du chiffre, documents très secrets:

- plans d'opérations militaires ou autres plans d'intervention
- formules ou plans d'une invention dans les domaines scientifiques ou technologiques
- informations dans le domaine du nucléaire

LECON VI: ORGANISATION D'UN SERVICE DE RENSEIGNEMENTS GENERAUX

Plan:

- Organisation au niveau local
 - Organisation au niveau national
-

Les RG sont donc au sein de la Gendarmerie un service chargé d'informer et de renseigner le Gouvernement pour lui permettre d'agir à temps et de maintenir l'ordre.

Cette mission suppose, en ce qui concerne l'organisation du service, une structure simple et efficace. Celle-ci est constituée en général par :

- une Direction chargée de coordonner l'ensemble des actions du service, de centraliser les informations, de les analyser puis de d'en faire la synthèse car la juxtaposition d'une multitude de faits est insuffisante : il faut pouvoir en tirer un enseignement, voire une prévision. La Direction se doit en outre d'orienter l'action des services qui lui sont hiérarchiquement subordonnés.

- des Services Extérieurs appelés tantôt Services Régionaux ou Brigades Mobiles, tantôt Services Prefectoraux ou Départementaux, Poste ou encore Antennes. Ils sont répartis sur tout le territoire et leur compétence couvre soit une ou plusieurs sous/préfectures. Les services extérieurs peuvent compte des postes aux frontières terrestres-maritimes ou dans les zones sensibles. Lorsque les services extérieurs sont insuffisants ou inexistant, les brigades de gendarmerie exercent les attributions dévolues aux Renseignements en spécialisant au besoin un sous-officier supérieur ou un officier subalterne et des gendarmes dans cette tâche

ORGANISATION TYPE D'UN SERVICE EXTÉRIEUR DE RG

CHEF DE SERVICE

SECRETARIAT

Information	Etrangers	Enquêtes	Archives
<ul style="list-style-type: none"> - Collecte des informations: . politiques . économiques . sociales . culturelles . religieuses . diverses 	<ul style="list-style-type: none"> - Police des Frontières (liaison avec les postes frontières) - contrôle de l'émigration et de l'immigration - surveillance des étrangers 	<ul style="list-style-type: none"> - exécution des enquêtes administratives 	<ul style="list-style-type: none"> - Fichiers - Dossiers

LECON VIII: LES SERVICES DE RENSEIGNEMENTS GENERAUX AU RWANDADIAGRAMME DE LA COORDINATION DES RENSEIGNEMENTS
RELATIFS A LA SURETE DE L'ETAT

GOUVERNEMENT

PRIMATURE
COORDINATION

MINADEF

MININTER

SURETE
EXTERIEUREIMMIGRATION
EMMIGRATIONRENSEIGNEMENT
INTERIEUR

ORGANISATION TYPE D'UNE DIRECTION
DE RENSEIGNEMENTS GENERAUX

DIRECTEUR GENERAL

SECRETARIAT

Information Générale	Exploitation	Etrangers	Enquêtes	Organisation Internationale	Organisation Nationale
-Centralisation des informations: -Politiques -Economiques -Sociales -Cultuelles -Religieuses diverses	-Tit des Info transmises par la section informat. générale -Rédaction du bulletin quotidien et des synthèses	-Police des front. -Contrôle de l' Immigration -Surveillance des étrangers	-Exécution des enquêtes administr.	-Fédération Internationale des Services de Renseign. Général	-Fédération Nationale des Services de Renseign. Général
Synthèse de ces informations par sujet d'intérêt	-Orientation de l' action des services extérieurs.				

(1) Sauf existence d'un service de liaison (200/2)

MINADEF

E M G N

SERVICE DE
RENSEIGNEMENTS
SPECIALISE

SERVICE DE
RECHERCHE
CRIMINELLE

SECURITE DES
AEROPORTS

Unités Spécialisées de la Gendarmerie Nationale

GENERAL INTELLIGENCE GATHERING PROGRAM

I. INTRODUCTION: Basic knowledge

Role of Intelligence Gathering (IG)
Definition and Mission of Intelligence
Gathering

II. FIELD AND OBJECTIVES OF IG - 2 hours

FIELD

OBJECTIVES: - Political
- Economic
- Social
- Religious
- National
- Administrative

III. MEANS FOR IG - 6 hours

-Material resources
-Human resources
-Technical means

IV. INTELLIGENCE FILES - 12 hours

-Individual intelligence notes
-Administrative investigation report
-Information note
-Intelligence gathering notes
-Summary

V. THE EXPLOITATION AND TRANSMISSION OF INTELLIGENCE - 2 hours

VI. INTELLIGENCE GATHERING ARCHIVE - 2 Hours

GENERAL INTELLIGENCE GATHERING

Lesson No1 2 hours

COURSE SYLLABUSBasic Knowledge:Introduction:

1. Role of the law enforcers^{ment} in the states
2. Role of General intelligence gathering
 - A. Definition of intelligence gathering
 - B. Intelligence gathering missions
 - a) Principal missions
 - b) Special missions

Introduction:

Before studying intelligence gathering, it is important to remember, few basic concepts:

- The role of law enforcement officersⁱⁿ a state
- The particular role of intelligence gathering in law enforcement.

1. Role of Law Enforcement officersⁱⁿ a state

The basic concept is that of separation of powers: Legislative, Judicial and Executive. While the legislative power is normally allocated^d to the Parliament-the voice of the people, the executive power is held by the government. And one of the principal duties of all government is to maintain Law and of the State. ~~order to be state.~~

Various institutions with public powers collaborate ~~on~~ this mission: the army, the gendarmerie, and particularly the police which are known collectively as law enforcement officers. These forces are engaged to both suppress and prevent unknown^{action} by the members of the public~~action~~. However intelligence gathering, requires great discretion, and strictly preventive.

2. Role of Intelligence Gathering:

The prevention aspect of intelligence gathering is to find the area of information and planning. Since to govern is to plan ahead, the central government should know both what is happening and what might happen in order to make the appropriate arrangement in time. Indeed intelligence gathering acts as a witness of events for the government from which it obtain from their source of information significance and projects possible consequences. Intelligence Network is practiced in the various areas:

- Political:** Example: Opposition groups sometimes engage in subversive destabilizing activities.
- Economic:** Example: The shortage of the most basic essential goods may have serious repercussions that may lead to lawlessness.

-**Social:** Example: An extended strike risks causing economic or even political unrest problems.

-**Religious:** Example: A religious movement is capable of hiding in political propaganda or give rise to divisions of problem extremist).

-**Cultural:** Example: The passionate demands of students may at times make a government Network different and complicated.

A. Definition of Intelligence Gathering

We may define intelligence gathering as the device which gathers and centralizes intelligence of a political, economic, and social nature which requires the government information and action. We may say that everything of a political nature from the past, present or future falls within the realm of intelligence gathering.

B. Missions

The general mission of intelligence gathering stems from the definition above and includes:

1. Principal missions

. General intelligence mission, collection of information and projections.

. Monitoring of suspicious nationals and foreigners which is designed to discourage anti-national or anti-governmental activities.

. Implementation of confidential administrative investigations (of candidates to elected or administrative offices, requests for naturalisation, activities of certain unions, etc.)

2. Special missions:

These missions differ from country to country and may involve the following:

. Monitoring of travellers at the border posts (Air and Railway Police, post or stations)

. Monitoring of foreigners (emigration and immigration services)

. Protecting of official personalities during their travel

. Detecting threats to national security (surveillance or espionage)

CONCLUSION:

In short, intelligence Network is all political in the general sense of the world since they encompass all matters of national interest.

THE GENERAL INTELLIGENCE, NETWORK

LESSON N02

II GENERAL INTELLIGENCE NETWORK AS ACTIVITY

DEFINITION

Intelligence Gathering is an activity by which the managerial Staff(executives) and agents search, centralize necessary information for the benefit of the government.

A. Domain and Goal(objective or purpose)

The Area of intelligence Network is very broad. The action of service is to be applied to several plans, these are:

1. Political plan

The goal is to know exactly at anytime, the life of diverse parties(authorized or illust), to register populations aspirations or desire, the people's opinion in reaction to government's decisions, and to principal events nationwide or worldwide, to determine incidence that can modify social classes minds and therefore jeopardize or compromise the public order.

2. Economical plan

The goal is to collect economical information (market fluctuations, distribution, consumptions) the possible crisis, to detect the smuggling and illicit traffickers

3. Social plan

The goal is to identify different social groups, to study the organization and the trade union actions, to prevent all social acts(strike, etc), in order to protect and to develop the national economy, to preserve and improve their quality of living. ~~or life~~

4. Religions plan

The goal is to know the situation, the activities, the influence of each religion, to discover possible active opposition or keep an eye on their activities, and determine political interferences

5. Administrative plan

The goal is to conduct all investigations (inquiries) concerning moral, physical, social behaviour, political and national attitude. The information gathered in this case ^{can} ~~not~~ be related to the authorities.

6. Military plan

The goal is, for the information agent, to inquire the troop's moral by gathering information on military conditions (material, social and psychological) of soldiers. You must also detect the suspicious activities of militaries including the abuses and exactions committed by some of them. Finally, the contributions to the protection of sensitive issues to the security of military equipments.

7. National plan

Goal: e.g: In a country where the Control of foreigner's involvement and the anti-national activities are not assured by a specialized service (state security, for instance).

* It is a duty or responsibility of the Gendarmerie to detect the attacks to interior and exterior for the safety of the state and to neutralize the authors.

GENERAL INTELLIGENCE GATHERINGSLesson No 3General outline1) **Material sources**

x ^{archives} a. The ~~objectives~~ of other administrations and private organization

b. The press

2) **Human means**

a. Executives and agents

b. Exterior colleagues (collaborators)

3) **Technical Means**

a. The photograph

b. The audio-visual sonorous

c. The reprography

d. Sonorous recording

e. Telephone tracking | bugging

f. The Radio Data processing

Definition

The collection, the centralization, and the processing the information require the use and the exploitations of a certain number of means that can be classified into three essential categories:

-Material sources

-Human means

-Technical means

There are General Intelligence gatherings' ^{and} means.

