

WIP

OPERATIONS - GENERAL

25 OCT 1994 - 24 JAN 1995

PLEASE RETAIN  
ORIGINAL ORDER

[14 CONFIDENTIAL]  
RM/NG JUNE 2001

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ACC.	<u>1994/0723</u>

DCOS OPS

See my comments in  
the proposal in pencil.  
In addition the patrol  
craft should include  
main echo sender  
b. Twin engine preferably

H. Ri  
24/1  
DFC/COS



Government  
of Canada

Gouvernement  
du Canada

ACTION  
REQUEST

FICHE DE  
SERVICE

To - A

FC (thru COS & DFC)

Date

24. 1. 95

Time - Heure

From - De

DCOS Ops

Language spoken - Langue utilisée

☐ English  
Anglais

☐ French  
Français

Telephone No. - N° de téléphone

Extension  
Poste

☐ Please call  
Prière d'appeler

☐ Returned your call  
Vous a rappelé

☐ Will call again  
Vous rappellera

☐ Wants to see you  
Desire vous voir

☐ Action  
Donner suite

☐ Approval  
Approbation

☐ Note and return  
Noter et retourner

☐ Comments  
Commentaires

☐ Draft reply  
Projet de réponse

☐ Note and forward  
Noter et faire suivre

☐ As requested  
Comme demandé

☐ Signature

☐ Note and file  
Noter et classer

File No. - N° de dossier

Message taken by - Message reçu par

Req approval / signature  
in order to get the project  
launched formally



CAPABILITY REQUIREMENT  
WATERCRAFT OPERATIONS IN RWANDA

OUTGOING FAX NO. \_\_\_\_\_

PAGE 1 OF 3

DATE: 24 JANUARY 1995

File No. 5000.4 (PLANS)

TO: BARIL, UNITED NATIONS NEW YORK FAX # (212) 963-9070 PHONE # (212) 963-2402	FROM: MGEN GC TOUSIGNANT FORCE COMMANDER UNAMIR, KIGALI RWANDA
ATTN:	PHONE: 1 212 963 3092
INFO: LCOL L. ANDERSSON, UNNY FAX # (212) 963-1356	FAX NO: 1 212 963 3090
INTERNAL DISTR: DFC, COS, DCOS OPS, DCOS SP, CAO, CSS, G3 PLANS	DRAFTED BY: G3 PLANS
SUBJECT: WATERCRAFT OPERATIONS IN RWANDA	
REFERENCE:	

1. ENCLOSED IS A PROPOSAL, DEVELOPED ON THE SRSG'S INITIATIVE, FOR UNAMIR TO ESTABLISH A CAPABILITY TO CONDUCT WATERBORNE SURVEILLANCE AND SECURITY OPERATIONS.
2. INFORMAL DISCUSSIONS WITH US EMBASSY PERSONNEL INDICATE THAT SUITABLE CRAFT (SWIFT RIVERINE PATROL BOATS) MIGHT BE MADE AVAILABLE TO THE UN ON A GIFT, LOAN OR LEASE BASIS.
3. I FULLY SUPPORT THE PROPOSAL AND REQUEST YOUR ASSISTANCE TO PROGRESS DEVELOPMENT OF THE CAPABILITY.

It is suggested that the introduction of suitable watercraft would enable UNAMIR to conduct effective surveillance of Lake Kivu in order to identify the nature of activities and to provide protection to refugees who seek to return to Rwanda. It is proposed that the UN acquire suitable watercraft to facilitate routine patrolling of the lake by day and by night in order to detect and monitor infiltration activity which may threaten UNAMIR and those under UN protection.

**Concept of Operations** In order to establish the required level of surveillance, regular patrolling of the lake by day and by night and maintenance of a ready force will be considered necessary. Adequate coverage of the lake in a 24 hr period would require availability of three to five patrol craft. It is suggested that when the UN acquires watercraft for surveillance operations, the watercraft patrol program should be initiated as follows:

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25/1/95  
SB

2 (X) This may be deleted. Too early  
we may load up dividing these between  
4C/5, to save time (X) ← Agreed.

the airborne operation while retaining the capability to react to target detection. [Kibuye is indicative of a suitable base from which waterborne operations would be mounted.]

6. Training and Maintenance The training and maintenance liability should be within the current capacity of UNAMIR, noting that some specialist operator and maintenance training would be necessary to establish the capability. Accordingly, it is proposed that manufacturer/source nation sponsored training be conducted in theatre and that UNAMIR/Brown and Root undertake to carry out continuation training and maintenance respectively.

7. Manpower It is proposed that the patrol craft crews be drawn from existing contingents. Establishment of the capability will, therefore be manpower neutral.

8. Characteristics The following characteristics are considered essential to meet the requirement:

- a. riverine/coastal style patrol craft (30-35ft);
- b. shallow draught;
- c. beaching capability;
- d. VHF communications;
- e. low training liability;
- f. low maintenance liability;
- g. logistic supportability;
- h. high resolution surface search radar;
- i. GPS navigation aid;
- j. searchlight;
- k. self protection (medium and light machine gun); and
- l. safety equipment.

### Conclusion

9. In light of the emerging indications of an insurgency threat and increasing incidents of banditry which are mounted from offshore locations/Lake Kivu, it is considered essential for UNAMIR to develop the capability to conduct waterborne surveillance and patrol operations. A capability which facilitates intensive day/night patrolling and speed of reaction will enhance security and will serve as a deterrent to the conduct of current/border incursions. along L

### Recommendation

10. It is recommended that action be taken to acquire suitable patrol craft for the conduct of surveillance and security operations on Lake Kivu.

Prepared by G3 Plans

Cleared by DCOS OPS

# APPENDIX 1

## UNAMIR FORCE HQ PERSONNEL BY BRANCHES - APR - MAY 94

1. FORCE COMMANDER'S OFFICE
  - a. MGEN DALLAIRE - FC (CAN)
  - b. MAJ BEARDSLEY - MA (CAN)
  - c. CAPT BABACAR - ADC (GHA)
  - d. SGT ADJEI - DRIVER (GHA)
  - e. SGT AZINADAGA - BODY GUARD (GHA)
2. DEPUTY FORCE COMMANDER'S OFFICE
  - a. BGEN ANYIDOHO - DFC/COS (GHA)
  - b. LT CDR ZOWONOO - MA (GHA)
  - c. CAPT NSIAH - ADC (GHA)
  - d. CPL NORVIHOHO - DRIVER (GHA)
3. MILITARY PERSONNEL BRANCH
  - a. MAJ BUSSIERE - CMPO (CAN)
  - b. MAJ SENCHIM - DCMPO (GHA)
  - c. S/SGT ARHIN - CLERK (GHA)
4. OPERATIONS BRANCH
  - a. COL MOEEN - COO (BAN)
  - b. MAJ QUIST - DCOO (GHA)
  - c. MAJ NAZMUL - SDO (BAN)
  - d. SQN LDR MOTTALEB - DO/AIR OFFR (BAN)
  - e. CAPT ACHEAMPONG - DO/SIGS OFFR (GHA)
  - f. MAJ RACINE - DO/ENGR OFFR (CAN)
  - g. CAPT DEME - MIO (SEN)
  - h. SGT NAZIR - CLERK (BAN)
5. LOGISTICS BRANCH
  - a. LT COL NYARKU - CLOGO (GHA)
  - b. MAJ PLANTE - DCLOGO (CAN)
  - c. LT CDR READ - SO (CAN)
  - d. SGT DEBRAH - CLERK (GHA)
6. PLANS BRANCH
  - a. MAJ MACZKA - SO PLANS/ENGR OFFR (POL)
  - b. MAJ ANNAN - SO PLANS/CAMP COMDT (GHA)
  - c. MAJ KONEY - SO PLANS (CAN)
7. HUMANITARIAN ASSISTANCE CELL
  - a. MAJ PAZIK - CHAO (POL)
  - b. MAJ STEC - HAO (EDP) (POL)
  - c. MAJ McNEIL - HAO (CAN)

### LEGEND FOR COUNTRIES

BAN	-	BANGLADESH
CAN	-	CANADA
GHA	-	GHANA
POL	-	POLAND
SEN	-	SENEGAL

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APPENDIX 2

UNAMIR FORCE HQ RE-ORGANIZATION  
JUNE - JULY 94

1. FORCE COMMANDER'S OFFICE
  - a. MGEN DALLAIRE - FC (CAN)
  - b. CMDT DIAGNE - MA (SEN)
  - c. MAJ LANCASTER - A/MA (CAN)
  - d. MAJ PLANTE - MIL SPOKESMAN (CAN)
  - e. CAPT PAYE - ADC (SEN)
  - f. SGT ADJEI - DRIVER (GHA)
  - g. SGT AZINADAGA - BODY GUARD (GHA)
  
2. DEPUTY FORCE COMMANDER'S OFFICE
  - a. BGEN ADNYIDHO - DFC/COS (GHA)
  - b. LT CDR ZOWONOO - MA (GHA)
  - c. CAPT NSIAH - ADC (GHA)
  - d. S/SGT ASAMANI - CLERK (GHA)
  - e. CPL NORVIHOHO - DRIVER (GHA)
  
3. MILITARY PERSONNEL BRANCH
  - a. MAJ NDEBELE - CMPO (ZIM)
  - b. MAJ SENCHIM - DCMPO (GHA)
  - c. MAJ KORESCHETZ - WELFARE OFFICER (AUS)
  - d. CAPT ODIOR - SO ADMIN (NIG)
  - e. S/SGT ARHIN - CLERK (GHA)
  
4. OPERATIONS BRANCH
  - a. COL MOEEN - COO (BAN)
  - b. LT COL QUIST - DCOO (GHA)
  - c. MAJ NAZMUL - SDO (BAN)
  - d. MAJ KASAMALE - SDO (MLW)
  - e. MAJ LOGAGWOMA - DO (NIG)
  - f. CAPT NDLOVU - DO (ZIM)
  - g. CAPT LEBLANC - DO (CAN)
  - h. CAPT KOLANI - DO (TOG)
  - i. MAJ MACZKA - ENGR OFFR (POL)
  - j. CAPT ACHEAMPONG - SIGS OFFR (GHA)
  - k. SQN LDR MOTALES - AIR OPS OFFR (BAN)
  - l. CAPT CHERIF - CMIO (SEN)
  - m. CAPT DEME - MIO (SEN)
  - n. CAPT ADJE - MEDIA MONITOR (SEN)
  - o. SGT NAZIR - CLERK (BAN)
  
5. LOGISTICS BRANCH
  - a. LT COL NYAAKU - CLOGO (GHA)
  - b. MAJ McCOMBER - DCLOGO (CAN)
  - c. MAJ KONEY - SO MAINT (GHA)
  - d. CAPT ST-DENNIS - SO SUPPLY (CAN)
  - e. CAPT NANI - SO TPT (NIG)
  - f. CAPT MANU - SO FOOD (GHA)
  - g. SGT DEBRAH - CLERK (GHA)

6. PLANS BRANCH

a. LT COL AUSTDAL	- C PLANS	(CAN)
b. MAJ MUSAH	- DC PLANS	(GHA)
c. MAJ ANNAN	- SO PLANS/COMP COMDT	(GHA)
d. CAPT TURGFON	- SO PLANS	(CAN)

7. HUMANITARIAN ASSISTANCE CELL

a. COL YAACHE	- CHAC	(GHA)
b. LT COL DOUMBIA	- DCHAC	(MAL)
c. MAJ McNEIL	- HAO	(CAN)
d. MAJ STEC	- HAO (EDP)	(POL)
e. MAJ MANDE	- HAO	(NIG)
f. MAJ PAZIK	- FD OFFR	(POL)
g. MAJ RACINE	- FD OFFR	(CAN)
h. CAPT NAKOURA	- FD OFFR	(TOG)
i. CAPT DEMERS	- SO HUM	(CAN)

LEGEND FOR COUNTRIES

AUS	-	AUSTRIA
BAN	-	BANGLADESH
CAN	-	CANADA
GHA	-	GHANA
MAL	-	MALI
MLW	-	MALAWI
NIG	-	NIGERIA
POL	-	POLAND
SEN	-	SENEGAL
TOG	-	TOGO
ZIM	-	ZIMBABWE





UNAMIR HQ

FROM: TPT COORD IOC

TO: DCOS OPS  
DCOS SP

FOR INFORMATION: FC  
DFC  
COS  
IOC  
A/DCOS SP  
CLOGO

*Sees*  
*18/1*  
*DSC/CMO*

DATE: 18 January 1995

SUBJECT: UNAMIR TPT SPT TO OP RETOUR

1. Apparently there has been some discussion of withdrawal of UNAMIR transport support from Op Retour. This minute is intended to outline the case for continued support. The aim of Op Retour, in simple terms, is to return Internally Displace Persons (IDPs) to their home communes with dignity, in safety and before forced camp closures by the RPA. The operation has the support of the UN Secretary General and is considered to be a top priority of the SRSG and, as such, has the full support of the Force Commander UNAMIR.
2. Given the number of IDPs to be moved, it is accepted that there is not enough road transport to be able to move them home in the short term. Rather, the intention is to create an environment where there will be a natural impetuous for IDPs to move themselves home.
3. Similarly, in the early stages of the operation it is accepted that there will be a natural inertia on the part of the IDPs. Their experiences over the last six to eight months naturally lead them to prefer the perceived safety of the camps. However, it is obvious, for their long term well being, it is essential they be returned to their home communes in a timely manner.
4. The success of Op Retour is predicated upon the willing participation of UNAMIR, UN agencies and NGOs and their commitment to an integrated and coordinated effort. Obviously, transport (and the provision of transport resources) is pivotal to the success of the operation. In particular, the provision of UNAMIR transport is vital for the following reasons:
  - a. It is a demonstration to the Rwandan Government, RPA, IDPs, UN agencies and NGOs that UNAMIR is committed to support Op Retour.



