

UNAMIR

HAC - OPERATION TURQUOISE

[1 DEC 1993] - 9 MAR 1994

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BOX 22

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SECTION 9 - CONDUCT OF THE MEETINGS

GENERAL

18. As has been stated often, the two Rwandan Parties involved in the conflict see each other with suspicion and distrust. It was one of UNAMIR mandates to establish contact and liaison between the two Parties. In spite of the two Parties LOs deployed together with UNMLO, there is rarely, if ever a direct dealing between the Parties. It is organized through the JMC. During the past, incidents of cease-fire violations and attacks by some of the Parties have been innumerable. In such an environment, it is quite likely that UNAMIR forces will have to organize and manage the transfer of personnel, goods and other items from one Party to the other or may be to arrange special meetings between the two Parties.

19. Such transfers or special meetings can lead to extremely sensitive situations, where suspicion and mistrust allow little leeway for bad planning. Where small incidents can escalate, and where lack of information on a continuing basis can quickly be misinterpreted. Such operations require a good and simple plan cleared in advance with both or all Parties involved, and liaison and passage of information throughout.

20. The SOP lays down a set of guidelines for conduct of such sensitive meetings by UNAMIR forces.

OCCASIONS

21. Occasions where these operations may be required may include one or all of the following:

- a. Transfers of prisoners of war.
- b. Transfer of bodies.
- c. Transfer of voluntary returners.
- d. Transfer of parcels or mail between the Parties.
- e. Transfer of other items (eg property, stray animals).

22. Transfers can arise from bilateral talks between the Parties, from contacts through the Parties LOs deployed with UNMO/UNAMIR contingents, or brought about as a result of outcome of JMC meetings. It may also be brought about by a third party involvement (eg International Red Cross Committee, another UN agency, etc). Once the details have been agreed, the transfers will often become a UN-supervised operation.

PLANNING

23. The JMC meetings will form the nerve centre for planning of all such meetings, through the deployed Party LOs. Preplanning should be detailed and discussed with the Parties. The points which should be established mutually in planning discussion include the following:

- a. Information. WHO/WHAT is involved? WHEN is the transfer to take place?
- b. Location. WHERE is the transfer to take place? Ideally UN position or an area that can be easily secured?
- c. Procedure. HOW is the transfer to be effected? Essentially the plan should be simple and carried out at the lowest possible level. High level operations tend to lead to complications.
- d. Agreement on communications.
- e. Liaison facilities established.
- f. Security measures assessed, tasked and agreed.

EXECUTION

24. It is neither possible nor advisable to lay down specific procedures for execution as every situation will vary for innumerable reasons. The undermentioned aspects must be deliberately considered to execution of a meeting:

- a. Place of actual transfer should be UN controlled areas or locations (ideally existing UN positions) interposed between the Parties.
- b. POWs/bodies/mail should be brought forward by Party "A" to a waiting area in a location controlled by them.
- c. When signalled forward, the POWs/bodies/mail should be brought to the central UN area. This can be done by Party "A" or UN. If Party "A", then personnel must be warned and those involved should be specifically marked (e.g. by wearing white arm bands). If UN, unarmed observers are the preferred option.
- d. All the Central UN area checks and recording are completed prior to handover to Party "B".
- e. If a POW exchange is involved, both Parties bring the prisoners to their respective waiting areas. On a signal they are simultaneously escorted, ideally by UN, to separate central areas, checked, recorded and then transferred.
- f. Throughout the operation, liaison is maintained and there is a constant passage of information between the UN and the Parties.
- g. If the operation requires the Parties to come into a relatively close contact, they must be unarmed, distinctively marked (e.g. white arm bands) and escorted by UN.

25. It should be noted that such meetings should be arranged for

larger issues in contention. The media of JMC working group meeting provide ideal modus operandi both to solve minor irritants as well as to arrange a contact between leaders of the two Parties to iron out lesser issues.

26. After the operation, records and reports are compiled. There should be a final coordination between UNAMIR personnel and the third Party. UN personnel should be the last element to leave the scene where the meeting is arranged in areas out of UNAMIR forces premises.

SECURITY AND CONTROL OF CROSSING/LINES

27. Before the deployment of UNAMIR, a number of incidents and attacks have been reported. The probable intention was to bring more and more of economically or tactically important areas, villages, towns, under their control in spite of agreements to observe cease-fire.

28. In such cases, UNAMIR will have to undertake disengagement of conflicting forces by clearly defining easily recognizable geographical features/landmarks on ground, that would limit the freedom of manoeuvre of concerned Parties, thus creating conditions to prevent further clashes.

29. Lines, imprecise or not, whether on ground or on maps, will play an important part in accomplishment of the above. Some of these terms that would occur are given below:

a. Cease-fire lines (CFL). Literally the line held when the fighting stopped, normally defined as the "forward defended locations" (FDLs) held by each side at the time the ceasefire came into force.

b. Armistice Demarcation Line (ADL). A more formal and fixed line to which the Parties have agreed in an armistice agreement. It does not have the status of a recognized border but usually becomes a de facto border.

c. Demilitarized Zone (DMZ). Areas usually between the forward lines of opposing the parties, into which they have agreed not to deploy military forces and which may be placed under the control of UNAMIR.

d. Area of Influence Lines. Drawn by various Parties (including UN) to clarify a situation for themselves. They do not involve an agreement and are seldom widely accepted.

e. Assembly Zones. Areas beyond DMZ where both Parties will assemble after the disengagement process.

30. These lines can pose many problems:

a. There is often argument as to the correct line on the ground.

b. The two Parties may use incompatible maps.

c. Although in agreement with a line in principle, a Party may be reluctant to give up a particular piece of good defensive terrain.

d. A Party may retain administrative control over a ground which is tactically important.

31. UNAMIR cannot escape these problems. Often their task is to try to ensure that the Parties honour agreements they have made about lines or zones. In some cases, UNAMIR may have to insist on its own interpretation of such agreements. UNAMIR also have to insist on the freedom of movement which they need to carry out their mandates. This will often require them to cross, as a matter of routine, lines and zones controlled by the Parties and of great sensitivity to them. Crossing procedures must, therefore, be worked out with the Parties in a practical way by each affected UNAMIR contingent.

32. In the majority of the incidents, the procedure would originate from UNAMIR HQ. In all likelihood serious incidents would be brought into discussion at Level I JMC meeting. Based on the outcome of the discussion at this level, the CFL, ADL, DMZ, ASSZ would be worked out on 1:50,000 scale maps at the level of JMC working group. The sector HQ would, therefore, come into picture in implementation of the decision taken. In incidents where it is less of this serious, the sector HQ may have to formulate and arrive at an agreement at their level. Whatever be the level or degree of seriousness of the problem, the undermentioned aspects must be considered while arriving at the procedure as it is applicable to troops on ground on ground enforcing the agreement:

- a. Where are the approved crossing points?
- b. What are the times of opening?
- c. Restrictions (if any) on recreation movement.
- d. "No go" areas near crossings.
- e. "No go" areas except on duty near crossings.
- f. Approved roads near crossings.
- g. Clearance procedures and documentation required by Parties for crossing.
- h. Policy on official visitors using crossings.
- i. Security searches and checks of UN personnel, vehicles, baggage (normally Parties will not carry out checks on UN personnel, vehicles and baggage, but will call on UN military police to carry out searches while the representative of the Party observes).
- j. Different crossing regulations for different national contingents in the UNAMIR might be imposed by Parties; should UN accept such interference (since all

personnel are equal and should not be treated differently) or should it adopt a more pragmatic attitude?

- k. What are the procedures for vehicles crossing? e.g. operational vehicles only, special pass vehicles only?
- l. What are liaison arrangements with Parties re-crossings?

NGONDORE MEETING AREA

33. Village NGONDORE (0529) Map No. --- -- is 64 KM from Kigali on Kigali - Gatuna road. It takes normally 1h15 to reach. A sketch of NGONDORE attached with this paper as Annex A. KINIHIRA Sub-Prefecture will be used as alternative to NGONDORE considering the requirement.

RESPONSIBILITIES

34. **PLANS SECTION:** Chief Plans Officer is responsible for all activities related to the use of those two locations by any Section/Branch of UNAMIR or any other Agency. Plans Section is responsible to ensure the following:

- a. Arrangement of meetings as and when necessary or as and when ordered by the Force Commander.
- b. Informing concerned parties/agencies regarding the venue, date and time of the meeting.
- c. Preparation of the agenda/minutes of the meeting.
- d. Giving early warning and written information to all concerned UNAMIR military component HQs.
- e. Allocation of either of the sites for all levels of meetings.
- f. Informing DMZ HQ about the location, date and time of the meetings.
- g. Ensuring security of the area prior to the start of the meetings.
- h. Ensuring through DMZ HQ that local Prefecture has been informed.
- j. Ensuring that public address system has been placed and is operational.
- k. Ensuring that necessary furniture is in place.
- l. Arrange for Translators/Interpreters.
- m. Arrange for necessary press coverage in coordination with Press Secretary of the SRSG if required.

35. **DMZ HQ:** DMZ Sector will be responsible to provide physical security of the location. Their specific tasks are the following:

- a. Security of either meeting places.
- b. Ensuring that administrative and logistics arrangements as per check list are completed well in time to receive meeting participants.
- c. Providing escorts to RPF as per escort SOP.
- d. Ensure that no party enters the conference venue with any weapon/explosive or armed escorts. Security personnel

may be tasked to courteously check and monitor this.
Details of escorts and their weapons are given in escort
SOP.

36. **KIGALI SECTOR AND MILOB GP HQ:** They will be responsible
to provide escorts as per Escort SOP.
37. **CHECK LIST:** Check list on use of the meeting sites is
given in Annex B.

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MINUTES OF THE MEETING OF THE JOINT MILITARY
COMMISSION OF 9 MARCH 1994

REPRESENTATIVES

RGF:

Col NTIWIRAGABO
LTC KANYANDEKWE
LTC RWABALINDA

GENDARMERIE:

LTC RWARAKABIJE

RPF:

Col BISERUKA
Col MUGAMBAGE
LTC CAESAR
LTC RWIGAMBA

UNAMIR:

Maj. Gen DALLAIRE
LTC VAN PUT
MAJ. PAZIK
MAJ. MATIUR

INTRODUCTION

1. The agenda points of the meeting were the following:
 - a. Corridor Kigali - Gatuna.
 - b. Demobilization process of Gendarmerie.
 - c. Assembly points, Cantonment Points, Training Centres.
 - d. Recent incidents between RGF and RPF.
 - e. Mines.
 - f. Security problem of NGONDORE.
 - g. Escort SOP.
 - h. Addendum KWSA.

DISCUSSIONS

2. Corridor Kigali - Gatuna

FC stated that all Engr Recce have been completed, and that the President of Rwanda and the President of Uganda want to have the corridor opened as soon as possible. Both parties are nevertheless reticent about it as long as the BBTG is not installed.

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RGF: said that this topic was not foreseen on the agenda and had not comments.

RPF: stated that first of all the road must be cleared of obstacles and that security can only be discussed by the BBTG.

FC concluded that this problem is related to the escort problem which will be discussed later on. He stated furthermore that the opening of the corridor would be a confidence-building measure.

3. Gendarmerie (Gd)

Gd The Assembly points (Ass Pt) of the Gendarmerie will be installed in existing Gendarmerie Camps according to Art 142 of the Arusha Peace Agreement. After the disengagement, there will be 1800 gendarmes deployed with their weapons. The BBTG may raise this figure.

RPF said that the problem of the Gd Ass Pt can not be treated separately and that it should be handled by the Working Group on Operations first. They also doubted that more gendarmes should bring more security. In some cases the gendarmerie has failed and brought more insecurity.

Gd The population asks for more gendarmes to be deployed. The gendarmerie can not be held responsible for insecurity as such. RPF is requested to give examples of cases where Gd was involved in riots.

FC: let us go to the point. The problem is whether we are talking about 1800 gendarmes or $3 \times 1800 = 5400$.

Secretary: RPF wanted to answer the gd request. They accused the Gd to give information to the media on the accident of the ammo-carrying truck even before the investigation was concluded. The gendarmerie denied this firmly and declared that they were working in openness. RPF repeated that the Gendarmerie intentions are not always such that they are confidence-building-like.

FC: We should agree on the real meaning of Article 142.

Secretary: After another discussion between RGF, Gd and RPF, partially in KINYARWANDA, and after a break, the FC concluded that UNAMIR had not understood the problem, because there is more subtlety in the Arusha agreement than he thought. The conclusion is that, if the BBTG believes that 1800 gendarmes is not enough, the Agreement gives a mandate to increase that number even until 5400! It is thus for the BBTG to solve the problem.

4. Assembly Points

RPF stated that there has been enough discussions and that it is in UNAMIR mandate to establish the Assembly Points. As long as the conditions of Art. 56 and 57 are fulfilled, the parties have to agree with UNAMIR proposals.

RGF said that the interpretation of Art. 56 and 57 is different: UNAMIR has the mandate, but none of the parties may be harmed. It is obvious that RPF welcomes the present

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proposals given by UNAMIR. The RGF proposal is to let the DMZ unchanged and that the RPF establishes Ass Pt in its own zone. Furthermore, UNAMIR has not reacted on RGF proposals.

Chief Plans: stated that the RGF proposals reached UNAMIR after the last JMC and Working Group meetings.

RGF said that UNAMIR should identify the Ass Pt in collaboration with each party. There is no reason for selecting Ass Pt for RPF in the RGF zone.

FC : UNAMIR has to select Ass Pt in collaboration with each party in each Ass Zone. In contradiction with Art. 56, the UN Recce Team had no mandate for the identification of the Ass Zones. What is the mandate given by both parties to UNAMIR, what is UNAMIR right of decision?

RPF : every party defends its own interests. That is why a neutral force should assist them; if this force has no mandate, there is no solution.

FC: before UNAMIR can impose something, the mandate related to Art. 56 and 57 has to be cleared.

RPF: has no problem with UNAMIR proposals.

RGF: said that the activities are stalled because the BBTG is not in place. But we have to face our responsibility and carry on. RGF agrees with the FC's proposition to clear the mandate.

RPF: has no problem with the mandate.

RGF stated that even in the logic of peace they remain soldiers. Each party has to stay in its own zone until the integration begins.

Secretary: both parties remained on their positions, and discussed in Kinyarwanda. The debate was closed by the FC. He will inform the parties when New York has answered on the problem of the mandate. He also said that all have to think about the criteria for the construction of Ass Pt, keeping in mind that these infrastructures can be used later on.

5. Incident

FC : The troops will have to stay in the trenches for three to five more months. The Sector of BYUMBA and the North-East are ideal places for incidents. That is why the FC proposed that the DMZ Comdr and the respective Comdrs establish a neutral zone between the front positions of the parties and that UNAMIR should patrol this zone. Every party should stay away from the neutral zone. After some reflection on the recent incidents RGF and RPF agreed with the proposal.

6. Mines

FC reminded the parties that they should collaborate for the mine clearance problem. UNAMIR has a mine clearance cell which will deal with mine clearance for military purposes and with training of the Rwandese personnel. UNAMIR needs samples of all the mines that have been used and an update of all existing mine fields. Both parties

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agreed to comply with these requests.

7. Security in Ngondore

The FC expressed his gratitude for the positive spirit of both parties during the meetings in Ngondore. But Ngondore should remain a serene spot at all times, so there should be no proof-shootings in this neighbourhood. The FC asked both parties to give directives in order to avoid further incidents.

8. Escorts Kigali - Mulindi

A document has been handed over. Both parties asked for some reflexion time. They agreed on a new meeting on Saturday 12 March 1994 at 0930 hours.

9. KWSA Addendum Annex B

Same situation and same conclusion as for Para 8. The RGF liaison officer gave some background information. The document was reviewed because of the insecure situation in Kigali. The Gendarmerie is sometimes inefficient because there is shortage of gendarmes. The difference with the old annex is situated in the public sector. The addendum is an answer on the request for more security.

Henry K. Anyidoho
Brigadier General
Action JMC Chairman

E. VAN PUT
Lt. Col
Secretary of the JMC

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SECTION 9 - CONDUCT OF MEETINGS

GENERAL

18. 137. ^{ten rounds} As has been stated often, the ~~four~~ ^{UNAMIR} Cambodian factions involved in the conflict see each other with suspicion and distrust. It was one of ~~UNTAC~~ ^{two} mandates to establish contact and liaison between the ~~four~~ ^{two} factions. In spite of the ~~four~~ ^{two} factions LOs deployed together with UNMLO, there is rarely, if ever a direct dealing between the factions. It is, organized through the medium of ~~MMWG~~ ^{JMC}. During the past, incidents of cease-fire violations and attacks by some of the factions have been innumerable. In such an environment, it is quite likely that ~~UNTAC~~ ^{UNAMIR} forces will have to organize and manage the transfer of personnel, goods and other items from one faction to the other or may be to arrange special meetings between ~~various~~ factions.

19. 138. Such transfers or special meetings can lead to extremely sensitive situations, where suspicion and mistrust allow little leeway for bad planning. Where small incidents can escalate, and where lack of information on a continuing basis can quickly be misinterpreted. Such operations require a good and simple plan cleared in advance with both or all factions involved, and liaison and passage of information throughout.

20. 139. ^{UNAMIR} The SOP lays down a set of guidelines for conduct of such sensitive meetings by ~~UNTAC~~ forces.

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OCCASIONS

21 140. Occasions where these operations may be required may include one or all of the following:

- a. Transfers of prisoners of war.
- b. Transfer of bodies.
- c. Transfer of voluntary returnees.
- d. Transfer of parcels or mail between the factions.
- e. Transfer of other items (eg property, stray animals).

22 141. Transfers can arise either from bilateral talks between the factions, from contacts through the faction LOs deployed with UNMLO/^{UNAMP} contingents, or brought about as a result of outcome of ^{JMC}MMWG meetings. It may also be brought about by a third party involvement (eg International Red Cross committee, another UN agency etc). Once the details have been agreed, the transfers will often become a UN-supervised operation.

PLANNING

23 142. ^{JMC}The ~~MMWG~~ meetings will form the nerve centre for planning of all such meetings, through the deployed faction LOs. Preplanning should be detailed and discussed with the parties in conflict. The points which should be established mutually in planning discussion include the following:

- a. Information. WHO/WHAT is involved? WHEN is the transfer to take place?

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- b. Location. WHERE is the transfer to take place? Ideally a UN position or an area that can be easily secured?
- c. Procedures. HOW is the transfer to be effected? Essentially the plan should be simple and carried out at the lowest possible level. High level operations tend to lead to complications.
- d. Agreement on communications.
- e. Liaison facilities established.
- f. Security measures assessed, tasked, agreed.

EXECUTION.

24 143. It is neither possible nor advisable to lay down specific procedures for execution as every situation will vary for innumerable reasons. The undermentioned aspects must be deliberately considered for execution of a meeting.

- a. Place of actual transfer should be UN controlled areas or locations (ideally existing UN positions) interposed between the parties.
- b. POWs/bodies/mail should be brought forward by Party "A" to a waiting area in a location controlled by them.
- c. When signalled forward, the POW/bodies/mail should be brought to the central UN area. This can be done by Party "A" or UN. If Party "A", then personnel must be warned and those involved should be specifically marked (e.g. by wearing white arm bands). If UN, unarmed observers are the preferred option.

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- d. At the Central UN area checks and recording are completed prior to handover to Party "B".
- e. If a POW exchange is involved, both parties bring the prisoners to their respective waiting areas. On a signal they are simultaneously escorted, ideally by UN, to separate central areas, checked, recorded and then transferred.
- f. Throughout the operation, liaison is maintained and there is a constant passage of information between the UN and the parties.
- g. If the operation requires the parties to come into relatively close contact, they must be unarmed, distinctively marked (e.g. white arm bands) and escorted by UN.

25 144. It should be noted that such meetings should be arranged for larger issues in contention. The media of ^{74C}MMWC meeting provide an ideal modus operandi both to solve minor irritants as well as to arrange a contact between leaders of conflicting factions to iron out lesser issues.

26 145. After the operation, records and reports are compiled. There should be a final coordination between ^{UNAMIR}UNTAC personnel and the third party. UN personnel should be the last element to leave the scene where the meeting is arranged in areas out of ^{UNAMIR}UNTAC forces premises.

SECURITY AND CONTROL OF CROSSINGS/LINES

27. 146. During the period of UNAMIC operations and earlier period of [?] ~~UNTAC~~ ^{UNAMR} deployment, a larger number of incidents of CFV and attacks have occurred. The probable reasons are the rival claims by two or more factions of control over the same area/villages/pieces of ground and the intentions of certain factions to bring more and more of economically or tactically important areas, villages, towns under their control, inspite of agreements to observe ceasefire.

28. 147. In such cases, ^{UNAMR} UNTAC will have to undertake disengagement of conflicting forces by clearly defining easily recognizable geographical features/landmarks on ground, that would limit the freedom of manoeuvre of concerned factions, thus creating conditions to prevent further clashes.

29. 148. Lines, imprecise or not, whether on ground or on the maps, will play an important part in accomplishment of the above. Some of these terms that would occur are given below:

a. Ceasefire Lines (CFL). Literally the line held when the fighting stopped, normally defined as the "forward defended locations" (FDLs) held by each side at the time the ceasefire came into force.

b. Armistice Demarcation Line (ADL). A more formal and fixed line to which the parties have agreed in an armistice agreement. It does not have the status of a recognized border but usually becomes a de facto border.

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c. ~~Buffer Zones (BZs)/Demilitarized Zone (DMZ)/Area of Separation (AOS)~~ Areas usually between the forward lines of opposing the parties, into which they have agreed not to deploy military forces and which may be placed under the control of a ~~UNTAC~~ ^{UNAMIR}.

d. Area of Influence Lines: Drawn by various parties (including UN) to clarify situations for themselves. They do not involve an agreement and are seldom widely accepted.

e. Assembly Zones

30. 149. These lines can pose many problems:

- a. There is often argument as to the correct line on the ground.
- b. The two parties may use incompatible maps.
- c. Although in agreement with a line in principle, a party may be reluctant to give up a particular piece of good defensive terrain.
- d. A party may retain administrative control over a disputed zone.

31. 150. ^{UNAMIR} ~~UNTAC~~ cannot escape these problems. Often their task is to try to ensure that the parties honour agreements they have made about lines or zones. In some cases the ~~UNTAC~~ ^{UNAMIR} may have to insist on its own interpretation of such agreements. ~~UNTAC~~ ^{UNAMIR} also have to insist on the freedom of movement which they need to carry out their mandates. This will often require them to cross, as a matter of routine, lines and zones controlled by the parties and of great sensitivity to them. Crossing procedures must, therefore, be worked out with the parties in a practical way by each affected ~~UNTAC~~ ^{UNAMIR} contingent.