1. Material sources

x ^{archives} The systematic consultation and which has priority on rough (first hand's information) is imposed to several intelligence gatherings employed at the beginning of any inquiry. Those sources are called material sources and are formed (constituted) by the ~~objective~~ of the Gendarmerie, of the police, and other private organization including the written press, verbal and audio-visual.

a) The archives of the Gendarmerie and the Police

Legally, these archives can serve on the minds of Individuals Intelligence gathering, communities, and events. If suitably kept, they constitute future records for individual Service. Eventually they are the basis, the foundation and the element of continuation of service.

b) The archives of other private administration organization

The ministries (departments), the administrative services (PTT, taxes and customs, Public works, the mines, INPS, the majority), the commerce chambers, the banks, the private companies, and the important Business men, having records in archives which if well kept can bring useful elements to the investigator.

c) The press

The press constitutes a precious source of information for General Intelligence gathering. It brings very often before every body, current events, explains the common opinions, analyses political point of view and comments on government actions.

THE HUMAN MEANS

They work with intelligence gathering's personnel (executives employees) their outside collaborations (informants, personal relationship etc) all working together towards the Search for information.

a. Executives and agents

They work with Intelligence gathering, ^{Synthesize} contrary to outside collaborators. At the central level, they synthesize and analyze information given by different sources, those from outside and inside. The employees of lower level are in charge of searching and looking for the information. They can do it by direct observation or with the assistance of outside collaborators.

In the direct observation, employees are direct and objectify witnesses of the event which they must report. They can then record the reactions of their assistance. They are well placed to report truthfully and honest. The faster the better and the objectivity are guaranteed. This case generally happens during public meetings or other open gatherings.

b. Outside Collaborators

They are people who do not belong to the Organization but who assist officers to accomplish their mission. Their participation is important in the case of conferences or meetings not open to the public.

PERSONNEL RELATIONSHIP

They are not really collaborators strictly speaking. However, the intelligence gathered is obtained because of personnel acquaintance during social conversations, are of excellent quality, because they are resulting from natural impulse. The person taking part in conversation is not preoccupied by the profession. The informer is a person who accepts to give information to the general intelligence gathering to assist in accomplishing their mission of information. The agent is an informer who is qualified. This is generally done by special conversation.

The informer or agent is mainly responsible of collecting information especially those concerning top secret. The informer is generally recruited according to his ability and his position in society.

The informer can be obliged to deal with his service because of different reasons:

- Patriotism, civism, the love of Public order.
- Religions beliefs, political conviction,
- Reward of gain
- Implication in compromitting affairs
- Spontaneous offer without compensation

Let us keep in mind that the interest is the most protocol or status used by the agents.

Because of this the state provides him or her amounts of money that can be Legal used.

The procedures of recruit and of using manipulation, the informer will be studied later.

TECHNICAL MEANS

~~The~~ There are installations or technical process used to collect, stock and treatment of information

The usage of their methods require the help of experts who are progressively included among the service personnel it has irreplaceable advantages according to discretion, promptness, accuracy, convenience of the information.

The main technic actually used are:

- The photograph
- The audio-visual
- The sonorous recording , Telephone listenings (tracking) or Bugging
- The radio
- The satellites, the plans are used like inputs in the explanation of several technique(photography, phone tapping)

a) THE PHOTOGRAPHY

It is extremely important, in meeting, procession, strikes on public roadway, to subsequently identify speakers, listeners or strikers, and to eventually confuse a bad participant. Watching from a long distance can be realized by using telephoto machines. On the other hand photo machines miniaturized that can be easily concealed are used in the counter espionage for the spinning teams or to cover the strikers.

b) THE AUDIO-VISUAL

The video camera has replaced the cinema. The advantage of video film is capital in case of strike with a grave disorder. It offers the possibility to revive the event. Because of slow moving and (picture stoping) techniques, the audio-visual allows to analyze the scanning circumstances. A video camera well hidden can cover secretive meeting. The surveillance Camera allows to watch continuously a well precised point.

c) THE REPROGRAPHY

It has replaced the typing and even the photocopy for the fast reproduction and in larger number of documents. It is used in all branches of a service of General Intelligence gathering, especially at archives.

d) SONOROUS RECORDING

The tape recorder can be used during public meeting or private for opinion to conserve a conversation that took place in an office, a briefing (report) from an informer in any area.

e) PHONE LISTENING

It is a technique based on the interception of telephone communication. Technically speaking, it doesn't present any major difficulties. But it does on Legal point of view. This procedure doesn't have any legal value in front of the justice and it is even accused to be illegal as an attack to private life and to secretive correspondences. It also applies to the mail control. Their utilization must not only be motivated for the attack to the state safety or the struggle against big criminality. They can also be used on demand of judge's Instruction.

f) THE RADIO

It is used for executives of General Intelligence gathering to cover political demonstrations of all orders (electoral results for ex.). It is very important during the surveillance operation, to assure the link between teams and team members in case of broken spinning, to facilitate the relay and the continuity of operations.

g) DATA PROCESSING

The data processing has invaded the intelligence gathering area. Computers allow to store enormous quantities of information on diskettes. Moreover, they offer the advantage of reducing considerably the time of searching the information. The use of Data processing in Intelligence gathering field has become nowadays a primordial necessity for every intelligence gathering service.

GENERAL INTELLIGENCE GATHERING

LESSON NO 4.

INTELLIGENCE GATHERING TREATMENT

Plan: the collect (gathering)
the tri
the crosschecking
the analysis.

If taken technically, the information can be considered as a simple knowledge of a certain fact. From this point of view this is the raw material, the first ingredient of the work of general intelligence gathering.

On the contrary, intelligence gathering covers a more precise knowledge and less popular. It is an aspect(side) of the truth that is more less known.

In order to obtain Information which is rich and precise the informer must pass it through different stages that can be called the treatment cycle. This includes:

1. THE COLLECT

It is the very first stage during which the executive gathers the information coming from different sources. It gives priority to the exploitation of material sources that are more easily accessible.

2. THE TRI

It is the stage of classifying information received from the agent. He handles it according to criterion depending on the nature of the problem. Sometimes the agent will keep in mind the substance of the information given to him interesting the inquiry.

3. THE CROSSCHECKING

That is the more important stage of the treatment process. It is verifying the truth of the information received. The agent can do it by comparison or by using complementary information, more precise, when, he can ask his informer or other sources of information.

4. THE ANALYSIS

It is the last stage of the process. It is an intellectual work by which the executive uses his own knowledge to seize the interest of subject. The information obtained this way must possess the following qualities:

a) To be objective: This means frank and impartial the agent must avoid two mistakes that can be heavy and cause bad consequences:

*To present an opinion that is personnel as being representative of the reality. To present some fact that is supposed conform to government policy.

b) To be enlightened

It has to be replaced in its scope and matched, because of work and the knowledge of the executive of the analysis

c) Be complete

This means that the executive must report everything he knows, changing, if necessary, the limits of his information.

d) To be verified or crosschecked:

An executive of intelligence gathering can not afford a denial (to make a mistake)

e) It must be planned

It is necessary to draw the meaning, to be precise according to the rules, to lead up to the short or mean term prediction. The knowledge of previous facts is over interesting, the past analysis, but especially during an agitated period, the aspect of reach must always be oriented towards the evolution

f) To aim the efficiency

It must lead up on the action and not on the philosophical analysis. It must be matched for the practical propositions need to encounter the situation.

g) To be quickly transmitted

The fact is fundamental because an outdated information has a medium quality (poor) value, and nothing can quickly lose value like the information.

REMARKS (comments)

The worst is always possible when the information is filtered or stopped, therefore the authorities will only receive cut down or falsified information. They will under estimate from now and on, the reality and the state risks to failure or the adventures. The decisions will not match the needs and the desires. The state credit will crumble away and its authority will degrade. The fate of a regime essentially cares about the value of information and its sources.

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

DOCUMENTS-EXPLOITATION-TRANSMISSION (CONTINUATION)

STANDARD INFORMATION NOTE

Number.175/CR
7-7-95

Origin=S/4
Sources=a-c
Value=1

Object:Activity of the main syndicate of working people of Rwanda (CESTRAR)

Mr NSABIMANA Claude General Secretary of CESTRAR and Delegate of this main office to PANAFRICA of LUSAKA(9-1-95) LEFT KIGALI by the regular flight Ethiopian Airlines the 6th of this month around 9h p.m.

Some syndicate's people went to the Airport along with Mr NSABIMANA, and one of them is Mr NKUSI Peter, a school Director of the Center. Another is GASANA Callixte who is an employee of the Bank of KIGALI.

The first hand information let people think that this trip may be the preparation of employees' strike, to make a pressure on Government.

Addressees

-EMGN
-Prefect of KIGALI

REMARK

This document will be completed by "an information note, when the investigating team will be able for Instance:

- To know who paid NSABIMANA's trip
- To establish why this person has been delegated by his main office
- To determine the reasons and modalities of the action planned by the employees.

Standard example of Intelligence note

Number=179/CR
8-1-95

Origin=S/4
Source=B-C

**Object:Activity of the main office of the working people's
syndicate of Rwanda.**

Ref: Note No 175/CR of 1/7/95.

INTELLIGENCE OF IDENTITY

NSABIMANA Claude
Known

Intelligence in archives (files)

Has adhered to National syndicate of the Public administration in June 1981.

Was elected as General Secretary of the above organisation on November 12, 1982 and as General Secretary of CESTRAR since January 10, 1984.

Since he was appointed to his position, he made sure that he is supported by his friend and school colleague of the same promotion and whose name is NKUSI Peter.

Proper Intelligence case

Mr. NSABIMANA Claude who left KIGALI for LUSAKA via NAIROBI the 6th of this month, had a round trip ticket, issued by Ethiopian Airlines, and ordered by the Panafrica conference of Workers, which was the congress Organizer.