- b. It has become obvious that a large number of IDPs feel more secure being moved on clearly marked UN vehicles. In fact, a large number may well have refused to move at all had it not been for the UNAMIR presence.
  - c. Although actual numbers moving in this early stage of Op Retour are relatively small, as was anticipated, it is expected that this will surge and all available vehicles will be in great demand.
5. The vehicles currently provided by UNAMIR are brigaded unit first line vehicles. They are not second line vehicles and, as such, do not impact upon UNAMIR's ability to be sustained. Therefore, it is an operational decision as to the level of commitment of brigaded transport. However, to withdraw UNAMIR vehicles in total could be expected to have a significant negative effect upon the success of Op Retour, particularly at this very early and sensitive stage of operations. It should be remembered, also, that the vehicles committed to Op Retour are, in fact, no more than were committed to Op Homeward. However, the vehicles currently committed are making a significant contribution, beyond the number of people being moved, by demonstrating UNAMIR's support.
6. Therefore, the vehicles provided to Op Retour by UNAMIR are vital to the success of the operation. To withdraw them would seriously affect the possibility of success of Op Retour.



S.W. MOORE  
MAJ  
TPT COORD  
IOC

UNITED NATIONS  
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES  
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

NEWS RELEASE

UNAMIR NR-95.006

January 18, 1995

**OPERATION "RETOUR"**  
**OVER 10 000 PEOPLE BACK HOME**

KIGALI, RWANDA -- The consolidated effort by the United Nations, Non-Government Organisations (NGO) and the Rwandan Government to bring displaced people back to their homes is now well under way. In less than a month, Operation "RETOUR" has managed the safe transport of over 10 000 people to their communes of origins.

Operation "RETOUR" was officially launched in late December 1994 by the Special Representative to the Secretary General for Rwanda, Mr. Shaharyar Khan, after a long, detailed and careful planning process. This consolidated approach aims at offering to hundreds of thousands of displaced Rwandans with an alternative to the life in camps. Those who wish to go back home are provided with the basic tools, support and aid which they require to resume a normal life back in their home villages.

The Force Commander of the United Nations Assistance Mission in Rwanda, Maj.-Gen. Guy Tousignant, met yesterday with several UN and NGO officials to further discuss this consolidated approach. Although no major changes to the operation are expected, UNAMIR will nevertheless attempt to increase its presence in many more communes and will remain committed and supportive to Operation "RETOUR".

The dissolving of the displaced person camps in south western Rwanda currently under way, is the first step in settling the humanitarian problem which has been overshadowing the country. Displaced persons in camps are subjected to a

mischievous misinformation campaign mounted by those criminals who oppose the normalisation process presently taking place in the country. Displaced Rwandans now have the freedom to choose. They can safely travel back to their home communes and finally regain their dignity by rebuilding their lives and their country.

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**Note to editors: For more information, please contact the UNAMIR military public affairs officer, Capt S. Grenier in Kigali at (212) 963-9906 ext 11124.**

MA/DFC

UNITED NATIONS

ASSISTANCE MISSION IN RWANDA



NATIONS UNIES

MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - KIGALI

To: Lists A, B and D

Info: SRSG, FC, DFC, COS  
C CIVPOL, DCOS Ops, DCOS Sp, CO Force MP Coy

From: Force PM/SO2 G1 Discipline

Date: 16 Jan 95

Subject: RWANDAN JURISDICTION TO IMPOSE FINES ON UNAMIR PERSONNEL FOR TRAFFIC OFFENCES

1. It has become apparent recently that few Rwandan Gendarmes are aware of the special status that UNAMIR and its members enjoy under the Status of Mission Agreement (the SOMA); attempts have been made to fine members of UNAMIR for traffic offences and several instances have occurred of Gendarmes impounding UNAMIR vehicles, most often following involvement in a traffic accident.

2. In neither case is this proper because, although members of the Force are required to observe Rwandan law and to cooperate with Gendarmes, they can become subject to local jurisdiction only if SRSG waives the protection prescribed in the SOMA. They are, in consequence, under no obligation to pay any fines to the Rwandan authorities or to submit to any demand for the impoundment of their vehicles. Should either be demanded, they should call the UNAMIR Military Police for assistance either directly or via the HQ UNAMIR Duty Officer.

3. Please ensure that all members of your staff or contingent are briefed accordingly. An SOP on this subject is in preparation and will be distributed in the near future.

MA

Is the any world like this?

Seen  
H Li  
19/1  
DFC

M CUTHBERT-BROWN

Maj  
Force PM/SO2 G1 Discipline

GA



File No 5000.65(G3 PLANS)

To: FC

From: OIC Op RETOUR

Info: Executive Director  
Political Adviser SRSG

DFC

COS

DCOS Ops

DCOS Sp

CHAO

Date: 17 Jan 95

**MEETING OF POLICY CELL - OP RETOUR**

1. In its original concept, the Op RETOUR Policy Cell consists of the following key players:

- a. VP and Minister of Defence.
- b. SRSG.
- c. Ministers of Rehabilitation, Interior and Defence.
- d. FC UNAMIR.
- e. COS of the RPA.
- e. Humanitarian Affairs Coordinator - UNREO.

*Levy*  
*18/1*  
*DFC*

2. The Policy Cell has not yet been able to meet and as a result, none of the work done on Op RETOUR has received formal political endorsement, nor has guidance and direction formally been given from above. As the operation is now under way, it seems essential to convene a meeting of the Policy Cell to consider the following broad issues (an agenda has not yet been staffed):

- a. Endorsement of the work carried out so far.
- b. Endorsement of the Principles and Operational Concept of Op RETOUR.

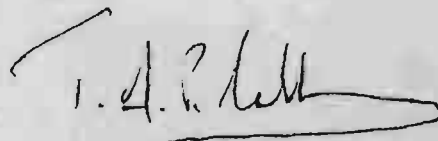
*G8*  
*19/1/95*  
*SB*

camps.

d. The public image of Op RETOUR.

3. It would be helpful if SRSG's staff could now concentrate on convening a meeting of the Principals. I have asked the Ministries of Rehabilitation and Defence to push for one as soon as possible, but to ask them to arrange the meeting would probably involve considerable delay. As Mr Kent is out of country until 25 January, it is suggested that 26 January would be an appropriate date.

4. With your concurrence, I will instruct Task Force staff to offer an agenda and carry out preparatory briefings of their Principals.



T A P MULLARKEY  
Lt Col  
OIC Op RETOUR

UNITED NATIONS  
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES  
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

*Seen by DFC/*  
*Please file*  
*He*  
*20/1*

OUTGOING FAX NO 263

PAGE 1 OF 22

MIR NO 146

MISC NO       

TO: H. MEDILI DPKO/FOD NEW YORK HQ	FROM: <i>[Signature]</i> A. GOLO OIC ADMINISTRATION UNAMIR, KIGALI
ATT: P. HORNSBY, CSS WALDRUM A. SEGUIN	DATE: 13 JAN 1994
FAX NO: 1 212 963 0664	PHONE: 02 622508 FAX: 02 622668
ORIGINATOR: C. OUATTARA CHIEF AIR OPS/MOVCON <i>[Signature]</i>	SECTION: AIR OPS/MOVCON
SUBJECT: FUTURE UNAMIR AIR FLEET REQUIREMENTS	

AAA. WITH THE CLOSE OF THE UNOSOM MISSION IN MARCH 1995, UNAMIR AIR OPS/MOVCON WILL LOSE ACCESS TO A POOL OF NON-DEDICATED AIRCRAFT WHICH UNAMIR HAS UTILIZED, IN CONJUNCTION WITH ITS ONE DEDICATED AIRCRAFT, TO SATISFY MISSION AIR MOVEMENT REQUIREMENTS.

BBB. WITH THE LOSS OF ACCESS TO THESE AIR CRAFT AND IN ORDER TO SAFELY AND EFFICIENTLY SATISFY DAILY CARGO/PAX DEMANDS FROM THE CONTINUING UNAMIR MISSION, UNAMIR MUST HAVE A DEDICATED FLEET OF AIRCRAFT.

CCC. RESULTS FROM A DETAILED STUDY OF THE ACCOMPANYING REPORT WOULD BE IN SUPPORT OF THE PROPOSITION THAT A FLEET MIX CONSISTING OF AN IL-76, L-100, AN-26, AND LEAR 35 WOULD BE REQUIRED TO MEET CURRENT MISSION PROFILE CRITERIA IN THE MOST EFFICIENT AND ECONOMICAL MANNER.

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*epir CAO CSS Airops MCC.*  
*DFC/CMO*

95 JAN 16 10

UNAMIR



DDD. THE IL-76, WHEN ALL COST RELATED FACTORS ARE ANALYZED, IS ONE OF THE MOST ECONOMICAL AIRCRAFT FROM THE GROUP OF TYPES WHICH COULD MEET CURRENT MISSION HEAVY LIFT REQUIREMENTS. A NAIROBI-KIGALI-NAIROBI TRIP IN AN IL-76 CURRENTLY COSTS 11,250\$ WHILE THE SAME TRIP IN A L-100 WOULD COST 14,700\$.

THE IL-76 BECAUSE OF ITS SPEED (READ: THE LENGTH OF AND NUMBER OF TRIPS) AND ITS WEIGHT CARRYING CAPACITY WOULD GIVE UNAMIR THE FLEXIBILITY TO MEET RADICAL MISSION REQUIREMENT INCREASES, BOTH ACUTE AND PROLONGED, WITHOUT THE PROBABLE NECESSITY TO CONTRACT ADDITIONAL AIRCRAFT.

THE SPEED AND SIZE OF THE IL-76 WOULD GIVE UNAMIR AIR OPS/MOVCON A QUICK AND EFFECTIVE RESPONSE CAPABILITY FOR EMERGENCY SITUATIONS AND UNUSUAL MISSION REQUIREMENTS. RECENT HISTORY HAS PROVEN THIS TO BE ESPECIALLY ACCURATE.

THE SPEED AND RANGE OF THE IL-76 WOULD ALLOW UNAMIR TO ACCEPT SPECIAL OPERATIONAL TASKING OUTSIDE ITS NORMAL MISSION AREA.

MANY LOAD CONFIGURATIONS, IN RESPECT TO EITHER VOLUME OR WEIGHT, (ONE NOTABLE EXAMPLE CONTAINERS) WHICH CAN NOT BE TRANSPORTED ON OTHER SIMILAR AIRCRAFT NORMALLY CAN BE ACCOMMODATED ON THE IL-76.

EEE. THE L-100 IS A VERY DURABLE AIRCRAFT WHICH HAS CONSTANTLY PROVEN ITS ABILITY TO MAINTAIN HIGH RATES OF AVAILABILITY OVER SUSTAINED TIME PERIODS UNDER HEAVY WORK LOAD CONDITIONS. THE HISTORICAL RELIABILITY RATE ESTABLISHED BY THE L-100 ADDS PROBABILITY TO UNAMIR MAINTAINING 100% AVAILABILITY WITH THE TWO HEAVY LIFT AIRCRAFT.

UNAMIR DOES NOT CURRENTLY HAVE STOL MISSION REQUIREMENTS. HOWEVER, POSSIBLE CHANGES IN MISSION DEFINITION WOULD NECESSITATE A STOL AIRCRAFT WITH HEAVY LIFT CAPACITY. THE L-100 WOULD BE CAPABLE OF SAFELY OPERATING IN AND OUT OF THE LANDING AREAS WHICH WOULD BE UTILIZED UNDER NEW MISSION PARAMETERS.

FFF. WHEN COMPARED TO OTHER SIMILAR AIRCRAFT COMBINATIONS, THE RESPECTIVE CAPABILITIES OF THE IL-76 AND L-100 ASSIGNS TO THEM THE GREATEST PROBABILITY (ESPECIALLY IN A SMALL FLEET MIX ENVIRONMENT) OF BEING ABLE TO FULFIL NORMAL AND CONTINGENT AIR MOVEMENT REQUIREMENTS AS DEFINED BY THE CURRENT MISSION PROFILE. IN ADDITION THIS MIX SHOULD BE ABLE TO ALLOW UNAMIR TO MEET ANTICIPATED MISSION REQUIREMENT INCREASES.