Level T - JMC with partic. at
Chief Gen. Staff of Am G. au RPF

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32 ¶1. In majority of the incidents, the procedure would originate from ^{UNAMR} UNTAC HQ. In all likelihood serious incidents would be brought into discussions at Level I ^{JMC} MMWG. Based on the outcome of discussions at this level, the CFL, ADL, ^{ASZ} BAs/DMZs would be worked out on 1:50,000 scale maps at the level of ^{JMC Work Group} MMWG Level II. The sector HQ would, therefore, come into picture in implementation of the decision taken. In incidents where it is less of this serious, the sectors HQ may have to formulate and arrive at an agreement at their level. Whatever be the level or degree of seriousness of the problem, the undermentioned aspects must be considered while arriving at the procedure as it is applicable to troops on ground enforcing the agreement:

- a. Where are the approved crossing points?
- b. What are the times of opening?
- c. Restrictions (if any) on recreation movement.
- d. "No go" areas near crossings.
- e. "No go" areas except on duty near crossings.
- f. Approved roads near crossings.
- g. Clearance procedures and documentation required by parties for crossing.
- h. Policy on official visitors using crossings.

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i. Security searches and checks of UN personnel, vehicles and baggage (normally parties will not carry out checks on UN personnel, vehicles and baggage, but will call on UN military police to carry out searches while the representative of the party observes).

j. Different crossing regulations for different national contingents in the ^{UNAMR} ~~UNTAC~~ might be imposed by parties; should UN accept such interference (since all personnel are equal and should not be treated differently) or should it adopt a more pragmatic attitude?

k. What are the procedures for vehicles crossing? e.g. operational vehicles only, special pass vehicles only?

l. What are liaison arrangements with parties re-crossings?

Ngondere Meeting Area,

33,

PART III

MEETING SITE NGONDORE

1. INTRODUCTION:

It is very essential to have an open forum for discussion on various problems between RGF and RPF during this crucial period. To provide this facility, village NGONDORE has been selected as a neutral location for all joint meetings between the two Forces and UN Agencies.

2. AIM:

The aim of this SOP is to provide instructions on administrative, logistics and security arrangements of the meeting site.

3. SCOPE:

This SOP describes mainly the administrative management of the meeting site and security aspect. But physical security of the location will be given by DMZ HQ.

4. LOCATION OF THE MEETING SITE:

Village NGONDORE (0529) Map No. --- -- is 64 KM from Kigali on Kigali - Gatuna road. It takes normally 1h15 to reach. A sketch of NGONDORE attached with this paper as Annex A.

5. ALTERNATIVE LOCATION:

KINIHIRA Sub-Prefecture will be used as alternative to NGONDORE considering the requirement.

6. RESPONSIBILITIES OF PLANS SECTION:

Chief Plans Officer is responsible for all activities related to the use of those two locations by any Section/Branch of UNAMIR or any other Agency. Plans Section is responsible to ensure the following:

- a. Arrangement of meetings as and when necessary or as and when ordered by the Force Commander.
- b. Informing concerned parties/agencies regarding the venue, date and time of the meeting.
- c. Preparation of the agenda/minutes of the meeting.
- d. Giving early warning and written information to all concerned UNAMIR military component HQs.
- e. Allocation of either of the sites for all levels of meetings.
- f. Informing DMZ HQ about the location, date and time of the meetings.
- g. Ensuring security of the area prior to the start of the meetings.
- h. Ensuring through DMZ HQ that local Prefecture has been informed.
- j. Ensuring that public address system has been placed and is operational.

- k. Ensuring that necessary furniture is in place.
- l. Arrange for Translators/Interpreters.
- m. Arrange for necessary press coverage in coordination with Press Secretary of the SRSG if required.

7. RESPONSIBILITIES OF DMZ HQ:

DMZ Sector will be responsible to provide physical security of the location. Their specific tasks are the following:

- a. Security of either meeting places.
- b. Ensuring that administrative and logistics arrangements as per check list are completed well in time to receive meeting participants.
- c. Providing escorts to RPF as per escort SOP.
- d. Ensure that no party enters the conference venue with any weapon/explosive or armed escorts. Security personnel may be tasked to courteously check and monitor this. Details of escorts and their weapons are given in escort SOP.

8. RESPONSIBILITIES OF KIGALI SECTOR AND MILOB GP HQ:

They will be responsible to provide escorts as per Escort SOP.

9. CHECK LIST:

Check list on use of the meeting sites is given in Annex B.

UNITED NATIONS ASSISTANCE MISSION FOR RWANDA
UNAMIR

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RECONNAISSANCE PLAN

Reference: A. Map Rwanda 1 : 250,000 - Annex A;
B. Check list - Annex B.

1. **Situation:** It is estimated that there will be 22 Assembly Points, 2 Cantonment Points and 3 Integrated Training Centres. It is estimated that it will take 1 day to properly recce and staff the requirements of each site. It is necessary to check 37 localities so estimated time of work will be 37 days. It means for one team 13 days.

2. **Mission:**

- to consolidate logistics and engineering requirements of all 37 proposed sites;
- to provide suggestions for UNAMIR, RPF and RGF as to which site should be chosen.

3. **Execution:**

3 teams, under command of Logistics Officers, have to be established (Names and ranks of officers are to be put into boxes)

	Team A	Team B	Team C
RPF			
RGF			
DMZ	Maj. AZAM (Bang)		
Kigali Sector			Maj. KAMAL (Bangl)
Mil Obs	Commander SAAR (Sen)	Capt OLESUNGO (Congo)	LtCol SECK (Sen)
Logistics	Maj. BAYER (Pol)	Maj. DOMBY (Congo)	Maj. ZAMAN (Bang)
Engineer	Maj. MACZKA (Pol)	Maj. SHAMS (Bang)	
CAO/UNDP Represent.			
Plans Officer			

Team A has to recce proposed Assembly Points No. 101, 102, 103, 104, 105, 106, 107, 108, 109, 110 (see Map) and proposed Integrated Training Centres no. 301, 302, 303, 304 (see Map) and proposed Cantonment Point no. 401 (see Map) and supply roads also.

Team B has to recce proposed Assembly Points no. 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212 (see Map) and supply roads also.

Team C has to recce proposed Assembly Points no. 213, 214, 215, 216, 217, 218, 219, 220, 221 (see Map) and proposed Cantonment Point no. 402 (see Map) and supply roads also.

Each team leader has to prepare his own detailed recce plan.

Execution of the mission should be done according to checking list (Annex B).

All paper works should be done every day and delivered every evening to Chief of Plans Section.

4. Service support:

- 2 jeeps for each team;
- travel allowance for each team member who has no MSA.
- food and water for RPF and RGF Officers are to be provided by RPF and RGF authorities.

5. Command and signals:

Each team leader is to report every evening to Chief of Plans Section with detailed information on what was done during the day and with his plan for the next day.

CHECKLIST FOR RECCE TEAM

1. Route from Kigali to the point:
 2. Access to the camp and exact location (GRID):
 3. Inner routes:
 4. Storage facilities:
 5. Source of water:
 6. Overall description of the camp including a sketch:
 7. How many sq metres for bedding and how many soldiers can be accommodated:
 8. Kitchen facilities (sketch, detailed description):
 9. Classrooms or training area:
 10. Toilets\showers:
 11. Technical condition of buildings and detailed repairs required including sketch of each building:
 12. Training area description:
 13. Garbage disposal:
 14. Weapon and ammunition storage facility:
 15. Accommodation for 6 UNMOS OR Cantonment Point Platoon Guard:
-

-
16. Camp HQ location (near UNMO or Guard House):
 17. Helicopter Landing Zone:
 18. Best route for camp resupply and movement of repair teams (i.e. for camps 101-110 is Uganda routes best):
 19. Medical Infirmary Facility:
 20. Suggestion: Is this site suitable as an Assembly Point and if so for how many people (in the case of cantonment point is it suitable for how many weapons):
-
-
-

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MINUTES OF THE MEETING OF THE JOINT MILITARY
COMMISSION OF 9 MARCH 1994

REPRESENTATIVES

RGF:

Col NTIWIRAGABO
LTC KANYANDEKWE
LTC RWABALINDA

GENDARMERIE:

LTC RWARAKABIJE

RPF:

Col BISERUKA
Col MUGAMBAGE
LTC CAESAR
LTC RWIGAMBA

UNAMIR:

Maj. Gen DALLAIRE
LTC VAN PUT
MAJ. PAZIK
MAJ. MATIUR

INTRODUCTION

1. The agenda points of the meeting were the following:
 - a. Corridor Kigali - Gatuna.
 - b. Demobilization process of Gendarmerie.
 - c. Assembly points, Cantonment Points, Training Centres.
 - d. Recent incidents between RGF and RPF.
 - e. Mines.
 - f. Security problem of NGONDORE.
 - g. Escort SOP.
 - h. Addendum KWSA.

DISCUSSIONS

2. Corridor Kigali - Gatuna

FC stated that all Engr Recce have been completed, and that the President of Rwanda and the President of Uganda want to have the corridor opened as soon as possible. Both parties are nevertheless reticent about it as long as the BBTG is not installed.

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RGF: said that this topic was not foreseen on the agenda and had not comments.

RPF: stated that first of all the road must be cleared of obstacles and that security can only be discussed by the BBTG.

FC concluded that this problem is related to the escort problem which will be discussed later on. He stated furthermore that the opening of the corridor would be a confidence-building measure.

3. Gendarmerie (Gd)

Gd The Assembly points (Ass Pt) of the Gendarmerie will be installed in existing Gendarmerie Camps according to Art 142 of the Arusha Peace Agreement. After the disengagement, there will be 1800 gendarmes deployed with their weapons. The BBTG may raise this figure.

RPF said that the problem of the Gd Ass Pt can not be treated separately and that it should be handled by the Working Group on Operations first. They also doubted that more gendarmes should bring more security. In some cases the gendarmerie has failed and brought more insecurity.

Gd The population asks for more gendarmes to be deployed. The gendarmerie can not be held responsible for insecurity as such. RPF is requested to give examples of cases where Gd was involved in riots.

FC: let us go to the point. The problem is whether we are talking about 1800 gendarmes or $3 \times 1800 = 5400$.

Secretary: RPF wanted to answer the gd request. They accused the Gd to give information to the media on the accident of the ammo-carrying truck even before the investigation was concluded. The gendarmerie denied this firmly and declared that they were working in openness. RPF repeated that the Gendarmerie intentions are not always such that they are confidence-building-like.

FC: We should agree on the real meaning of Article.142.

Secretary: After another discussion between RGF, Gd and RPF, partially in KINYARWANDA, and after a break, the FC concluded that UNAMIR had not understood the problem, because there is more subtlety in the Arusha agreement than he thought. The conclusion is that, if the BBTG believes that 1800 gendarmes is not enough, the Agreement gives a mandate to increase that number even until 5400! It is thus for the BBTG to solve the problem.

4. Assembly Points

RPF stated that there has been enough discussions and that it is in UNAMIR mandate to establish the Assembly Points. As long as the conditions of Art. 56 and 57 are fulfilled, the parties have to agree with UNAMIR proposals.

RGF said that the interpretation of Art. 56 and 57 is different: UNAMIR has the mandate, but none of the parties may be harmed. It is obvious that RPF welcomes the present

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proposals given by UNAMIR. The RGF proposal is to let the DMZ unchanged and that the RPF establishes Ass Pt in its own zone. Furthermore, UNAMIR has not reacted on RGF proposals.

Chief Plans: stated that the RGF proposals reached UNAMIR after the last JMC and Working Group meetings.

RGF said that UNAMIR should identify the Ass Pt in collaboration with each party. There is no reason for selecting Ass Pt for RPF in the RGF zone.

FC : UNAMIR has to select Ass Pt in collaboration with each party in each Ass Zone. In contradiction with Art. 56, the UN Recce Team had no mandate for the identification of the Ass Zones. What is the mandate given by both parties to UNAMIR, what is UNAMIR right of decision?

RPF : every party defends its own interests. That is why a neutral force should assist them; if this force has no mandate, there is no solution.

FC: before UNAMIR can impose something, the mandate related to Art. 56 and 57 has to be cleared.

RPF: has no problem with UNAMIR proposals.

RGF: said that the activities are stalled because the BBTG is not in place. But we have to face our responsibility and carry on. RGF agrees with the FC's proposition to clear the mandate.

RPF: has no problem with the mandate.

RGF stated that even in the logic of peace they remain soldiers. Each party has to stay in its own zone until the integration begins.

Secretary: both parties remained on their positions, and discussed in Kinyarwanda. The debate was closed by the FC. He will inform the parties when New York has answered on the problem of the mandate. He also said that all have to think about the criteria for the construction of Ass Pt, keeping in mind that these infrastructures can be used later on.

5. Incident

FC : The troops will have to stay in the trenches for three to five more months. The Sector of BYUMBA and the North-East are ideal places for incidents. That is why the FC proposed that the DMZ Comdr and the respective Comdrs establish a neutral zone between the front positions of the parties and that UNAMIR should patrol this zone. Every party should stay away from the neutral zone. After some reflection on the recent incidents RGF and RPF agreed with the proposal.

6. Mines

FC reminded the parties that they should collaborate for the mine clearance problem. UNAMIR has a mine clearance cell which will deal with mine clearance for military purposes and with training of the Rwandese personnel. UNAMIR needs samples of all the mines that have been used and an update of all existing mine fields. Both parties

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agreed to comply with these requests.

7. Security in Ngondore

The FC expressed his gratitude for the positive spirit of both parties during the meetings in Ngondore. But Ngondore should remain a serene spot at all times, so there should be no proof-shootings in this neighbourhood. The FC asked both parties to give directives in order to avoid further incidents.

8. Escorts Kigali - Mulindi

A document has been handed over. Both parties asked for some reflexion time. They agreed on a new meeting on Saturday 12 March 1994 at 0930 hours.

9. KWSA Addendum Annex B

Same situation and same conclusion as for Para 8.

The RGF liaison officer gave some background information. The document was reviewed because of the insecure situation in Kigali. The Gendarmerie is sometimes inefficient because there is shortage of gendarmes.

The difference with the old annex is situated in the public sector. The addendum is an answer on the request for more security.

Henry K. Anyidoho
Brigadier General
Action JMC Chairman

E. VAN PUT
Lt. Col
Secretary of the JMC

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Establishment Proposal
Formation of a HQ for Force Troops
UNAMIR

Introduction

1. The force structure of UNAMIR is composed of contingents from many countries including Bangladesh. Bangladesh has contributed following components/elements as mentioned against each:

- a. One Infantry Group of 370 strength consists of one motorised company, one mechanized company and one headquarters company.
- b. One Force Engineer Company of 203 strength.
- c. One Force Logistic Company of 200 strength.
- d. One Force Medical Platoon of 52 strength.
- e. One Force MP Section of 11 strength.

2. The Infantry Bn/Gp though of 370 strength but is commanded by a Col with 4 X Lt Cols in the Bn HQ to work as 2IC/Staff Officers. Conventionally the Bn should have been commanded by a Lt Col to be at par with other sister Bns besides correctly fitting in the establishment of a Sector HQ commanded by a Col. But now with the current set up of an unnecessarily top heavy HQ, requirement of a Col and 3 x Lt Cols in the Bn HQ is not only unjustified but also a hinderance in the way of allocation of duties besides command and control complicacies. As such, it calls for review of the organization and find a suitable option for better utilization of the additional senior members of the existing Bn HQ.

Aim

3. The aim of this paper is to offer a suitable option for the establishment of an Intermediate HQ for Force Troops under the Force HQ.

Present HQ Set Up of Bangladesh Infantry Group

4. Present HQ Structure. With the fact stated in para 1 and 2 above, top structure of the Bn HQ is as under:

- | | | | |
|----|---------------------------|---|--------|
| a. | CO | : | Col. |
| b. | 2IC | : | Lt Col |
| c. | Chief Operations Officer | : | Lt Col |
| d. | Chief Information Officer | : | Lt Col |

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- e. Chief Liaison Officer : Lt Col
- f. Adjutant : Major
- g. Quartermaster : Major

5. Present Complicacies

a. A standard infantry bn of 800 men generally has a HQ as under:

- (1) CO : Lt Col
- (2) 2IC : Major
- (3) Adjutant : Captain
- (4) Quartermaster : Captain

b. With the present set up 4 x Lt Cols Staff Officers are virtually under employed/having no appropriate job.

c. The CO is of the rank of a Col and is under a Sector Commander who is also a Col.

Suitable Option

6. Creation of a New Intermediate HQ. Conventionally Force troops are directly commanded by a Force HQ as done for division troops under a standard divisional HQ. Under this situation a new HQ under the name of Force Troops Headquarters may be created under the Force HQ as per organization given at Annex 'A'.

7. Command and Control

- a. Force Engr Company By Whom
 - (1) Operational Control : Force Troops HQ.
 - (2) Technical Control: Force Engr Company.
 - (3) Administrative Control: Force Troops HQ.
 - (4) Local Administration: DMZ Sector.
- d. Force Logistic Company/Medical Pl/MP Sec
 - (1) Operational Control. Force Troops HQ.
 - (2) Technical Control. Respective Company/Platoon/Section.

(3) Administrative Control. Force Support Gp HQ.

c. Additional Responsibilities for Commanding Force Troops

(1) By virtue of being the senior most Bangladeshi Officer, Commander Force troops will exercise control over all Force Troops on national matters in the capacity of contingent commander.

(2) Similarly the officer will also exercise control over Infantry Gp(RUTBAT) on national matters like disposing of discipline cases by virtue of authority vested on him by Army Headquarters.

8. Staffing and Accommodation

a. Staffing. This can be done by pulling bare essential staffs from Force Troops. The HQ may only have following additional officers besides few clerical staffs:

- (1) 1 X Maj/Capt for Ops Branch.
- (2) 1 X Maj/Capt for Log Branch.
- (3) 1 X Maj/Capt for Pers Branch.
- (4) 1 X Maj/Capt for Medical Section.

b. Transports. Can be pulled out from Force Troops/UNAMIR resources.

c. Office Equipments. UNAMIR resources.

d. Office Accommodation. Camp Commandant, Force HQ, should be able to house the new HQ inside Force HQ.

9. Advantages

a. The newly created intermediate HQ will be at par with any Sector HQ.

b. The additional Col and 3 X Lt cols can be justifiably/honourably employed and correctly utilized.

c. Force Commander can delegate his responsibility of commanding the Force Troops through the new Force Troops Commander.

d. The new HQ should be able to plan, supervise and coordinate the work of all Force supporting elements.

e. Since all the force troops and newly proposed HQ are from the same nationality, a better degree of cohesiveness,

cooperation and team spirit can be achieved.

f. The newly proposed HQ will have a greater monitoring and supervising role besides usual command and administrative role.

g. Force Commander will have an additional hand to take care of Force Troops.

h. If the new HQ is colocated with Force HQ, better coordination and liaison can be achieved.

j. The creation of new HQ will allow the Infantry Gp to function in its traditional/conventional manner under a Lt Col as Commanding Officer.

10. Disadvantages

a. Traditionally such a HQ in between Force HQ and Force Troops is not really required.

b. Force HQ staff will have to task the Force Troops through the new HQ instated of tasking directly. This can be overcome by allowing greater flexibility of Force Troops to have liaison and coordination with corresponding branches of Force HQ i.e. Ops Branch. Log Branch, Medical Section etc. It means Force Troops will also have lateral communication with Force HQ staffs on technical matters.

Clarification/Appraisals

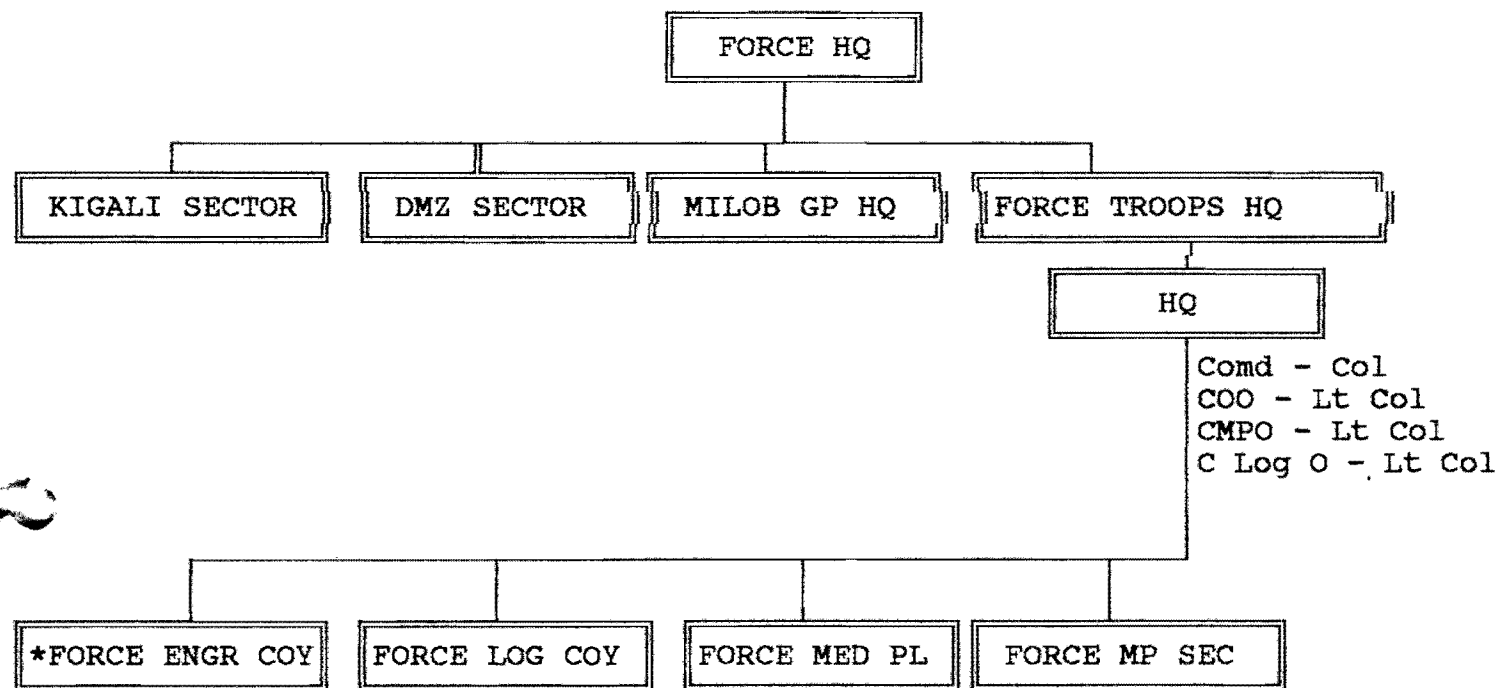
11. The requirement and the spirit of establishing the subject Force Troops HQ under the Force HQ should be raised during the visit of Chief of Army Staff, Bangladesh Army. Similarly, necessary coordination with CAO and UN, New York be also required before final approval.