NSABIMANA carried with him a friendship message on behalf of the CESTRAR, to the participants at the Congress (see attached copy). He also had a copy of the minutes of the meeting held on January 4, during which the syndicate's main office decided to adhere to the Panafrikan conference of workers, to indicate his representative at Lusaka's Session for administration of justice.

In the same meeting they elected the General Secretary in transit in Nairobi, to meet his Kenyan Colleague to work out on tightening the relationship between the two main offices, Rwandese and Kenyan.

Before his boarding, the trade-main leader told his friends that when he comes back, the CESTRAR will decide to organize a strike with the main goal to force the Government to immediately approve the agreement signed with the syndicate, this agreement is relative to increase workers' salaries up to 30 % .

An other well known information, from a good source, let us think that all syndicates composing the CESTRAR will associate themselves to this action.

TYPE OF INFORMATION NOTE CONCERNING ECONOMICAL PROBLEM

No...../SRS
Date.....

Origin.....
Source.....
Value.....

OBJECT: SHORTAGE OF MAIZE AND BEAN ON THE NORTHERN REGION'S MARKET

A discomfort is taking place in the three districts of the northern region (Gisenyi, Ruhengeri and Byumba) where the procurement of these two basic products becomes a problem because of the increasing insecurity. If these difficulties have been overcome or resolved, until now because of Oprovia's last stocks; it seems that it won't be the same thing, especially now, since this public organization of regulation doesn't have enough means and funds to get going again.

In fact, in spite of commitment made by the Chamber of commerce of Gisenyi in December, to supply oprovia, the merchants of the Northern region hampered by a lack of money and the insecurity are incapable of making enough stocks for their future survival, during the seasonal collection. As matter of fact, currently maize and beans are not available on the market of the region and when available are expensive.

Fore those who are amazed by the deficiency, the merchants resort that it is impossible to get normal supplies because the insecurity and that producers accept to sell to private people, only for an unofficial price superior to the one set by the taxation decree.

This situation may disturb people's welfare if emergency measure are not taken to resume the normal supplying of maize and beans to the northern district's consumers.

Every body regret the poor operations of OPRIVIA in their region: Besides, Gisenyi and Ruhengeri are the main garret (granary) of the country, so the consequences may go beyond limits in the region.

III. EXPLOITATION OF INFORMATION

The search of information could have limited interest if it could be transmitted to people able to know it by the fastest and secret ways in order to allow themselves to exploit it and therefore to act. The addresses of information are in member of two:

- at National scale (grade): The Minister
- at Local scale : The prefect

Once the information is gathered and treated by the inquire team, these authorities can encounter different situation. The information supplied is completed enough and sufficiently verified to build up right way the concerned authority and to allow him to properly take useful measures (authorization, interdiction to strike, warning expulsion).

The information can be judged to fragmentary or not enough verified to the point the addresses will need additional information. He will if necessary, carry on more precise investigation before deciding.

The reported facts do not represent any interest for the actual context, however they can be related to other facts indicated during different times and different places.

It is the information main office's responsibility to do the chronological assembly, the consistent combination of those events in order to draw their true meaning for the centralized Power.

The reported facts do not justify particular decision. In this case, after contributing to arouse the authorities attention on certain problems, notes and reports are simply classified at the archives, while waiting for that new fact may bring a subsequent interest which is unsuspected.

TRANSMISSION OF INFORMATION

The normal mean of transmission between the managerial services of information and authorities is the information note or the note of intelligence.

Nevertheless, according to the complex nature and urgent character of certain matters, it can happen that these matters be reported by phone to authorities. These phones reports are always followed by the information note or the note of intelligence. In this particular case the telephone conversation must be protected.

As for the transmission of information among people who collect them if we refer ourselves to model of the exploitation of information that we have studied previously, we can retain that the success of workon is facilitated by the quickness of communication, and by verifications.

These communications are carried by messages, short writing meant to provoke decision making or urgent operations (surveillance, shadowing)

We distinguish different types of messages according to their method of transmission:

- The message by carrier (messenger)
- The telephonic message, to which we can add the message by Fax
- The teletype message
- The radio message

It can be coded, camouflaged or clear (obvious).

The messages are speed means of transmitting the information which in any case must be confirmed by the information note.

To conclude, we cannot afford not to mention that those who gather and take advantage of the information will face difficulties to get a balance between a good quality of information (confidentiality, precision, concision, and exhaustiveness), and the quick transmission.

These contradictions will be smoothed away by the understanding or ability of intelligence agents who must watch the protection system of communication means.

THE ADDRESSES

As recalled above, the intelligence is an information means the Government, it is obvious that their production be first addressed to the higher level, and to the Minister (of Interior, of Defense or of National Security, according to the country). But the Public powers are not limited to those authorities and the Prefecture intelligence services alone, they can normally inform the EMGN or they can instruct the above powers to inform the local representative of the law enforcement: Prefect, Sub-prefect and so on. This collaboration can be fruitful because it allows RG employee to tight interpersonal relations in all administrations, at the sometime this collaboration makes it quick in case of making urgent decisions.

EXAMPLE OF CLASSICAL EXPLOITATION OF R.G. INFORMATION

The data

On February 1st 1995, the border post RG Gisenyi indicated by phone to S.R.S-EMGN at Kigali, that two commercial agents entered the territory and their names Paul Kwame and Mukele. They were carrying ordinary passports bearing several visas, among which, one was a transit visa for staying in Rwanda for 5 days. This visa was given and delivered by the General Consul of Rwanda in Kinshasa.

The responsible of the border Post of Gisenyi emphasizes that Kwame and Mukele were received on their arrival by the local section's General Secretary of carriers' trade Union. The General Secretary took them in his own car and drove toward Kibuye which is the Capital city of the prefecture, where 800 miners extract gold for a foreign Company that export ingots to Europe.

Gisenyi adds that an information note in detail will be sent by next mail but the RG Post of Kibuye has been noticed by phone about this fact.

THE DILIGENCES

At the Central (EMDN) LEVEL

The SRS with the affluent of these first information, carries on searches as a matter of routine in archives of the service, and it appears that the two strangers, Mukele and Kwame are known as members of Director Committee of the international trade-union(FSI), important syndicate organisation with the program that covers suspicious political activities.

THE SRS:

- . Indicates the facts to the Minister of National Defense
- . Informs by coded message the chief of the information antenna of Kibuye about syndicate ties (connection) of Mukele and Kwame asking him to watch over their contacts warns by identical message all other posts of information on the territory.

AT THE ANTENNA'S LEVER.

On February 2nd, the RG employee on duty in Kibuye, informs the EMGN, by coded message, that the two strangers' activities who arrived a day ago from Gisenyi were closely being watched. It is obvious that Mukele and Kwame had a long talk with the General Secretary of National trade Union's miners and with carriers's trade union's one, both residing in Kibuye. According to a well acknowledged informer, Kwame and Mukele made an effort to convince these two syndicates to stop working since the first March until there will be some changes.

The claim regarding miners salaries was not satisfactory before that date. The two representative of FSI went again towards Butare on February 2 around 10h o'clock by bus belonging to ONATRACOM Cie.

The R.G. Employee of Kibuye adds that the prefect and his colleague of Butare have been notified and that an information note detail will follow.

On February 3rd 1995, the SRS receives a new message from RG Gendarmerie on duty at Butare where the petroleum company resupplying the gold mine in fuel is located. He indicates that on their arrival on the 2nd in evening coming from Kibuye, Kwame and Mukele went to pay a visit to the local leader of petroleum trade-union to convince him as they did for carriers, to accept the principal of the solidarity strike during the stoppage planned by miners the 1st March 1995. The petroleum representative giving up to his advice has finally given his agreement.

Mukele and Kwame caught the Sabena flight the same evening at 23h, for their mutual countries. Once again the authorities (prefect of Butare and SRS-EGMNO) were informed without delay.

On February 4th, 1995 the Kigali airport security (RG antenna) confirmed the departure of Mukele and Kwame and indicated that there was no sign of suspicion.

Sabena
 X THE COMBINATION

When he received by regular mail, the detailed notes announced by Gisenyi, Kibuye, Butare and Kanombe's antennas, the EGMN wrote to the central power, a combining of observations made by these three posts about the trip made by Mr Mukele and Kwame, and drew a definitive conclusion that a menace of an impending and generalized strike is almost evident among the three important categories of workers of the country: the miners, the road carriers and the Petroleum. Is put in evidence in this matter the perfect articulation of connection that must exist.

- On one hand between the antennas of RG and their Head Quarter
- On the other hand between the antennas themselves.
- Besides between the EMGN and the representative of the centralized Power at different levels (Minister of Defense, the Prefects).

WE WILL OBSERVE:

-That because of circumstances that surrounded their entrance in Rwanda, the Gisenyi antenna didn't omit to their correspondence of Kibuye, the arrival of Mukele and Kwame.

-That good initiative allowed to identify immediately the two commercial agents, as really syndicalist leaders, probably in mission.

On ^{that} sometime, he proceeded to a warning broadcasting, Mukele and Kwame were constantly watched by intelligence services from the time they crossed the border.

-That consequently the true motive of their trip (provocation of social disorder, with the goal of compromising the gold export that procures devises to Rwanda) was quickly established.

-That knowing their goals and what they were up to in Kibuye and in Butare as well, allows now the centralized power to take the measures required by the situation, eventual intervention to miners' employers in order to speed up the consideration of their claim, possibility of boosting(or relauncing) the labour Inspection, direct contact with workers representatives menace of requisition and so on...

-That truly, the centralized power, duly informed as it has happened since the beginning of this matter, can never be under informed in order to avoid the crisis wanted by the FSI agents.

-That it is again his responsibility, subsequently to invite his diplomacy representatives and his consular to refuse from now and on, granting visa of stay or of transit to Kwame and Mukele.

Passage standard.

The...../.../1999

Head Quarrier of the National Gendarmerie.Specialized intelligence service

Border Post of.....