IN REGARDS TO COSTS EFFECTIVENESS, THIS COMBINATION SHOULD BE NO MORE EXPENSIVE THAN THE UTILIZATION OF ONE OR TWO AIRCRAFT OF THE SAME TYPE TO MEET CURRENT MONTHLY HOUR REQUIREMENTS. UNAMIR IS CURRENTLY UTILIZING AIRCRAFT IN THIS CATEGORY AT AN AVERAGE RATE OF 140 HOURS PER MONTH. IT WOULD SEEM IMPRUDENT TO ATTEMPT TO OPERATE ONLY ONE AIRCRAFT AT THAT MONTHLY HOUR RATE.

13/22  
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GGG. THE LOAD CAPACITY OF THE AN-26 MEETS UNAMIR AVERAGE DAILY PASSENGER MOVEMENT REQUIREMENTS. THEREFORE ON THOSE DAYS WITH LITTLE OR NO CARGO MOVEMENT REQUIREMENTS, THE AN-26 WOULD PREVENT THE NECESSITY OF UNDER EMPLOYING THE MORE EXPENSIVE HEAVY LIFT AIRCRAFT. IN FACT, ON LOW CARGO DAYS, THE INCLUSION OF THE AN-26 IN THE FLEET MIX WOULD SAVE THE UN APPROXIMATELY 10,000\$ PER TRIP. (AN-26 TRIP COSTS 4,500\$ IN COMPARISON TO THE 14,700\$ FOR AN L-100.)

IN ADDITION, THE AN-26 WOULD BE USED TO MEET LARGER THAN NORMAL VIP AND SPECIAL MOVEMENT REQUIREMENTS. UNAMIR AIR OPS CURRENTLY AVERAGES AT LEAST TWO VIP MISSIONS PER MONTH WHICH REQUIRE MORE THAN 9 PASSENGER SEATS.

HHH. PRACTICAL EXPERIENCE WITH THE LEAR JET 35 HAS PROVEN IT TO BE AN EFFECTIVE SPECIAL MISSION, QUICK RESPONSE, AND FAST MEDIVAC TYPE AIRCRAFT. THE FACT THAT NUMEROUS COUNTRIES HAVE VESTED INTERESTS IN THE OUTCOME OF THE POLITICAL PROCESS IN RWANDA, REQUIRES SPECIAL MISSIONS OF LONG DISTANCES TO AND FROM AT LEAST 7 COUNTRIES. THE RANGE AND SPEED OF THE 35 HAS ALLOWED THE SRSG AND OTHER VIPS TO COMPLETE THESE MISSIONS WITHIN THE CONSTRAINTS OF THEIR BUSY SCHEDULES IN A SAFE AND PROFESSIONAL MANNER. THIS COULD NOT HAVE BEEN ACCOMPLISHED, IN THIS STYLE, BY THE LEAR 25 NOR BEECH 200.

III. APPRECIATE YOUR COMMENTS, QUESTIONS, AND SUGGESTIONS.

JJJ. REGARDS



## UNAMIR AIR ASSETS FEASIBILITY STUDY

### CHAPTER I : TRAFFIC STUDY

The aim of UNAMIR Air Ops/Movcon section will be threefold:

- Operational;
- Safety;
- Economical.

#### **A. TRAFFIC RESOURCES ANALYSIS - PASSENGERS AND CARGO**

The operational assessment will involve the following:

- Passenger transportation;
- Cargo transportation;
- Tactical missions performing.

#### **1. Passenger transportation assessment**

##### **1.1 Present situation**

UNAMIR passenger transportation requirements are roughly estimated at about 5,950 persons. The figure breakdown is as follows:

##### **1.1.1 The military component**

This component is estimated at 5,723 men with 5,292 contingents troops from 16 countries. The military observers team makes up the remaining. The following table gives a right idea about the figures.

UNAMIR PERSONNEL TRANSPORTATION REQUIREMENT		
CONTINGENT	NATIONALITY	NUMBER
1. AUSMED	AUSTRALIA	307
2. BRITCON	BRITAIN	6
3. CANCON	CANADA	333
4. CHADCOY	CHAD	131
5. CONGO PL	CONGO	38
6. ETHIOBATT	ETHIOPIA	812

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UNAMIR PERSONNEL TRANSPORTATION REQUIREMENT (cont'd.)		
CONTINGENT	NATIONALITY	NUMBER
7. GHANBATT	GHANA	829
8. INDBATT	INDIA	508
9. MALAWICOY	MALAWI	173
10. MALICOY	MALI	200
11. NIGER PL	NIGER	43
12. NICOY	NIGERIA	336
13. SENBATT	SENEGAL	241
14. TUNBATT	TUNISIA	845
15. ZAMBATT	ZAMBIA	455
TOTAL		5,292

**SOURCES:** Weekly Military Component Personnel State

#### 1.1.2 The civilian component

There are an additional 80 CIVPOL and 193 civilian international staff. UNAMIR is also charged with a direct support assistance mission to the Rwandese Government. This assistance suggests that air assets be available at any time for political missions. The following table gives the number of such missions and numbers of passengers carried.

RWANDESE GOVERNMENT TRANSPORTATION				
MONTHS	AC/TYPES	PAX	CARGO	HOURS
October	L-35	6	60	7.3
November	L-35	20	200	22.94
December	L-35, B-200	45	450	59.31

**SOURCES:** Air Ops/Movcon monthly statistics

#### 1.2 Projected situations

Air Ops/Movcon is expecting a total of 8,988 passenger airlift requirements in the next three months.

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### 1.2.1 Military component

By March 1995, UNAMIR military air transportation requirements will be more important. The number of passengers will grow from the present status (5,292 persons) - to 8,292 (5,292 + 3,000 additional UN troops).

ADDITIONAL UN TROOPS MOVE		
FROM	NUMBER	TO
BUKAVU	3,000	GOMA

SOURCES: UNAMIR Headquarters

### 1.2.2 The civilian component

The civilian transportation requirements will grow from 273 persons to 423 (273 + 150 Human Rights officers).

## 2. Cargo transportation assessment

### 2.1 Present situation

UNAMIR Kigali receives cargo from various places by air and by road. The main cargo vendor country is Dubai. This cargo is shipped to Mombasa seaport, together with that coming from Mozambique. Some of the cargo can also come from the port of Dar-es-Salaam. In addition, UNAMIR receives timber from Uganda. UNAMIR cargo estimates are based on statistics for the past three months. From October to December, 974,427 tons of cargo were airlifted.

### 2.2 Projected situation

Given an approximate 10% increase in cargo year one could expect 1,071,869 tons.

## B. ACTUAL TRAFFIC STUDY

To choose the right data related to traffic is difficult but necessary. In fact, data chosen must be representative enough and must show the main traffic flows with the maximum of precision, that is, the period and location that have been chosen. The flight levels chosen must generate most of the traffic for UNAMIR air operations.

That is why we gear our choice toward two criteria:

- period;
- flight levels;

of which we shall show the main characteristics.

### 1. Period

Two interesting possibilities can be used for the period to be considered in our traffic evaluation:

- choose a sample covering a given period (8 days, 15 days or 1 month);
- choose traffic that is spread over a year.

The second solution has the advantage of giving a relatively correct view of traffic flow without having the drawback of forgetting anything important. But that solution is not capable of showing periods of strong traffic flows - which is the important thing to know when designing an air route network.

For that reason, we have chosen to deal with

- intensive traffic;
- both regular traffic and VIP traffic.

UNAMIR air operations activities have been better assessed for the last three months. We therefore chose to study the traffic on a monthly basis, taking into account the statistics of October, November and December.

### 2. Flight levels

Since our objective is to define an air route network, in order to determine mainly the important traffic flows in transit over Rwanda (taking into account Rwanda-Africa links, Rwanda-other parts of the world links and Rwanda internal links as well), we have decided to consider flight levels equal to or higher than FL 230. This choice appears to be the most appropriate one, since most of the aircraft we have been operating so far can fly at these flight levels.

## CHAPTER II : ECONOMICAL AND SAFE AIR ROUTES ASSESSMENT

### 1. Data analysis

The treatment of flights plans (FPL) indicates a very important traffic flow between Nairobi and Kigali. The number of movements is estimated at 336 for this last three months (see statistics sheet). The sample week accounts for 469 passengers.



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While the main passenger route appears to be the Nairobi-Kigali route, the bulk of UNAMIR cargo seems to be coming from the Gulf region, from UNOSOM, ONUMOZ and UNPROFOR.

## 2. Traffic estimate for 1995

Estimating UNAMIR traffic remains a very difficult task. Many elements have to be taken into account, like the change in the UN policy regarding the Rwandese situation. UNAMIR could be pulled out as a consequence of the degradation of the whole situation. Some contingents can also simply be pulled out for one reason or another.

To get around this, it is necessary to make some basic hypotheses, which we shall explain. Firstly, we should make a difference between VIP flights and normal regular flights, the first being unpredictable. The annual rate of increase in the number of passengers is very different according to the type of service.

Thus, from October to December 1994, one gets the following figures:

	Regular traffic				VIP traffic			
	Oct	Nov	Dec	Annual ▲ %	Oct	Nov	Dec	Annual ▲ %
Passengers	3227	3008	3428	10	10	25	50	12
Hours flown	461.09	464.35	590.07		7.3	22.94	59.31	

SOURCES: Air Ops/Movcon monthly statistics.

	Regular traffic				VIP traffic			
	Oct	Nov	Dec	Annual ▲ %	Oct	Nov	Dec	Annual ▲ %
Cargo	320934	271886	381607	10	100	250	500	12
Hours flown	461.09	464.35	590.07		7.3	22.94	59.31	

SOURCES: Air Ops/Movcon monthly statistics.

From the above tables one gets the following annual rates of increase:

### (a) Passengers

- Regular 10%
- VIP 12%



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(b) Cargo

- Regular 10%
- VIP 12%

2.1 Application to the number of movements

2.1.1 Hypothesis concerning aircraft capacity

2.1.1.1 Regular flights

If we consider a mix-configuration, as is generally the case, the capacity of our aircraft could be estimated at 45 passengers, the remaining load being cargo. In a single configuration, this capacity should be 100 (L-100) instead of an average of 40 (CN-235) in 1994.

2.1.1.2 VIP flights

The VIP flight capacity could be estimated at nine (9) passengers (Beechcraft), instead of seven (7) passengers (Lear 35) in 1994.

2.1.2 Hypothesis concerning seat occupation coefficient

2.1.2.1 Regular flights

The seat occupation coefficient could be estimated at 80 per cent, with proper flight planning by the UNAMIR Air Ops/Movcon flight booking centre. Tighter measures have been put into place in order to eliminate 'no-shows' for cost-effective flight planning.

2.1.2.2 VIP flights

Due to the specific character of these flights, one would expect a higher occupation coefficient. There are more and more missions developing with the prospect of more talks between political parties. The next arrival of human rights staff will also boost this kind of traffic. One would expect from 75 per cent in 1994 to 80 per cent seat occupation in 1995.

2.1.3 Movements multiplication factor

2.1.3.1 Regular flights

An annual rate of increase of 10 per cent in passenger numbers corresponds to a multiplication factor of  $(1.10)^{12} = 3.1$ , which gives up the following:

Number of passengers	1994 $\Sigma 1$	1995 $3.1 \times \Sigma 1$	243
Number of movements	$\frac{\Sigma 1}{40 \times 0.8} = y = 14.66$	$\frac{3.1 \times \Sigma 1}{100 \times 0.8} = z = 18.7$	

which produces a multiplication factor of  $\frac{z}{y} = 1.28$

$\Sigma 1$  being the number of passengers observed for the sample week (8 days)

#### 2.1.3.2 VIP flights

An annual rate of an increase of 12 per cent in VIP numbers corresponds to a multiplication factor of  $(1.12)^{12} = 3.9$ , which gives us the following:

Number of passengers	1994 $\Sigma 1$	1995 $3.9 \times \Sigma 1$
Number of movements	$\frac{\Sigma 1}{7 \times 0.75} = z1 = 89$	$\frac{3.9 \times \Sigma 1}{9 \times 0.80} = z2 = 254$

The multiplication factor is then  $\frac{z2}{z1} = 2.85$

In so doing, we get the two multiplication factors for VIP number of movements and regular flights number of movements. These two figures allow us to calculate estimated numbers of movements for both services, given the 1994 figure.

Roughly, we should be expecting the following movements in 1995:

### 2.2. Traffic forecast in 1995

#### 2.2.1 Regular movements

$$\text{Total movements} = \text{Rem} \times \frac{z}{y} = 4 \times 286 \times 1.28 = 1,464$$

#### 2.2.2 VIP movements

$$\text{Total movements} = \text{Rvm} \times \frac{z2}{z1} = 4 \times 50 \times 2.85 = 570$$

### 3. Air routes designing

What should be UNAMIR Air Ops/Movcon's aim? Obviously, we would like to operate from one airport to the other under the best economical conditions available, that is:

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- by the shortest route;
- at the most interesting flight levels (FL);
- without wasting time.