12. Status of the newly created HQ staff to be also sorted out to avoid administrative/procedural complications since they are presently the part of contingent.

Conclusion

13. To avoid command complicacies and allocation of duties for an unusually top heavy Infantry Gp HQ(RUTBAT), the suggested arrangement, if implemented will offer a better utilization of a Col and 3 X Lt Cols who are considered to be surplus to present requirement.

14. This arrangement should definitely enhance more cohesiveness, cooperation and team effort since all the components are from the same nationality.



* Under Command DMZ Sector only for local Administration

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(draft)

Copy No. 1 of 1 copy
UNAMIR HQ KIGALI
5 February 1994.

OPO ON THE TWO PARTIES ARMED FORCES DISENGAGEMENT

References: A. Arusha Peace Agreement.
B. Security Council Resolution No. 872.
C. Rwanda Map 1: 50,000

Time zone used throughout the order: BRAVO

SITUATION

1. RGF
 - a. RGF organization and chain of command.
 - b. RGF tactical deployment.
 - c. RGF troops in barracks.
 - d. RGF rotation system.
2. RPF
 - a. RPF organization and chain of command.
 - b. RPF tactical deployment.
 - c. RPF troops in "barracks".
 - d. RPF rotation system.
3. UNAMIR
 - a. UNAMIR organization and chain of command.
 - b. UNAMIR deployment.
 - c. UNAMIR rotation plan.
4. COMMANDER'S EVALUATION

MISSION

5. UNAMIR shall assist and supervise the disengagement of 54,000 soldiers of the two parties from their present defensive positions to Assembly Points.

EXECUTION

6. Concept of Operations
 - a. Phase two of UNAMIR.
 - b. Phase three of UNAMIR.

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7. General Outline Disengagement will be carried out as follows:
- a. Issue warning orders
 - b. Marking of mine fields
 - c. Movement of supporting arms to cantonment points.
 - d. Movement of administrative working group to assembly points.
 - e. Movement of main body to assembly points.
8. A. COY
- a. Grouping
 - b. Tasks
 - (1) Mark mine fields within the area of responsibility.
 - (2) Establish check points.
 - (3) Establish Coy meeting point.
 - (4) Start disengagement at ----- hours.
 - (5) Detach supporting weapons from your location at ---- hours.
 - (6) Report to Bn meeting point at ----- hours.
9. B. COY
10. C. COY
11. D. COY
12. Bn HQ and HQ COY
13. UNAMIR FORCES
- a. DMZ Sector
 - (1) Grouping
 - (2) Tasks
 - b. KIGALI Sector
 - (1) Grouping
 - (2) Tasks
 - c. MILOB HQ
 - (1) Grouping
 - (2) Tasks
 - d. UNAMIR Reserve
 - (1) Grouping
 - (2) Tasks
 - e. Patrol Task Table

Sel No	Type of ptl	FROM	LOC	Time in	Time out
--------	----------------	------	-----	---------	----------

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f. Observation Post

Sel No	Str	Loc	From	Time for occupation	Remarks
--------	-----	-----	------	---------------------	---------

14. COORDINATION INSTRUCTIONS

a. Timing of Disengagement:

- (1) Issue warning orders. ---- hours.
- (2) Marking mine fields with effect from --- to---hours.
- (3) Movement of supporting arms from defensive location to Bn embussing point at ----- hours.
- (4) Movement of supporting arms from embussing point to cantonment point at ----- hours.
- (5) Movement of administrative group to assembly point at ----- hours.
- (6) Commence disengagement of the main body at ---- hours.
- (7) Time to reach Bn meeting point at ----- hours.
- (8) Movement of first group to assembly point at --- hours.
- (9) Movement of second group to assembly point at --- hours (if required).
- (10) Clear coord. line at ---- hours.

b. Axis of Disengagement

c. Routes of Disengagement

Serial No.	Units	Route	Remarks
1.	A. COY		
2.	B. COY		
3.	C. COY		
4.	D. COY		
5.	Bn HQ		
6.	HQ COY		
7.	HEAVY WEAPONS		

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d. Control areas

CONTROL AREA	A COY	B COY	C COY	D COY	Bn HQ	HQ COY	HEAVY WEAPONS
CHECK POINT (CP)							
MEETING POINT (RV)							
EMBUSSING AREA							

e. Coord. Line

f. Location of coordinating centres of RGF, RPF, UNAMIR, ACHC, CCNG

- (1) Location.
- (2) Communications.
- (3) Tasks:
 - (a) Establish coord. centres by ---- hours.
 - (b) Keep contact with RGF, RPF, UNMOS working on the field.
 - (c) Monitor all problems....

SERVICE SUPPORT

15. see Annexes

COMMAND AND SIGNAL

16. Chains of command.
17. Location of coordinating centres.
18. See Communications Annex.

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19. Code Words

<u>Serial</u>	<u>Code Word</u>	<u>Meaning</u>	<u>Issued by</u>
---------------	------------------	----------------	------------------

20. Nickname

<u>Acknowledgement Instruction:</u>	Signature of Commander (Name) (Rank/Grade)
-------------------------------------	--

Authentication:

Annexes:

- A. Information Annex.
- B. Communications Annex.
- C. Logistics Annex.
- D. Movement orders.
- E. Engineer Annex
- F. AIR OPS Annex.

<u>DISTRIBUTION</u>	<u>Copy No</u>	<u>Annex (y)</u>	<u>Annex (z)</u>
	Including Annexes (A,B,C,D,E,F)	Copy No.	Copy No.

drafted by Major Matiur

GUIDELINE ON THE DISENGAGEMENT PROCESS

INTRODUCTION

1. Disengagement process starts just after the date on which the Broad Based Transitional Government (BBTG) is installed in Kigali and followed by the demobilization process. As per Arusha Peace Agreement dated 4 August 1993, UNAMIR personnel will be fully committed during this period.

AIM

2. The aim of this paper is to provide necessary instructions, modus operandi and other administrative arrangements for Disengagement process.

SCOPE

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GUIDELINE ON THE DISENGAGEMENT PROCESS

INTRODUCTION

1. Disengagement process starts just after the date on which the Broad Based Transitional Government (BBTG) is installed in Kigali and followed by the demobilization process. As per Arusha Peace Agreement dated 4 August 1993, UNAMIR personnel will be fully committed during this period.

AIM

2. The aim of this paper is to provide necessary instructions, modus operandi and other administrative arrangements for Disengagement process.

SCOPE

3. This paper describes the tasks, responsibilities of concerned people and sequence of actions to be followed during disengagement process.

GENERAL INFORMATION

4. DISENGAGEMENT Just after the installation of the BBTG, the preparation of the disengagement process starts. With this process, both parties leave their present defensive locations and move to assembly points. A total of 28 assembly points will be selected to execute the disengagement process.

5. DEMOBILIZATION. A total of 35,000 personnel will be demobilized in phases after two months of training in their Assembly points.

DISENGAGEMENT PROCESS

6. ORDER FOR DISENGAGEMENT. After the installation of the BBTG, the National Army High Command Council will issue necessary orders in consultation with UNAMIR FC.

7. PREPARATION FOR DISENGAGEMENT. Working Group of JMC on Operations will sit with both parties and prepare modus operandi of disengagement. During that meeting, details of operations order should be prepared by both parties separately.

8. SEQUENCE OF ACTIONS.

a. Option 1

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- (1) Issue warning order.
- (2) Marking of mine fields.
- (3) Movement of supporting arms to cantonment points.
- (4) Movement of administrative group to assembly points.
- (5) Movement of main body to assembly points.

b. Option 2.

- (1) Issue warning order.
- (2) Movement of 10%, including administrative groups - first day of disengagement.
- (3) Movement of 30% - third day.
- (4) Movement of 30% - fifth day.
- (5) Movement of 30% - seventh day.

c. Option 3

- (1) Issue warning order.
- (2) Movement of administrative group to assembly points.
- (3) Movement of non essentials to assembly points.
- (4) Movement of main body to assembly points.
- (5) Movement of supporting weapons from assembly points to cantonment point.

9. DIAGRAM OF DISENGAGEMENT PROCESS

The Diagram of Disengagement Process is attached to this document as Annex A.

10. CONTROL MEASURES

The following control measures must be ensured during the disengagement process.

a. Checkpoint. It is an easily recognizable place where routes from Units/sub-units converge and through which units/sub-units must move on their way to the meeting point. Here troops will not halt but the commander will be required to report after the whole of his unit/sub-unit has passed through.

b. Meeting points. This point will be selected 300/400 yards back of the defended locality. Every unit/sub-unit will assembly there. The commander of the unit/sub-unit will count their men, then give an OK report to UNMOs present.

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c. Embussing point. Normally one embussing point will be established for one battalion and it may be located at the bn. meeting point or behind any suitable place. While selecting embussing point it must be ensured that enough space is available for the vehicles to turn about. In case companies are spread out, may have to establish more than one embussing point for a battalion.

11. TIME SCHEDULE FOR DISENGAGEMENT.

The time schedule for the disengagement process is attached to this paper as Annex - B. For the smooth functioning of this process, an early warning order should be given to both parties so that each party gets enough time for marking existing mine fields, filling up trenches and can take preparation for their backward move.

12. DISENGAGING UNIT/SUB-UNIT COMMANDER MUST KNOW:

For a smooth and organized disengagement, a commander must know the following:

- a. Where he has to go.
- b. The time when he will begin thin out.
- c. The time by which he will have to leave present location.
- d. Route to bn meeting point.
- e. Route to bn embussing point.
- f. Time by which he has to report to bn meeting point.
- g. A warning against rumours.
- h. A warning against leaving anything behind.
- j. Information regarding security arrangements made for disengaging soldiers by UNAMIR, otherwise he will remain in panic till the completion of the process.

13. COMPOSITION OF ADMINISTRATIVE WORKING GROUP

Administrative working group should be earmarked before the beginning of the process. Those persons should be sent ahead to main body to their respective assembly points. Necessary briefing should be given to them regarding their job in the assembly points. They are responsible for:

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- a. Allotment of accommodation.
- b. Security plan for the assembly point.
- c. Arrangement for water.
- d. Establishment of cookhouse and latrines.
- e. Provide arrangement for kote/magazine.
- f. Place for dumping non essential goods.
- g. Responsible for all stores.
- h. This group should be always under an officer of RGF/RPF.

RESPONSIBILITIES.

14. UNMOs are mainly responsible to provide security to the disengaging forces. Their tasks will be as follows:

- a. Brief commander on ground on what is the requirement of UNAMIR and get their strengths of troops.
- b. Pass back all information regarding progress, development, problems if any to higher HQ.
- c. Accompany the disengaging forces.
- d. Ensure mine fields are marked and trenches are filled up.
- e. Ensure escort while moving from embussing points to assembly/cantonment points.
- f. Always try to keep a RGF/RPF wireless set during the process.
- g. Check back if all troops have arrived in battalion meeting points/RV.
- h. Keep contact with UNMOs who are responsible for the disengagement of counterpart.
- j. Ensure both parties start disengagement process simultaneously.

15. **UNAMIR ESCORT PARTY.**

These parties will be tasked to provide security during

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movement of troops to cantonment points and assembly points. Their tasks are as follows:

- a. Should not allow anyone to get down from the vehicle when at halt in between embussing and Assembly points.
- b. Escort the whole convoy by two vehicles, one in front and the other at the back, hosting UN Flag.
- c. Keep contact with present UNMOs representative.
- d. Maintain convoy speed.
- e. Keep your eyes and ears open to such abnormality if anything noticed, inform UNMOs present.

ASSEMBLY POINTS

16. COMMAND OF THE ASSEMBLY POINTS

Each Assembly point shall be under a Military Commander appointed by the party concerned. The Military Commander shall be answerable to the Command to which he is accountable and to the Army Command High Council. The Military Commander shall liaise the Command to which he is accountable and the UNAMIR Forces.

17. SECURITY OF THE ASSEMBLY POINTS

The security of the Assembly points shall be jointly ensured by the contingents amounting to 10% of the total strength of those points and whose minimal size should be one hundred and twenty (120) men, and by members of the UNAMIR Forces. The personnel of those contingents shall carry individual weapons only, and shall restrict their movements within the Assembly points. Additional security measures to be taken in each Assembly point shall be decided by mutual agreement between the Commander of the Assembly point and the UNAMIR Force.

18. GUARD OF ARMS, AMMUNITION AND MILITARY EQUIPMENT IN THE ASSEMBLY POINTS

Once the troops arrive in the Assembly points, each party shall undertake identification of its troops and make an inventory of armaments and ammunition. The ACHC and UNAMIR Force shall cross-check the inventory of arms and ammunition as well as the identification of servicemen. No one will be allowed to bring their personal weapons from magazines located in their Assembly area except on duty or training. Programmes for such training should be forwarded to ACHC and UNAMIR HQ.

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CANTONMENT POINTS

19. A total of 2 Cantonment points each one will selected for the two parties.

20. DEFINITION OF HEAVY WEAPONS

All weapons shall be considered as heavy weapons except pistols, UZZI sub-machine guns, sub-machine guns, rifles, light machine-guns (6.25 mm), medium machine-guns (7.62 mm) and general-purpose machine guns (7.62 mm). Armoured vehicles such as personnel carriers, tanks, etc. helicopters and other military aircrafts belong to the category of heavy weapons.

21. SECURITY OF CANTONMENT POINTS

One platoon each will be detailed by UNAMIR for the protection of the cantonment point. Some members of the respective parties shall, however, be authorized by the UNAMIR to visit Cantonment points for the purpose of servicing the heavy weapons. It is suggested to keep liaison officers in each Cantonment point from concerned party.

22. SYSTEM OF COLLECTION OF HEAVY WEAPONS

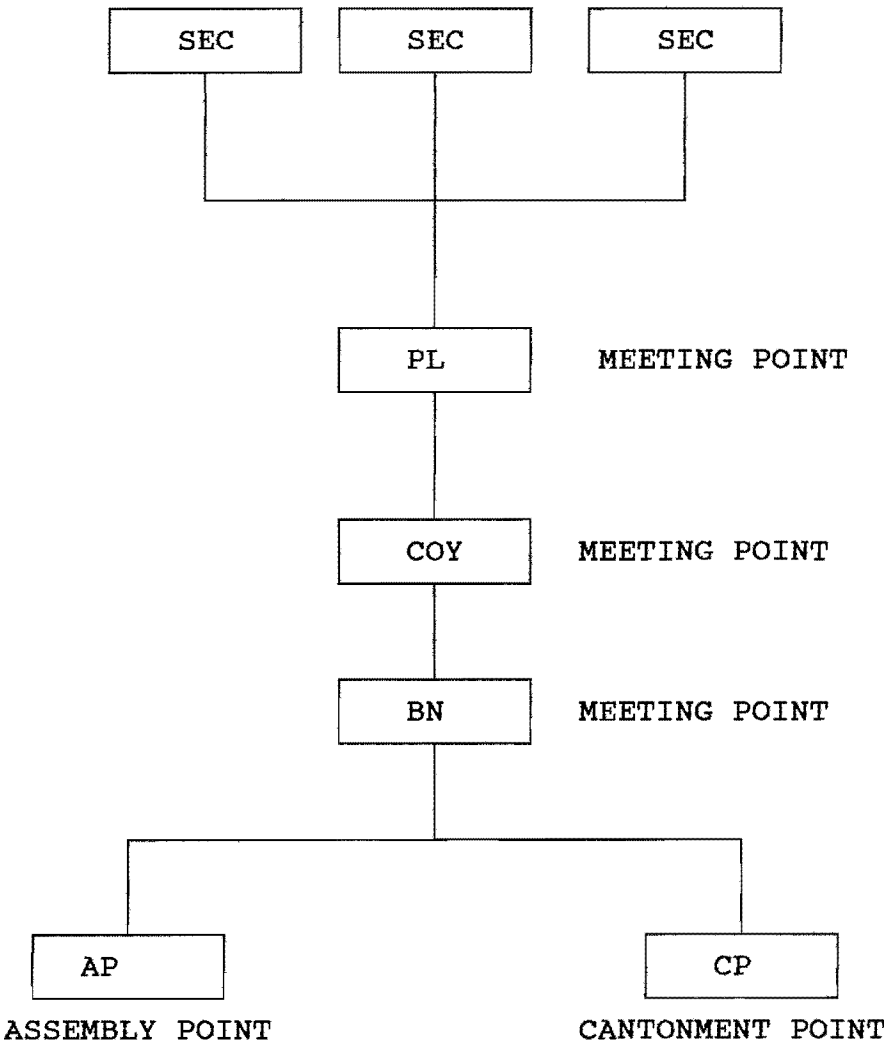
Persons responsible for this purpose must request senior most present with the troops for detail planning cleaning of heavy weapons. After cleaning, it is better to go for long term preservation which will reduce the handling of heavy weapons for maintenance. UNAMIR representative will prepare 5 received vouchers for each heavy weapons. Distribution of those copies as under:

- a. One copy will remain with the store-keeper.
- b. One copy to the individual depositing the weapon.
- c. One copy to Army High Command Council.
- d. One copy to Operational Branch, UNAMIR HQ.
- e. One copy to Plans Section, UNAMIR HQ.

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DIAGRAM OF DISENGAGEMENT PROCESS



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ANNEX B.

TIME SCHEDULE FOR DISENGAGEMENT

- (M - 5) - Issue warning order.
- (M - 4 to M - 3) - Marking existing mine fields.
- (M -2 to M -1) - Preparation for disengagement
 - 0700 hours - Move of supporting/heavy weapons to embussing points.
 - 0800 hours - Move of administrative group to assembly point.
 - 0900 hours - Forward section/platoon starts rearward movement (must leave forward defensive locality within 15 minutes)
 - 0930 hours - Meeting in coy meeting point/RV.
 - 0945 hours - Start from coy meeting point to Bn meeting point.
 - 1030 hours - Move from Bn meeting point to Bn embussing point.
 - 1100 hours - Move from embussing point to respective assembly points.

NOTE:

1. M - Day : The day the disengagement starts.
2. It is a suggested time schedule. May change after JMC Working Group meeting.

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(draft)

Copy No. 1 of 1 copy
UNAMIR HQ KIGALI
5 February 1994.

OPO ON THE TWO PARTIES ARMED FORCES DISENGAGEMENT

References: A. Arusha Peace Agreement.
B. Security Council Resolution No. 872.
C. Rwanda Map 1: 50,000

Time zone used throughout the order: BRAVO

SITUATION

1. RGF

- a. RGF organization and chain of command.
- b. RGF tactical deployment.
- c. RGF troops in barracks.
- d. RGF rotation system.

2. RPF

- a. RPF organization and chain of command.
- b. RPF tactical deployment.
- c. RPF troops in "barracks".
- d. RPF rotation system.

3. UNAMIR

- a. UNAMIR organization and chain of command.
- b. UNAMIR deployment.
- c. UNAMIR rotation plan.

4. COMMANDER'S EVALUATION

MISSION

- 5. UNAMIR shall assist and supervise the disengagement of 54,000 soldiers of the two parties from their present defensive positions to Assembly Points.

EXECUTION

6. Concept of Operations

- a. Phase two of UNAMIR.
- b. Phase three of UNAMIR.

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7. General Outline Disengagement will be carried out as follows:
 - a. Issue warning orders
 - b. Marking of mine fields
 - c. Movement of supporting arms to cantonment points.
 - d. Movement of administrative working group to assembly points.
 - e. Movement of main body to assembly points.
8. A. COY
 - a. Grouping
 - b. Tasks
 - (1) Mark mine fields within the area of responsibility.
 - (2) Establish check points.
 - (3) Establish Coy meeting point.
 - (4) Start disengagement at ----- hours.
 - (5) Detach supporting weapons from your location at ---- hours.
 - (6) Report to Bn meeting point at ----- hours.
9. B. COY
10. C. COY
11. D. COY
12. Bn HQ and HQ COY
13. COORDINATION INSTRUCTIONS
 - a. Timing of Disengagement:
 - (1) Issue warning orders. ---- hours.
 - (2) Marking mine fields with effect from --- to---hours.
 - (3) Movement of supporting arms from defensive location to Bn embussing point at ----- hours.
 - (4) Movement of supporting arms from embussing point to cantonment point at ----- hours.
 - (5) Movement of administrative group to assembly point at ----- hours.
 - (6) Commence disengagement of the main body at ---- hours.
 - (7) Time to reach Bn meeting point at ----- hours.
 - (8) Movement of first group to assembly point at --- hours.
 - (9) Movement of second group to assembly point at --- hours (if required).
 - (10) Clear coord. line at ---- hours.
 - b. Axis of Disengagement

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c. Routes of Disengagement

Serial No.	Units	Route	Remarks
1.	A. COY		
2.	B. COY		
3.	C. COY		
4.	D. COY		
5.	Bn HQ		
6.	HQ COY		
7.	HEAVY WEAPONS		

d. Control areas

CONTROL AREA	A COY	B COY	C COY	D COY	Bn HQ	HQ COY	HEAVY WEAPONS
CHECK POINT (CP)							
MEETING POINT (RV)							
EMBUSSING AREA							

e. Coord. Line

f. Location of coordinating centres of RGF, RPF, UNAMIR, ACHC, CCNG

- (1) Location.
- (2) Communications.
- (3) Tasks:
 - (a) Establish coord. centres by ---- hours.
 - (b) Keep contact with RGF, RPF, UNMOS working on the field.
 - (c) Monitor all problems....

SERVICE SUPPORT

14. see Annexes

COMMAND AND SIGNAL

- 15. Chains of command.
- 16. Location of coordinating centres.
- 17. See Communications Annex.
- 18. Code Words

Serial	Code Word	Meaning	Issued by
--------	-----------	---------	-----------

19. Nickname

<u>Acknowledgement Instruction:</u>	Signature of Commander
	(Name)
	(Rank/Grade)

Authentication:

Annexes:

- A. Information Annex.
- B. Communications Annex.
- C. Logistics Annex.
- D. Movement orders.
- E. Engineer Annex
- F. AIR OPS Annex.

<u>DISTRIBUTION</u>	<u>Copy No</u>	<u>Annex (y)</u>	<u>Annex (z)</u>
	Including Annexes	Copy No.	Copy No.
	(A,B,C,D,E,F)		

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DISENGAGEMENT PROCESS

INTRODUCTION

1. Disengagement process starts just after the date on which the Broad Based Transitional Government (BBTG) is installed in Kigali and followed by the demobilization process. As per Arusha Peace Agreement dated 4 August 1993, UNAMIR personnel will be highly committed during this period.