PASSAGE CARD**Object:**

Passage at the border of: (Persons indicated or to indicate)
 (Personalities: diplomacies or
 officials)
 Coming From: cross the useless
 mentions

Name and Post name

Date and Burst place

Nationality

Residence

Profession or qualification

Identify titles or travellers documents

Visa making object of the Card no:

Or of the diffusion (reference)

Entered or exited the:

Border Post of

(Road-Train station, Port, airport

Coming from(exact address)

Going to (exact address)

Eventual observations (people accompagning the traveller, vehicle
 to be used, information gathered.

Addressees:

TYPE OF MESSAGE

No...../SRS

of 1-2-95

SRS MAIN OFFICE IN KIGALI.**TEXT:**

Honour report entry today by Goma Border Post, coming from
 Kinshasa, named Paul Kwame, an Ganaen citizen and François
 Mukele, Zaire an both commercial agents carrying transit
 visas of five days, declared that they are going to Kibuye
 to visit mines, were received and took in charge secretary
 local section. Carriers' Trade Union stop Kibuye antenna
 noticed stop. Note follows-End.

No...../SRS
SRS Main Post of Butare.
 To
SRS Main Office of Kigali.

Of February, 1995

Tent:

Text. Following your diffusion 2nd of the month honour report that the named Kwame and Mukele met local leader Petroleum's trade Union at his residence and agreed together principal solidarity strike with miners workers when stoppage planed 1st March stop. Kwame and Mukele went again the same day 15h Kanombe direction around 0h5 on SABENA airlines to destination of Kinshasa stop Kanombe antenna noticed stop note follows End.

TYPE OF ADMINISTRATIVE INQUEST REPORT.

No...../SRS

April 6, 1995

The S/Lieutenant KARANGWA Callixte

To
 Capitaine NGURUMUNSI Jean Baptiste
Antenna Chief of SRS at Butare

Plan

Object.

Candidacy of Mr Kayumba Jules at Butare for the competitive examination of judiciary Police inspectors
 Ref: Letter No 035 of December 15, 1994 of Mr the Minister of Interior
Supporting Documents.
 A file of three documents

INTRODUCTION

I have the honour to report the inquiry carried on and the information gathered on behalf of Mr Kayumba Jules 25 years old, married, one child, employee of commerce, residing 25, Church Avenue in Butare, who demanded the authorization to participate at the next judiciary inspector's recruiting that will take place on June 8, 1995.

Marita status

Nationality

Mr Kayumba Jules was born on January 7, 1970 at Remera in Nyakabanda commune, from Eugene Nkubito and Murekatete Immaculée. He is Rwandese citizen and catholic. His father who is a merchant of fabric in Kigali (Nyamirambo) for more than 25 years. His mother is a house keeper and lives in family.

Education

He did his studies at the elementary school of Nyamirambo, then his father registered him at the boarding school at the Lycee Rugunga where he obtained his high school Diploma in 1989.

Military Service

Registered on census list of Nyarugenge, Kayumba was recognized fit for the military service, but he has never been called in.

Marriage status

He got married on April 6, 1990 at the mayoralty (town council) of Butare to Miss Twahirwa Berthe that he met at lycee, and who is now a school teacher at the catholic elementary school of Butare. From this marriage a boy named Pierre was born in 1991.

Employment

From the time he finished his studies, Jules has first worked with his father, then because of his education, he got a job as an executive with APROVIA's agency, where he always works.

Political and trade-union's activities

Kayumba doesn't participate to any political or trade-union's activity. At the office, he always refused to follow his trade-union's friends. On contrarily he is a competent organiser and devoted, having practiced a lot of soccer (football) when he was still in Lycee.

Financial situation

He lives in villa that he bought with the state financing and he is paying regularly. Kayumba's family is very well respected among teachers and business people.

Being very economical, Kayumba doesn't have any debt. With his wife they only leave on their salaries. They don't have any other source of income.

The inquest's opinion

To conclude, according to good information gathered, I consider that a favourable response will be reserved to Kayumba's application who in addition never had a Gendarmerie or a police record.

LESSON V.The security and the secret Protection**Plan**

1. Generalities
2. Consciousness-RAISING
3. General measures
4. Remarks.

General

The nature of intelligence gathering antenna is based on secret, therefore, better than ordinary Gendarmerie's Brigade, it is intrust of secretive documents, confidential information, divers technical materials, and besides all of these, arms and munitions that must be protected eventual intrusion or other risks.

The archives of G.I. service can be coveted. The measures to be taken to make these archives invulnerable to any risk can change according to the nature and circumstances of Post.

2. The consciousness-raising.

The first measure is to educate and make the personnel be sensitive to how important is the security, by lecturing, precise instructions and frequent reminding, including exercising suited to risk situations.

The General measures

The General measures of security and protection, valuable for all antenna of intelligence gathering concerning especially:

a. The buildings

They must be isolated compared to neighbouring buildings or with commonweals: Fences well closed, windows with wire mesh, security service.

The night lighting around the building is very important. The guard service must do patrols at irregular intervals. They very often use surveilling cameras to make the access to building more secure, it is the same thing for the most sensitive parts buildings. The means of defense against the fire are to be verified periodically.

b. The archives

There is a way of protecting them particularly against fire, the theft and the indiscretions. The secretive documents and the files concerning the informers are normally kept in safe, sealed inside the office of the service chief. The above safe can be watched by surveilling camera and equipped with alarm system. The other documents kept in archives ' room, files and master files must be inside metallic furniture that can be closed by a key. After working hours, it is necessary to make sure there is nothing left on the desks, or files, notes, rough copies, nor service stamps.

At the end of the day, all rough copies, carbons and papers thrown in the waste paper baskets, they are to be burnt or shred. The frequent usage of computers has contributed to minimize spaces that were occupied by archives to better secure them.

c. The foreign personnel at work

If it is necessary to recruit some employees, outside of the Gendarmerie, typist, labourer, in charge of maintenance, diverse contractual. This must be done by a very careful inquest focusing on morality loyalty toward institutions.

d. The transmissions.

The security of secretive and confidential transmissions or communications is a part of the interior regulation. The principal(basis) is the coding to be used during different periods. These codes are very secretive documents and they must be protected.

X They must be kept in the safe places or strong room while they are not being used. The supervisor, can be assisted by other people to handle them.

The code and secretive messages are sent by telex or fax. The coders must destroy immediately after usage, the rough copies that have served to transcribe (to carry out), to code, to decode the message. There will be no case when the clear message and the coded message can be kept, side by side in the same archives. A very simple code can be used to disguise the last names (family names) in phone communication. These codes must be also protected against any disclosure. In any case the phone conversations must be short and strictly minimized.

e. Professional secret

Each Gendarme knows that he must keep the professional secret and that violation to this rule will be punished by the penal code (art.48 p.c.).

Practically, thoughtless chattering, very oftener unconscious, during personal relationship, correspondents, the informers, the journalists, the parents etc.

The intelligence system must be constantly aware of eventual indiscreetness during which it can be disclosed.

REMARK

Concerning National Defense, the scientific or technical discoveries must be strictly protected. It is in this area where the "classification" is used as the very first measure of auto-protection of a document.

In fact, the classification allows to determine the degree of confidentiality of document and consequently, the number and categories of people who are capable of knowing its content.

The protected documents are classified into three categories:

4.1. The restricted diffusion

It is stamped on documents that have to be handled by administrative exercise's executives, or the executives of a sensitive enterprise

The above documents are never to be displayed or posted. They can not either be reproduced without the authorization of the service supervisor.

4.2. The confidential

In a sensitive enterprise, or on administrative service of state, a confidential document must be handled by executives who need to use it for strict professional reasons.

The confidential documents are kept in archives and their

consultation is allowed by secret organisation.
 Generally, the officer willing to consult a classified documents in the file must apply in writing. This application is aimed by his supervisor. The time of the document removal, he fills out a form of his particulars (names, his job, the dates, the time of removal and of return etc).
 In case of flight or loss, these information will make it easier for the search.

4.3. The secret, very top secret or secret defense

The handling, the preservation and the move of all secret documents require strict measures. The originals of these documents are numbered. They can never for any reason be duplicated.

Handling:

People who must handle these documents will be cited by name determined by their function. They will require an authorization inquest (inquest of deep morality extended to loyalty) sometimes extended to their immediate environment. (spouse, parents-in law, friends etc).

Preservation

The documents having a secret stamp are kept in safe placed in secured area.
 The safe can be equipped with an alarm system or placed under camera surveillance in case of necessity.

Move

The move of a secret documents are handed to their users (or consultants) inside or within diplomacy representations outside of the country because of their special missions.
 Sometimes, inside the country the courier of secret documents is escorted by a motorcyclist during the peace time and by armed officers during the crisis time.

Example of a secret document:

The coded documents, very secret documents.
 Military operations' plans or other intervention plans
 * Formula or plans of discovery in the scientific fields or technical fields.
 * Information in the nuclear field.

LESSON VI.

ORGANISATION OF AN INTELLIGENCE GATHERING SERVICE

The I.G. are within the Gendarmerie, and they form a service that must inform and acknowledge the Government so it can act quickly to maintain the order.
 The mission is supposed to be simply and efficiently structure.
 This is generally composed by:

* A supervision responsible of coordinating the set of all service actions, of centralizing the information, of analyzing them then of synthetizing because the juxtaposition of several facts is insufficient: it is necessary to get a teaching from i, even a prediction.

The provision must also direct the services' actions which are its subsidiary.

Exterior services, usually called regional, or mobile brigades, sometimes prefectural services or departmental, post or again antennas. They are allocated on the whole territory and their competence either one or several sub-prefectures. The exterior services can count posts at hand borders, water borders or in the sensitive zones. When exterior services are insufficient or nonexistent, the gendarmerie brigades carry on the attributions devoted to information in specializing if necessary a higher ranked sub-officer or a subsidiary officer and gendarmerie for that task.

TYPE OF ORGANISATION OF EXTERIOR I.G. SERVICE.