As for ATC services, their worries consist of ensuring aviation safety. They wish, therefore, to deal with a network that is capable of handling traffic with the least possible conflict. For this reason, our trajectories will be as near as possible to the orthodromic trajectories. The number of intersections (junctions) should be also kept to the minimum.

Concerning flight levels, if we do not get the higher flight level, we would be strongly penalized in terms of fuel consumption: a difference of 4,000 ft. corresponds to several kilos/mn. in additional fuel consumption. For instance, between FL 310 and 350, the difference is 3 kg/mn. for a DC-9 and kg/mn. for a B-737. L-100 fuel consumption above FL 230 is between 3800 and 4000 pounds per hour. Below this FL, consumption is around 5000 pounds. For a light jet like the Lear, refusal or approval of appropriate FL would be a determinant for the flight to take place with a specific payload. Dealing with the CN-235 that we are currently operating, this aircraft is greatly penalized in terms of flight level, due to technical performances - cabin pressurization limit is FL 190 with 20 pounds of fuel consumption each 1000 feet above.

It is therefore expected to have aircraft equipped with accurate altimeters and appropriate pressurization in order to allow for vertical separation of 1,000 ft. above FL 290.

Dealing with transport economics, one must keep in mind that road and rail are both competitive up to 400 km. Road goods transportation becomes uncompetitive above 400 km.

Rail remains competitive with respect to air transportation up to 600 km. Above such distance, rail transportation is not cost-effective compared to air.

UNAMIR could therefore establish direct air routes between Kigali and cargo-purchase ports, and also between Kigali and passenger-carrying airports:

### 3.1 International links

Kigali - Dubai	- 3,800 km. or 2,051 NM
Kigali - Mombasa	- 1,100 km. or 594 NM
Kigali - Dar-es-Salaam	- 1,175 km. or 633 NM
Kigali - Nairobi	- 800 km. or 432 NM
Kigali - Entebbe/Kampala	- 350 km. or 189 NM
Kigali - Goma/Bukavu	- 152 km. or 80 NM

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### 3.2 Internal links

Kigali - Butare	- 170 km. or 91 NM
Kigali - Gisenyi	- 85 km. or 45 NM
Kigali - Kamembe	- 400 km. or 216 NM
Kigali - Nemba	- 85 km. or 45 NM

### 3.3 Class of airport

Kigali	- Class 4E	= 3,800 m
Butare	- Class 3C	= 1,500 m
Gisenyi	- Class 3C	= 1,500 m
Kamembe	- Class 3C	= 1,500 m
Nemba	- Class 3C	= 1,500 m

The Kigali-Nairobi route could be a mixed route - passengers and cargo, while the Kigali-Entebbe route should remain exclusively a commuter or a VIP route. The internal links should be used for troop relief (food, water, fuel, spare parts) operations.

## CHAPTER III : FLEET CHARACTERISTICS

Estimated cost of 40 tons or 165 m<sup>3</sup> of non-UNAMIR air freight by IL-76 from Dubai to Kigali is US\$284,701 (figure given by Procurement Section) for two round trips. The time needed to cover this distance is  $3,800 \text{ km} \div 867 \text{ kph} = 4.4$  hrs. Total time for two round trips would therefore be approximately  $4 \times 4.4 = 17.6$  hrs. The hourly operating cost will then be  $\text{US\$}284,701 \div 17.6 = \text{US\$}16,176$ .

17.6

### A. LINES COSTS STUDY

We shall not concern ourselves here with a lines economy study, since UNAMIR Air Ops/Movcon does not make money out of its activity. The full range of operating costs cannot be assessed either, since UNAMIR does not pay such fees like:

- headquarters fees';
- landing fees;
- navigational aids fees;
- food and drink on board;
- crew salaries;
- etc.

Rather, we shall undertake a comparison study of seat availability (SKO), passengers carried (PKT), cargo availability (TKO) and cargo carried (TKT). We shall also concern ourselves with total fuel consumption of the type of aircraft we are currently operating.

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# 1. Long-haul aircraft requirements

Here, we shall assume firstly that UNAMIR is operating two types of long-haul aircraft: the IL-76 and the L-100. Secondly, we shall assume that the two aircraft possess a cargo rate of occupation of 35 per cent. The two aircraft are also due to carry cargo from Dubai on a weekly basis.

## 1.1 IL-76

### 1.1.1 Total cargo available

$$\begin{aligned} \text{TKO} &= 3,800 \times 4 \times \text{payload} \times 52 \\ 3,800 \times 4 \times 40 \times 52 &= 31,616,000 \text{ ton. kms} \end{aligned}$$

### 1.1.2 Total cargo carried

$$\begin{aligned} \text{TKT} &= 3,800 \times 4 \times 52 \times 35\% \\ &= 11,065,600 \text{ pax} \end{aligned}$$

### 1.1.3 Total fuel consumption

$$\text{AFO} = 25,000 \times 17.6 = 440,000 \text{ gal.}$$

### 1.3.4 Operating cost

$$\text{OC} = \text{US } \$4,403/\text{hours}$$

## 1.2 L-100

### 1.2.1 Total cargo available

$$\text{TKO} = 3,800 \times 4 \times 20 \times 52 = 15,808,000 \text{ ton. kms}$$

### 1.2.2 Total cargo carried

$$\text{TKT} = 3,800 \times 4 \times 52 \times 35\% \times 20 = 5,532,800 \text{ pax. km}$$

### 1.2.3 Total fuel consumption

$$\text{AFO} = 711 \times 24.24 = 17,234.64 \text{ gal.}$$

### 1.2.4 Operating cost

$$\text{OC} = \text{US\$ } 4,108/\text{hours}$$

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## 2. Short-haul aircraft requirements

These aircraft cannot be cost-effective on the Kigali-Dubai route, since their payload is lower. We shall then assume that they are exclusively utilized on the Kigali-Nairobi or commuter routes for passenger carrying. We shall further assume that these aircraft are flown twice a day.

### 2.1 CN-235

#### 2.1.1 Total passengers available

$$\begin{aligned} \text{SKO} &= 40 \times 800 \times 365 \times 2.15 \\ &= 25,112,000 \text{ pax. km.} \end{aligned}$$

#### 2.1.2 Total passengers carried

$$\begin{aligned} \text{PKT} &= 23,360,000 \times 80\% \\ &= 18,688,000 \text{ pax. km.} \end{aligned}$$

#### 2.1.3 Total fuel consumption

$$\begin{aligned} \text{AFO} &= 730 \text{ ltr} \times 4 \\ &= 768.42 \text{ gal.} \end{aligned}$$

#### 2.1.4 Operating cost

$$\text{OC} = \text{US } \$3,200 \text{ hours}$$

### 2.2 AN-26

#### 2.2.1 Total passengers available

$$\begin{aligned} \text{SKO} &= 38 \times 800 \times 365 \times 2 \\ &= 22,192,000 \text{ pax. km.} \end{aligned}$$

#### 2.2.2 Total passengers carried

$$\begin{aligned} \text{PKT} &= 38 \times 800 \times 365 \times 2 \times 80\% \\ &= 17,753,000 \text{ pax. km.} \end{aligned}$$

#### 2.2.3 Total fuel consumption

$$\text{AFO} = 325 \times 4 = 1,300 \text{ gal.}$$

#### 2.2.4 Operating cost

$$\text{OC} = \text{US } \$900/\text{hours}$$

B. CHOICE OF FLEET



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1. Long-haul aircraft performance comparison

IL-76 appears to be more cost-effective than L-100, but should be better used on a shorter distance. The Nairobi Kigali route is more appropriate to L-100

2. Short-haul aircraft performance comparison

AN-26 is more cost-effective on short-haul and commuter routes, given CN-235 operating cost (US \$3,200/hour) as opposed to AN-26 cost (US \$900/hour).

Conclusion

Considering our monthly statistics and the analysis given above, UNAMIR Air Ops/Movcon would need a long-haul service type aircraft, capable on a cost-effective basis, to airlift all its cargo load, which is due to increase with UNAMIR population growth. The multiplication factors are respectively 1.28 and 2.85.

The Nairobi - Kigali route needs an L-100 type of aircraft to cater for both cargo load and passengers. In the event of sudden change in the Rwandese political situation, both the IL-76 and the L-100 are capable of quickly airlifting UNAMIR military and civilian personnel. The fact that the L-100 can utilize almost all the airfields available in Rwanda (1,500m) makes this aircraft a valuable asset for troop airlifting.

The AN-26 could also be used cost-effectively on commuter routes or for troop supply. As can be seen from the analysis, an executive aircraft is badly required, as mission demands are increasing. More political missions being held outside Rwanda, in Zaire, Burundi, Kenya, Uganda and Tanzania require a quick-response aircraft.

The need for quick medivac and casevac missions make the Learjet 35 a valuable air asset compared to the Beechcraft 200.

This analysis does not include contingent rotation, which should tremendously increase the total traffic, currently estimated at 2,034 movements.

L.C. Ouattara  
Chief Air Operations/Movcon



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**AIRCRAFTS STATISTICS: MONTH OF DECEMBER 1994.**

TYPE	QUANTITY	HOURS FLOWN	FUEL US GAL	PAX	CARGO METRIC/T	TOTAL COST US\$	% AVAILTY	NAME CONTRT
L-100	3	96.94	48915	881	236962	369000	100	SOUTH AIR
IL-76	1	13.40	41631	50	31554	59000	100	ATLAN. AIR
AN-26	4	69.51	22590	520	530	68189	100	VIT AIR
L-35	2	26.56	4648	26	NIL	40929	100	PAC.NORT
B-200	1	27.00	2403	12	NIL	22788	100	NAT. AIR
CN-235	1	66.38	8472	333	4244	207899	100	S.A.F
BELL-212 C-FRWL	1	98.50	9850	507	2934		100	CAN-HEL
BELL-212 C-FRUU	1	98.86	9886	581	7527		100	CAN-HEL
BELL-212 C-FRWI	1	92.92	9292	518	5086		100	CAN-HEL

**COMMENTS**

UNAMIR fleet: activity is estimated to 590.07 hours. Total movements is estimated to 114.

load is estimated to 3428 pax of which 50 VIP. Cargo is estimated to 381607 kgs.

cost is estimated to US\$ 1359861.

fuel consumption is estimated to 157687 US gal.



UNAMIR - MINUAR

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UNAMIR AIR OPERATIONS

MONTHLY ACTIVITIES REPORT FOR DECEMBER 1994

AVIATION ACTIVITIES

HEREWITH IS THE MONTHLY AVIATION ACTIVITIES SUMMARY FOR THE  
MONTH OF DECEMBER 1994

1-TOTAL FLYING HRS: 299.79  
2-TOTAL PAX: 1923  
3-TOTAL CARGO: 381607Kg

FLYING HRS DETAILS AS FOLLOW:

A/C TYPE	CALL SIGN	FLYING HRS
-----	-----	-----
CN-235	UN-075	66.38
L-100	UN-384	37.60
L-100	UN-383	28.34
L-100	UN-382	31.00
IL-76	UN-392	13.40
AN-26	UN-361	10.33
AN-26	UN-362	31.84
AN-26	UN-363	17.25
AN-26	UN-364	10.09
L-35	UN-301	26.56
B-200	UN-368	27.00

PAX DETAILS AS FOLLOW:

TOTAL PAX:	1923
UNAMIR PAX:	1309
UN(OTHER ORGANIZATIONS):	0319
CONTRACTORS AND RW GOV	0245
V.I.P.S	0050

CARGO DETAILS AS FOLLOW:

TOTAL CARGO	381607 KG
UNAMIR CARGO	301299 KG
UNAMIR CONTENGENTS	004077 KG
UN(OTHER ORG)	32300 KG
PAX CARGO	43931 KG

FLYING HRS COST:

A/C TYPE	A/C HRS	COST US\$
-----	-----	-----
L-100	96.94	396,000
IL-76	13.40	059,000
AN-26	69.51	068,189
L-35	26.56	040,929
B-200	27.00	022,788

TOTAL COST: 587,844 U.S\$ INCLUDING FUEL

FLYING HRS DIRECT COST FOR CN-235

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TOTAL FLYING HRS:		66.38
FUEL COST:		
FUEL US GAL	UNIT PRICE	U.S DOLLARS TOTAL
-----	-----	-----
8472	0.7400	6269.28

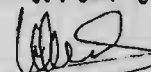
FLYING HRS COST :	155130
CREW ACCOMODATION:	27900
CREW ALLAWANCES :	18600

TOTAL DIRECT COST:	207899
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AIR OPERATION MANAGER