AIM

2. The aim of this paper is to provide necessary instructions, modus operandi and other administrative arrangements of Disengagement process.

SCOPE

3. This paper describes the tasks, responsibilities of concerned people and sequence of actions to be followed during disengagement process.

GENERAL INFORMATION

4. DISENGAGEMENT Just after the installation of the BBTG, disengagement process starts. With this process, both parties leave their present defensive locations and move to assembly points. Total 22 assembly points were selected to help disengagement process.

5. DEMOBILIZATION. By this process, some unwanted soldiers from both parties will join to own job training. In this process, total 35,000 personnel will be demobilized.

DISENGAGEMENT PROCESS

6. ORDER FOR DISENGAGEMENT. After the installation of the BBTG, the National Army High Command Council will pass such order in consultation with UNAMIR FC.

7. PREPARATION FOR DISENGAGEMENT. Working Group of JMC on Operations will sit with both parties and prepare modus operandi of disengagement. During that meeting, details of operations order should be prepared by both parties separately.

8. SEQUENCE OF ACTIONS.

a. Option 1

- (1) Issue warning order.
- (2) Marking of mine fields.

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- (3) Filling up existing trenches.
- (4) Movement of supporting arms to cantonment points.
- (5) Movement of administrative group to assembly points.
- (6) Movement of main body to assembly points.

b. Option 2.

- (1) Issue warning order.
- (2) Filling up trenches.
- (3) Movement of 10%, including administrative groups - first day of disengagement.
- (4) Movement of 30% - third day.
- (5) Movement of 30% - fifth day.
- (6) Movement of 30% - seventh day.

c. Option 3

- (1) Issue warning order.
- (2) Filling up trenches.
- (3) Movement of administrative group to assembly points.
- (4) Movement of non essentials to assembly points.
- (5) Movement of main body to assembly points.
- (6) Movement of supporting weapons from assembly points to cantonment point.

9. DIAGRAM OF DISENGAGEMENT PROCESS

The Diagram of Disengagement Process is attached to this document as Annex A.

10. RESPONSIBILITIES OF UNMOs.

UNMOs are mainly responsible to provide security to the disengaging forces. Their tasks will be as follows:

- a. Brief commander on ground on what is the requirement of UNAMIR and get their strengths of troops.
- b. Pass back all information regarding progress, development, problems if any to higher HQ.
- c. Accompany the disengaging forces.
- d. Ensure mine fields are marked and trenches are filled up.
- e. Ensure escort while moving from embussing points to assembly/cantonment points.
- f. Always try to keep a RGF/RPF wireless set during the process.

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- g. Check back if all troops have arrived in battalion meeting points/RV.
- h. Keep contact with UNMOs who are responsible for the disengagement of counterpart.
- j. Ensure both parties start disengagement process simultaneously.

11. UNAMIR ESCORT PARTY.

These parties will be tasked to provide security of movement of troops to cantonment points and assembly points. Their tasks are as follows:

- a. Should not allow anyone to get down from the vehicle when at halt.
- b. Escort the whole convoy by two vehicles, one in front and the other in the back, hosting UN Flag.
- c. Keep contact with present UNMOs representative.
- d. Maintain convoy speed.
- e. Keep your eyes and ears open to such abnormality if anything noticed, inform UNMOs present.

12. ARRANGEMENT OF TRANSPORTATION/FOOD

Detailed transportation plan and food arrangement will be given later on considering the vehicle and manpower state held by both parties.

13. COMPOSITION OF ADMINISTRATIVE WORKING GROUP

Administrative working group should be earmarked before the beginning of the process. Those persons should be sent ahead to main body to their respective assembly points. Necessary briefing should be given to them regarding their job in the assembly points. They are responsible for:

- a. Allotment of accommodation.
 - b. Security plan for the assembly point.
 - c. Arrangement of water.
 - d. Establishment of cookhouse and latrines.
 - e. Provide arrangement of kote/magazine.
 - f. Place for dumping non essential goods.
-

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- g. Responsible for all stores.
- h. This group should be always under an officer of RGF/RPF.

14. CONTROL MEASURES

The following control measures must be ensured during the disengagement process.

- a. Checkpoint. It is an easily recognizable place where routes from Units/sub-units converge and through which units/sub-units must move on their way to the meeting point. Here troops will not halt but the commander will be required to report after the whole of his unit/sub-unit has passed through.
- b. Meeting points. This point will be selected 300/400 yards back of the defended locality. Every unit/sub-unit will assembly there. The commander of the unit/sub-unit will count their men, then give an OK report to UNMOs present.
- c. Embussing point. Normally one embussing point will be established for one battalion and it may be located at the bn. meeting point or behind any suitable place. While selecting embussing point it must be ensured that enough space is available for the vehicles to turn about. In case companies are spread out, may have to establish more than one embussing point for a battalion.

15. DISENGAGING UNIT/SUB-UNIT COMMANDER MUST KNOW:

For a smooth and organized disengagement, a commander must know the following:

- a. Where he has to go.
- b. The time when he will begin thin out.
- c. The time by which he will have to leave present location.
- d. Route to bn meeting point.
- e. Route to bn embussing point.
- f. Time by which he has to report to bn meeting point.
- g. A warning against rumours.
- h. A warning against leaving anything behind.
- j. Information regarding security arrangements made for

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disengaging soldiers by UNAMIR, otherwise you will remain in panic til the completion of the process.

16. TIME SCHEDULE FOR DISENGAGEMENT.

The time schedule for the disengagement process is attached to this SOP as Annex - B. For the smooth functioning of this process, an early warning order should be given to both parties so that each party gets enough time for marking existing mine fields, filling up trenches and can take preparation for their backward move.

17. PROTECTION OF ASSEMBLY POINTS

Concerned commander and present UNMOs will jointly find out the protection arrangement of assembly point. But it is suggested to keep main post.

18. PROVISION OF KOTES AND MAGAZINES

For arms and ammunition such stores should be earmarked. Restriction must be imposed for unnecessary handling of arms/ammunition except on duty. But due care should be give for maintainance.

19. LEAVE POLICY

No leave will be given to individuals from assembly points but due consideration will be given on humanitarian grounds.

20. CANTONMENT POINTS

Total 2 Cantonment Points each one selected for the two parties. Dumping of heavy weapons should be done in these points.

21. SECURITY OF CANTONMENT POINTS

One platoon each will be detailed by UNAMIR for the protection of the contonment point.

22. SYSTEM OF COLLECTION OF HEAVY WEAPONS

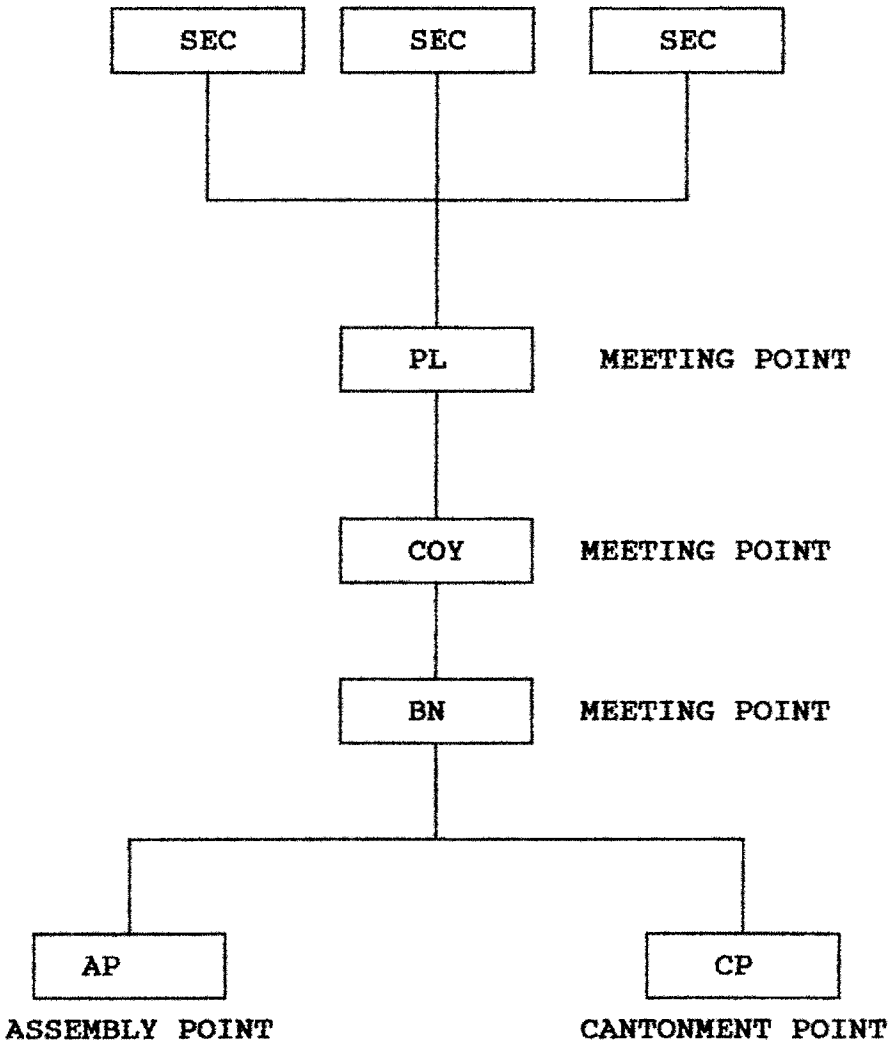
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- a. One copy will remain with the store-keeper.
 - b. One copy to the individual depositing the weapon.
-

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- c. One copy to Army High Command Council.
- d. One copy to Operational Branch, UNAMIR HQ.
- e. One copy to Plans Section, UNAMIR HQ.

DIAGRAM OF DISENGAGEMENT PROCESS



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ANNEX B.

TIME SCHEDULE FOR DISENGAGEMENT

- (M - 5) - Issue warning order.
- (M - 5 to M - 3) - Marking existing mine fields.
- (M - 2 to M) - Filling up trenches (from depth coy filling up should start)
 - 0600 hours - Move of supporting/heavy weapons to embussing points.
 - 0615 hours - Move of administrative group to assembly point.
 - 0700 hours - Forward section/platoon starts rearward movement (must leave forward defensive locality within 15 minutes)
 - 0720 hours - Meeting in coy meeting point/RV.
 - 0730 hours - Start from coy meeting point to Bn meeting point.
 - 0800 hours - Move from Bn meeting point to Bn embussing point.
 - 0900 hours - Move from embussing point to respective assembly points.

NOTE:

1. M - Day : The day the disengagement starts.
2. It is a suggested time schedule. May change after JMC Working Group meeting.

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UNITED NATIONS ASSISTANCE MISSION FOR RWANDA (UNAMIR)

THE JOINT MILITARY COMMISSION

MINUTES OF THE MEETING OF THE WORKING ON OPERATIONS
OF 7 FEBRUARY 1994 ON ASSEMBLY POINTS

REPRESENTATIVES:

RGF: Lt. Col KANYANDEKWE
Maj. Ir MUNYARUGURU
Maj. MUGARAGU
Maj. Gd. NDEREYIMANA

RPF: Col. MUHIRE
Col KAYUMBA
Lt. Col. KABAREEBE James
Lt. Col. CEASER
Lt. Col. RWIGAMBA

UNAMIR: Lt. Col. VAN PUT, Chairman of the Meeting
Maj. MATIUR.

INTRODUCTION

1. The working document of this meeting was the same as the one of the Joint Military Commission meeting of 2 February 1994, dated 24 January 1994 concerning the choice of Assembly Points, Cantonment Points, demarcation of a new DMZ, the choice of Integrated Training Centres and the establishment of a reconnaissance plan. Since there were no agreement of the subject, UNAMIR formulated new proposals contained in its letter dated 3 February 1994.

DISCUSSIONS

2. In his opening remarks, UNAMIR Chief of Plans explained that there were several ways of addressing the problem. It was possible to examine which assembly points did not cause any disagreement and then start their reconnaissance. It was also possible for both parties to present new proposals. Finally, the problem could be studied through another point of view, for instance by starting with the choice of Integrated Training Centres.
3. RGF preferred to go through the working document of the

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THE JOINT MILITARY COMMISSION
WORKING GROUP ON OPERATIONS

During the discussion, both parties agreed on the principle that the choice of assembly and cantonment points located in the assembly area of one party was not the concern of the other and should not be presented to the other party for discussion. This choice would be discussed between the concerned party and UNAMIR.

4. Three of the four RGF delegates had not previously participated to a meeting concerning assembly points. They were not conversant with what had been discussed during the JMC meeting of 2 February 94. One of them argued that he had not been delegated to discuss assembly points. So it became necessary to explain what had been said during the JMC meeting, especially concerning the disengagement process.
5. RGF was strongly against what they call a withdrawal, arguing that RPF would be gaining additional terrain if UNAMIR proposals were accepted. They also rejected the argument that RPF zone was too small to accommodate a sufficient number of assembly points since the Arusha Peace Agreement does not indicate the minimum space that should be kept between those points.
6. RPF recalled that the demarcation of assembly zones and points was UNAMIR responsibility, in collaboration with each party in its assembly zone. They also stated that the assembly zones were not necessarily to correspond to the borders of the current DMZ.
7. RGF Head of Delegation regretted that UNAMIR proposals did not take into account RGF comments, para 3 and UNAMIR representative reminded him that it had already been agreed to discuss the details separately.
8. RPF requested that RGF respect the provisions of Articles 56 and 57 of the Arusha Protocol of Agreement on the Integration of the Armed Forces of the two Parties. As long as UNAMIR proposals are commensurate with those articles, RGF have no right to reject them.
9. Finally, RPF stated that they fully endorsed UNAMIR proposals.
10. RGF regretted that UNAMIR had ignored the proposal submitted by the Army Staff and sent to the Ministry of Defence on 31 December 1993. UNAMIR stated such a document had never been submitted to its HQ. RGF delegate indicated that he would do whatever possible to provide UNAMIR with

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a copy of said document as soon as possible.

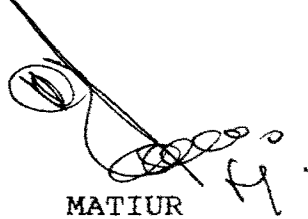
11. RPF representatives stated that the issue was adequately resolved for them and that they were awaiting the reactions of the other party. The meeting was ended at 14:30 hours.

DECISIONS

12. It was decided that:

- a. UNAMIR and RGF would meet 10 February 1994 at 10:00 o'clock, with the participation of the G3 of the Army.
- b. The outputs of the work of the Working Group will be submitted to the JMC on 16 February 1994.


E. VAN PUT
Lt. Col
Chairman of the Working Group


MATIUR
Major
Operations Officer

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SECURE CORRIDOR GATUNA-BYUMBA

1. Introduction. With the activities and progress of UNAMIR ops aimed for phase-I of Mission's objective, there is a need to secure GATUNA-BYUMBA corridor for the passage of the following:

- a. UNAMIR personnel.
- b. UN Agencies involved in the peace process.
- c. Diplomats and embassy officials involved in the peace process.
- d. UNAMIR officials visitors including journalists.
- e. UN Convoys/Humanitarian Convoys.
- f. Commercial traffic(Non UN related).

2. Aim. To open the GATUNA-BYUMBA corridor through RPF, DMZ and RGF controlled areas to all traffic.

3. Meaning of Secure Corridor. The concept of a secure corridor should respond to the following definitions:

a. UNAMIR personnel or UNAMIR visitors travelling throughout Rwanda have free access at any time by day or night, provided they have:

- (1) UN ID card.
- (2) Is travelling in a "UN" marked vehicle.
- (3) Has UN flag on the vehicle.

b. UN Agency personnel should have freedom to travel during day hours without any UNAMIR escort provided;

- (1) They have UN ID card.
- (2) Is travelling on "UN" marked or UN insignia pasted/engraved/painted on the vehicle which is visible from outside.

c. Diplomats/Embassy personnel should be able to travel during day hours without UNAMIR escorts.

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d. UNAMIR convoys/Humanitarian convoys should be able to travel during day time provided :

- (1) UNAMIR convoys are all "UN" marked vehicles or the escort vehicle is "UN" marked.
- (2) Drivers have UN ID cards.
- (3) Convoys have UN flag.
- (4) Humanitarian convoys has UN flag and is escorted by UN Agency vehicle with proper UN identity.

e. Commercial traffic to have passage once we have the road section in RPF zone and the bridge between Rwanda-Uganda border repaired and able to handle two way traffic securely.

4. Forces Present in the Corridor

a. UNAMIR forces.

- (1) UNAMIR has advance party of BYUBAT and Force Engr Coy along this axis. Over the next month the main body of BYUBAT is expected in the DMZ.
- (2) UNAMIR UNMOs occasionally patrol this road now. With the increase of more UNMO teams in DMZ and RPF Sector, more patrols activity will start.
- (3) UNAMIR has approximately one platoon of troops in NGONDORE (Joint meeting site).

b. Forces/Matters that must be reviewed before the Establishment of Safe Corridor.

- (1) RGF. Has 3 to 4 check points on road KIGALI-KATUNA upto BYUMBA. Each check point has half a section to one section of armed troops but no vehicle with them. They speak French and local language.
- (2) RPF. Has 2 check points on road KIGALI-KATUNA on BYUMBA-KATUNA portion of the road. In each check point they have approx half a section to one section of armed troops and no vehicles with them. They speak English and local language.
- (3) Checking System. As per existing standing operating procedure.
- (4) Engineer Works. To make the corridor safe and operational for all purposes the Force Engr Coy must

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undertake the following on priority basis:

- (a) Engineer recce of the existing rd, bridges, culverts and possible mined areas enroute and make assessment/estimate of required engr tasks.
- (b) The estimate should lay priority of works, requirements stores/materials and troops to task requirement with time frame.
- (c) As a priority the requirement of repair of GATUNA bridge comes first.

5. Recommendations

a. Option 1

- (1) Continue with the present status of deployment of forces of both RGF and RPF on the road.
- (2) Give in writing to RGF and RPF that "UN" marked, UN flag hoisted vehicles and passengers wearing uniform with UN head gear should not be stopped at check points.
- (3) Give in writing to UNAMIR military component that they should slow down their vehicle and waive their hands as a gesture of friendliness while passing through check points. At night they should stop at check points and give their identity.
- (4) UN Agency vehicles and humanitarian aid convoys with UN insignia be allowed to pass through after checking. No UNAMIR escorts be given.
- (5) Diplomatic corps members cleared by HQ UNAMIR as required with a proper format/pass.

b. Option 2

- (1) Request RGF and RPF to withdraw all their checkpoints along the corridor.
- (2) UNAMIR to establish checkpoints at following places:
 - (a) NGONDORE.
 - (b) MULINDI.
 - (c) GR 115201 at Cross Road.

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(3) UNAMIR ensures patrolling of the corridor to facilitate movement of all traffic.

(4) No escorts of UNAMIR be provided to anyone who wants to go upto MULINDI or GATUNA even for move of RGF/RPF pers/VIPs.

(5) Force HQ/Kigali/DMZ Sector HQ will however be required to be informed about all move.

c. Option 3

(1) Agencies mentioned in Option-1 may have passage upto end of phase 1 of UNAMIR operation except commercial traffic.

(2) Commercial traffic may be allowed passage once UNAMIR establishes checkpoints along the corridor.

d. Recommendations

(1) Options. Considering overall operational situation the corridor may be secured in 2 phases:

(a) Phase 1. Option 1 by 20 February 1994.

(b) Phase 2. Option 3 by 15 March 1994.

(2) Considerations. The recommended option is based mainly on following considerations:

(a) To have control of the corridor by UNAMIR personnel.

(b) By having UNAMIR checkpoints the harassment presently experienced will be eliminated.

(c) The corridor will be used as UNAMIR main supply route(MSR).

(d) Will reduce the need of providing escorts to RPF and other visitors.

(e) Will offer better scope for move of commercial traffic without deliberate hindrance.

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1. *Laqun, sequen of
actions &
resp. situation and
provide administrative
guidelines*

Guidelines

DISENGAGEMENT PROCESS

INTRODUCTION

1. Disengagement process starts just after the date on which the Broad Based Transitional Government (BBTG) is installed in Kigali and followed by the demobilization process. As per Arusha Peace Agreement dated 4 August 1993, UNAMIR personnel will be highly committed during this period.

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6. ORDER FOR DISENGAGEMENT. After the installation of the BBTG, the National Army High Command Council will pass such orders in consultation with UNAMIR FC.

7. PREPARATION FOR DISENGAGEMENT. Working Group of JMC on Operations will sit with both parties and prepare modus operandi of disengagement. During that meeting, details of operations order should be prepared by both parties separately.

8. SEQUENCE OF ACTIONS.

a. Option 1

- (1) Issue warning order.
- (2) Marking of mine fields.

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- (3) Filling up existing trenches.
- (4) Movement of supporting arms to cantonment points.
- (5) Movement of administrative group to assembly points.
- (6) Movement of main body to assembly points.

b. Option 2.

- (1) Issue warning order.
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- (3) Movement of 10%, including administrative groups - first day of disengagement.
- (4) Movement of 30% - third day.
- (5) Movement of 30% - fifth day.
- (6) Movement of 30% - seventh day.

c. Option 3

- (1) Issue warning order.
- (2) Filling up trenches.
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- (4) Movement of non essentials to assembly points.
- (5) Movement of main body to assembly points.
- (6) Movement of supporting weapons from assembly points to cantonment point.

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The Diagram of Disengagement Process is attached to this document as Annex A.

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UNMOs are mainly responsible to provide security to the disengaging forces. Their tasks will be as follows:

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- b. Pass back all information regarding progress, development, problems if any to higher HQ.
- c. Accompany the disengaging forces.
- d. Ensure mine fields are marked and trenches are filled up.
- e. Ensure escort while moving from embussing points to assembly/cantonment points.
- f. Always try to keep a RGF/RPF wireless set during the process.

Respon

How

1/2 RGF
2/3 RPF

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g. Check back if all troops have arrived in battalion meeting points/RV.

h. Keep contact with UNMOs who are responsible for the disengagement of counterpart.

j. Ensure both parties start disengagement process simultaneously.

11. UNAMIR ESCORT PARTY

These parties will be tasked to provide security of movement of troops to cantonment points and assembly points. Their tasks are as follows:

a. Should not allow anyone to get down from the vehicle when at halt.

b. Escort the whole convoy by two vehicles, one in front and the other in the back, hosting UN Flag.

c. Keep contact with present UNMOs representative.

d. Maintain convoy speed.

e. Keep your eyes and ears open to such abnormality if anything noticed, inform UNMOs present.