INFORMATION	FOREIGNERS	INQUESTS	ARCHIVES
Gathering information Political Economical Social Cultural Religions Diverses	Borders Police Connection With the bothers Posts Control of The Immigration and the Emigration Surveillance of foreigners	Carrying on Administrative inquests	Master files

GENERAL INTELLIGENCE GATHERING PROGRAM

- I. Introduction: Basic knowledge - 2 hours
Role of Intelligence Gathering (IG)
Definition and Missions of Intelligence Gathering
- II. FIELD AND OBJECTIVES OF IG - 2 hours
FIELD -
OBJECTIVES :
- Political
- Economic
- Social
- Religious
- National
- Administrative
- III. MEANS FOR IG - 6 hours
- Material resources
- Human resources
- Technical means
- IV. INTELLIGENCE FILES - 12 hours
- Individual intelligence notes
- Administrative investigation report
- information note
- Intelligence gathering notes
- Summary
- V. THE EXPLOITATION AND TRANSMISSION OF INTELLIGENCE 2 hours
- VI. INTELLIGENCE GATHERING ARCHIVE ARCHIVE 2 hours

Any queries
Contact
Walter Scott

The Sonnet

GENERAL INTELLIGENCE GATHERING

Lesson n° 1 2 Hours

Course Syllabus

Basic Knowledge :

Introduction :

1. Role of the law enforcers in the states.
2. Role of general intelligence gathering
 - A. Definition of intelligence gathering
 - B. Intelligence gathering missions
 - a) Principal missions
 - b) Special missions

Introduction :

Before studying intelligence gathering, it is important to remember a few basic concepts:

- the role of law enforcers in the state
- the particular role of intelligence gathering in law enforcement

9 X 1. Role of Law Enforcers in the State

The basic concept is that of the traditional separation of powers: Legislative, Judicial and Executive. While the legislative power is normally allocated to the Parliament - the voice of the will of the people, the executive power is held by the government. And one of the principal duties of all governments is to maintain order in the State.

Various institutions with public powers collaborate on this mission : the army, the gendarmerie, the Republican guard, and particularly the police which are known collectively as law enforcement officers.

These forces ^{are} engaged ^{to} in both suppression and preventive action. However intelligence gathering, ^{which} requires great discretion, ^{is} strictly preventive. ^{unknown by the members of the public}

2. Role of Intelligence Gathering :

The ^{prevention} preventive aspect of intelligence gathering is to ^{find the} find an area of information and planning.

Since to govern is to plan ahead, the central government ^{should} must know both what is happening and what might happen in order to make the appropriate arrangement in time. Indeed intelligence gathering acts as a witness of events for the government from which it ^{receives} receives their source of information.

These missions differ from country to country and may involve the following :

- .monitoring ^{of} travellers at the borders ^{post} (Air and ^{Railway} Border Police, ^{post} or ^{stations} Railway Police, etc.)
- .monitoring ^{of} foreigners (emigration ^{and} and immigration services)
- .protecting ^{of} official personalities during their travel
- .detecting threats to national security ^(surveillance or espionage), when this is not assured by a specialized service (territory surveillance, counter-espionage).

Conclusion :

In short, intelligence ^{Network} gathering ^{is} missions are all political in the general sense of the word since they encompass all matters of national interest.

Net work

THE GENERAL INTELLIGENCE GATHERING

LESSON N02

Network

II GENERAL INTELLIGENCE GATHERING AS ACTIVITY

DEFINITION

Intelligence Gathering is an activity by which the managerial Staff(executives) and agents search, centralize necessary information for the benefit ~~and the action~~ of the government.

A. Domain and Goal(objective or purpose)

x The ^{Area}~~Domain~~ of intelligence ^{Network}~~Gathering~~ is very broad. The action of service is to be applied to several plans, these are:

1. Political plan

The goal is to know exactly ~~and~~ at anytime, the life of diverse parties(authorized or illust), to register populations aspirations or desire, the people's opinion in reaction to government's decisions, and to principal events nationwide or worldwide, to determine incidence that can modify social classes minds and therefore jeopardize or compromise the public order.

2. Economical plan

The goal is to collect economical information (market fluctuations, distribution, consumptions) the possible crisis, to detect the smuggling and illicit traffics^{ev}

3. Social plan

The goal is to identify different social groups, to study the organization^{etc} and the trade union actions, to prevent all social acts(strike, unemployment), in order to protect and to develop the national economy, to preserve and improve their quality of ~~life~~ ^{living}.

4. Religions plan

+ The goal is to know the situation, the activities, the influence of each religion, to discover possible ^{active opposition or} antagonisms, ~~to~~ keep an eye on ^{their activities} ~~spins~~ evolution and to ~~eventually~~ ^{and} determine political interferences.

5. Administrative plan

The goal is to conduct all investigations (inquiries) concerning moral, ~~and physical~~ ^{social behaviour, political and national attitude} persons on which public powers must be or want to be especially informed. The information gathered in this case ^{can be related} not only refer to social behaviour and to individual morality but also to their political and national attitudes. Sometimes, the authorities request information only on particular aspect (side) of those activities.

6. Military plan

The goal is, for the information agent, to inquire the troop's moral by gathering information on military conditions (material, social and psychological) of soldiers. ~~He~~ must also detect the suspicious activities of militaries including the abuses and exactions committed by some of them. Finally, ~~he~~ ^{ign} contributes to the protection of sensitive ~~points~~ ^{points} and to the security of military equipments.

7. National plan

Goal: ^{e.g.} In a country where the Control of foreigner's involvement and the anti-national activities are not assured by a specialized service (state security, for instance).

^{is duty or responsibility}
* It belongs ~~to the information service~~ ^{to the} of the Gendarmerie to detect the attacks to interior and exterior safety of the state and to neutralize the authors.

Ismae

Ismae

Ismae

7

GENERAL INTELLIGENCE GATHERINGS

Lesson No 3

The means

General outline

1) Material sources

- ^{Objectives}
a. The ~~archives~~ ^{archives} of other administrations and private ~~organizations~~ ^{Organization}
b. The press

2) Human means

- a. Executives and agents
b. Exterior colleagues (collaborators)

3) Technical Means

- a. The photography
b. The audio-visual sonorous
c. The reprography
d. Sonorous recording
e. Telephone tracking ^{bugging}
f. The Radio Data processing

Definition

The collection, the centralization, and the processing the information require the use and the exploitations of a certain number of means that can be classified into three essential categories:

-Material sources

-Human means

-Technical means

There are ~~General~~ ^{General} Intelligence gatherings ^{and} (means.)

1. Material sources

The systematic consultation and which has priority on rough (first hand) ^{information} is imposed to ~~general~~ ^{general} intelligence gatherings employed at the beginning of any inquiry. Those sources are called material sources and are formed (constituted) by the ~~archives~~ ^{archives} of the Gendarmerie, of the police, ~~of the other administrations~~ ^{of the other administrations} and private ~~organizations~~ ^{Organization} including the written press, verbal and audio-visual.

archives of the Gendarmerie and the Police.

Legally these archives can serve on the minds of Individuals Intelligence gathering, the communities, and events.
If suitably kept, they constitute future records for Individual Service.
Eventually they are the basis, the foundation and the element of continuation of Service.

B. The archives of other Private administration organization.

The Ministries (departments), the administrative service, P.T.T., taxes, Customs, Public works, the mines, INPS, the ~~majority~~ ^{Chambers} Majority, the ~~commerce~~ ^{Chambers} of commerce, banks, Private Companies, and the Important Business men, having records and archives which if well kept can bring useful elements to the Investigator.

C The Press

The press constitutes a precious source of information for general Intelligence gathering. It brings very often before every body, current events, explains the common opinions, analyses political point of view, and comments on government actions.

THE HUMAN MEANS

They work with Intelligence gathering's personnel (executives employees their outside Collaborations (^{agents} informers, personal relationship etc) all working together towards the Search ~~for~~ Information.

A. Executives and agents

They work with Intelligence gathering, contrary to outside Collaborators. At the central level, they sympathize and analyze information given by different sources, those from outside and inside. The employees of lower level are in charge of searching and looking for the information. They can do it by direct observation or with the assistance of outside Collaborators. In the direct observation, employees are direct and objective witnesses of the event which they must report. They can then record the reactions of their ~~own~~ assistance. They are well placed to report truthfully and honestly. The faster the better and the objectivity are guaranteed. This case generally happens during public meetings or other open gatherings.

b. OUTSIDE COLLABORATORS

They are people who do not belong to the organization but who assist officers to accomplish their mission. Their participation is important in the case of meetings not open to the public.

PERSONNEL RELATIONSHIPS

They are not really collaborators ^{strictly} speaking. However, the intelligence gathering ^{is} obtained because of personnel acquaintance during social conversations, ^{which are of excellent quality, because they are} ~~which are of excellent quality, because they are~~ ^{person taking part in conversation} ~~transmitted.~~ ^{resulting from natural impulse} The ~~informant~~ ^{person taking part in conversation} is not preoccupied by the ~~executive~~ ^{assess} profession. The informer is a person who accepts to ~~transmit~~ ^{assist} information to the general intelligence gathering to ~~help them~~ ^{assist} in accomplishing their mission of information the agent is an informer ~~more who is~~ ^{more who is} qualified, ~~used searching or the accomplishing clandestine activities.~~ This is generally done by special ~~services~~ ^{conversations}.

The informer or agent is mainly responsible of collecting information especially those ~~kept secret.~~ ^{kept secret} He ~~is~~ ^{is} generally recruited according to his ability and his position in society or the plan of action in the area where they want to get information.

The informer can be obliged to deal with his service because of different reasons:

- Patriotism, civism, the love of Public order.
- Religions ~~convictions~~ ^{convictions}, political conviction,
- Reward of gain
- Implication in compromitting affairs
- Spontaneous offer without compensation

Let us keep in mind that the interest is the most protocol ^{or status} used by the agents.

Because of this the state provides him ^{or has} amounts of money that ~~must~~ ^{must} be judiciously used.

The procedures of recruit ^{or has} and of using manipulation, the informer will be studied later.

TECHNICAL MEANS

There are installations or technical process used either to collect, either to stock information or for their treatment. The usage of these methods requires sometimes the help of experts who are progressively included among the service personnel. It has irreplaceable advantages according to discretion, promptness, accuracy, convenience of the information.