CHIEF AIR OPERATION

DATE 08 JAN 1995

Quattara  


UNAMIR

HELICOPTER FLEET

1994 DECEMBER STATISTICS

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UNIT	DESCRIPTION	C-FRWL	C-FRUU	C-FRWI	FLEET TOTAL	
(NUMBER)	HOURS FLOWN	98.5	98.86	92.92	290.28	
(PERCENT % OF CONTRACT RATE)		131.33%	131.81%	123.89%	129.01%	*
(PERCENT % OF MAX RATE)		98.50%	98.86%	92.92%	96.76%	**
(NUMBER)	PASSENGERS CARRIED	507	581	518	1606	
(POUNDS)	CARGO CARRIED	6456	16560	11190	34206	
(US GAL)	FUEL USED	9850	9886	9292	29028	
(NUMBER)	DAYS UNSERVICEABLE	2	0	2	4	
(PERCENT SERVICEABILITY RATE)		93.33%	100.00%	93.33%	95.56%	***
(NUMBER)	ACCIDENTS/INCIDENT	0	0	0	0	****

\* BASED ON MIN CONTRACTED RATE OF 75 HOURS PER MONTH PER AIRCRAFT

\*\* BASED ON MAX CONTRACTED RATE OF 100 HOURS PER MONTH PER AIRCRAFT

\*\*\* BASED ON NUMBER OF DAYS EACH AIRCRAFT UNAVAILABLE FOR USE

\*\*\*\* BASED ON NUMBER OF REPORTED FLIGHT SAFETY ACCIDENTS/INCIDENTS

DECEMBER

C-FRWL BELL 212

HOURS

PAX

CARGO

FUEL

1	3.7	6	0	370
2	2.4	6	6	240
3	5.5	50	0	550
4	0	0	0	0
5	2.35	8	100	235
6	1.27	18	0	127
7	4.64	21	200	464
8	3.86	18	2400	386
9	4.94	39	0	494
10	6.68	19	1850	668
11	4.19	25	200	419
12	1.98	12	400	198
13	U/S	U/S	U/S	U/S
14	U/S	U/S	U/S	U/S
15	1.03	2	100	103
16	8.25	42	250	825
17	6.64	46	150	664
18	5.05	19	70	505
19	0	0	0	0
20	3.68	14	0	368
21	3.68	20	0	368
22	3.23	25	0	323
23	6.05	28	180	605
24	3.3	19	300	330
25	0	0	0	0
26	0	0	0	0
27	0	0	0	0
28	2.9	24	50	290
29	5.43	18	180	543
30	1.91	11	20	191
31	5.84	17	0	584

TOTALS

98.5  
HOURS

507  
PAX

6456  
LBS

9850  
US GAL

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## DECEMBER

C-FRUU BELL 212

	HOURS	PAX	CARGO	FUEL
1	2.6	8	0	260
2	1.4	12	0	140
3	2.5	16	0	250
4	3.9	12	0	390
5	4.07	25	0	407
6	6.09	31	200	609
7	3.11	11	360	311
8	0	0	0	0
9	3.49	18	1200	349
10	7.28	28	8000	728
11	5.55	45	50	555
12	6.43	36	550	643
13	6.23	27	1550	623
14	1.45	7	200	145
15	1.4	6	1000	140
16	4.42	22	0	442
17	0	0	0	0
18	2.07	22	0	207
19	4.82	34	320	482
20	3.57	19	1500	357
21	4.27	24	640	427
22	5.5	40	290	550
23	1.85	18	50	185
24	1.92	22	0	192
25	1.5	12	0	150
26	0	0	0	0
27	0	0	0	0
28	2.17	16	90	217
29	2.58	20	0	258
30	4.68	24	290	468
31	4.01	26	270	401

TOTALS

98.86  
HOURS581  
PAX16560  
LBS9886  
US GALP21/22  
mir 146

## DECEMBER

C-FRWI BELL 212

	HOURS	PAX	CARGO	FUEL
1	5.5	26	0	550
2	2	6	0	200
3	4.8	15	0	480
4	0	0	0	0
5	1.82	16	0	182
6	1.39	14	0	139
7	2.07	6	0	207
8	4.96	27	0	496
9	3.57	30	0	357
10	2.02	16	0	202
11	U/S	U/S	U/S	U/S
12	U/S	U/S	U/S	U/S
13	5.22	31	2290	522
14	3.34	18	3750	334
15	5.41	20	200	541
16	5.55	49	0	555
17	2.73	12	100	273
18	4.09	30	50	409
19	3.16	17	0	316
20	3.45	3	3600	345
21	6.01	45	0	601
22	2	7	0	200
23	4.25	12	0	425
24	1.42	20	0	142
25	3.55	21	0	355
26	0	0	0	0
27	0	0	0	0
28	2.33	4	0	233
29	3.79	16	0	379
30	4.77	32	400	477
31	3.72	25	800	372

TOTALS

92.92	518	11190	9292
HOURS	PAX	LBS	US GAL

p22/32  
mir 146





Government  
of Canada

Gouvernement  
du Canada

ACTION  
REQUEST

FICHE DE  
SERVICE

To - A

Date

18 Jan 94

Time - Heure

From - De

Language spoken - Langue utilisée

☐ English  
Anglais

☐ French  
Français

Telephone No. - N° de téléphone

Extension  
Poste

☐ Please call  
Prière d'appeler

☐ Returned your call  
Vous a rappelé

☐ Will call again  
Vous rappellera

☐ Wants to see you  
Desire vous voir

☐ Action  
Donner suite

☐ Approval  
Approbation

☐ Note and return  
Noter et retourner

☐ Comments  
Commentaires

☐ Draft reply  
Projet de réponse

☐ Note and forward  
Noter et faire suivre

☐ As requested  
Comme demandé

☐ Signature

☐ Note and file  
Noter et classer

File No. - N° de dossier

Message taken by - Message reçu par

Sir,  
Mr Peter Hornby requires  
the answers to paras 2d and 2e  
of attached msg in order to  
urgently fax a response to  
UNNT.  
dla.

UNITED NATIONS



NATIONS UNIES

FINANCE MANAGEMENT AND SUPPORT SERVICE

FIELD ADMINISTRATION AND LOGISTICS DIVISION, OPS/DPKO

UN Headquarters

1978

<b>OUTGOING FAX NUMBER:</b>	<b>DATE:</b> 16 January 1995
<b>TO:</b> Mr. Ally Golo Officer-in-Charge UNAMIR	<b>FROM:</b> Amir A. Dossal Chief, Finance Management and Support Service, FALD/OPS/DPKO UNHQ NEW YORK
<b>FAX NUMBER:</b> 3-3090	<b>FAX NUMBER:</b> (212) 963-0642
<b>NUMBER OF TRANSMITTED PAGES:</b> 07	<b>FILE REFERENCE:</b> FIN/MIR/95-11
<b>SUBJECT:</b> INFORMATION REQUIRED FOR INCLUSION IN THE SECRETARY-GENERAL'S REPORT ON UNAMIR	

**URGENT**

1. Attached herewith is a retransmission of our fax FIN/MIR 95-08 of 12 January. To date, we have not received a response to the attached comments/recommendations of the ACABQ. As DPKO's input must be provided to the Controller not later than 17 January, it is requested that UNAMIR provide a prompt response to the enclosed so that it may be incorporated into the Secretary-General's report.

2. Additionally, the following information, which has been requested by the Legal Counsel, is also required for inclusion in the Secretary-General's report:

During the withdrawal of military contingents from Rwanda in April, 1994, it is understood that some contingent-owned equipment remained in the mission area and was consequently lost or stolen.

- a. -To which Member States did this equipment belong?
- b. -Was the abandoned equipment being used by the Member States which had provided the equipment, or was it being operated by contingents from other Member States?
- c. -Under what circumstances was the equipment abandoned?
- d. -By whose authority was the equipment abandoned?

3. Despite the short notice, it is extremely important that UNAMIR's response to the above inquiries be received at Headquarters not later than the 17th of January. Best regards.

Drafted by: GS/gts - Room 2145A

CS

Authorized by: Amir A. Dossal

le Ref. C:\wp51\doc\fax\quenev.mir

(CAO) CFD E/DIA

CSS

Rec'd CS  
16/1

UNITED NATIONS



NATIONS UNIES

FIELD FINANCE AND BUDGET SECTION

FIELD OPERATIONS DIVISION, DPKO

UN Headquarters

OUTGOING FAX NUMBER:	DATE: 12 January 1995
TO: Mr. Ally Golo Officer in Charge UNAMIR	FROM: Amir A. Dossal Chief Finance Management and Support Section FALD, DPKO UNHQ NEW YORK
ATTN:	
FAX NUMBER: 963-3090	FAX NUMBER: (212) 963-0642
NUMBER OF TRANSMITTED PAGES: 6	FILE REFERENCE: FIN/MIR/95-08
SUBJECT: Summary of recommendations and requests ACABQ-UNAMIR	

1. Please find attached a summary of recommendations and requests contained in the report of the Advisory Committee on Administrative and Budgetary Questions on the financing of UNAMIR(Document A/49/501).

2. Please take into consideration that these observations have to be taken into account in presenting the budget estimates for the period 10 December 1994 to 9 June 1995.

3. Additionally, please advise as to the status of the Host Country Agreement and its implementation in respect of UNAMIR.

4. We would appreciate your responses no later than Monday 16 January.

Regards.

Drafted by: Luisa Anzola.

Authorized by:  Amir A. Dossal

**SUMMARY OF THE RECOMMENDATIONS AND REQUESTS OF THE ACABQ REGARDING THE FINANCING OF THE UNITED NATIONS OBSERVER MISSION UGANDA-RWANDA (UNOMUR) and FINANCING OF THE UNITED NATIONS ASSISTANCE MISSION FOR RWANDA (UNAMIR)**  
**(Document A/49/501)**

Recommendation or request

1. **Lack of financial performance reports** for UNOMUR (22 June-21 December 1993) and UNAMIR (5 October 1993-4 April 1994) hampered the ability to consider cost estimates. Recurrent problem to practically all operations. (para. 13)
2. **Trust Fund for Rwanda:** ACABQ intends to revert to the policy issues concerning the relationship between trust funds and consolidated appeals in the context of A/48/945 and Corr.1 (para. 10)
3. **United Nations Rwanda Emergency Office:** next budget proposal should provide description and cost estimates of activities financed from voluntary contributions. (para. 11)
4. **Compliance with past recommendations:** ACABQ welcomed information and efforts to implement recommendations resulting in reduction of estimated cost of travel of international civilian staff, military observers and civilian police, however, those regarding a review of the administrative establishment of UNAMIR and respect of technical characteristics of equipment to be purchased remain to be implemented. (para. 14)

5. Both Nairobi and Entebbe bases should be reviewed in the light of the situation in Rwanda and the results of such review reflected in the next estimate for the mission.

6. Justification for the proposed increase in civilian staff was unsatisfactory; the personnel proposals did not relate to the revised operational plan of the mission. Information should also have been provided on the distribution of all new posts by offices. Future reports should provide detailed justification for all new posts and their distribution by offices. (para. 19)

7. Uniform criteria need to be in place for the classification of temporary peace-keeping posts to take into account the operational needs of peace-keeping operations. Such criteria do not exist at present --reflecting on a tendency to inflate the grade level of posts for PKOs and other operations. (para. 20)

8. No guidelines are in place for the determination of personnel requirements for such services as administration and related support services. ACABQ asked for a review of the structure in its last report. The present report of the SG should have described the scope of this review, the manner in which it was carried out and contained detailed supporting justification for its conclusions. (para. 21)

9. ACABQ welcomes the fact that steps are under way to prepare standard staffing tables based on missions of varying sizes. This will facilitate the task of reviewing such proposals. (para. 22)

10. Increases proposed in the civilian staffing table and military personnel,

*including police, were considered too high. ACABQ was not convinced either by the rationale provided in support of 40 local staff or for the high number of internationally recruited General Service staff. (para. 23)*

*11. The procedure related to the salaries and other entitlements of locally recruited personnel --generally based on the standard costs applicable to personnel of the UN system at the location-- should be modified in a manner that is in accordance with the mission. (para. 24)*

*12. The personnel proposal for UNAMIR should be rationalized by streamlining and eliminating unnecessary hierarchical layers. In this connection, the previous recommendation to review the administrative establishment of UNAMIR remains valid. (para. 25)*

*13. Payment of hazard duty allowance to local staff should be in strict accordance with ICSC rules. Nevertheless, this is a contingency provision, which after appropriate authorization, may become staff entitlement. That being the case, it should be reflected under the object of expenditure "common staff costs" (paras. 27-28)*

*14. Regarding potential claims in connection with equipment abandoned during the withdrawal of military contingents in April 1994, detailed and complete information on all equipment abandoned in UNAMIR should be prepared as soon as possible. In addition, an analysis of the legal aspects of UN liability under various circumstances,*

which may arise in peace-keeping operations, and its results should be submitted to ACABQ as soon as possible. The Secretary General should, subject to the results of the analysis carried out by ACABQ, include the appropriate amounts in the provision for potential claims by Governments in the next estimates for the mission. (para. 31)

15. Requirements for buses, trucks and other special purpose vehicles must be reviewed with the purpose of reducing their number. The next budget submission should contain detailed justification for such vehicles. (para. 35)

16. The rental of vehicles for the bases at Nairobi and Kampala were not considered cost effective, the rental cost being comparable to the cost of purchase of new vehicles. ACABQ, nevertheless, believed the ratio of one vehicle per about three staff was excessive, needing to be reviewed. (para. 36)

To be replaced by UNO.