12. ARRANGEMENT OF TRANSPORTATION/FOOD

Detailed transportation plan and food arrangement will be given later on considering the vehicle and manpower state held by both parties.

13. COMPOSITION OF ADMINISTRATIVE WORKING GROUP

Administrative working group should be earmarked before the beginning of the process. Those persons should be sent ahead to main body to their respective assembly points. Necessary briefing should be given to them regarding their job in the assembly points. They are responsible for:

a. Allotment of accommodation.

b. Security plan for the assembly point.

c. Arrangement of water.

d. Establishment of cookhouse and latrines.

e. Provide arrangement of kote/magazine.

f. Place for dumping non essential goods.

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g. Responsible for all stores.

h. This group should be always under an officer of RGF/RPF.

14. CONTROL MEASURES

The following control measures must be ensured during the disengagement process.

a. Checkpoint. It is an easily recognizable place where routes from Units/sub-units converge and through which units/sub-units must move on their way to the meeting point. Here troops will not halt but the commander will be required to report after the whole of his unit/sub-unit has passed through.

b. Meeting points. This point will be selected 300/400 yards back of the defended locality. Every unit/sub-unit will assemble there. The commander of the unit/sub-unit will count their men, then give an OK report to UNMOs present.

c. Embussing point. Normally one embussing point will be established for one battalion and it may be located at the bn. meeting point or behind any suitable place. While selecting embussing point it must be ensured that enough space is available for the vehicles to turn about. In case companies are spread out, may have to establish more than one embussing point for a battalion.

15. DISENGAGING UNIT/SUB-UNIT COMMANDER MUST KNOW:

For a smooth and organized disengagement, a commander must know the following:

a. Where he has to go.

b. The time when he will begin thin out.

c. The time by which he will have to leave present location.

d. Route to bn meeting point.

e. Route to bn embussing point.

f. Time by which he has to report to bn meeting point.

g. A warning against rumours.

h. A warning against leaving anything behind.

j. Information regarding security arrangements made for

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disengaging soldiers by UNAMIR, *so as to guard* otherwise *he* you will *against any* remain in panic till the completion of the process. *uncalled for*

16. TIME SCHEDULE FOR DISENGAGEMENT.

The time schedule for the disengagement process is attached to this SOP as Annex - B. For the smooth functioning of this process, an early warning order should be given to both parties so that each party gets enough time for marking existing mine fields, filling up trenches and can take preparation for their backward move. *Separ*

17. PROTECTION OF ASSEMBLY POINTS

Concerned commander and present UNMOs will jointly find out the protection arrangement of assembly point. But it is suggested to keep main post.

18. PROVISION OF ROTES AND MAGAZINES

For arms and ammunition such stores should be earmarked. Restriction must be imposed for unnecessary handling of arms/ammunition except on duty. But due care should be given for maintainance.

19. LEAVE POLICY

No leave will be given to individuals from assembly points but due consideration will be given *to humanitarian grounds* *to compensate cases*

20. CANTONMENT POINTS

Total 2 Cantonment Points each one selected for the two parties. Dumping of heavy weapons should be done in these points.

21. SECURITY OF CANTONMENT POINTS

One platoon each will be detailed by UNAMIR for the protection of the cantonment points.

22. SYSTEM OF COLLECTION OF HEAVY WEAPONS

Persons responsible for this purpose must request senior most present with the troops for detail ~~planning~~ cleaning of heavy weapons. After cleaning, it is better to go for long term preservation which will reduce the handling of heavy weapons for maintainance. UNAMIR representative will prepare 5 received vouchers for each heavy weapons. Distribution of those copies as under:

- a. One copy will remain with the store-keeper.
- b. One copy to the individual depositing the weapon.

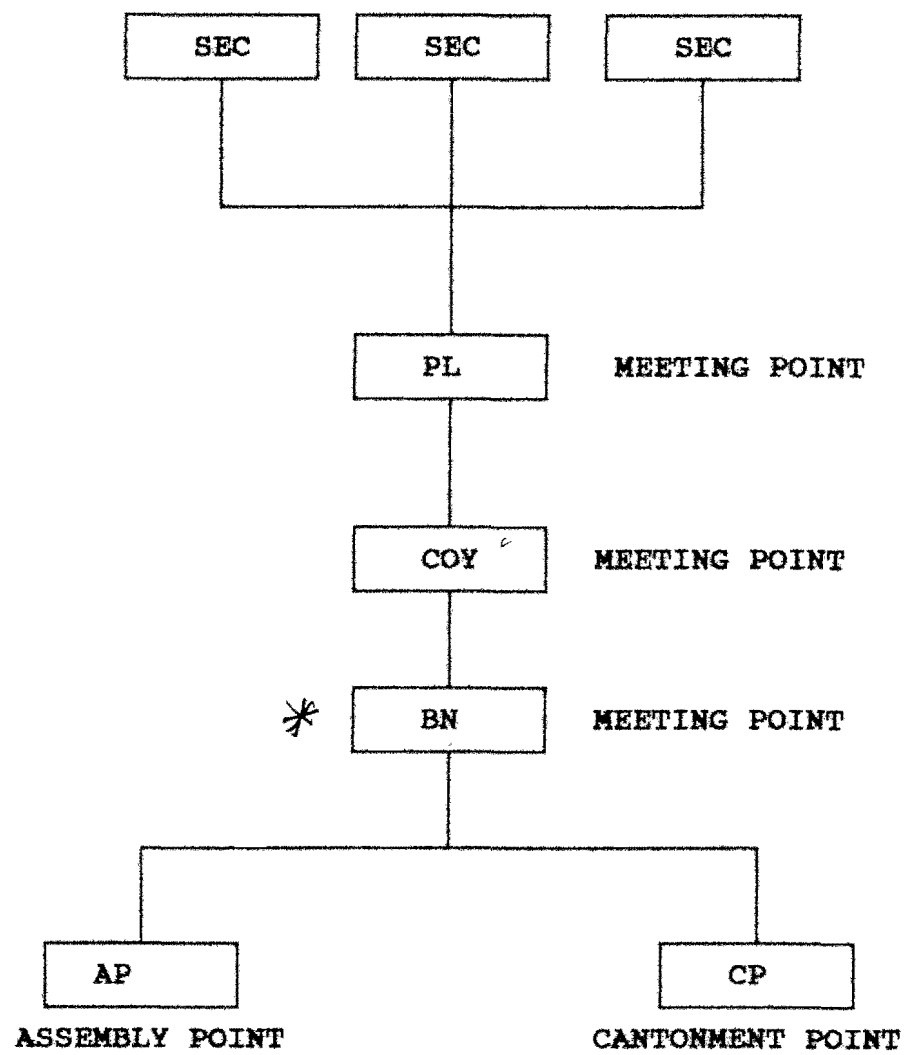
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- c. One copy to Army High Command Council.
- d. One copy to Operational Branch, UNAMIR HQ.
- e. One copy to Plans Section, UNAMIR HQ.

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ANNEX A

DIAGRAM OF DISENGAGEMENT PROCESS



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ANNEX B.

TIME SCHEDULE FOR DISENGAGEMENT

How?

(M - 5) - Issue warning order.

(M - 5 to M - 3) - Marking existing mine fields. /

(M - 2 to M) - Filling up trenches (from depth coy filling up should start)

0600 hours - Move of supporting/heavy weapons to embussing points.

0615 hours - Move of administrative group to assembly point.

0700 hours - Forward section/platoon starts rearward movement (must leave forward defensive locality within 15 minutes)

0720 hours - Meeting in coy meeting point/RV.

0730 hours - Start from coy meeting point to Bn meeting point.

0800 hours - Move from Bn meeting point to Bn embussing point.

0900 hours - Move from embussing point to respective assembly points.

NOTE:

1. M - Day : The day the disengagement starts.
2. It is a suggested time schedule. May change after JMC Working Group meeting.

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Guideline On Disengagement Process.

DISENGAGEMENT PROCESS

INTRODUCTION

1. Disengagement process starts just after the date on which the Broad Based Transitional Government (BBTG) is installed in Kigali and followed by the demobilization process. As per Arusha Peace Agreement dated 4 August 1993, UNAMIR personnel will be highly committed during this period.

AIM

2. The aim of this paper is to provide necessary instructions, modus operandi and other administrative arrangements of Disengagement process.

SCOPE

3. This paper describes the tasks, responsibilities of concerned people and sequence of actions to be followed during disengagement process.

GENERAL INFORMATION

4. DISENGAGEMENT Just after the installation of the BBTG, disengagement process starts. With this process, both parties leave their present defensive locations and move to assembly points. Total 22 assembly points were selected to help disengagement process.

5. DEMOBILIZATION. By this process, some unwanted soldiers from both parties will join to own job training. In this process, a total 35,000 personnel will be demobilized.

DISENGAGEMENT PROCESS

6. ORDER FOR DISENGAGEMENT. After the installation of the BBTG, the National Army High Command Council will pass such order in consultation with UNAMIR FC.

7. PREPARATION FOR DISENGAGEMENT. Working Group of JMC on Operations will sit with both parties and prepare modus operandi of disengagement. During that meeting, details of operations order should be prepared by both parties separately.

8. SEQUENCE OF ACTIONS.

a. Option 1

- (1) Issue warning order.
- (2) Marking of mine fields.

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- Preferred*
- (3) ~~Filling up existing trenches.~~
 - (3) Movement of supporting arms to cantonment points.
 - (4) Movement of administrative group to assembly points.
 - (5) Movement of main body to assembly points.

b. Option 2.

- (1) Issue warning order.
- (2) ~~Filling up trenches.~~
- (2) Movement of 10%, including administrative groups - first day of disengagement.
- (3) Movement of 30% - third day.
- (4) Movement of 30% - fifth day.
- (5) Movement of 30% - seventh day.

c. Option 3

- (1) Issue warning order.
- (2) ~~Filling up trenches.~~
- (2) Movement of administrative group to assembly points.
- (3) Movement of non essentials to assembly points.
- (4) Movement of main body to assembly points.
- (5) Movement of supporting weapons from assembly points to cantonment point.

- d. *The 1st option seems to be the preferred one of the TC.*
9. DIAGRAM OF DISENGAGEMENT PROCESS

The Diagram of Disengagement Process is attached to this document as Annex A.

10. RESPONSIBILITIES OF UNMOs.

UNMOs are mainly responsible to provide security to the disengaging forces. Their tasks will be as follows:

- a. Brief commander on ground on what is the requirement of UNAMIR and get their strengths of troops.
- b. Pass back all information regarding progress, development, problems if any to higher HQ.
- c. Accompany the disengaging forces.
- d. Ensure mine fields are marked and trenches are filled up.
- e. Ensure escort while moving from embussing points to assembly/cantonment points.
- f. Always try to keep a RGF/RPF wireless set during the process.

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- g. Check back if all troops have arrived in battalion meeting points/RV.
- h. Keep contact with UNMOs who are responsible for the disengagement of counterpart.
- j. Ensure both parties start disengagement process simultaneously.

11. UNAMIR ESCORT PARTY.

These parties will be tasked to provide security of movement of troops to cantonment points and assembly points. Their tasks are as follows:

- a. Should not allow anyone to get down from the vehicle when at halt. *in between embussing point & assembly/cantonment point.*
- b. Escort the whole convoy by two vehicles, one in front and the other in the back, hosting UN Flag.
- c. Keep contact with present UNMOs representative.
- d. Maintain convoy speed.
- e. Keep your eyes and ears open to such abnormality, if anything noticed, inform UNMOs present.

Who is present?

12. ARRANGEMENT OF TRANSPORTATION/FOOD

Detailed transportation plan and food arrangement will be given later on considering the vehicle and manpower state held by both parties.

*700
They
provide.*

13. COMPOSITION OF ADMINISTRATIVE WORKING GROUP

Administrative working group should be earmarked before the beginning of the process. Those persons should be sent ahead to main body to their respective assembly points. Necessary briefing should be given to them regarding their job in the assembly points. They are responsible for:

- a. Allotment of accommodation.
- b. Security plan for the assembly point.
- c. Arrangement of water.
- d. Establishment of cookhouse and latrines.
- e. Provide arrangement of kote/magazine.
- f. Place for dumping non essential goods.

How long?

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- g. Responsible for all stores.
- h. This group should be always under an officer of RGF/RPF.

14. CONTROL MEASURES

The following control measures must be ensured during the disengagement process.

- a. Checkpoint. It is an easily recognizable place where routes from Units/sub-units converge and through which units/sub-units must move on their way to the meeting point. Here troops will not halt but the commander will be required to report after the whole of his unit/sub-unit has passed through.
- b. Meeting points. This point will be selected 300/400 yards back of the defended locality. Every unit/sub-unit will assembly there. The commander of the unit/sub-unit will count their men, then give an OK report to UNMOs present.
- c. Embussing point. Normally one embussing point will be established for one battalion and it may be located at the bn. meeting point or behind any suitable place. While selecting embussing point it must be ensured that enough space is available for the vehicles to turn about. In case companies are spread out, may have to establish more than one embussing point for a battalion.

15. DISENGAGING UNIT/SUB-UNIT COMMANDER MUST KNOW:

For a smooth and organized disengagement, a commander must know the following:

- a. Where he has to go.
- b. The time when he will begin thin out.
- c. The time by which he will have to leave present location.
- d. Route to bn meeting point.
- e. Route to bn embussing point.
- f. Time by which he has to report to bn meeting point.
- g. A warning against rumours.
- h. A warning against leaving anything behind.
- j. Information regarding security arrangements made for

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disengaging soldiers by UNAMIR, otherwise you will remain in panic til the completion of the process.

16. TIME SCHEDULE FOR DISENGAGEMENT.

The time schedule for the disengagement process is attached to this SOP as Annex - B. For the smooth functioning of this process, an early warning order should be given to both parties so that each party gets enough time for marking existing mine fields, filling up trenches and can take preparation for their backward move.

17. PROTECTION OF ASSEMBLY POINTS

Concerned commander and present UNMOs will jointly find out the protection arrangement of assembly point. But it is suggested to keep main post.

18. PROVISION OF KOTES AND MAGAZINES

For arms and ammunition such stores should be earmarked. Restriction must be imposed for unnecessary handling of arms/ammunition except on duty. But due care should be give for maintainance.

19. LEAVE POLICY

No leave will be given to individuals from assembly points but due consideration will be given on humanitarian grounds.

20. CANTONMENT POINTS

Total 2 Cantonment Points each one selected for the two parties. Dumping of heavy weapons should be done in these points.

21. SECURITY OF CANTONMENT POINTS

One platoon each will be detailed by UNAMIR for the protection of the contonment point.

22. SYSTEM OF COLLECTION OF HEAVY WEAPONS

Persons responsible for this purpose must request senior most present with the troops for detail : cleaning of heavy weapons. After cleaning, it is better to go for long term preservation which will reduce the handling of heavy weapons for maintainance. UNAMIR representative will prepare 5 received vouchers for each heavy weapons. Distribution of those copies as under:

- a. One copy will remain with the store-keeper.
- b. One copy to the individual depositing the weapon.

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1st
1st

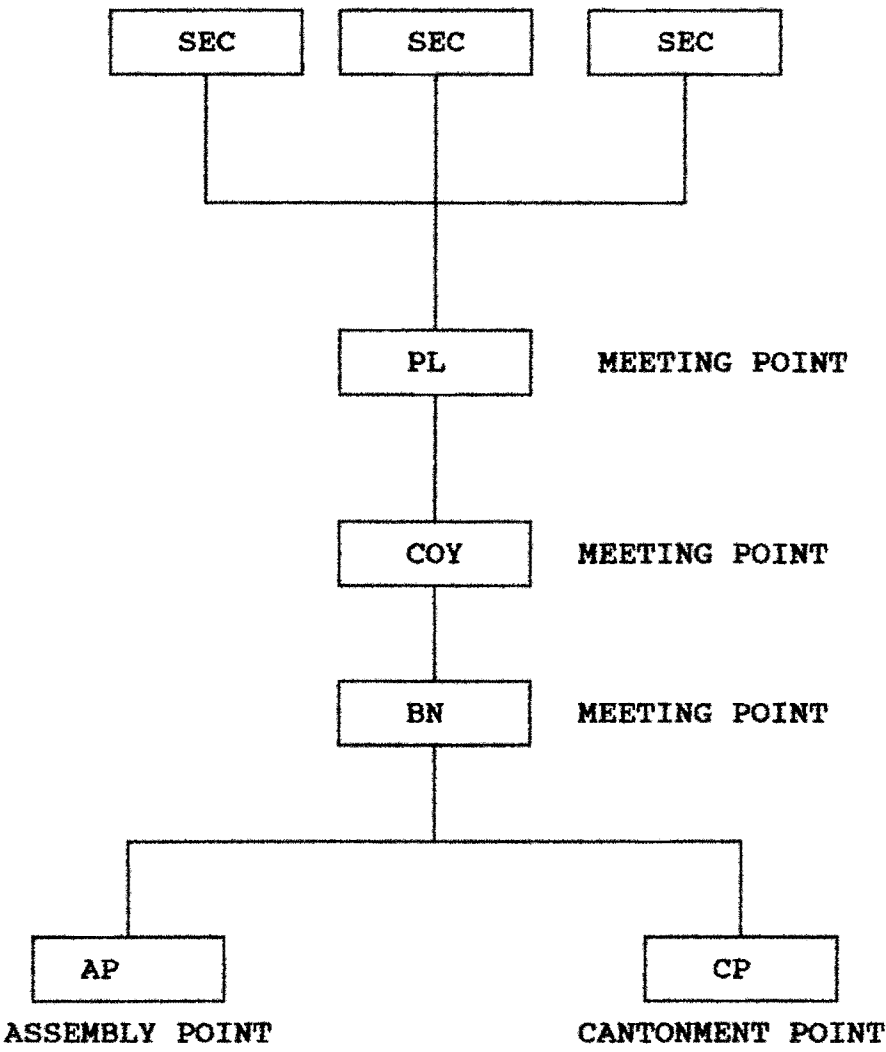
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Should
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RPT, RGT
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- c. One copy to Army High Command Council.
- d. One copy to Operational Branch, UNAMIR HQ.
- e. One copy to Plans Section, UNAMIR HQ.

DIAGRAM OF DISENGAGEMENT PROCESS



ANNEX B.

Two Fort.

TIME SCHEDULE FOR DISENGAGEMENT

- (M - 5) - Issue warning order.
- (M - 5 to M - 3) - Marking existing mine fields.
- (M - 2 to M) - Filling up trenches (from depth coy filling should start)
- 0600 hours - Move of supporting/heavy weapons to embussing points.
- 0615 hours - Move of administrative group to assembly point.
- 0700 hours - Forward section/platoon starts rearward movement (must leave forward defensive locality within 15 minutes)
- 0720 hours - Meeting in coy meeting point/RV.
- 0730 hours - Start from coy meeting point to Bn meeting point.
- 0800 hours - Move from Bn meeting point to Bn embussing point.
- 0900 hours - Move from embussing point to respective assembly points.

NOTE:

1. M - Day : The day the disengagement starts.
2. It is a suggested time schedule. May change after JMC Working Group meeting.

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(draft)

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UNAMIR HQ KIGALI
5 February 1994.

OPO ON THE TWO PARTIES ARMED FORCES DISENGAGEMENT

References: A. Arusha Peace Agreement.
B. Security Council Resolution No. 872.
C. Rwanda Map 1: 50,000

Time zone used throughout the order: BRAVO

SITUATION

1. RGF
 - a. RGF organization and chain of command.
 - b. RGF tactical deployment.
 - c. RGF troops in barracks.
 - d. RGF rotation system.
2. RPF
 - a. RPF organization and chain of command.
 - b. RPF tactical deployment.
 - c. RPF troops in "barracks".
 - d. RPF rotation system.
3. UNAMIR
 - a. UNAMIR organization and chain of command.
 - b. UNAMIR deployment.
 - c. UNAMIR rotation plan.
4. COMMANDER'S EVALUATION

MISSION

5. UNAMIR shall assist and supervise the disengagement of 54,000 soldiers of the two parties from their present defensive positions to Assembly Points.

EXECUTION

6. Concept of Operations
 - a. Phase two of UNAMIR.
 - b. Phase three of UNAMIR.

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7. General Outline Disengagement will be carried out as follows:
 - a. Issue warning orders
 - b. Marking of mine fields
 - c. Movement of supporting arms to cantonment points.
 - d. Movement of administrative working group to assembly points.
 - e. Movement of main body to assembly points.
8. A. COY
 - a. Grouping
 - b. Tasks
 - (1) Mark mine fields within the area of responsibility.
 - (2) Establish check points.
 - (3) Establish Coy meeting point.
 - (4) Start disengagement at ----- hours.
 - (5) Detach supporting weapons from your location at ---- hours.
 - (6) Report to Bn meeting point at ----- hours.
9. B. COY
10. C. COY
11. D. COY
12. Bn HQ and HQ COY
13. COORDINATION INSTRUCTIONS
 - a. Timing of Disengagement:
 - (1) Issue warning orders. ---- hours.
 - (2) Marking mine fields with effect from --- to---hours.
 - (3) Movement of supporting arms from defensive location to Bn embussing point at ----- hours.
 - (4) Movement of supporting arms from embussing point to cantonment point at ----- hours.
 - (5) Movement of administrative group to assembly point at ----- hours.
 - (6) Commence disengagement of the main body at ---- hours.
 - (7) Time to reach Bn meeting point at ----- hours.
 - (8) Movement of first group to assembly point at --- hours.
 - (9) Movement of second group to assembly point at --- hours (if required).
 - (10) Clear coord. line at ---- hours.
 - b. Axis of Disengagement

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c. Routes of Disengagement

Serial No.	Units	Route	Remarks
1.	A. COY		
2.	B. COY		
3.	C. COY		
4.	D. COY		
5.	Bn HQ		
6.	HQ COY		
7.	HEAVY WEAPONS		

d. Control areas

CONTROL AREA	A COY	B COY	C COY	D COY	Bn HQ	HQ COY	HEAVY WEAPONS
CHECK POINT (CP)							
MEETING POINT (RV)							
EMBUSSING AREA							

e. Coord. Line

f. Location of coordinating centres of RGF, RPF, UNAMIR, ACHC, CCNG

- (1) Location.
- (2) Communications.
- (3) Tasks:
 - (a) Establish coord. centres by ---- hours.
 - (b) Keep contact with RGF, RPF, UNMOS working on the field.
 - (c) Monitor all problems....