The main technic actually used are:

- The photography
- The audio-visual
- The sonorous recording, Telephone listenings (tracking) ^{or listening}
- The radio
- The satellites, the plans are used like inputs in the

explication of several technique (photography, phone tapping) ^{or listening}

a) THE PHOTOGRAPHY

It is extremely important, in meeting, procession, strikes on public roadway, to subsequently identify speakers, listeners or strikers, and to eventually confuse a bad participant.

Watching from a long distance can be realized by using telephoto lens machines. On the other hand, photo machines miniaturized that can be easily carried in the counter espionage for the spinning of strikers.

10

b) THE AUDIO-VISUAL

The video camera has replaced the cinema. The advantage of video film is capital in case of strike with a grave disorder. It offers the possibility to revive the event.

Because of slow moving and (picture stoping) techniques, the audio-visual allows to analyze the scanning circumstances.

A video camera well hidden can cover secretive meeting. The surveillance Camera allows to watch continuously a well precised point.

c) THE REPROGRAPHY

It has replaced the typing and even the photocopy for the fast reproduction and in larger number of documents. It is used in all branches of a service of General Intelligence gathering, especially at archives.

d) SONOROUS RECORDING

The tape recorder can be used during public meeting or private for ~~opinion~~ to conserve a conversation that took place in an office, a ~~briefing~~ (report) from an informer in any area.

e) PHONE LISTINGS

It is a technique based on the interception of telephone communication.

Technically speaking, it doesn't present ~~any~~ major difficulties. But it does on ~~juridical~~ point of view.

This procedure doesn't have any legal value in front of the justice and it is even accused to be illegal as an attack to private life and to secretive correspondences.

It is also ~~the something~~ for the mail control. Their utilization must not only be motivated for the attack to the state safety or the struggle against big criminality. They can also be used on demand of ~~instruction~~ judge's ~~instruction~~.

f) THE RADIO

It is used for executives of General Intelligence gathering to cover political demonstrations of all orders (electoral results for ex.). It is very important during the surveillance operation, to assure the link between teams, ~~between~~ team members in case of broken spinning, to facilitate the relay and the continuity of operations.

g) DATA PROCESSING

The data processing has invaded the intelligence gathering domain. Computers allow to store enormous quantities of information on diskettes. Moreover, they offer the advantage of reducing considerably the time of searching the information. The use of Data processing in intelligence gathering field has become nowadays ~~indispensable~~ for every intelligence gathering service.

11

GENERAL INTELLIGENCE GATHERING

LESSON NO 4.

INTELLIGENCE GATHERING TREATMENT

Plan: the collect (gathering)
the tri
the crosschecking
the analysis

If taken technically, the information can be considered as a simple knowledge of a certain fact. From this point of view this is the raw material, the first ingredient of the work of general intelligence gathering.

On the contrary, intelligence gathering covers a more precise knowledge and less popular. It is an aspect(side) of the truth that is more less known.

To obtain the information that is a knowledge more rich and precise, the informer must pass by different stages that we can call the treatment cycle. This includes:

1. THE COLLECT

It is the very first stage during which the executive gathers the information coming from different sources. It gives priority to the exploitation of material sources that are more easily accessible.

2. THE TRI

It is the stage of classifying information received from the agent. He does it according to criterion depending on the nature of the problem. Sometimes the agent will keep in mind the substance of the information interesting the inquiry.

3. THE CROSSCHECKING

That is the more important stage of the treatment process. It is verifying the authenticity of the information received. The agent can do it by comparison or by using complementary information, more precise, when he can ask his informer or other information sources.

ANALYSIS
4. THE ANALYZE

It is the last stage of the process. It is an intellectual work by which the executive uses his own knowledge to seize the interest of subject. The information obtained this way must possess the following qualities:

a) To be objective: This means frank and impartial the agent must avoid two mistakes that can be heavy and cause bad consequences:

*To present an opinion that is personnel as, being representative of the reality. To present some fact ~~and day~~ supposed conform to government ~~desires~~. ^{Policy} ^{Policy}

b) To be enlightened

It has to be replaced in its scope and matched, because of work and the knowledge of the executive of the analysis

c) Be complete

^{changing} This means that the executive must report everything he knows, ~~processing~~, if necessary, the limits of his information.

d) To be verified or crosschecked:

An executive of intelligence gathering can not afford a denial (to make a mistake)

e) It must be ^{planned} ~~planning~~

It is necessary to draw the meaning, to ^{be} precise ^{according to the rules} the perspectives, to lead up to the short or mean term prediction. The knowledge of previous facts is over interesting, neither the ~~retrospective~~ ^{past} analysis, but ~~I~~ especially during an agitated period, the aspect of reach must always be oriented towards the evolution.

f) To aim the efficiency

It must lead up on the action and not on the philosophical analysis. It must be matched for the practical propositions need to encounter the situation.

g) To be quickly transmitted

^{quality} The fact is fundamental because an outdated information has a ~~mediocre~~ (poor) value, and nothing can be quickly depreciated ^{lose value} like the information.

REMARKS (comments)

The worst is always possible when the information is filtered or stopped, therefore the authorities will only receive cut down or falsified information. They will under estimate from now and on, the reality and the state risks to failure or the adventures. The decisions will not match the needs and the desires. The state credit will crumble away and its authority will degrade. The fate of a regime essentially cares about the value of information and its sources.



DOCUMENTS-EXPLOITATION -TRANSMISSION (CONTINUATION)

STANDARD INFORMATION NOTE

Number.175/CR
7-7-95

Origin =s/4
Source =a-c
value =1

Objet:Activity of the main syndicate of Working people of RWANDA
(CESTRAR)

Mr NSABIMANA Claude General Secretary of CESTRAR AND Delegate of this main office to PANAFRICAN of LUSAKA (9-1-95) left Kigali by the regular flight Ethiopian Airlines the 6th of this month around 9h p.m. Some syndicate's people went to the Airport along with Mr NSABIMANA, and one of them is Mr NKUSI Peter, a School Director of the Center. Another is GASANA Callixte who is an employee of the Bank of Kigali.

The first hand information let people think that this trip may be the preparation of employees'strike, to make a pressure on Government.

Adressees

-EMGN
-Prefect of Kigali

Remark

This document will be completed by "an information note, when the investigator team will be able for Instance:
Investigator
-to know who paid Nsabimana's trip
-to establish why this person has been delegated by his main office
-to determine the reasons and modalities of the action planned by the employees.

14

Standard example of Intelligence note

Number = 179/CR
8-1-95

Origin=S/4
Source=B-C

Object: Activity of the main Office of the working people's syndicate of Rwanda.

Ref: Note no 175/CR of 1/7/95.

INTELLIGENCE OF IDENTITY

NSABIMANA Claude
Known

Intelligence on archives (File)

Has adhered to National syndicate of the Public administration in June 1981.

Was elected as General Secretary of the above organisation on November 12, 1982 and as General Secretary of CESTRAR since January 10, 1984.

Since he was appointed to his position, he made sure that he is supported by his friend and school colleague of the same promotion and whose name is NKUSI peter. *colleague*

Proper Intelligence case

Mr NSABIMANA Claude who left Kigali for LUSAKA via Nairobi the 6th of this month, had a round trip ticket, issued by Ethiopian Airlines, and ordered by the Panafrican confederacy of Workers, which was the Congress Organizer. *Conference*
Nsabimana carried with him a friendship message on behalf of the CESTRAR, to the participants at the Congress (see attached copy). He also had a copy of the minutes of the meeting held on January 4, during which the syndicate's main office decided to adhere to the Panafrican confederacy of workers, to indicate his representative at Lusaka's *Confederate* *Assizes. Session for administrative*

In the same meeting they elected the General Secretary in transit in Nairobi, to meet his Kenyan Colleague to work out on tightening the relationship between the two main offices, Rwandese and Kenyan.

Before his boarding, the trade-main leader told his friends that when he comes back, the CESTRAR will decide to organize a strike with the main goal to force the Government to immediately *Approve* ~~approve~~ the agreement signed with the syndicate, this agreement is relative to increase workers' salaries up to 30%.

An other well known information, from a good sources, let us think that all syndicates composing the CESTRAR will associate themselves to this action.

TYPE OF INFORMATION NOTE CONCERNING ECONOMICAL PROBLEM

N°...../SRS
Date.....

Origin.....
Source.....
Value

Objet: Shortage of maize and Bean on the Northern region's Market

Overcome or resolved
A discomfort is taking place in the three districts of the northern region (Gisenyi, Ruhengeri and Byumba) where the procurement of these two basic products becomes a problem because of the increasing insecurity. If these difficulties have been overcome, until now because of Oprovia's last stocks; it seems that it won't be the same thing, especially now, since this public organization of regulation doesn't have enough means and funds to get going again.

In fact, inspite of commitment made by the Chamber of Commerce of Gisenyi in December, to supply Oprovia, the merchants of the northern region hampered by a lack of money and the insecurity are incapable to make enough stocks for their future survival, during the seasonal collecting. As matter of fact, presently the maize and bean are seriously rare on market of the region and prices are prohibitive, eventually annoying Consumers. Currently maize and beans are not available on the market of the region and when available are expensive. Fore those who are amazed by the deficiency, the merchants resort that it is impossible to get normal supplies because the insecurity and that producers accept to sell to private people, only for an unofficial price superior to the one set by the taxation decree. This situation may disturb people's welfare if emergency measure are not taken to assure the normal supplying of maize and beans to the three northern districts consumers. Everybody regret unanimously the non-operationality of Oprovia in their region. Everybody regret the poor operation of Oprovia in the region. Besides, Gisenyi and Ruhengeri are the main garret (granary) of the country, so the consequences may go beyond limits in the region.

III. EXPLOITATION OF INFORMATION.

So... The search of information could have limited interest if it could be transmitted to people able to know it by the fastest and secret ways in order to allow themselves to exploit it and therefore to act.

The addresses of information are in number of two:

- at National scale (grade): The Minister
- at local scale : The prefect.

Once the information is gathered and treated by the inquire team, these authorities can encounter defferent situation.