17. ACABQ was not convinced that the operational requirements of UNAMIR necessitate such a highly sophisticated and powerful satellite communications system as the one proposed, nor was it convinced by the explanation regarding the cost differential. Related information should be included in the next budget submission. (para. 37)

18. It was considered that the requirements for data-processing equipment were too high --they did not reflect the actual functional responsibilities of the staff. (para. 39)

19. ACABQ recalled that, in reviewing the contractual arrangements of logistical support provided by Brown and Root in



*the case of UNOSOM, it had pointed out that the procedures followed for entering into such an arrangement seemed different from the standard procedures followed in other missions, and had recommended the Secretary General actively pursue alternatives for delivery of services at more economical rates. Since it considered this recommendation to be as relevant in the case of UNAMIR, it requested detailed information be included in the next budget submission on the implementation of this recommendation. (para. 44)*

UNITED NATIONS  NATIONS UNIES

UNOSOM II, MOGADISHU, SOMALIA SOM RECEIVED"

1995 JAN 16 A 8:03

**TELEFAX TRANSMISSION**

OUTGOING FAX NO: 328	DATE: 16 JANUARY 1995
TO: A.H. GOLO OIC UNAMIR, KIGALI ATTN: R. OMPHROY, UNHCR INFO:	FROM: STEINAR B. BJORNSSON DIRECTOR OF ADMINISTRATION UNOSOM II, MOGADISHU
FAX NO: 3-3090	FAX NO: 963 3082/3
TOTAL NO. OF PAGES: 1	REFERENCE:
SUBJECT: MESSAGE TO BE FORWARDED TO MR. R. OMPHROY, UNHCR, KIGALI - FOLLOW UP.	
CALL PHONE NO: (212) 963 3084 FOR ANY QUERIES	

MISC-422

AAA I REFER TO MY FAX OF 5 JANUARY 1995 ON THE ABOVE SUBJECT. SINCE WE STILL HAVE NOT RECEIVED MR. OMPHROY'S REPLY AND IN VIEW OF THE URGENCY OF THE MATTER, I WILL APPRECIATE IF YOU WOULD KINDLY FOLLOW IT UP WITH MR. R. OMPHROY AND ADVISE ME ON THE STATUS OF OUR REQUEST.

DDD THANK YOU FOR YOUR COOPERATION AND BEST REGARDS.

DRAFTED BY: S. AGADJANOV  
CLEARED BY:

RELEASED BY: STEINAR B. BJORNSSON

CAO E/MR HCR PV

MEMORANDUM


1002.1 (FEO)/OPS/1

05 Jan 95

DISTRIBUTION LIST

SUBJECT: FORECAST OF ENGR TASKS

1. You must be aware that Force Engr Coy has arrived in Rwanda. This coy is fully operational now.
2. The tasks which can be performed by this coy are attached with this letter.
3. It is to be noted that this coy does not hold any stores for the tasks. As such the requisition for the material required will have to be made by the user unit. It would be appreciated if your engr representative is also involved in the supervision of these tasks.
4. You are therefore requested to submit your requirements for the tasks in your respective sectors. Your requirements should reach this HQ by 09 Jan.

  
S Agrawal  
Maj  
G3 Engrs/FEO

DISTRIBUTION LIST

ACTION

NICOY  
GHANBATT  
ZAMBATT  
FRAFATT  
ETHIOBATT  
TUNBATT  
INDBATT  
MALICOY  
MALAWICOY

INFO

✓ COS  
DCOS OPS  
Force Engr Coy

DFC 


FC 

FC 9 Jan 95

1. Ref att.

2. This has been issued to fully utilise the Force Engr Coy, in conjunction with contingent Engrs.

3. For info please.

  
A. J. J.

GO  
11/1/95  
SB

*G3 Engrs*  
*I have requested to know on any occasion the bridge about 10km from Gitauma on the Kibuye road whether action can be taken now. No answer comes. See note on (tw) -*  
*18/1*  
*DFC*

### ENGINEER TASKS

1. EOD.
2. Road Repair Work. This is limited to repair of gravel roads or cutting of a new track which is of a maximum classification of 9 tons.
3. Repairs of timber bridges.
4. Launching of equipment bridges ie Bailey Bridge.
5. General Support Tasks.
  - (a) Reactivation of Water Points.
  - (b) Establishment of Water Points.
  - (c) Electrification of buildings or camps.
  - (d) Carpentry works.
  - (e) Plumbing works.
6. Demining of camps or locations occupied by the UNAMIR pers.



To: Mr Dessande, Chief Protocol Officer HQ UNAMIR

Info: MA to FC  
COS  
Mr Smith (UNAMIR Movecon)

Date: 04 January 1995

Subject: PENETRATION OF ZAIRE AIRSPACE BY UNITED NATIONS  
SEARCH AND RESCUE HELICOPTER ON 04 JANUARY 1995

1. At 1405(B) hours on 04 January 1995, HQ UNAMIR received a distress radio message from United Nations agencies working in Zaire. The message asked HQ UNAMIR to provide a rescue helicopter to assist in the search for a UNHCR worker who had fallen from a boat into Lake Kivu at position S0155 E2905. This position is 200 metres off the west coast of Isle Idjwi; the large island positioned in the middle of Lake Kivu within Zaire territory.

2. Given the emergency humanitarian nature of the request, and on the assumption that Zairan authorities were aware of the situation, HQ UNAMIR agreed to despatch a helicopter to assist in the search operation. UN helicopter C-FRWI (callsign United Nations 078) was launched at 1544(B) hours, and after entering Zaire airspace at 1630(B) hours, arrived at the search position at 1636(B) hours. After searching for 40 minutes, during which nothing was found, the aircraft returned to Kigali.

3. I would be grateful if you would pass on HQ UNAMIR's thanks to the Zairan authorities for their cooperation during this operation.

C W DIXON  
Sqn Ldr  
S02 G3 AIR  
HQ UNAMIR

COS  
We must put in place  
an SOP to guide us in the future.  
I think there is an international  
law guiding all these distress  
or SOS calls but only in  
circumstances prevailing in this  
region, we may have to enter into  
some agreement with the nearby  
states. See the Legal Advice  
please. J. G.  
05/1  
D.F.C.

GG  
9/1/95  
SB

2 PAAUZYUW UCCVVDB0007 0042110-UUUU--UCCVVDA UCCVVDH.

ZNR UUUUU

P 042130 JAN 95

FM UCCVVDB/UNAMIR TAC HQ BUTARE ✓

TO UCCVVDA/UNAMIR HQ KIGALI//INDBATT/AUSMED//

UCCVVDH/SECTOR 5 GESENYI//TUNBATT//

INFO UCCVVDA/UNAMIR HQ KIGALI//OPS/FC/DEC/HAC//

BT

UNCLAS OPS 188

SUBJ: OP RETOUR VEH DETAIL

1. REF 300/15/1/OPS DATED 21 DEC 94

2. TUNBATT AND AUSMED HAVE NOT COMPLIED WITH REF A REQUIREMENT OF PROVISION OF VEHs. SAME IS URGENTLY REQUIRED FOR OP RETOUR. TUNBATT VEH TO REPORT TO CYANIKA CAMP DIRECTLY

3. FOR INDBATT, YOU ARE REQUESTED TO RETURN YOUR WITHDRAWN VEHs IMMEDIATELY

4. VEHs ARE REQUIRED BY LAST LIGHT THURSDAY 05 JAN 95 FOR OP RETOUR

5. BE INFO THAT LACK OF ENOUGH VEHs HAS SLOWED DOWN OUR PROGRESS.

BT

#0007

Received 01-04-1995 21:51:45

2EV 2152B

G8  
7/1/95  
SB

②

COS

It would appear OP RETOUR  
was picked up momentum. UNHCR  
and LOM should help with the evacuation.  
Our vehicles are basically 1st line to the  
units. It is the responsibility of the UNHCR  
to ensure this movement goes on  
unimpeded.

OP Retour

Spoken to DRC

as of  
DRC/cmo

FILE

MEMORANDUM

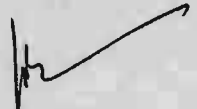
1001.1 (FEO)/OPS/1

02 Jan 95

DISTRIBUTION LIST

SUBJECT: BRIEF ON ENGR ACTIVITIES IN DEC 94

1. A brief on engr activities carried out in the month of Dec 94 is forwarded for your perusal.
2. The brief also covers details of the Force Engr Coy which has newly arrived in Rwanda.

  
S Agrawal  
Maj  
G3 Engrs/FEO

DISTRIBUTION LIST

EC  
✓ DFC  
COS  
DCOS OPS

(2)  
COS

The one I am most interested  
in is a matter of urgency  
is para 5 b(i). How quickly  
can we get that done?  
J Di  
02/1  
JFC

GB  
4/1/95  
SB



## ENGR ACTIVITIES IN DEC 94

### FORCE ENGR COY

1. The Force Engr Coy completed its concentration in Rwanda by 19 Dec 94.
2. The total strength of the coy is 6 officers, 8 junior commissioned officers, and 189 sappers.

3. Capabilities. The coy consists of one construction platoon, one field platoon, and one plant platoon besides internal coy administrative elements. The capabilities of the coy are as follows:-

- (a) Mine clearance with up to a platoon.
- (b) Establishment of up to two water points.
- (c) Provide one EOD detachment.
- (d) Repair and maintenance of gravel roads involving use of earth moving plant.
- (e) Repairs in buildings and camps involving electricians, carpenters, and plumbers.
- (f) Launching of one equipment bridge at a time, and also undertake repairs to timber bridges.
- (g) Supervision of engineering work being carried out by contractors.

Note. These capabilities are based on the premise that stores will be made available. Also all these tasks can not be carried out simultaneously.

### 4. Availability of Equipment.

- (a) Tracked Dozers - Nos 5.
- (b) Wheeled Dozer - No 1.
- (c) Excavator cum Loader - Nos 2.
- (d) Motor Grader - No 1.
- (e) Road Rollers - Nos 2.
- (f) Crane 3/5 Tons - No 1.
- (g) Crane 7.5/16 Tons - No 1.
- (h) Compressors - Nos 2.
- (j) Concrete Mixers - Nos 2.

5. Tasks carried out since Arrival.

(a) EOD.

- (i) Disposal of two 60mm mor bombs in Kigali on 16 Dec 94.
- (ii) Recovery of two 60mm mor bombs and live ammunition from TRAFFIPRO complex on 17 Dec 94.
- (iii) Destruction of A Pers/ A Tank mines and grenades in Kigali on 21 Dec 94.
- (iv) Destruction of mines at Cyanika (Sector 1) on 22 Dec 94.
- (v) Destruction of A Tank Rifle Grenades at Kicukiro Missionary in Kigali on 29 Dec 94.

(b) Road Recces.

- (i) Recce for Road Gitarama - Kibuye was carried out on 27 Dec 94. Barring a few minor repairs the road is fit

for UNAMIR traffic.

- (ii) Recce for Road Kigali - Rilima - Ruhaho - Nyamata - Kigali (Sector 2) was carried out on 27 Dec 94.

- (c) Construction of Bridge. Recce for construction of a Bailey Bridge on River Akanyaro near Busoro was carried out. This bridge is urgently required for movement of IDPs from Sector 3 to Sector 2. The bridge was demolished during war including demolition of embankments and piers. As such construction of piers and embankments is a prerequisite for launching of the bridge. This work is being undertaken by the Rwandan Ministry of Public Works.

- (d) Demining. On request of Islamic Cultural Centre in Kigali, demining of the playgrounds and open areas is being carried out at present.

CONTINGENT ENGRS

6. The contingent engrs continued with their task of providing intimate engr support to their respective contingents.

7. EOD. AUSMED and NICOY EOD Teams carried out a no of EOD tasks in their locations as well as under centralised control for tasks in Kigali. The EOD tasks by other contingent engrs could not be carried out due to shortage of explosives.

*When will  
these repairs  
be carried out?*

8. Road Recces. Joint road recces were conducted by GHANBATT and FRAFBATT alongwith Force Engr Coy.

9. An appraisal of the tasks required to be carried out in the sectors and the material and funds required for the same for next 6 months was done. The Military Engr Budget for the next 6 months has been forwarded to CBMS for procurement.

73010/4721/140-4102

F/IN - 5474

1

FROM: 4B HQ FRAFBATT

TO: UNAMIR HQ KIGALI //OPS.

INFO: -DFC  
-CLO

UNCLAS CC NR 1821

SUBJECT: PROCEDURE OF HANDING OVER OF CONFISCATED WEAPONS.