SERVICE SUPPORT

14. see Annexes

COMMAND AND SIGNAL

- 15. Chains of command.
- 16. Location of coordinating centres.
- 17. See Communications Annex.
- 18. Code Words

Serial	Code Word	Meaning	Issued by
--------	-----------	---------	-----------

19. Nickname

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

- Annexes:
- A. Information Annex.
 - B. Communications Annex.
 - C. Logistics Annex.
 - D. Movement orders.
 - E. Engineer Annex
 - F. AIR OPS Annex.

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	Including Annexes	Copy No.	Copy No.
	(A,B,C,D,E,F)		

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UNITED NATIONS ASSISTANCE MISSION FOR RWANDA (UNAMIR)

MINUTES OF THE MEETING THE JOINT MILITARY COMMISSION OF 4
FEBRUARY 1994 ON THE ASSEMBLY POINTS.

REPRESENTATIVES:

RGF: Maj Gen NSABIMANA Déogratias, Army COS
Maj. Gen. NDINDILYIMANA A. Gendarmerie COS
Colonel NTIWIRAGABO, Army Staff Officer
Lt. Col. RWABALINDA, RGR/UNAMIR HQ LO
Lt. Col. KANYANDEKWE, Army Staff Officer
Maj. NDEREYIMANA, Gendarmerie Staff Officer

RPF: Maj. Gen. KAGAME Paul, Chairman High Command
Colonel BISERUKA Stanislas, SO GHQ
Colonel MUHIRE Charles, Fd Comdr
Colonel MUGAMBAGE Frank, SO GHQ
Lt. Col. KABAREEBE James, Fd Comdr
Lt. Col. KAYIZARI CK, Fd Comdr
Lt. Col. RWIGAMBA Andrew, Secretary High Command
Lt. Col. KARENZI KARAKE, RPF/UNAMIR HQ LO.

UNAMIR: Brig. Gen. DALLAIRE Romeo, FC - JMC Chairman
Brig. Gen. ANYIDHO Henry K., DFC/COS
Lt. Col. Van Put, Chief of Plans
Lt. Col. GÖDG, CLO
Maj. PAZIK Mark, Planning Officer
Maj. MATIUR, Planning Officer

INTRODUCTION

1. Subject Meeting had been convened to discuss a) Choice of Assembly and Cantonment Points in RGF and RPF Assembly zones, b) Demarcation of a new DMZ, c) Choice of Integrated Training Centres and d) Establishment of required reconnaissance plan. The meeting was chaired by UNAMIR Force Commander.

DISCUSSIONS

2. RPF stated that the proposed assembly points in their area are too close to each other and would host too many people. They asked if it was not possible to try and decongest the assembly points. However, they were ready to discuss the general principles governing the establishment of those points and then come down to the details.

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3. RGF agreed on the ideas of discussion on the principles before tackling the details. With this regard, they were anxious to know if the establishment of RPF Assembly points in the current DMZ would entail that RGF would have to withdraw. They were particularly opposed to what may be interpreted as a withdrawal of the RGF by the population.
4. UNAMIR FC explained that proposed points were chosen taking into account several factors including resources available to adequately accommodate the servicemen, the geographical situation of the terrain and the current positions/zones. It was further explained that no party would gain any tactical advantage from this operation. UNAMIR proposals were based on Articles 56, 57 and other related articles contained in the Protocole of Agreement on the Integration of the Armed Forces of the Two Parties. The FC explained, upon request from RGF COS examples of the processes of disengagement. Two methods were discussed (one very fast, one much slower). These processes have an impact on the choice of points.
5. RGF suggested to maintain the current DMZ.

DECISIONS:

6. The Working Group on Operations will meet and work out the details regarding the reestablishment of these assembly and cantonment points. The JMC will meet again to finalize the work of the WGO.
7. The WGO will meet on Monday 7 February 1994.

MISCELLANEOUS:

8. UNAMIR FC informed RGF of the wish of the President of the Republic to see the portion of the Northern Corridor from Gatuna to Kigali opened to international traffic. This topic had previously been discussed with RPA Chairman.
9. RGF stated that this would indeed be a good development. It was pointed out that the road Gatuna - Kigali was governed by international arrangements of the Northern Corridor Authority. As the road through Cyanika is also part of these arrangements, it was suggested that this be

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also considered for reopening, especially since it did not require any repair works.

10. UNAMIR FC indicated that UNAMIR did not have resources to carry out the supervision/monitoring of this road. However, this option will be discussed with the BBTG since the road has important economic advantages, and its opening had been agreed upon between President Habyalimana of Rwanda and President Museveni of Uganda. The FC stated that UNAMIR would formally write to RPF and Rwandan Government for their priorities regarding these corridors pending the establishment of the BBTG.

PROPOSAL

11. UNAMIR will formally communicate with the concerned parties in order to establish the priority and methodology of opening the Corridor(s).

Romeo A. Dallaire
Brig. Gen.
Chairman JMC

E. VAN PUT
LT. COL.
Secretary JMC

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PROPOSED SHAPE OF OPS ORDER ON THE TWO PARTIES ARMED FORCES
DISENGAGEMENT, DEMOBILIZATION AND INTEGRATION
(draft)

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5 February 1994.

OPO ON THE TWO PARTIES ARMED FORCES DISENGAGEMENT, DEMOBILIZATION
AND INTEGRATION

References: A. Arusha Peace Agreement.
B. Security Council Resolution No. 872.
C. Rwanda Map 1: 50,000

Time zone used throughout the order: BRAVO

1. SITUATION

- a) 1) RGF organization and chain of command.
2) RGF tactical deployment.
3) RGF troops in barracks.
4) RGF rotation system.
- b) 1) RPF organization and chain of command.
2) RPF tactical deployment.
3) RPF troops in "barracks".
4) RPF rotation system.
- c) 1) UNAMIR organization and chain of command.
2) UNAMIR deployment.
3) UNAMIR rotation plan.
- d) Commander's Evaluation

2. MISSION

UNAMIR shall assist and supervise the disengagement of 54,000 soldiers of the two parties. UNAMIR shall assist and supervise the demobilization of 35,000 of them. UNAMIR shall assist and supervise the integration of 19,000 of them into New National Army and National Gendarmerie.

3. EXECUTION

- a) Concept of Operations
 - (1) Phase two of UNAMIR.
 - (2) Phase three of UNAMIR.
- b) Task organization

- Chief of Plans: to establish Joint Military Commission (JMC).
- Chief of Plans: to start discussion lessons between high rank officers of the two parties.
- Chief of Logistics with cooperation with Civil Administration: to prepare Assembly Points, Cantonment Points and Integrated Training Centres.
- Military Observers Commander: to supervise training of Rwandan instructors.
- Chief of Plans: to demarcate the Assembly zones.
- Chief of Plans and Chief of Liaison: to establish close cooperation between UNAMIR and the Army Command High Council (ACHC).
- Chief of Operations, Sector Commanders, Milobs Commander: to assist in the organization and to conduct movement of Rwandan troops towards Assembly Points.
- Military Observers Commander: to supervise separate training of Rwandan troops.
- Kigali Sector Commander: to assist and to supervise RPF Kigali Battalion activities.
- Kigali Sector Commander: to supervise RPF Kigali Battalion demobilization.
- Sector Commanders, Milobs Commander: to organize and to conduct movement of Rwandan troops towards Joint Training Centres.
- Milobs Commander: to supervise joint training of Rwandan troops.
- Milobs Commander: to supervise deployment of New National Army and New National Gendarmerie.
- Chief of Military EDP: to register all Rwandan servicemen.
- Chief of Military EDP: to assist in the preparation of the lists of those to be demobilized.
- Chief of Military EDP: to assist in categorization of those to be demobilized.
- Chief of Military EDP: to assist in the issuance of Demobilization Certificates (DC).
- Chief of Military EDP: to assist in the payment of demobilization allowances.
- Chief of Operations: to transfer all of those to be demobilized under UNDP or BBTG responsibilities (according to categorization).
- DMZ Sector Commander, Milobs Commander: to store and to register all weapons (in Assembly and Cantonment points).
- Milobs Commander: to organize and to supervise transfer of heavy weapons to Cantonment points.
- Chief of Operations: to organize and conduct transfer of all Rwandan weaponry to New National Army and National Gendarmerie.
- Chief of Logistics: to organize closing down of all Assembly points and Cantonment points.

c) Coordinating Instructions

- Disengagement required Coordinating Centre with involvement of RGF, RPF, UNAMIR, ACHC, CCNG.
- Demobilization required Coordinating Centre with involvement of RGF, RPF, BBTG, UNDP, UNAMIR, ACHC, CCNG, RED CROSS, NGOs.
- Integration required Coordinating Centre with involvement of RGF, RPF, UNAMIR, ACHC, CCNG.

4. SERVICE SUPPORT

see Annexes

5. COMMAND AND SIGNAL

a) Chains of command during:

- Disengagement
- Demobilization
- Integration.

b) see communications Annex.

Acknowledgement Instruction:

Signature of Commander
(Name)
(Rank/Grade)

Authentication:

Annexes:

- A. Logistical Annex.
- B. Communications Annex.
- C. Administrative and EDP Annex.
- D. Engineer Annex.
- E. AIR OPS Annex.
- F. Movement Orders Collection Annex.

DISTRIBUTION

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Annex (z)
Copy No.

drafted by Major Mark Pazik

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SECURE CORRIDOR KATUNA-BYUMBA

1. Introduction. For administrative, logistic and operational purposes there is a need to secure KATUNA-BYUMBA corridor for the passage of the following:

- a. UNAMIR personnel, equipments, goods and diplomatic pouches.
- b. UN personnel from Agencies involved in the peace process.
- c. Diplomats and embassy officials directly involved in ongoing peace process activities.
- d. UNAMIR officials visitors.
- e. UN Convoys Agencies/Humanitarian Convoys.
- f. Commercial traffic.

2. Aim. To open the KATUNA-BYUMBA corridor over the UGANDA-RWANDA border through RPF, DMZ and RGF controlled areas to all traffics above.

3. Meaning of Secure Corridor. The concept of a secure corridor should respond to the following definitions:

a. UNAMIR personnel or UNAMIR official visitors travelling throughout Rwanda shall enjoy freedom of movement at any time by day or night, provided they have:

- (1) UN ID card.
- (2) Are travelling in a "UNAMIR" and/on "UN" marked vehicle.

b. UN Agencies personnel should have freedom to travel during day hours without any UNAMIR escort provided;

- (1) They have a UN ID card.
- (2) Are travelling in a UNAMIR registered and/on a "UN" marked or UN insignia pasted/engraved/painted vehicle.

c. Diplomats/Embassy personnel should be able to travel during day hours without UNAMIR escorts.

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d. UNAMIR convoys/Humanitarian convoys should be able to travel during day time provided :

(1) UNAMIR convoys are all UNAMIR registered and/or "UN" marked vehicles or convoys of private lorries with the escort vehicles "UN" marked.

(2) Humanitarian convoys are escorted by UN vehicles with proper UN identity.

e. Commercial traffic to have passage once we have the road section in RPF zone and the bridge between Rwanda-Uganda border repaired and able to handle two way traffic securely.

4. Forces Present in the Corridor

a. UNAMIR forces.

(1) UNAMIR has no armed troops along this axis as yet. Over the next month the advance party of one infantry battalion is expected in the DMZ.

(2) UNAMIR UNMOs occasionally patrol this road now. With the increase of UNMO teams in DMZ and RPF Sector, more patrols will be activated.

(3) UNAMIR will shortly have approximately two sections of TUNISIAN troops in NGONDORE (Joint Meeting Site).

b. Forces that must be reviewed before the Establishment of Safe Corridor.

(1) RGF. Has 3 to 4 check points on the road KIGALI-KATUNA upto BYUMBA. Each check point has half a section to one section of armed troops but no vehicle. They speak French and the local language.

(2) RPF. Has 2 check points on the road KIGALI-KATUNA on the BYUMBA-KATUNA portion of the road. Each check point they has approx half a section to one section of armed troops and no vehicles. They speak English and the local language.

(3) Mines. Check post of RGF at BYUMBA has land mines on the road, which they remove it when traffic approaches. No known mines on RPF side. Although there are no known mines on the road, mines are likely to be

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on the sides of the road, specially from BYUMBA to KATUNA.

(4) Checking System. No traffic is allowed to pass through check points without the vehicle being checked by soldiers. UN vehicles are stopped but are not to be checked. At night the soldiers normally do not remain on the check points. They sleep in nearby areas.

5. Recommendations

a. Option 1

(1) Continue with the present status of deployment of forces of both RGF and RPF on the road.

(2) Request in writing to RGF and RPF that "UN" marked vehicles and passengers wearing military and civilian uniform with UN head gear should not be stopped at check points.

(3) Order the UNAMIR military components that they should slow down vehicles and waive their hands as a gesture of friendliness while passing through check points. At night they should stop at check points and prove their identity.

(4) UN Agency vehicles and humanitarian aid convoys with UN insignia be allowed to pass through after checking of identities but not of load.

(5) Diplomatic Corps members cleared by HQ UNAMIR as required.

b. Option 2

(1) Request RGF and RPF to withdraw all their checkpoints. They can deploy forces on tactically important grounds, but at least 50 meters away from the road.

(2) No escorts of UNAMIR to be provided to anyone, who wants to go to Mulindi or Katuna. For visits inside RGF held territories or inside DMZ, UNAMIR will provide escorts as necessary. UNAMIR HQ must be informed of any such visit in order to monitor movements.

c. Option 3

(1) Agencies mentioned in option-1 may have free passage upto end of phase 2 of UNAMIR operation except commercial traffic.

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(2) Commercial traffic may be allowed passage on commencement of phase 3 of UNAMIR operation.

d. Recommended Options. Considering overall operational situation the corridor may be secured in 2 phases :

(1) Phase 1. Option 1 by 10 January 1994.

(2) Phase 2. Sub para (2) of option 3 by 01 April 1994.

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UNAMIR FORCE HQ
KIGALI

31 December 1993

06-01-1993
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OPO 02/93

See Distribution

References:

- A. Arusha Peace Agreement, 04, August 1993.
- B. OPO 1/93

Time zone ALPHA

1. SITUATION

- a. After the signing of Arusha Peace Agreement between the Rwandese Govt and RPF, both the RGF and the RPF forces are maintaining overall cease fire in general.
- b. Weapons are available with para-military and political militia which often leads them to carry out armed banditry.
- c. The potential of a dramatic rise in political and criminal violence after the demobilization of the Rwandese Army, the RPF and the Gendarmerie exists.
- d. The arrival of RPF Battalion and VIPs in Kigali is a significant step towards the peace process. The formation of the Broad Based Transitional Government (BBTG) is expected anytime.
- e. The present DMZ is mountainous, heavily forested, lacking all-weather roads and is likely to become more densely populated when demobilization will start.
- f. A substantial number of displaced persons and refugees are likely to move through the DMZ once the demobilization process begins. Since the DMZ and its surrounding area is heavily mined, a new security problem is likely to arise.
- g. The current DMZ will be subject to review by Joint Military Commission (JMC) in order to meet the Arusha Peace Accord articles.

2. MISSION. To conduct peace keeping operations within the DMZ.

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3. EXECUTION

a. Force Concept of OPS

(1) General. The overall concept of operations for UNAMIR will be carried out in four phases:

(a) Phase I. Secure installation of the Broad-Based Transitional Government(BBTG) which will take approximately 3 months.

(b) Phase II. Continue security of the BBTG and preparations for the demobilization process which will take approximately 3 months.

(c) Phase III. Implementation and completion of the demobilization and integration process within a period of approximately 9 months.

(d) Phase IV. Continue security of the BBTG as all major political parties prepare for democratic general elections, within a period of 10 months.

b. Modus Operandi. The modus operandi for the DMZ operations will be as under:

(1) Establishment of Observation Posts(OPS), check points(CPs), conducting mobile foot patrols and escort duties within DMZ.

(2) Prepare to enlarge the DMZ upto a length of 120 kilometres and a width of 15 kilometres for phase C.

(3) The DMZ Sector HQ will operate from BYUMBA. To achieve the mission, a number of static but not necessarily permanent OPS/CPs will be established. Besides this, a concept of random saturation mobile patrols supplemented by foot patrols by UNMO's and/or formed units will be conducted to the maximum use of UNMO teams and formed units afforded to this sector depended on each phase.

(4) The employment of OPS/CPs will be that each location will be manned by six men team. The teams will carry out search of vehicles and personnel as well as reporting various other elements within the DMZ.

(5) The mobile patrols will be conducted by a minimum of 4 persons and two 4X4 vehicles. These patrols will be conducted by day and night either by vehicle or on foot.

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(6) Both the parties be given assurances concerning their security.

(7) Measures be taken so that none of the parties are attacked when they abandon their defensive positions and move to assembly and cantonment points to disarm.

c. Grouping. DMZ Sector force will be comprised of the following:

(1) Phase A

(a) DMZ Sector HQ, upto 15 UNMOs/Staffs.

(b) DMZ observers upto a strength of 24.

(c) A coy~~4~~ made up of 2 X platoons, each of a strength of 30.

(2) Phase B. Troops mentioned in Phase-A and DMZ Infantry Battalion, an approximately strength of 800.

(3) Phase C. Troops mentioned in Phase A and Phase B.

(4) Phase D. The DMZ will be eliminated and all forces returned.

(5) Force Engr Coy. Under command for administration.

d. Tasks

(1) Phase A

(a) Establishment of temporary OPS, CPs and patrolling by vehicles or on foot.

(b) Establishment of mobile/temporary CPs at KIDAHU, BWISIGE, RURENGE and MUHUMBA, manning them round the clock.

(c) Assistance of Rapid Reaction Force (RRF) from Kigali Sector may be sought on clearance from this HQ in extreme emergency.

(d) Conduct convoy protection/escort duties within the DMZ.

(e) Carry out vehicle, building and personnel searches when necessary.

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- (f) Provide escorts duties within the sector.
- (g) Carry out investigation within the sector.

(2) Phase B

- (a) Establish permanent CPs in MIYOVE, KINIGI, KIRAMBO, KIDAHU, BWISGE and NYAGATARE, manning them round the clock.
- (b) Ensure the security of all RPF, RGF and UN personnel in the DMZ area.
- (c) Establish secured assembly zones and the preparation and maintenance of assembly and cantonment points.
- (d) Carry out foot and vehicle patrolling within the area of responsibility between the OP and CP.
- (e) Conduct convoy protection/escort duties within the sector.
- (e) Protect vital/key points inside the sector.
- (f) Carry out vehicle, building and personnel searches when necessary.
- (g) Conduct cordon and search operations when situations demands.
- (h) Be prepared to conduct crowd control and aid to the civil power.
- (j) Use extensive patrolling to dominate the whole area.
- (k) Provide security in the assembly areas in the Integrated Training Centres.
- (l) Assist in recovering of arms.
- (m) Earmark a RRF of a company strength to tackle any unforeseen situation which may cause security problems or jeopardize the demobilization process.
- (n) Maintain overall security in the DMZ, which is essential for the demobilization process.
- (p) Ensure the security of personnels involved in the humanitarian aid.

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(q) Be prepare to tackle any political violence which may arise during the demobilization process.

(3) Phase C

(a) Ensure the security of all RPF, RGF and UN personnels in the sector.

(b) Ensure the security of troops, demobilized servicemen and Gendarmerie in the Integrated Training Centres.

(c) Establish secured assembly zones and the preparation and maintenance of assembly and cantonment points.

(d) Monitor and verify the disengagement of forces.

(e) Verify the inventories of weapons and ammunition of the two parties and monitor operations for the separation of heavy weapons from light weapons with the assistance of the UNMOs.

(f) Carry out foot and vehicle patrolling within the area of responsibility and between the OPs and CPs.

(g) Protect vital/key points inside the sector.

(h) Carry out vehicle, building and personnel searches when necessary.

(j) Conduct cordon and search operations when situation demands.

(k) Be prepared to conduct operations in crowd control and aid in civil power.

(l) Provide security in the assembly area and in the Integrated Training Centres.

(n) Assist in recovering of arms.

(p) Earmark an RRF force of a strength of company strength to tackle any unforeseen situation which may cause security problems or jeopardize the demobilization process.

(q) Ensure the security of personnels involved in humanitarian aid.

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(r) Be prepared to tackle any political violence which may arise during the demobilization process.

e. Coord Instructions

(1) Timings

(a) DMZ Sector to continue to be operational within limitation.

(b) DMZ Infantry Battalion

(i) Tactical HQ to be operational 48 hours after the arrival of the advance party.

(ii) Main HQ to be operational 96 hours after the arrival of the main body.

(iii) Bn to effective in its primary tasks no later than 7 days after the deployment of the main body.

(c) Phases of Deployment

(i) Phase A. From now upto the deployment of the advanced party of the Infantry Battalion.

(ii) Phase B. From the deployment of the advanced party of the Infantry Battalion upto 31 March 1994.

(iii) Phase C. From 01 April 1994 upto the completion of the demobilization and integration process no later than 9 months.

(2) Deployment Plan. DMZ Sector comd to apprise the FC on the first draft of tactical and administrative deployment and support plan before 7 January 94.

(3) Integrated Training Centres. DMZ HQ is to remain apprised of the proposed locations of the Integrated Training Centres within the DMZ in consultations with the ongoing force staffing by Plans Section.

(4) New DMZ. DMZ HQ is to remain apprised of the proposed limit of the new DMZ in consultation with the ongoing force staffing by Plans Section.

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- (5) CP. Annexure A.
- (6) Patrolling. Annexure B.
- (7) OP. Annexure C.
- (8) Rapid Reaction Force(RRF). Kigali Sector will earmark an RRF of platoon strength to take care of unforeseen situations in DMZ Sector for phase A.

4. ADMINISTRATION AND LOGISTICS

- a. Transport. Log Branch will arrange required transports from CAO after necessary liaison with DMZ Sector HQ for the transportation of men and material of DMZ sector HQ, its staff, Tunisian company(-) and also the DMZ Infantry Battalion until the DMZ Infantry Battalion's integral vehicles arrive.
- b. Food. Infantry Battalion to be self sufficient for 60 days of rations or until CAO contracted food is available. DMZ Sector HQ staffs are to be fed through specific arrangements with CAO. UNMOs are on MSA and responsible for their own feeding throughout.
- c. Accommodation. DMZ Sector HQ staffs are to be accommodated through support/contract from CAO. UNMOs are on MSA and must ensure their own accommodation.
- d. Dress, Equipment and Ammunition. To be implemented in accordance with the UNAMIR guidelines already issued by UN HQ N.Y.
- e. Water. Local facilities not recommended for consumption. Acquisition and purification of drinkable water must be initiated through the Force HQ.
- f. Medical. Medical support available at Force Field Hospital at Kigali.

5. COMMAND AND SIGNAL

- a. Command
 - (1) Locations of HQ
 - (a) Force HQ. Hotel AMAHORU.
 - (b) DMZ Sector HQ
 - (i) Temporary HQ. Present location of NMOG.