-The information supplied is completed enough and sufficiently verified to build up rightway the concerned authority and to allow him to properly take useful measures (authorization, interdiction to strike, warning expulsion).

16

- The information can be judged too fragmentary (sketchy) or not enough verified to the point the addresses will need additional information. He will if necessary, carry on more precise investigation before deciding.
- The reported facts do not represent any interest for the actual context, however they can be related to other facts indicated during different times and different places.
- It is the information main office's responsibility to do the chronological assembly, the Consistent ^{synthesis} of those events in order to draw their true meaning for the centralized Power.
- The reported facts do not justify particular decision. In this case, after contributing to arouse the authorities attention on certain problems, notes and reports are simply classified at the archives while waiting for that a new fact may bring a subsequent ~~while waiting for that~~ a new fact may bring a subsequent interest which is unsuspected ~~today~~.

TRANSMISSION OF INFORMATION

The normal mean of transmission between the managerial services of information and authorities is the information note or the note of intelligence.

Nevertheless, according to the complex nature and urgent character of certain matters, it can happen that these matters be reported by phone to authorities. These phones reports are always followed by the information note or the note of intelligence. In this particular case the telephone conversation must be protected.

As for the transmission of information among people who collect them if we refer ourselves to model of the exploitation of information that we have studied previously, we can retain that the succes of work carried on is facilitated by the quickness of communication, and by verifications.

These communication are carried by messages, short writting meant to provoke decision making or urgent operations (surveillance, shadowing)

We distinguish different types of messages according to their method of transmission :

- The message by carrier (messenger)
- The telephonic message, to which we can add the message by Fax.
- The teletype message
- The Radio message

It can be coded, camouflaged or clear (obvious)

The messages are speed up means of transmitting the information which in any case must be confirmed and ~~precised~~ by the information note.

To conclude, we cannot afford not to mention that those who gather and take advantage of the information will face difficulties to get a balance between a good quality of information (confidentiality, precision, concision, and exhaustiveness), and the quick transmission.

These contradictions will be smoothed away by the ~~perceptiveness~~ ^{perceptiveness or ability} of intelligence agents who must watch the protection system of communication means.

The addresses

As recalled above, the intelligence is an information means of the Government, it is obvious that their production be first addressed to the higher level, and to the Minister (of Interior, of Defense or of National Security, according to the Country). But the Public Powers are not limited to those authorities and the Prefecture intelligence services alone, they can normally inform the E M G N or they can instruct the above powers to inform the local representative of the law enforcement: Prefect Sub-prefect and so on. This collaboration can be fruitful because it allows RG employee to tight interpersonal relations in all administrations, at the sometime this collaboration makes it quick in case of making urgent decisions.

Example of classical exploitation of R.G. information.

The data

On February 1st 1995, the border post RG Gisenyi indicates by phone to S.R.S-EMGN at Kigali, that to Commercial agents entered the territory and their names Paul Kwame and Mukele. They were carrying ordinary passports bearing several visas, among which, one was a transit visa for staying in Rwanda for 5 days. This visa has been delivered by the General Consul of Rwanda in Kinshasa.

The responsible of the border Post of Gisenyi emphasizes that Kwame and Mukele were received on their arrival by the local section's General Secretary of Carriers' trade Union. The General Secretary took them in his own car and drove toward Kibuye which is the Capital city of the prefecture, where 800 miners extract gold for a foreign Company that export ingots to Europe.

Gisenyi adds that an information note in detail will be sent by next mail but the RG Post of Kibuye has been noticed by phone about this fact.

THE DILIGENCES

At the Central (EMGN) LEVEL

The S R S ^{with the} affluent of these first information, carries on searches as a matter of routine in archives of the service, and it appears that the two strangers, Mukele and Kwame are known as members of Director Comitee of the international trad-Union (FSI), important syndicate organisation with the program that covers suspicious political activities.

The S R S:

- Indicates the facts to the Minister of National Defense
- Informs by coded message the chief of the information antenna of Kibuye about syndicate ties (connection) of Mukele and Kwame asking him to watch over their contacts
- Warns by identical message all other posts of information on the

territory.

18

- 6 -

At the antenna's lever.

On February 2nd, the RG employee on duty in Kibuye, informs the EMGN, ~~by the EMGN~~, by coded message, that the two strangers' activities who arrived a day ago from Gisenyi were closely being watched. It is obvious that Mukele and Kwame had a long talk with the General Secretary of National trade Union's miners and with Carriers's trade union's one, both residing in Kibuye. According to a well acknowledged informer, Kwame and Mukele made an effort to convince these two syndicates to stop working since the first march until there will be some changes. The claim regarding miners salaries was not satisfactory before that date. The two representatives of FSI ~~were gone~~ again toward Butare on February 2 around 10h o' clock by bus belonging to ONATRACOM Cie.

The R.G. Employee of Kibuye adds that the prefect and his colleague of BUTARE have been noticed and that an information note detail will follow.

2. On February 3rd 1995, the SRS receives a new message from RG Gendarmerie on duty at Butare where the petroleum company resupplying the gold mine in fuel is located. He indicates that on their arrival the 2nd in evening coming from Kibuye, Kwame and Mukele went to pay a visit to the local leader of petroleum trade-union to convince him as they did for carriers, to accept the principal of the solidarity strike during the stoppage planned by miners the 1st march 1995. The petroleum representatives giving up to their exhortations ^{ADVISE} finally given his agreement.

Mukele and Kwame should catch the Sabena flight the same evening at 23h, to their mutual countries. Once again the authorities (prefect of Butare and srs-EGMNO were informed without delay.

3. On February 4th, 1995 the Kigali airport security (RG antenna) confirms the departure of Mukele and Kwame and indicates that there was no sign of suspicion.

Combination
The synthesis

When he received by regular mail, the detailed notes announced by Gisenyi, Kibuye, Butare and Kanombe's antennas, the EGMN wrote to the Central Power, a ^{COMBINATION} synthesis of observations made by these three posts about the trip made by Mr Mukele and Kwame, and drew a definitive conclusion that a menace of an ^{impending} insubordinate and generalized strike is almost evident among the three important categories of workers of the country: the miners, the road carriers and the petroleum. Is put in evidence in this matter the perfect articulation of connection that must exist.

- On one hand between the antennas of RG and their Head Quarter
- On the other hand between the antennas themselves.
- Besides between the E M G N and the representatives of the Centralized Power at different levels (Minister of Defense,

We will observe:

-That because of circumstances that surrounded their entrance in Rwanda, the Gisenyi antenna didn't omit to ~~his~~ homologous of Kibuye, the arrival of Mukele and Kwame.

-That ~~they~~ initiative allowed to identify immediately the two commercial agents, as really syndicalist leaders, probably in mission.

On That ~~at the~~ sometime, he proceeded to a warning broadcasting, Mukele and Kwame were constantly watched by intelligence services from the time they crossed the border.

-That consequently the true motive of their trip (provocation of social disorder, with the goal of compromising the gold export that procures devises to Rwanda) was quickly established.

-That knowing their goals and what they were up to in Kibuye and in Butare as well, allows now the centralized power to take the measures required by the situation; eventual intervention to miners' employers in order to speed up the consideration of their claim, possibility of boosting (or relauncling) the labor Inspection, direct contact with workers representatives menace of requisition and so on..)

-That trully, the centralized power, duly informed as it has happened since the beginning of this matter, can never be under informed in order to avoid the crisis wanted by the FSI agents.

-That it is again his responsibility, subsequently to invite his diplomatie representitives and his consulars to refuse from now and on, granting visa of stay or of transit to Kwame and Mukele.

Passage standard.

The.../.../199.

Head Quartier of the National Gendarmerie.

Specialized intelligence service

Border Post of

Passage card.

Object:

Passage at the border of:(Persons indicated or to
indicate)
(Personnalites:diplomaties
or officials)
(Coming From:
cross the useless mentions

Name and Post name
Date and Birth place
Nationality
Residence
Profession or qualification
Identity titles or travellers documents
visa making object of the Card no:
or of the diffusion (reference)
Entered or exited the :
Border Post of
(Road-Train station, Port,airport
Coming from (exact address)
Going to (exact address)

Eventual observations(People accompagning the traveller, vehicle
to be used, information gathered

Addressees:

Type of message

NO...../SRS

of 1-2-95

SRS MAIN OFFICE IN KIGALI.

Text:

Report entry today by Goma Border Post, coming from

21

Kinshasa, named Paul Kwame, an Ghanaen citizen and françois Mukele, zairan both commercial agents carrying transit visas of five days, declared that they are going to Kibuye to visit mines, were received and took in charge sercetary local section. Crriers' Trade Union stop Kibuye antena noticed stop. Note fallows-End.

-9-

No...../srs

Of 2nd February 1995
To

SRS Main office of Kigali

Text: ~~Honor~~^{honour}, report named Paul Kwame and François Mukele, object your T.O. were watched since their arrival from Gisenyi the first of this month stop. The above people had long talks with general secretaries of National Trade Union of mines and carriers Trade Union stop. According to a good source information Mukele and Kwame would have incited their interlocutors to strike 1st march if salaries' claim is not satisfied stop. Both F.S.I. representatives were gone again toward Butare direction today at 10h by ONATRACOM bus stop. Butare antena prefect noticed stop note follows End.

No...../SRS

SRS Main Post of Butare.

Of February, 1995

To

SRS Main office of Kigali.

Text: Following your diffusion 2nd of the month ~~honor~~^{honour} report that the named Kwame and Mukele met local leader Petroleum's trade Union at his residence and agreed together principal solidarity strike with miners workers when stoppage planed 1st march stop. Kwame and Mukeled went again the same day 15h Kanombe direction arround oh5 on Sabena airlines to destination of Kinshasa stop Kanombe antena noticed stop note follows End.

Type of Administrative inquest Report.

No...../SRS

April 6, 1995

The s/lieutenant KARANGWA Callixte

To
Capitaine NGURUMUNSI Jean Baptiste
Antena Chief of SRS at Butare.

PlanOBJECT.