## REFERENCE:

A/MINUTE OF G3 OPS ON 10 NOV. 1994.

B/PROCES VERBAL DE REMISE NR 120/CONT/CD ON 17 NOV. 1994.

C/MINUTE OF UNAMIR HQ OPS ON 22 DEC 1994.

1. THE INFORMATION ABOUT HANDING OVER OF CONFISCATED WEAPONS FROM SECTOR 4B MILOBS IS NOT CORRECT.
2. IN THE ABOVE REFERENCE, WE REPORTED THAT THIS OPERATION, AUTHORIZED BY UNAMIR HQ G3 OPS, WAS CONDUCTED BY FRAFBATT CONTINGENT COMMANDER.
3. THE KIBUYE PREFECT WHO KNOWS NOTHING ABOUT WEAPONS, HAD REQUESTED HELP TO THE RPA BN21C.
4. A COPY OF THE PROCES VERBAL HAD BEEN SUBMITTED TO THE UNAMIR HQ AS REQUESTED.
5. NO MILOB ATTENDED THAT OPERATION.
6. FOR YOUR INFORMATION.

26 DEC. 1994 14 15 00 B

OUSMANE GOUDIABY  
COLONEL  
FRAFBATT CONTINGENT COMMANDER.

G3 OPS  
What is this about?  
+2  
01/1  
DFC/CMD

29/12/94

UNITED NATIONS



NATIONS UNIES

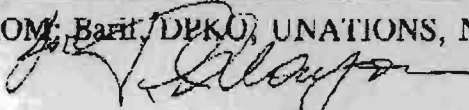
9, DEC 23 21 11

F/IN - 5464

Demining Unit

OUTGOING FACSIMILE

DATE: 23 December 1994

TO: Force Commander UNAMIR Rwanda ATTENTION: CAO, DFC/COS Maj. Maczka	FROM: Baril / DPKO, UNATIONS, NY 
FAX NO: 3.3090	FAX NO: (212) 963-3452
SUBJECT: Request for Proposal (RFP) - Rwanda	
NUMBER OF TRANSMITTED PAGES INCLUDING THIS PAGE: 19	

Please refer to your fax dated 20 December 1994 and find here attached another copy of the RFP as requested.

Also, please refer to the attached fax from Mr. Blagden dated 8 December and address the issues raised in it as soon as possible.

Your early action will be appreciated.

Regards.

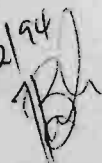
FC

CAO

DFC/COS

CG3 Engrs  
Take a critical look  
at these and come up  
with your views.  
JG

28/12  
DFC

G8  
29/12/94  


→ km

UNITED NATIONS



NATIONS UNIES

UN DEMINING OFFICE

## OUTGOING FACSIMILE

DATE: 8 December 1994

*P. Blagden*

TO: SRSG, FC, CAO UNAMIR	FROM: BARIL, UNATIONS NY
FAX NO: 3-3090	FAX NO: (212)-963-3452
SUBJECT: MINE CLEARANCE IN RWANDA	
ATTN: SRSG, DFC, CAO	ROOM NO 0927, TEL 963-2627
NUMBER OF TRANSMITTED PAGES INCLUDING THIS PAGE: 1	

From: Paddy Blagden, UN Demining

1. I am concerned to note a report that the RPA are apparently insisting that mine clearance training can only be given to RPA soldiers. A report has also reached New York saying that mine clearance can only be carried out by RPA serving soldiers. The restriction to RPA serving soldiers may create some fundamental legal problems for us, which will immensely complicate the formulation of a mine clearance programme.

2. I would therefore be grateful if it could be confirmed with the RPA that:

a. The restriction to the training of serving soldiers still applies, and that some way of providing non-serving soldiers or civilians cannot be contrived.

b. That mine and munition clearance, minefield and hazard area marking and mine awareness training can continue to be carried out by expatriate teams.

3. The restriction to serving soldiers will mean that all mine clearance training must be done bi-laterally. No arrangements for such bi-lateral assistance are at present in place, although the US is apparently examining the feasibility of providing it.

4. For CAO. I understand that the \$1M funding for demining is now expected to pass ACABQ. I still await your confirmation that, when the points at 2 above are resolved, you will be content to ask New York to let the RFP for demining.

5. Best regards.



- 1 -

DATE: \_\_\_\_\_ November 1994

TO: PROSPECTIVE BIDDER

FROM: Chief Administrative Officer, UNAMIR

SUBJECT: REQUEST FOR PROPOSAL (RFP) FOR THE ESTABLISHMENT  
OF A MINE CLEARING TRAINING FACILITY FOR UNAMIR,  
RWANDA

**Enclosures:**

1. Instructions to Bidders
2. Proposal Content and Format Instructions
3. Statement of Work
4. Price Schedule
5. United Nations General Conditions

1. It is requested that a Firm Fixed Price Proposal be submitted by your organization for the establishment of a mine and munition clearance capability in Rwanda.
2. Please note that this document is a request for proposal and does not commit UNAMIR to award a contract or to pay any costs incurred in the submission of proposals, or cost incurred in making studies necessary for the preparation thereof.
3. A period of seven (7) days from the date shown above will be granted for technical and contractual questions related to this RFP, after which all prospective bidders will be notified of all questions and all responses. All such questions must be sent by fax to the Chief Administrative Officer, Fax Number 2-50-76263 or 2-50-84560.
4. UNAMIR reserves the right to reject any or all proposals received in response to this request and to negotiate with any proposers or other firms in any manner deemed to be in the best interest of UNAMIR.
5. All proposals will be reviewed and evaluated by UNAMIR in accordance with the provisions of the United Nations Financial Regulations and Rules.
6. Your sealed bid is to be returned by 1200 hours on 01 December 1994 and should be valid for sixty (60) days.

UNAMIR  
Kigali, Rwanda



- 2 -

#### 1.0 INSTRUCTIONS TO BIDDERS

It is the intent of UNAMIR to award a Firm Fixed Price Contract for the provision of services as described in Section 3.0 "Statement of Work", of this RFP.

This bid is restricted to bidders with representation within the UNAMIR Mission Area.

- 1.1 The period of performance may be from 01 January 1995 through 01 August 1995, subject to performance, budget and existence of the UNAMIR Mandate.
- 1.2 It is the bidder's responsibility to be aware of and understand any and all access, security and working restrictions related to each work location.
- 1.3 The bidder is to provide a detailed "Price Schedule" (Section 4.0 of this RFP). Failure to entirely complete the "Price Schedule" may be grounds for bid disqualification. Each unit price should include all costs and profit related to the associated item.
- 1.4 The bidder shall provide resumes and proof of qualifications for key personnel to be provided to accomplish the work specified in Section 3.0, "Statement of Work."
- 1.5 The bidder's proposal must be based on, and fully compliant with, the requirements, stipulations and provisions of this RFP. The bidder's proposal must state any exceptions or caveats to this RFP. After proposal submittal not exceptions will be accepted. Exceptions, if any, must be specific rather than general in nature, and rationale must be provided for each exception taken. UNAMIR reserves the right to reject any bid containing exceptions, caveats or any other such attempt to limit, delete or otherwise change any provision, clause, word or schedule contained in this RFP.
- 1.6 It is the intent of UNAMIR to tender a bid package that bidders can respond to without the need to make assumptions in determining a fair price to UNAMIR. Should the need arise to make an assumption (or assumptions), these should be identified in the bidder's proposal under a section titled "Assumptions."
- 1.7 The bid shall be held open for acceptance by UNAMIR for sixty (60) days from the date of submittal. The cover letter to the bidder's proposal will indicate the validity period of the proposal. Failure to note a proposal validity period may be grounds for bid disqualification.

- 3 -

## 2.0 PROPOSAL CONTENT AND FORMAT INSTRUCTIONS

The following instructions are to assist the bidder in submitting adequate cost or pricing data. UNAMIR requires these data to evaluate the overall reasonableness of the proposal and to perform a cost analysis and comparison with other bids received and UNAMIR's cost estimate. The burden of proof for cost credibility rests with the bidder. Therefore, the bidder is cautioned that compliance with these instructions is mandatory and failure to comply may result in rejection of the bidder's proposal.

Each bidder is cautioned that the following requested information is crucial to convincing UNAMIR that the bidder understands the requirements of the Statement of Work and can capably respond to same. The proposal shall consist of the following sections:

### SECTION 1.0

General and technical approach to accomplish the tasks listed in this RFP. (Section 3.2.1. to 3.4.11).

### SECTION 2.0

List of similar work in size and scope accomplished by the bidder over the past five (5) years.

### SECTION 3.0

Resumes of the experience of personnel to be employed. (Section 3.2.2)

### SECTION 4.0

Price Schedule, completed in its entirety. List any additional equipment and supplies required to accomplish the work specified herein, complete with associated costs.

### SECTION 5.0

List any exceptions and supporting rationale in accordance with paragraph 1.5 of Enclosure 1, "Instructions to Bidders."

### SECTION 6.0

Identify any assumptions in accordance with Paragraph 1.6 of "Instructions to Bidders."

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### 3.0 STATEMENT OF WORK

#### 3.1 Background

3.1.1 In the recent wars in Rwanda, both parties used mines to a limited extent. As a result, there are an estimated 30,000 uncleared mines in the north of the country, and possibly up to 20,000 more in scattered areas in the centre. The actual areas of mine pollution are not known, although some maps exist that were made during mine laying. No maps exist of any mine lying since April 1994, and the troops who laid them are not available. The mines are both anti-personnel and anti-tank, and there are also some simple booby traps set up with grenades or commercial explosive. A provisional list of mine types is at Annex "A."

3.1.2 A considerable amount of ordnance debris also exists, especially near defended localities, some of which is still live. Most of this unexploded ordnance and debris is of small calibre such as rifle grenades, hand grenades, infantry anti-tank rockets such as RPGs and mortar rounds.

3.1.3 Hostilities have now ceased, and the Government has expressed a willingness to cooperate with the mine clearance process, and to provide assistance in the identification of mined areas.

3.1.4 A general clearance plan for Rwanda has been written, as a result of which two main programmes of work have been identified. The first programme calls for the setting up of a small mine survey, the marking of mined areas and a limited amount of mine and munition clearance. The second programme involves the training and deployment on mine and munition clearance of a group of Rwandese. This Request For Proposal concerns solely the first programme, consisting of the survey, marking and clearance requirement.

#### 3.2 Requirement

3.2.1 The general requirement is to set up an organization in Rwanda to carry out the following tasks:

3.2.1.1 A limited survey of the possible mine and munition pollution of six towns, in conjunction with the Mine Intelligence Cell in UNAMIR Headquarters. This will be followed if time permits by a survey of the country region that was the previous Demilitarized Zone, which is thought to be the main mine-contaminated area.

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3.2.1.2 Marking of mine or munition contaminated areas, where the density of the mine and munition pollution makes it impossible to effect immediate clearance.

3.2.1.3 Limited clearance of mines and munitions, and other EOD tasks, for HQ UNAMIR and UNREO, as coordinated initially by the Mine Intelligence Cell in UNAMIR, and later by the Mine Action Centre in UNREO, when established.

3.2.2 The requirement above will be carried out by the contractor, who will deploy three teams, capable of operating independently, each of which will contain up to two fully qualified expatriates and as many local assistants as thought necessary. These assistants should be locally employed, but preferably should not be serving soldiers from either the Rwandese Government Army or Rwandese Patriotic Army.

3.2.3 Experience has shown that the searching of wide areas of sporadically mined ground is made more thorough and cost-effective by the use of dog teams. The contractor will be expected to employ at least two teams of dogs, each team consisting of two handlers and two dogs, which will work in conjunction with the operating teams above. The combined teams will be entirely self-supporting.

### 3.3 Existing Facilities

#### 3.3.1 Mine Action Headquarters

3.3.1.1 The mine clearance programme will be coordinated by a Mine Action Headquarters (MAHQ), which will be set up in UNREO. Until fully established, its duties will be carried out by the Mine Intelligence Cell in UNAMIR. This cell has been formed to carry out the following functions:

- To establish a mines database
- To coordinate all demands for mine clearance.
- To task mine clearance groups.
- To coordinate and check the completed work carried out by mine clearance groups.

#### 3.3.2 The Mine Intelligence Cell.

3.3.2.1 The mine intelligence cell has been set up to gather information on the location of mines from UNREO and UN Agencies, from hospitals, NGOs



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and other local groups, and from the belligerent parties. The information is available as a master mine map, a computer database and written mine and munition incident records.

### 3.4 Other Factors

3.4.1 Training Facilities There are currently no training facilities available, but UNAMIR will be tasked with agreeing the use of a suitable site should the contractor need it for the training of their local national contingent.

3.4.2 Equipment and Supplies The contractor will bring sufficient equipment, stores and spare parts required for six months of operation, with the exception of fuels and lubricants.

3.4.3 Accommodation The contractor will be required to find suitable accommodation for their staff, and to provide their own logistic support. Accommodation for Rwandese employees when away from their home areas will also be provided by the contractor.