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(ii) Main HQ. BYUMBA Square-7425 as of 03 January 94.

(c) DMZ Battalion HQ. BYUMBA Square- 7425.

(e) Force Engineer Company. BYUMBA.

b. Wireless Communication. Radio communications with adequate numbers of wireless sets be ensured at all tiers of command.

c. Deployment of RRF. On codeword TRIDENT.

Ack Instr: Ack

Authentication:

ASRARUL HAQUE
COLONEL
COS
UNAMIR FORCE HQ

R. A. DALLAIRE
BRIG GENERAL
FORCE COMMANDER
UNAMIR

Annex:

- A. Check Points(CPs)
- B. Patrol Tasks
- C. Observation Posts(OPs)

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ANNEXURE A
TO OPO 02/93

CHECKPOINTS (CP)

1. To show UN presence and reassure the safety and security.
2. To survey, monitor and report activities.
3. To check, inspect and search any person/vehicle crossing the CP.
4. To prevent infiltration.
5. To act as OP or work in co-ordinating with OPs.
6. To block selected traffic.
7. To man permanent CPs round the clock.
8. To man temporary/mobile CPs on a timed basis depending on the situation.

A-1
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ANNEXURE B
TO OPO 2/93

PATROL TASKS

1. To gain information and intelligence.
2. To act as mobile CPs.
3. To confirm/supervise cease-fire.
4. To indicate UN presence in the area.
5. To inspect positions as directed.
6. To link up UN positions when required.
7. To protect travelling population.
8. To investigate incidents.
9. To maintain continuous radio contact with the HQ and neighbouring positions.
10. To find out the possible infiltration routes.
11. To cover "dead ground" not covered by OPs and CPs.
12. To identify possible communication dead grounds.

B-1
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ANNEXURE C
TO OPO 2/93

OBSERVATION POSTS(OPS)

1. To observe and report all movement to and from the observation site.
2. To report any suspicious move/activity in and around the OP immediately to the HQ intimating time, place, etc.
3. To report any violation of the cease-fire agreement immediately on occurrence.
4. To observe and monitor the disengagement of forces and movement of the two opposing forces.

C-1
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UNAMIR

OPS ROOM

DOC N° 2 :

DEPLOYMENT RGF - DMZ

Note - SECRET N° 3893/06.1.9 of 18 Dec 83

Ops Sector of : BYUMBA (B0725)

QUARTERS	GRIDS of UNITS	PLACE	STRENGTH	HEAVY WEAPONS
HQ	B0725	BYUMBA	320	
BUYOGA (B0113)	B0113 B0314 B0515 B0815	BUYOGA RUGAZI - GATARE	724	Mor 82mm:1 CSR 75mm:1 Hy Mi :1
STADE (B0523)	B0523 B0921 B1119 B1221	STADE NYAGAHURU - MESHERO	693	CSR 75mm:1 Hy Mi :1
KIBALI (B0524)	B0524 B0426 B0226 B0429 B0528	KIBALI BUHAMBE RUHURURA NYAKABUNGO RUGARAMA	662	Mor 81mm:1 CSR :1 Hy Mi :2
NYABISHAMBI (B0928)	B0928 B0729 B1025 B1023	NYABISHAMBI MURAMBO MABARE KAMUSATE	766	Mor 81mm:1 Hy Mi :2
BWISIGE (B1727)	B1418 B1621 B2015 B1622	CYURU KYNAMI RUVUNE - NYARURAMA NYAKIBINGO	715	Mor 82mm:1 CSR :1 Hy Mi :1
NYINAWIMANA (B1614)	B1614 B1415 B1017 B1320	NYINAWIMANA - MUKENKE RUTARABANA	685	Mor 82mm:1 CSR :1 Hy Mi :2
<u>TOTAL</u>			4765	Mor 82mm:3 Mor 81mm:2 CSR 75mm:5 Hy Mi :9

Ops Sector of : RULINDO (A9109)				
QUARTERS	GRIDS of UNITS	PLACE	STRENGTH	HEAVY WEAPONS
HQ	C9695	SHYORONGI	248	
SHYORONGI (C9695)	C9694 D0186	SHYORONGI NZOVE KANYINYA	867	Mor 82mm:1 Mor 81mm:1 CSR :1 Hy Mi :2
BUSANANE (A8413)	A8414 A8413 A8315 A8616 A7817	MURAMBI GATARE KABUGOMBA GITUBA -	757	Mor 81mm:1 CSR :1 Hy Mi :2
RUSIGA (A9301)	C9399 A9503 A8909 A9202 A9109	MUGERA GAKOMA BUDANA BUREMELI RULINDO	715	Mor 82mm:1 CSR :1 Hy Mi :2
REMER(A9906- B0006)	A9904 A9908 A9507 B0006 A9405	- RUSAGARA KARAMBO GISHA TABA RURENGE MBOGO	845	Mor 82mm:1 Mor 81mm:1 CSR 75mm:1 Hy Mi :2
TOTAL			3432	Mor 82mm:3 Mor 81mm:3 CSR 75mm:4 Hy Mi :8

Ops Sector of : RUHENGRI (A5834)				
QUARTERS	GRIDS of UNITS	PLACE	STRENGTH	HEAVY WEAPONS
HQ	A5834	RUHENGRI	248	
MUHINGO (A4733)	A4733 A4935	MUHINGO -	868	Mor 82mm:1 CSR 75mm:1

a	b	c	d	e
	A4322	KANYAMPERELI		Hy Mi :2
	A4625	-		
	A5130	± GATARAGA		
	A5231	± GATARAGA		
	A5135	KIBWA		
		MURENZI		
	A4420	KINYANJA		
	A4521	MUKAMIRA		
		MUTOVU		
		KIVUNJA		
	A5232	GIKORO		
MUSANZE (A5535)	A5535	MUSANZE	824	Mor 82mm:1
	A5736	± GAHONDOGO		CSR 75mm:1
	A5636	MUBUGA		Hy Mi :1
	A8037	KALINZI		
	A8137	-		
	A8336	MWIRONGI		
	A8135	± NYARUBANDE		
	A5933	MUBONA		
!A8033! (UGANDA+)	B0637	OFYRWA		
	A5937	BWUZULI		
		± GASHANGIRO		
KARWAZA (A8435)	A8435	KARWAZA-MATA	811	Mor 81mm:1
	A8436	KABUGA		CSR 75mm:1
	A8533	GACACA		Hy Mi :1
	A8732	RUHANGA		
	A8731	KIBANDA		
	A8430	-		
	A8231	± NKORA		
	A8334	RUGESHI		
MUSEKERA (A7223)	A7223	MUSEKERA	880	Mor 82mm:1
	A7421	BUREGO		CSR 75mm:1
	A7623	± GITOVU		Hy Mi :1
	A7423	-		
	A7424	KABYAZA		
	A7425	±KALINGORERA		
	A7325	MUGAMBA		
	A7225	BUHAYO		
	A7126	NYAGAHONDO		
		KAVUMU		
	A7127	NTARAMA		
		BUGANJI		
	A7126	BUREMBO		
		GITONYA		
	A8929	KARAMBO		

a	b	c	d	e
TOTAL			3631	Mor 82mm:3 Mor 81mm:1 CSR 75mm:1 Hy Mi :5

Ops Sector of : MUTURA (A3223)

QUARTERS	GRIDS of UNITS	PLACE	STRENGTH	HEAVY WEAPONS
HQ	B4530	GABIRO	320	
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NGARAMA (B2629)	B3132	-	830	Mor 82mm:1
	B3030	KIGASHA		CSR 75mm:1
	B3032	BUTERA		Hy Mi :1
	B2933	-		
	B2928	-		
	B2629	± NGARAMA		
	B2630	NGARAMA		
	B2729	± NGARAMA		
	B2625	NYABUKINGI		
	B2727	-		
	B2623	-		
	B2422	KAREHE		
	B2320	NYAGAHANGA		
	B2321	-		
	B2121	-		
-----	-----	-----	-----	-----
MUVUMBA (B2646)	B3245	-	854	Mor 82mm:1
	B3240	BAYIGABULIRE		CSR 75mm:1
	B3144	-		Hy Mi :1
	B2941	-		
	B3238	GAKENDE		
	B2645	-		
	B2947	-		
	B2444	MUYENJE		
	B2547	GASHENYI		
	B2448	± RUKOMO		
	B2648	-		
	B3448	-		
	B3153	± RURENGE		
	B3353	-		

a	b	c	d	e
NYAGATARE (B3657)	B3637 B3256 B3056 B2957 B3056 B3062 B2662 B3366 B4470 B4171 B4173 B4880 B4580 B4978	NYAGATARE UWABAHEMBA - ± GITENGURE - MASHAKA - RWEMPASHA - - - - ± NYABWISHONG - WEZI -	739	Mor 81mm:1 CSR 75mm:1 Hy Mi :1
----- NYAKAYAGA (B4016) ----- =====	B4218 B4228 =====	- ± RUHUHA ± MAKOMO =====	722	Mor 82mm:1 CSR 75mm:1 Hy Mi :1 =====
<u>TOTAL</u>			3465	Mor 82mm:3 Mor 81mm:1 CSR 75mm:4 Hy Mi :4

<u>TOTAL DEPL - RGF - DMZ</u>	15293	Mor 82mm:12 Mor 81mm:07 CSR 75mm:17 Hy Mi :26
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DRAFT

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UNAMIR

File No. 4003.05
Force HQ
Amahoro, Kigali

December 1993

To: Distribution List

From: Force Commander

Subject: OPERATIONAL DIRECTIVE NO 5

References: A. Operational Directive No 4 dated December 1993
B. Arusha Peace Agreement dated 4 August 1993
C. Report of the UN Reconnaissance Mission to Rwanda dated 11 September 1993

GENERAL

1. At Reference A, guidance was provided that the disengagement and demobilization outlined in Reference B was the major activity of UNAMIR in Phases 2 and 3. In addition it directed Assessment Teams to be created to determine the operational and logistics requirements that would be required at the Assembly Points, Cantonment Points and Integrated Training Centres. Reference C provides additional detail on the disengagement and demobilization process.

AIM

2. The aim of this directive is to provide a synopsis of the operational support that will be required to conduct the demobilization of the Rwandese Government Forces, the Gendarmerie, and the Rwandese Patriotic Front in Phase Three of the UNAMIR mandate.

BACKGROUND

3. The major task of UNAMIR during phase 3 will be to assist and supervise the demobilization of the armed forces of the two parties. This will involve setting up assembly and cantonment points in phase 2 (approximately 5 January 1994) and ensuring the preparations are complete so that phase 3 can commence (approximately 5 April 1994). To ensure sufficient resources, specifically money, personnel and material, can be accurately forecasted, this directive is issued to define the nature of the task so that the information the military division provides can

permit Field Operations Division to prepare an accurate budget. It is also submitted to ensure that UNAMIR can provide the Broad-Based Transitional Government (BBTG) and the Department of Humanitarian Affairs (DHA) with an accurate division of responsibility in regards to the demobilization process so that they also will be able to prepare accurate budgets and ensure adequate resources are available to conduct the demobilization.

4. Assumption. This brief is based on the following assumptions:

- a. That the number (54,000) of soldiers and gendarmes (provided to the UN by the parties) to be demobilized is an accurate figure.
- b. That the demobilization process must be a cooperative effort between UNAMIR and the BBTG, with each accepting responsibility (ie financial and resource) for specific activities.
- c. That the division of responsibilities is affordable to the UN and the BBTG.
- d. That UNAMIR and DHA will accept a division of responsibility in the demobilization process as outlined in this brief.
- e. That the time schedule outlined in the Arusha Agreement and the Mandate of UNAMIR will be adhered to by all parties.
- f. That the new DMZ will have been delineated, agreed to by all parties and the disengagement will coincide with the demobilization.

PRINCIPLES

5. The following principles must be adhered to during the demobilization process:

- a. Maintain the Momentum. All efforts must be made to ensure the momentum of the demobilization process is maintained once it has commenced. There must be minimum delay in the

schedule and implementation of the process. The sooner the demobilization is complete, the sooner the BBTG can turn its attention towards the election and the sooner UNAMIR can scale down its military force and thus decrease the financial liability to the UN;

- b. Minimum Support. The assembly and cantonment points must receive minimal life supporting assistance. The camps must not become so comfortable as to delay the demobilization process nor must they be allowed to be perceived to be in better condition than displaced persons or refugee camps. These camps must be temporary, minimum viable facilities with life-sustaining capabilities only; and
- c. Coordination. Maximum coordination must be maintained from the arrival of the Military Advance Party of UNAMIR with the parties and with DHA until the process is complete.

SEQUENCE OF DEMOBILIZATION

6. The demobilization process, following the demarcation of the new DMZ and Assembly Zones should follow the following general sequence:

- a. demarcation of the assembly and cantonment points;
- b. agreement by the parties with the points;
- c. coordination with the parties on the exact sequence and movement from the present tactical defensive positions to the points;
- d. preparation of the points;
- e. monitor teams positioned at the points;
- f. disengagement of the parties from their tactical defensive positions;

- g. movement of the parties to their respective assembly points;
- h. movement of the heavy weapons to the cantonment points;
- i. conduct of one month (April 1994) of general military training by all personnel of the parties (54,000) in the assembly points;
- j. movement of Group One of 4400 soldiers and 2000 gendarmes to Integrated Training Centres for two months of joint training (May and June 1994). 35,800 personnel are demobilized. 8800 soldiers and 4000 gendarmes are retained in the assembly points pending training;
- k. 35,800 demobilized personnel commence rehabilitation training;
- l. Group One completes training (end June 1994) and moves to RDF Bases;
- m. Group Two of 4400 soldiers and 2000 gendarmes moves to and commences two months joint training (July and August 1994) at the Integrated Training Centres. A further 4400 soldiers and 2000 gendarmes remain in the assembly points awaiting training;
- n. Group Two completes training (end August 1994) and moves to RDF bases;
- o. Group Three of 4400 soldiers and 2000 gendarmes move to and commences two months joint training (September and October 1994) at the Integrated Training Centres. Assembly points are empty; and
- p. Demobilization complete.

7. The demobilization process has been estimated to take nine months but may, by the above described sequence of events, be completed in seven months thus accelerating the peace process.

8. To facilitate command, control, coordination and support

the responsibility for each step in the sequence must be clearly delineated between UNAMIR, the BBTG and DHA.

RESPONSIBILITIES

9. The BBTG will be responsible for the overall demobilization process with specific aspects being controlled and supported by UNAMIR and DHA in accordance with the Arusha Peace Agreement.

10. The BBTG should be responsible for overall control of the process and should be specifically responsible for the following steps in the sequence of demobilization:

- a. coordination of the assembly zones and the new DMZ;
- b. coordination of the assembly and cantonment points;
- c. provision of specific items and services to the assembly and cantonment points as outlined below;
- d. coordinate the disengagement of forces and provide transport to the assembly and cantonment points;
- e. conduct and totally support the one month general military training programme;
- f. select the 13,200 soldiers and 6,000 gendarmes who will be retained in the new Rwandese Defence Forces;
- g. select the 35,800 soldiers and gendarmes who will be demobilized;
- h. conduct and totally support the joint training at the integrated training centres; and
- i. coordinate and support the rehabilitation training;
- j. terminate the demobilization process.

11. UNAMIR should be responsible for:

- a. the demarcation of the assembly and

cantonment points;

- b. provision of specific items and services to the assembly and cantonment points;
- c. monitor the disengagement and the movement of the parties to their respective assembly and cantonment points;
- d. position monitors at each assembly point for the duration of the demobilization process;
- e. position monitors and armed security at each cantonment point;
- f. supervise the movement of each group to and at the Integrated Training Centres;
- g. supervise the handover of assembly points to DHA and the cantonment points to the BBTG; and
- h. monitor the demobilization process.

12. DHA should be responsible for:

- a. taking control of assembly points with personnel who have been demobilized from UNAMIR;
- b. assist in the rehabilitation of personnel; and
- c. monitor the demobilization process.

13. Therefore, in summary, UNAMIR will basically setup and initially operate and support the assembly points with the BBTG. As personnel are designated demobilized responsibility for operating and supporting the assembly points will rest with DHA as part of the rehabilitation process.

REQUIREMENTS

14. The requirements for the assembly points, for planning and budgetary purposes can be broken down into a consideration of three factors:

- a. personnel (both UNAMIR and of the

parties);

- b. support required to operate the assembly and cantonment points; and
- c. the time schedule of the demobilization process.

15. Personnel. The personnel requirements are addressed in Annex A, which displays the strength of both UN military personnel and the strength of the parties over the period of the demobilization process. UNAMIR is established (RPF, RGF and DMZ Sector UNMOs) to provide 6 man monitoring teams at 27 sites. The anticipated deployment is displayed in Annex A.

16. Support. Annex B displays the type of support required at each assembly point and recommends who should be responsible (both materially and/or financially) for the provision of that support.

17. Schedule of Demobilization. Annex C displays the time schedule of demobilization, in accordance with the Arusha Peace Agreement and barring any delays in the process.

CONCLUSIONS

18. For the demobilization process to be successful and timely, the following conditions will need to be met:

- a. accurate demarcation of the assembly and cantonment points as early as possible in the mandate;
- b. agreement of the parties with the designated assembly and cantonment points;
- c. delineation of responsibilities in the demobilization process between UNAMIR, the BBTG and DHA;
- d. timely provision of support and services in the preparation of assembly points; and
- e. adherence to the timetable of demobilization and specifically in the handover of assembly points to DHA.

R. A. Dallaire
Brigadier-General
Force Commander UNAMIR

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UNAMIR

File No. 4003.04
Force HQ
Amahoro, Kigali

December 1993

To: Distribution List
From: Force Commander
Subject: OPERATIONAL DIRECTIVE NO 4
References: A. Operational Directive No 3, dated 6 December 1993
B. Arusha Peace Agreement, dated 4 August 1993

GENERAL

1. At reference A, guidance was provided that a Military Disengagement and Demobilization Working Group (MDDWG) would be formed in UNAMIR. In addition, it was determined that a Plans Section is required in the Force Headquarters.
2. In accordance with Reference B, a Joint Commission of Programs was to be formed as a tripartite working group, to be chaired by the FC, to deal with a series of issues in regards to the disengagement and the demobilization process.
3. Accordingly, Operational Directive No 4 is published to provide current and updated direction to all HQs and units on the reorganization of the Force HQ, the formation of the MDDWG (including assessment teams and the New DMZ Reconnaissance Team) and the formation of working groups under the Joint Commission of Programs. This direction will ensure UNAMIR can plan and prepare for the most important aspect of our mandate in Phase 2 and 3, namely the Disengagement and Demobilization Process.

AIM

4. The aim of this brief is to provide a concept of work for the implementation of the Disengagement and Demobilization process.

BACKGROUND

5. The major task of the UNAMIR mandate will be to supervise the Disengagement and Demobilization process in Phase Three

(approximately April-October 1994). For this task to be completed a great deal of staff, field and support work must be initiated as soon as possible. This will require the organization of a new staff section (Plans), the formation of a Military Disengagement and Demobilization Working Group within Force HQ, the formation of several assembly and cantonment point assessment teams, the formation of the New DMZ Reconnaissance Team, and the formation of four tripartite working groups subordinate to the Joint Commission of Programs.

PLANS SECTION

6. In order to prepare plans for the tasks that will be undertaken four months from now, a new future looking staff section will be organized, from within Force HQ personnel, to deal solely with future plans. This would dedicate a group of staff officers to future plans while allowing the remainder of the staff to concentrate of present and near term tasks (ie Force SOPs, movement of the RPF to Kigali, reception of incoming personnel, logistics requirements, Force Commanders Directives and Operations Orders etc). The major task of the Plans Section should be the preparation of operational plan to conduct the disengagement and demobilization process.

7. This process in a chronological manner will consist of the following activities:

- a. DMZ. A new DMZ must be recced on the map and on the ground, delineated, and presented for approval to the two parties.
- b. ASSEMBLY AND CANTONMENT POINTS. Assembly and Cantonment points must be assessed to determine the logistics requirements. In addition operational and logistics procedures must be promulgated for the action and approval of the parties.
- c. ADMINISTRATION. UNAMIR was assigned to assist in the determination of a number of administrative matters which will be presented later in the paper. Work on these matters through tripartate discussions must be initiated as soon as possible.
- d. HUMANITARIAN. UNDP has commenced tripartate meetings with the parties that UNAMIR should observe and present positions affecting the Force.
- e. TRAINING. UNAMIR was assigned a number of tasks in the Arusha Peace Agreement with

regards to training of the new Rwandese Defence Forces.

- f. DISENGAGEMENT. The procedures for disengagement of forces and their movement to assembly and cantonment points must be presented for approval by the parties.
- g. INTEGRATED TRAINING. The selection of integrated training centres and the procedure of movement of troops from each of the parties to these centres must be presented and approved by the parties.
- h. PROJECTS. A number of specialized projects must be coordinated with the parties (ie mine clearance projects etc).

8. The plans section should be tasked with preparing the disengagement and demobilization plan which will require action in each of the above mentioned areas.

9. The Section will be organized as follows:

- a. Chief Plans Officer (CPO)-LCol-(Present CLO);
- b. Plans Officer-Maj\Capt-(present Plans O Ops Section);
- c. Training Officer-Maj\Capt-(present Trg O Ops Section);
- d. Logistics Officer-Maj\Capt-(present Log SO Log Section); and
- e. Humanitarian Officer-Maj\Capt-(present Humanitarin O Ops Section).

10. The Plans Section will be an independant staff section reporting to the FC through the COS.

MILITARY DISENGAGEMENT AND DEMOBILIZATION WORKING GROUP.

11. This working group has been directed but not yet organized. It is essential to the success of the the process. This working group will combine the plans section with representatives of the other staff sections, UNMO Group, Sector Headquarters, specialist advisors, and Division of Administration to ensure all key elements of the Force involved in the process will be kept up to date and provide an opportunity to input into the operational plan.

12. The Group should be organized as follows:

- a. Chairman-Chief Plans Officer.

- b. OPI\Coord-Assistant Military Assistant FC.
- c. Plans Section complete.
- d. Reps from each of the Staff Sections of Force HQ.
- e. Reps from each of the Sector Headquarters.
- f. Specialist Advisors (CMO and CEO).
- g. Division of Administration Representatives (specifically FOD Engr and Log).
- h. Rep from UNMO Group HQ.
- i. UNCIVPOL Rep.

13. The aim of this group should be to obtain input and to keep all elements of the Force involved in this process abreast of the progress of the Disengagement and Demobilization Plan. This group should meet at least once per week (ideally on Sat mornings) to update all reps on progress and to assign tasks in the program of work. In addition the Chairman and as required, reps from the group should brief the FC every Sat AM on the progress of the plan.