Candidacy of Mr Kayumba Jules at Butare for the competitive examination of judiciary Police inspectors
Ref: Letter n0 035 of december 15, 1994 of Mr the Minister of Interior

Supporting Documents.

a file of three documents

Introduction

I have the ~~honor~~ ^{honor} to report the inquiry carried on and the information gathered on behalf of Mr Kayumba Jules 25 years old, married, one child, employee of Commerce, residing 25, CHURCH Avenue in Butare, who demanded the authorization to participate at the next judiciary inspector's recruiting that will take place on june 8, 1995.

Marita statusNationality

Mr Kayumba Jules was born on january 7, 1970 at Remera in Nyakabanda commune, from Eugene Nkubito and Murekatete Immaculée. He is Rwandese citizen and catholic. His father who is a merchant of fabric in Kigali (Nyamirambo) for more than 25 years. His mother is a house keeper and lives in family.

Education

He did his studies at the elementary school of Nyamirambo, then his father registered him at the boarding school at the Lycee Rugunga where he obtained his high school Diploma in 1989.

Military Service

Registered on census list of Nyarugenge, Kayumba was recognized fit for the military service, but he has never been called in.

Marriage Status

He got married on April 6, 1990 at the mayoralty (town council) of Butare with Miss Twahirwa Berthe that he met at lycee, and who is now a school teacher at the catholic elementary school of Butare.

From this marriage a boy named Pierre was born in 1991.

Employment

From the time he finished his studies, Jules has first worked with his father, then because of his education, he got a job as an executive with APPROVIA's agency, where he always works.

Political and trade-union's activities

Kayumba doesn't participate to any political or trade-union's activity. At the office, he always refused to follow his trade-union's friends. On the contrary he is a competent organizer and devoted, having practiced a lot of soccer (football) when he was still in Lycée.

Financial situation

He lives in a villa that he bought with the state financing and he is paying regularly. Kayumba's family is very well respected among teachers and business people. Being very economical, Kayumba doesn't have any debt. With his wife they only live on their salaries. They don't have any other source of income.

The inquest's opinion

To conclude, according to good information gathered, I consider that a favourable response will be reserved to Kayumba's application who in addition never had a Gendarmerie or a police record.

LESSON V.

The security and the secret Protection.

Plan

1. Generalities
2. Consciousness-RAISING
3. General measures
4. Remarks.

General

The nature of intelligence gathering antenna is based on secret, therefore, better than ordinary Gendarmerie's Brigade,

it is ^{Intrust} ~~depository~~ of secretive documents, confidential information, diverse technical materials, and besides all of these, arms and munitions that must be protected even ²⁴ eventual intrusion or other risks.

-12-

The archives of G.I. service can be coveted. The measures to be taken to make these archives invulnerable to any risk can change according to the nature and circumstances of Post.

2. The Consciousness-raising.

The first measure is to educate and make the personnel be sensitive to how important is the security, by lecturing, precise instructions and frequent reminding, including exercisings suited to risk situations.

The General measures

The General measures of security and protection, valuable for all antenna of intelligence gathering concerning especilly:

a. The buildings.

They must be isolated compared to neighbouring buildings or with comonwalls: Fences well closed, windows with wire ^{does} fencing, security service.

The night lighting around the building is very important. The Guard service must do patrols at irregular intervals. They very often use surveilling cameros to make the access to building more secure, it is the samething for the most sensitive parts build: gs. The means of defense against the fire are to be verified periodically.

B. The archives.

There is a way of protecting them particularly against fire, the theft and the indiscretions.

The secretive documents and the files concerning the informers are normaly kept in safe, sealed inside the office of the service chief. The above safe can be watched by surveilling camera and equiped with ^{alarm system} ~~alarm system~~.

The other documents kept in archives' room, files and masterfiles must be inside metallic furniture that can be closed by a key. After working hours, it is necessary to make sure there is nothing left on desks, nor files, notes, rough copies, nor service stamps.

At the end of the day, all rough copies, carbons and papers ^{shred} thrown in the waste paper baskets, they are to be ~~incinerated~~ ^{burnt}.

The frequent usage of computers ^{has} contributed to minimize spaces that ~~archives~~ were occupying and to better secure them.

C. The foreign personnel at work.

If it is necessary to recruit some employees, outside of the Gendarmerie, typist, laborer, in charge of maintenance, diverse

contractuals. This must be done by a ^{Very careful} ~~meticulous~~ inquest focussing on morality loyalty toward institutions.

25

-13-

d. The transmissions.

The security of secretive and confidential transmissions or communications is a part of the interior regulation. ^{different} The principal (basis) is the coding to be used during variable periods. These codes are very secretive documents and they must be protected. ^{places or circumstances} They ~~are~~ kept in safe while they are not being used. ^{The} Besides the supervisor, ~~only~~ two other people ~~can~~ handle them.

The coded and secretive messages are sent by telex or by Fax. The coders must destroy immediately after usage, the rough copies that have served to transcribe (to carry out), to code, to decode the message. There will be no case when the clear message and the coded message can be kept, ^{secret} juxtaposed in the same archives. A very simple code can be used to ^{disguise} camouflage the last names (family names) in phone communication. These codes must be also protected against any disclosure. In any case the phone conversations must be short and strictly minimized.

e. Professionnal secret.

Each Gendarm knows that he must keep the professionnal secret and that violation to this rule will be punished by the Penal code (art.48 p.c.)

^{thoughtless} Pratically, ~~thoughtless~~ chattering, very often unconscious, during personnal relationship, correspondents, the informers, the journalists, the parents ect. The intelligence system must be constantly aware of eventual indiscreetness during which it can be disclosed.

Remark.

Concerning National Defense, the scientific or technical discoveries must be strictly protected. It is in this ~~domaine~~ ^{domain} where the "CLASSIFICATION" is used as the very first measure of auto-protection of a document.

In fact, the classification allows to determine the degree of confidentiality of document and consequently, the number and categories of people who are capable of knowing its content.

The protected documents are classified into three categories:

4.1. The restricted diffusion

It is stamped on documents that have to be handled by administrative exercise's executives, or the executives of a sensitive enterprise. ^{are} The above documents ~~can~~ never be display ^{to} (posted). They can not either be reproduced without the authorization of the service ^{or}

supervisor or of the enterprise where he comes from.

26

-14-

4.2. The confidential

In a sensitive enterprise, or on administrative service of state, a confidential document must be handled by executives who need to use it for strict professional reasons.

The confidential documents are kept in archives and their consultation is allowed by interne organization.

Generally, the officer willing to consult a classified documents in file must apply in writing. This application is aimed by his supervisor. The time of the document removal, he fills out a form of his name, his job, the dates, the time of removal and of restoration.

In case of flight or loss, these information will make it easier for the search.

4.3. The secret, very secret or secret defense.

The handling, the preservation and the move of all secret documents require strict measures. The originals of these documents are numbered. They can never for any reason be duplicated.

Handling:

People who must handle these documents will be ^{Cited} ~~Coted~~ by name determined by their function. They will require an outhorization inquest (inquest of deep morality extended to loyalty) sometimes extended to their immediate environment. (spouse, parents-in-law, freinds etc).

Preservation

The documents having a secret stamp are kept in safe placed in secured area.

The safe can be equiped with an alarm system or placed under camera surveillance in case of necessity.

Move

The move of a secret document is generally assured by a security officer or a team.

Example:

The coded documents are handed to their users (or consultants) inside or within diplomatie representations outside of the country because of their special missions.

Sometimes, inside the country the courier of secret documents is escorted by a motorcyclist during the peace time and by armed people during the crisis time.

Example of a secret document:

27

The coded documents, very secret documents.

Military operations' plans or other intervention plans

-Formula or plans of discovery in the scientific fields or technical fields.

-Information in the nuclear field.

-15-

LESSON VI. ORGANIZATION OF AN INTELLIGENCE GATHERING SERVICE.

The I.G. are within the Gendarmerie, and they form a service that must inform and acknowledge the Government so it can act quickly to maintain the order.

The mission is supposed to be simply and efficiently structure. This is generally composed by:

-A supervision responsible of coordinating the set of all service actions, of centralizing the informations, of analyzing them then of synthetizing because the justaposition of several facts is insufficient: It is necessary to get a teaching from it, even a prediction

-The provision must also direct the services' actions which are its subsidiary.

-Exterior services, usually called regional, or mobile brigades, sometimes prefectural services or departmental, post or again antenas. They are allocated on the whole territory and their competence either one or several sub-prefectures. The exterior services can count posts at land borders, water borders or in the sensitive zones. When exterior services are insufficient or nonexistant, the gendarmerie brigades carry on the attributions devoted to information in specializing if necessary a higher ranked sub-officer or a subsidiary officer and gendarme for that task.

TYPE OF ORGANISATION OF EXTERIOR I.G. SERVICE

INFORMATION	FOREIGNERS	INQUESTS	ARCHIVES
Gathering information Political Economical Social Cultural Religions Diverses	Borders Police Connection with the borders Posts Control of the immigration and the emigration Surveillance of foreigners	Carrying on administrative inquests	Master files Files.



OUTGOING CODE CABLE

TO: ANNAN, UNATIONS, NEW YORK 1) 13.42 hrs 01-03-
INFO: KADIR, POLICE ADVISOR, ^{UN HQ} 2) 16:30 hrs 01-03-
FROM: SHAHARYAR M. KHAN, UNAMIR, KIGALI (see below)
DATE: 1 MARCH 1995
NO.: MIR _____
NO. OF PAGES: 1
SUBJECT: REPATRIATION OF MAJOR YOUSEF SHABSOUGH, CIVPOL
OBSERVER

Reference your outgoing code cable 574 dated 23 February 1995, please be informed that Major Yousef Shabsough will be repatriated to Jordan as follows:

- 2nd March: UN Flight from Kigali to Nairobi,
- 3rd March: Flight No. MS 760 from Nairobi to Cairo, starting 0735 hours arriving Cairo 11.15 hours,
- Flight No. RJ 506 from Cairo to Aman, starting 15.30 hours-arriving at Aman 16.50 hours.

Best regards.