JOINT COMMISSION OF PROGRAMS.

14. The Arusha Peace Agreement calls for the establishment of a Joint Commission of Programs, chaired by the FC and including representation from UNAMIR and the parties. It will be proposed that the Commission be made responsible for the Disengagement and Demobilization Process. The FC will be assisted by the Chief Plans Officer. The Commission should have three tripartite working groups (in addition UNAMIR should be represented on the UNDP Humanitarian Committee), each dealing with a specific aspect of the process as follows:

- a. OPERATIONS AND FORCE STRUCTURE. The Chief Plans Officer should chair this tripartite group, assisted by the Plans officer. This group would obtain agreement on the operational issues of the Disengagement and Demobilization Process as outlined in Annex A.
- b. TRAINING. The Chief Plans Officer should chair this tripartite group, assisted by the Training Officer. This group would obtain agreement on the training issues of the Disengagement and Demobilization Process as outlined in Annex A.
- c. ADMINISTRATION AND LOGISTICS. The Chief Plans

Officer should chair this tripartite group, assisted by the Log Officer. This group would obtain agreement on the administration issues of the Disengagement and Demobilization Process as outlined in Annex A.

- d. HUMANITARIAN. This group will be chaired by UNDP, but the Humanitarian Officer should attend to provide UNAMIR input into areas that will affect the Disengagement and Demobilization Process.

15. The working groups should focus on detail and obtain draft agreements that would be forwarded for approval to the Joint Commission of Programs.

NEW DMZ RECONNAISSANCE TEAM

16. The new DMZ must be delineated to form the RPF and RGF Assembly Zones in accordance with the Arusha Peace Agreement. Before approval of the parties can be obtained to the new DMZ, it must be reconnoitered both on the map and confirmed on the ground. DMZ Sector Headquarters is tasked to conduct the reconnaissance, with direction from the Plans Section through the COS. This task will be completed before 1 Jan 94.

ASSEMBLY AND CANTONMENT POINT ASSESSMENT TEAMS

17. Three assessment teams will be formed to assess the RPF and RGF assembly points and the cantonment points and integrated training centres. These teams should be primarily logistics and engineering oriented focusing on the consolidated logistics requirements of these sites and passing this information to the Plans Section for consolidation and forwarding to Division of Administration for action.

18. These teams should contain the following personnel:

- a. Sector Ops Rep (RPF, RGF and DMZ respectively).
- b. DOA Log Rep or Force Log rep per team.
- c. DOA Engr Rep or Force Engr rep per Team.

19. It is estimated there will be 22 assembly points, two cantonment points and three integrated training centres. It is estimated it will take one day to properly recce and staff the requirements of each site, this will be a minimum 9 day task. It will commence as soon as possible to ensure DOA has sufficient time to obtain resources and construct any requirements. This work is to be completed by 1 Jan 94.

CONCLUSION

20. By reorganizing an element of our Headquarters and forming the above-outlined groups and teams, the necessary preparation and planning for the Disengagement and Demobilization process can commence as soon as possible in order to meet milestone dates. The COS will confirm to the FC by 3 Dec that the above-mentioned tasks have been completed.

R. A. Dallaire
Brigadier-General
Force Commander UNAMIR

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ANNEX A

TASKS OF THE WORKING GROUPS OF THE JOINT COMMISSION OF PROGRAMS

GENERAL

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

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

- a. Special Training of the RPF Kigali Battalion.
- b. Training in Assembly Points.
- c. ^{S.P.C.} Training of Rwandese Instructors for the Integrated Training Centres.
- d. Establishment of the Integrated Training Centres.
- e. Training in the Integrated Training Centres.
- f. Training of Rwandese Instructors for the National Gendarmerie.
- g. Establishment of the National Gendarmerie Training Centre.
- h. Training in the National Gendarmerie Training Centre.
- i. Training of the Engineer Battalion (mine clearance).

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

- a. The Declaration of Allegiance.
- b. The Rank Recognition Agreement.
- c. Uniforms Unification.
- d. Unification of Table of Allowances.
- e. National Army Unit Establishments.
- f. Selection Procedures for Personnel for the New Gendarmerie and Army.
- g. Logistics support to Assembly Points, Cantonment Points and Integrated Training Centres.

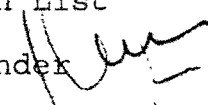
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UNAMIR

File No. 4003.03
Force HQ
Amahoro, Kigali

6 December 1993

To: ~~Sec~~ Distribution List
From: Force Commander 
Subject: OPERATIONAL DIRECTIVE NO 3

References: A. Operational Directive No 1, dated 16 Nov 93
B. List of Plans, Operation Orders, SOPs,
Directives and Instructions, dated 6 Nov 93

1. General. At Reference A, guidance was provided on Command and Control of all UNAMIR Force elements for Phases 1 and 2. At Reference B, a listing of the extensive numbers of orders and staff documents was enumerated in order to give you a feel of the work that must be done to implement our operational mission.

2. Events over the last two weeks have significantly changed the nature of the tasks at hand. Aggressive and deliberate counter-peace activities and actions have raised the spectre of jeopardising the proposed sequence of events in the Peace Process and as such render our assistance duties more difficult to perform. Accordingly, this Operational Directive No 3 is published with the aim to provide current and updated direction to all HQs and units in during Phase 1.

3. Operational Environment. Although the general situation seems stable, there are increased signals that lead us to believe that vigilance and attention to basic individual and collective security procedures must be applied throughout the area. In particular, those conducting patrols, searches and investigations off the major arteries and developed areas must be ever vigilant for anti-personnel and anti-vehicle mines and booby-traps. An SOP will be published over the next week or so that will clearly explain all of the states of alert and levels of security and their implications.

4. MILOB Group. Due to the significant changes in the general tactical situation in the country, it is essential to commence operations as soon as possible in the RPF Sector and the RGF Sector.

- a. Command and control. No change from Reference A and refer to para 4 above. You are to conduct a detailed reconnaissance and produce an implementation plan, with detailed and consolidated requirements, with

support from CLogO and the Division of Administration for the establishing the RPF UNMO Sector HQ in Mulindi by 15 Dec 93.

b. Tasks.

- (1) Monitor and support the Board of Inquiry into the massacres in Ruhengeri on the night of 17/18 Nov 93.
- (2) Delete the tasks at sub-para 5.a. and 5.c. at Reference A.
- (3) Coordinate all escort demands in accordance with the soon to be published SOP on Escort Requests now being reviewed by all concerned under the control of the CLnO.
- (4) Commence now to show the flag and conduct reconnaissance and monitoring operations in the south of Rwanda in and around the Burundi Refugee camps.
- (5) Provide 3 UNMO teams of 6 UNMOs as priority 1 to the DMZ Sector Commander.
- (6) Provide 78 UNMOs as priority 2 to the Kigali Sector Commander.
- (7) Provide the minimum essential number of UNMOs as priority 3 for the establishment of a small UNMOs HQ and for the monitoring of the RPF Sector.
- (8) Provide one officer on call as a member of the Mission Disengagement and Demobilization Working Group (MDDWG).

c. Personnel and logistics. UNHQ NY has indicated that it is significantly accelerating the deployment of all Phase 1 and Phase 2 UNMOs in order to meet our growing requirements. A personnel directive has been produced which describes the responsibilities and command and control relationships between the CMO and his HQ and all other commanders in regards to UNMO employment and administration. The lack of vehicles and communications is recognised but it is essential that your detailed requirements, including all peripheral observation devices and other equipment be made available to the CLogO by 10 Dec 93.

5. UNOMUR SECTOR.

a. Command and Control. The essential communications requirements have as yet not been met in order to place this Sector under command of the MILOB Gp HQ. This situation is expected to continue for at least the next

two to three weeks. Thus until further order, UNOMUR Sector remains directly under command of the Force HQ. Your restructure proposal is acknowledged and is to be implemented forthwith.

b. Tasks.

- (1) Conduct a closer monitoring of military activity in your area of responsibility that may be supporting military operations across the border.
- (2) Publish the helicopter surveillance plan which integrates this new capability, which will be made available to you in the near future, into the surveillance plan now in operation. This plan must incorporate the limitations in flying hours both day and night.
- (3) Activate the temporary Observation Posts and Spot Checks along the roads and trails deemed in use in the general border area.

c. Personnel and Logistics. The manning level will remain capped at 79 UNMOs. Vehicle limitations to meeting your operational tasks are acknowledged and support has been requested accordingly. No specific response has been received to date. Your needs in long range observation and night vision devices must be reviewed and resubmitted in detail to CLogO by 10 Dec 93. Specific knowledge of such specific systems should be incorporated.

6. DMZ Sector. Detailed orders for the DMZ Sector are contained in Operations Order No 2 which will be published by 10 Dec 93.

a. Command and Control. No change in command and control relationships. Sector HQ location has been identified in Byumba but no move is to be initiated until suitable communications and staff essential survival needs have been established. Do not expect a move north for another two weeks. The first element of 20 personnel of the Bangladesh Engineer Coy is not expected to be deployed until mid-Dec. The remaining elements of the Engr coy and their equipment should arrive by end-Dec early Jan.

b. Tasks.

- (1) The Engr Coy(-) is to move to Byumba upon arrival and be available, until the arrival of their equipment, for Infantry operations in the DMZ while conducting detailed reconnaissances of the engineering tasks to be accomplished in Phase 2.
- (2) Implement the proposed patrol plan presented to

the FC on 22 Nov 93.

- (3) Be prepared to absorb up to three (3) more UNMO teams of six(6) UNMOs each until the end of Phase 2.
- (4) Continue to provide the supervision and coordination, with support from the Political Staff, of the Joint Election committee in the Ruhengeri Prefecture.
- (5) Re-establish and monitor with support from the Political staff the "Commission de suivi des Accords de Kinyihira" between Government and RPF senior officials for problem solving and information exchanges within the DMZ according to articles 12 and 14 of the 30 May 93 Kinyihira DMZ Accord. Prepare draft terms of reference and a covering letter using the NMOG II data on file at the OAU offices for signature by 10 Dec 93.
- (6) Provide escort duties as specified by MILOB Gp HQ.
- (7) Provide one officer on call as a member of the Mission Disengagement and Demobilisation Working Group (MDDWG).

- c. Personnel and logistics. The allotment of another 18 UNMOs for Phases 1 and 2 will be done by MILOB Gp HQ as the personnel arrive. The possibility of advancing the deployment date of the DMZ infantry battalion is being assessed at Force HQ. The critical requirements of vehicles, communications and observation devices (day and night) is being addressed by Force CLogO by 10 Dec. Requests for equipment for unit self-sufficiency for the Tunisian Coy(-) is still without results.

7. Kigali Sector. Operation Order No 1 has been published and is being implemented. The full HQ staff is operating out of the Force HQ until it will move into its new HQ in the centre of Kigali over the next two weeks.

- a. Command and control. No change from Reference A except that unless Force HQ receives any last minute and unanticipated changes from UNHQ N.Y., there will be two battalions in Kigali, one from Bangladesh the other from Belgium. Each Bn will have two line infantry coys.
- b. Tasks. As per Op Order No 1 with the fol amendments:
 - (1) BELGBN is to conduct its operations primarily in the southern portion of the Weapons secure Area, the city centre and the airport and its approaches.

- (2) BANGBN is to conduct its operations primarily in the northern portion of the Weapons Secure Area and provide the Force Reserve Quick Reaction Force.
 - (3) Sector HQ will provide Force HQ with its Sector Op Order no later than 10 Dec 93.
 - (4) Consolidate Kigali Weapons Secure Area SOPs comments from RGF and RPF, prepare second and final draft, issue draft two (final draft), consolidate comments, brief FC by 9 Dec.
 - (5) Prepare the detailed procedures for implementing the Weapons Secure Area SOPs through the employment of the two infantry battalions and the 78 UNMOs dedicated to monitoring, supervising, investigating and escort duties in your area of responsibility. The first draft is to be avail by 4 Dec 93 for review by FC before being sent to RGF and RPF authorities for comment. The detailed procedures must include the final force structure of the RPF Security Bn (including weapons, ammunition, transport and logistical elements which must specify the rotation policy for personnel). Second draft is required by 11 Dec for final review and subsequent publication.
 - (6) Prepare the detailed operational procedures between the forces under your command and the UNCIVPOL and the Gendarmerie. The first draft is to be available by 4 Dec 93 for review by FC before being sent to RGF and RPF authorities for comment. Second draft is required by 11 Dec for final review and subsequent publication.
 - (7) Provide one officer on call as a member of the Mission Disengagement and Demobilization Working Group (MDDWG).
- c. Personnel and logistics. UNHQ NY has stated that at least 370 infantry personnel and 100 support personnel from the Bangladesh Armed Forces will be deploying by air before 8 Dec 93. They will have minimum rations, communications and other stores (tentage for 2 platoons only) but will be without any vehicles. Also, the deployment of the UNMOs for this Sector has been significantly accelerated with the first to arrive next week. Once again the vehicles and communications are not yet in place. The vehicle and communications deficiencies have been raised with the Log staff but detailed requirements in this area and in all peripheral areas such as observation devices, check point barricades, etc must be reassessed in detail with CLogO before 10 Dec 93.

8. Force Troops and HQ. The hastening of the deployment of forces in response to the deteriorating tactical situation in the Mission area has required a review of priorities of effort and personnel allocation to tasks.

- a. Command and Control. With the creation of most of the subordinate HQs and the arrival of Force level units, it is essential that the proper chain of command be respected by all commanders and staffs. Responsiveness is the key to our being in a position of responding to the daily changing situation on the ground and the efficient controlling to rapid build-up that we will be facing over the next weeks. The weekly commanders conference on Mondays must have the personal presence of the subordinate commanders who normally report directly to Force HQ. The daily staff meetings presided by either the FC or the DFC/COS are essential for the rapid passage of information and the provision of timely command guidance. The FC will be attending bi-weekly and then daily meetings with the SRSG and CAO on policy and Mission guidance subjects. The following command and control relationships are hereby confirmed for Force Troops:

- (1) MovCon Unit. This unit will continue to receive direction and tasks from the CLogO and his MovCon Officer. The deployment of elements to Dar Es Salaam, Mombasa and Kigali Airport will shortly be confirmed. The CLogO will confirm the restructuring and deployment of this unit. The unit commander will report to the FC.
- (2) Engineer Coy. This unit will on order deploy all its elements into the Byumba area and on order move elements throughout the country to meet the assigned tasks given by Force HQ. Bridge repair and construction, road repair and maintenance, mine-clearance to meet the Force needs, infrastructure improvements for the Force, coordination of all infrastructure requirements for the Assembly and Cantonment points and Integrated Training sites are all primary tasks for this unit. Demands for the necessary materials for these tasks must be initiated as soon as possible. It will be under command for administration of the DMZ Sector Commander. Its focus of effort will be in and on either side of the DMZ. This unit has no second line support capability. The coy commander will report to the FC.
- (3) Logistics Coy. This unit will deploy in the Kigali city area but will provide a small Forward logistics group in Byumba for immediate second line needs. This unit is composed of a quartermaster platoon, a maintenance platoon and

a transport platoon. This unit has no third line support capability. The coy commander will report to the FC.

(4) Military Police Section. This element will support the Mission and be co-located in the Force HQ complex. It will be tasked by the DFC/COS. The Provost Marshall will report directly to the FC.

(5) Medical Platoon. This unit will provide second line medical support for the Mission. It will use a portion of the modern King Faisal Hospital in Kigali. It will provide Force level evacuation from units and HQs through Kigali and when required, onward evacuation out of the Mission area. Close coordination of resources and effort must be initiated with the Belgique Battalion capabilities. All Force Troops have no medical evacuation capability at all.

b. Tasks. The following tasks are assigned by Staff Section in the HQ and are not the finite list as the situation is changing nearly daily and flexibility is a principal of war and staff work:

(1) Operations Section.

(a) Finalise plans for the construction of the operations centre.

(b) Finalise approval of the Rules of Engagement with subordinate HQs and UNHQ NY.

(c) Commence the production of the operations portions of the Force SOPs.

(d) Conduct a restructuring of the Liaison Section and portions of the Operations Section in order to respond to the operations, force structure, liaison, training, personnel administration and logistics essential for the analysis and implementation of the Disengagement and Demobilization Working Group (MDDWG). The MDDWG will create sub-groups according to subject matter. The MDDWG will respond to the Joint Programs Commission under the chairmanship of the FC.

(e) Finalise the communications concept for implementation in coordination with the CCO.

(f) Provide the Force information collection priorities.

(g) Produce the Air Support directive.

- (h) Produce the Military Engineer support and the mine-clearance plans.
 - (i) Provide support to the Chief of Security in the production of the emergency evacuation plan.
 - (j) Produce a training directive for Mission related subjects and for guidance in refresher training.
 - (k) Produce the Duty Officer directive that will provide the guidance to that staff and incorporate all relevant material that must be monitored, including all Humanitarian Affairs related tasks with UN and NGO relief and support activities throughout the country.
 - (l) Produce the first draft of the concept of operations for the opening of the Gatuna-Kigali corridor by 13 Dec 93.
 - (m) Provide the Force input into the three month Mission report, coordinated by the SRSB staff, required by the Secretary-General due in UNHQ NY by 22 Dec 93.
 - (n) Update by 8 Dec 93 the Force general information briefing for use as the initial briefing for new arrivals and also, in coordination with the CAO, prepare a modified version for formal briefings to VIPs and newly arrived civilian staff on visit.
 - (o) Produce the Force HQ Duty Officer list, publish and update their duties and monitor their reports daily.
 - (p) Produce a detailed military weekly communications state, based on input from the CCO weekly state, for the Commander's Conference.
 - (q) Produce the Force portion and coordinate the political input into the Mission Weekly SITREP.
- (2) Liaison Section.
- (a) Finalise the Escort Request SOPs for immediate publication.
 - (b) Remain the Force focal point for all escort demands into the DMZ and beyond. All demands if approved by Force HQ will be forwarded to

MILCB Sp HQ for implementation.

- (c) Attend all Joint Working sessions between the two factions on matters related to the military aspects of the Peace Agreement except those already monitored or presided over by the DMZ Commander.
 - (d) Conduct all the essential coordination for the restarting of the Joint Commission on Programmes as per Article 79 of the Peace Protocol and prepare MDDWG structure including a proposal for restructure of the Liaison and Operations Sections to meet these new demands by 6 Dec 93.
 - (e) Supervise the daily activities of the Government and RPF liaison staffs including their meetings with anyone outside of the strict military environment. You are to be informed of all such non-military meetings for approval and/or acknowledgement by either FC or DFC/COS. The SOP for their employment, which is in draft form now, in the Force HQ must be finalised by 6 Dec 93
 - (g) Provide the final draft of the security procedures that must be adopted to ensure the safety of the RPF liaison staff once formal response is received from RPF leadership on this matter.
 - (h) Be the point of contact for the UNCIVPOL with the Force.
- (3) Personnel Section. With the rapid build-up of the Force, a number of tasks must be finalised in short order:
- (a) Prepare, in coordination with the CCPO, the first draft of Personnel section of the Force SOPs ASAP.
 - (b) Prepare the Force directive on dress, security and Out of Bounds rules with support from the Ops section and the UNCIVPOL for Force members after normal working hours time-off particularly in the Kigali Sector.
 - (c) Prepare a weekly personnel sitrep for the Commanders Conference (and the weekly Mission sitrep) and provide to the CAO the monthly consolidated personnel states for UNHQ NY.
 - (d) Prepare, in coordination with the CCPO the Force Welfare Instruction on all such related

matters which must include the Leave/CTO Directive, the enmitities acquisition and distribution directive, the establishment of a Rest and Recuperation site and its management, the creation and management of a Force welfare fund. Be the Force Coordinator of requests for stores from the Mission PX Facility.

- (e) Publish the routine administrative directives for the functioning of the Force Orderly Room and the internal administration of the Force HQ. However the Force Staff Duties Officer will be the FC's A/MA. He will produce the first draft of his terms of reference by 11 Dec 93. The SRSG and CAO are requested to provide Representatives to this Working Group.
 - (f) Publish the bi-weekly Force Routine Orders.
 - (g) Provide the Adjutant functions for the Force.
 - (h) Continue to update the Force Reception Plan in concert with the Log section and the Division of Administration.
- (4) Logistics Section. The negative impact of the lack of resources that we are currently facing may improve shortly with the acceleration that FOD UNHQ NY is injecting in getting the essential resources to us in the most timely manner possible. This will continue to create significant work loads and coordination problems for the staff in this section. Furthermore, the tardy, incomplete, non-substantiated or simply non-existent submissions of requirements by all elements of the Force is totally uncondusive to our achieving our operational mission in the short, and worst still in the mid to long term. All Force units and HQs must identify and staff their detailed operational requirements and submit these consolidated demands to the CLogO in the most expeditious manner. Lead times can be as long as three (3) months even for urgent requirements.
- (a) Continue to update the Force Reception Plan with the Personnel Section.
 - (b) Consolidate, manage and staff to the Division of Administration all Force materiel demands.
 - (c) Allot all materiel, vehicle and stores to the Force according to guidelines and priorities provided by the FC through Logistic

instructions and directives.

- (d) Produce, in coordination with the CAO, the Mission and Force Medical Evacuation Plan.
 - (e) Ensure the timely movement of personnel and materiel to and from the Mission area according to UN directives and in coordination with the movement staff of the Division of Administration.
 - (f) Produce all relevant logistic management directives and instructions essential to the effective allocation, distribution and maintenance of all materiel needs and resources of the Force.
 - (g) Provide the Force EDP officer as a secondary duty.
 - (h) Provide an officer on call to the Mission Disengagement and Demobilization Working Group (MDDWG).
 - (i) Prepare a weekly military vehicle state for the Commander's Conference .
 - (j) Gather operations and logistic vehicle requirements and attend all meetings of the Vehicle Allocation Committee under the chairmanship of the DFC.
- (5) Force HQ Commandant. This officer (Maj Forrock) will hold the responsibility of being the Commanding Officer of the Force HQ unit. He is essentially the Camp Commandant of the Force HQ as well as its Security officer. He is to prepare the first draft of his terms of reference, in coordination with the Chief of Security and the FC's MA for review by 10 Dec 93.

R. A. Dallaire
Brigadier-General
Force Commander UNAMIR

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Action

Information

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SRSG
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Bangladesh Bn - Comd
Engineer Coy - Comd
Logistics Coy - Comd
MP Section - Comd
Medical Platoon - Comd

Internal

DFC/COS
COO
DCOO
CLO
CLogO
CMPO
MA
A/MA