3.4.4 Dog Teams It is expected that the dog teams will entirely self-supporting, including the provision of kennel accommodation, food and veterinary support.

3.4.5 Transport Each Recce/marketing/clearance team will need to be self-sufficient in transport. Fuels and lubricants will be provided under UN arrangements, but maintenance and repair of vehicles will be the responsibility of the contractor.

3.4.6 Marking Materials The contractor will be expected to provide all materials used for minefield or danger area marking. Experience has shown that such marking materials should either be in copious local supply, or of no utility, such as paint making on piles of stones. All materials with commercial or other utility tend to be removed. The UN will provide mine warning signs, based on designs used in other areas.

3.4.7 Language The main languages spoken are a Rwandese, French and English.

3.4.8 Terrain The terrain in the north is hilly, with lush vegetation. The valley bottoms are usually banana or tea plantations. The main communications infrastructure is tarmac roads, but away from the tarmac most roads and tracks are earth or laterite. Outside tea plantation areas, bridges and culverts are small, and

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designed for light loads. In many areas cut off by the war, these roads have not been used for some years. Road maintenance is rare.

3.4.9 Communications Radio communications are good around the central area of the country, using hand-held Motorola sets in simplex or duplex mode. Outside the centre, it may be necessary to use HF. UNAMIR Headquarters maintains an operation centre, which monitors all frequencies.

3.4.10 Medical The contractor will be required to provide his own medical support and ground transportation. There are two major hospitals in Kigali, manned by expatriate doctors. There is also a military field hospital as part of UNAMIR. UNAMIR will be asked to provide priority use of a CASEVAC helicopter, and an air ambulance service to evacuate serious casualties to a major hospital in Nairobi.

3.4.11 Demolitions UNAMIR will arrange the storage and safeguarding of explosives and other demolition materials. It will also negotiate with the Government for the selection of suitable sites for the demolition of munitions.

### 3.5 Duration of Contract

3.5.1 The contract will last for seven months from the date of award, allowing one month for setting up in country.

3.5.2 This contract will be extendable by a further six months, depending on the operational and humanitarian need, the security situation and satisfactory performance of the contractor during the first seven month period.

3.5.3 The award of this contract will not debar the contractor from bidding for further mine and munition training contracts in Rwanda, should such contracts be required.

### 3.6 The Proposal

3.6.1 The proposal should provide:

3.6.1.1 The proposed manning structure for the team.

3.6.1.2 The CV of the expatriate staff proposed by the contractor.

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3.6.1.5 A detailed breakdown of costs.

3.6.2 Timings given below are preliminary and are conditional on performance, budget and the extension of the UNAMIR Mandate. If the contract is to be signed on D Day (which will occur as soon as possible):

3.6.2.1 The three contractor teams should be in position by D+21.

3.6.2.2 Recce and clearance should start by D+30.

3.6.2.3 The contract will come up for review on D+150.

3.6.2.4 Unless renewed, the contract will terminate on D+210.



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#### 4.0 PRICE SCHEDULE

As this is a Firm Fixed Price contract, this bidder will identify the number of man months to be provided for each position described in the "Statement of Work." The bidder is to provide the monthly man rate per position, inclusive of all costs including salary, insurance, mobilization, demobilization, support, overhead and profit.

If any specialist equipment is to be provided by the bidder, a full description shall be given together with the associated costs.

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## UNITED NATIONS GENERAL CONDITIONS

### 5.1 LEGAL STATUS

The Contractor shall be considered as having the legal status of an independent contractor vis-a-vis the United Nations. The Contractor's personnel and sub-contractors shall not be considered in any respect as being the employees or agents of the United Nations.

### 5.2 SOURCE OF INSTRUCTIONS

The Contractor shall neither seek nor accept instructions from any authority external to the United Nations in connection with the performance of his services under this Contract. The Contractor shall refrain from any action which may adversely affect the United Nations and shall fulfill his commitments with the fullest regard for the interests of the United Nations.

### 5.3 CONTRACTOR'S RESPONSIBILITY FOR EMPLOYEES

The Contractor shall be responsible for the professional and technical competence of his employees and will select, for work under this Contract, reliable individuals who will perform effectively in the implementation of the Contract, respect the local customs and conform to a high standard of moral and ethical conduct.

### 5.4 ASSIGNMENT

The Contractor shall not assign, transfer, pledge or make other disposition of this Contract or any part thereof or of any of the Contractor's rights, claims or obligations under this Contract except with the prior written authorization of the United Nations.

### 5.5 SUB-CONTRACTING

In the event the Contractor requires the services of sub-contractors, the Contractor shall obtain the prior written approval and clearance of the United Nations for all sub-contractors. The approval of the United Nations of a sub-

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contractor shall not relieve the Contractor of any of his obligations under this Contract. The terms of any sub-contract shall be subject to and in conformity with the provisions of this Contract.

#### **5.6 OFFICIALS NOT TO BENEFIT**

The Contractor warrants that no official of the United Nations has been or shall be admitted by the Contractor to any direct or indirect benefit arising from this Contract or the award thereof. The Contractor agrees that breach of this provision is a breach of an essential term of the Contract.

#### **5.7 INDEMNIFICATION**

The Contractor shall indemnify, hold and save harmless and defend, at his own expense, the United Nations, its officials, agents, servants and employees, from and against all suits, claims, demands and liability of any nature or kind, including their costs and expenses, arising out of the acts or omissions of the Contractor or his employees or sub-contractors in the performance of this Contract. This provision shall extend to claims and liability in the nature of workmen's compensation claims and those arising out of the use of patented inventions or devices.

#### **5.8 WORKMEN'S COMPENSATION AND OTHER INSURANCE**

5.8.1 The Contractor shall provide and thereafter maintain all appropriate workman's compensation and liability insurance to cover its employees and any claims for deaths, bodily injury or damage to property arising from the execution of this Contract. The Contractor represents that the liability insurance includes sub-contractors.

5.8.2 The Contractor shall not permit any lien, attachment or other encumbrance by any person to remain on file in any public office or on file with the United Nations against any monies due or to become due for any work done or materials furnished under this Contract, or by reason of any other claim or demand against the Contractor.

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## 5.9 TITLE TO EQUIPMENT

Title to any equipment and supplies which may be furnished by the United Nations shall rest with the United Nations, and any such equipment shall be returned to the United Nations at the conclusion of this Contract or when no longer needed by the Contractor. Such equipment when returned to the United Nations, shall be in the same condition as when delivered to the Contractor, subject to normal wear and tear.

## 5.10 COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS

The United Nations shall be entitled to all intellectual property and other proprietary rights including, but not limited to, patents, copyrights and trademarks, with regard to documents and other materials which bear a direct relation to or are prepared or collected in consequence or in the course of the execution of this Contract. At the United Nations's request, the Contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring them to the United Nations in compliance with the requirements of the applicable law.

## 5.11 USE OF NAME, EMBLEM OR OFFICIAL SEAL OF THE UNITED NATIONS

The Contractor shall not advertise or otherwise make public the fact that he is a contractor with the United Nations. Also, the Contractor shall, in no other manner whatsoever, use the name, emblem or official seal of the United Nations or any abbreviation of the name of the United Nations in connection with his business or otherwise.

## 5.12 CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION

5.12.1 All maps, drawings, photographs, mosaics, plans, reports, recommendations, estimates, documents and all other data compiled by or received by the Contractor under his Contract shall be the property of the United Nations, shall be treated as confidential and shall be delivered only to the United Nations authorized officials on completion of work under this Contract.

5.12.2 The Contractor shall not communicate at any time to any other person, Government or authority external



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to the United Nations, any information known to him by reason of his association with the United Nations which has not been made public except with the authorization of the United Nations; nor shall the Contractor at any time use such information to private advantage. These obligations do not lapse upon termination of this Contract.

- 5.12.3 Neither the Contractor nor its employees shall disclose to any person or organization, in any manner or form, during the contract period or after its expiration, any privileged or confidential information of the United Nations.

### 5.13 FORCE MAJEURE: OTHER CHANGES IN CONDITIONS

- 5.13.1 In the event of and as soon as possible after the occurrence of any cause constituting force majeure, the Contractor shall give notice and full particulars in writing to the United Nations of such occurrence or change if the Contractor is thereby rendered unable, wholly or in part, to perform his obligations and meet his responsibilities under this Contract. The Contractor shall also notify the United Nations of any other changes in conditions or the occurrence of any event which interferes or threatens to interfere with his performance of the Contract, within one day of such occurrence. On receipt of the notice required under this Section, the United Nations shall take such action as, in its sole discretion, it considers to be appropriate or necessary in the circumstances, including the granting to the Contractor of a reasonable extension of time in which to perform his obligations under the Contract.

- 5.13.2 If the Contractor is rendered permanently unable, wholly, or in part, by reason of force majeure, to perform his obligations and meet his responsibilities under this Contract, the United Nations shall have the right to suspend or terminate this Contract on the same terms and conditions as are provided for in Section 14, "Termination."

- 5.13.3 Force majeure as used in this Article means acts of God, war (whether declared or not), invasion, revolution, insurrection or other acts of a similar nature or force.

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**5.14 TERMINATION**

Either party may terminate this Contract, in whole or in part, upon seven (7) days notice, in writing, to either party. In the event of such termination no payment shall be due from the United Nations to the Contractor except for work and services satisfactorily performed in conformity with the express terms of this Contract.

**5.15 ARBITRATION**

Any controversy or claim arising out of, or in connection with this Contract or any breach thereof, shall, unless it is settled amicably by direct mutual negotiations, be referred to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining. Such arbitration shall be conducted under the auspices of the International Chamber of Commerce (ICC), which shall also serve as the Appointing Authority under the Rules. The Parties shall be bound by the arbitration award rendered in accordance with such arbitration, as the final adjudication of any such controversy or claim.

**5.16 PRIVILEGES AND IMMUNITIES**

Nothing in or relating to this Contract shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations, including its subsidiary organs.

**5.17 TAX EXEMPTION**

5.17.1 Section 7 of the Convention on the Privileges and Immunities of the United Nations provides, inter alia, that the United Nations, including its subsidiary organs, is exempt from all direct taxes and from customs duties in respect of articles imported or exported for its official use. Accordingly, the Contractor authorizes the United Nations to deduct from the Contractor's invoice any amount representing such taxes or duties charged by the Contractor to the United Nations. Payment of such corrected invoiced amount shall constitute full payment by the United Nations. In the event any taxing authority refuses to recognize the United Nations exemption from such taxes, the Contractor shall immediately consult with the United Nations to determine a mutually acceptable procedure.

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5.17.2 The Contractor shall be wholly responsible for the payment, where payable, of all customs and other import duties, harbor and port dues, wharfage, landing, pilotage and any other dues that are enforced during the time of the execution of this Contract.

#### 5.18 BANKRUPTCY

Should the Contractor be adjudged bankrupt, or should the Contractor make a general assignment for the benefit of his creditors, or should a receiver be appointed on account of the Contractor's insolvency, the United Nations may, without prejudice to any other rights or remedy it may have under the terms of this Contract, terminate this Contract forthwith by giving the Contractor written notice of such termination.

#### 5.19 INCONSISTENCIES IN SCHEDULE

In the event that there should be a conflict in the provisions of the Contract and any Annexes and Schedules attached hereto, the provisions of the contract shall prevail.

#### 5.20 OBSERVANCE OF THE LAW

The Contractor shall comply with all laws, ordinances, rules and regulations bearing on the performance of its obligations under terms of the Contract.

#### 5.21 AMENDMENTS

No change in or modification of this contract shall be made except by prior written agreement between UNAMIR and the Contractor.

#### 5.22 FUNDING

In the event, through no action initiated by the United Nations, its legislative body does not appropriate funds for the continuation of this Contract for any fiscal year after the current fiscal year, the United Nations may, at the beginning of the fiscal year for which its legislative body does not appropriate funds and upon thirty (30) days prior



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written notice to the Contractor, give notice to the Contractor of cancellation of the Contract stating the failure of the legislative body to appropriate the necessary funds as the reason for cancellation and the notice shall be accompanied by payment of all amounts then due to the Contractor under this Contract.

#### 5.23 AUTHORITY TO MODIFY

Pursuant to the Financial Regulations and Rules of the United Nations, only UNAMIR possesses the authority, to agree on behalf of the United Nations to any modification of or change in this Contract, to a waiver of any of its provisions or to any additional contractual relationship of any kind with the vendor. Accordingly, no modification or change in this Contract shall be valid and enforceable against the United Nations unless approved in writing by UNAMIR and evidenced by an amendment of this Contract signed by the Contractor and UNAMIR.

#### 5.24 RIGHTS AND REMEDIES OF THE UNITED NATIONS

5.24.1 In case of failure by the Contractor to perform under the conditions of this Contract, including but not limited to failure to obtain necessary export licenses or to make delivery of all or part of the goods by the agreed delivery date or dates or to strictly comply with the specified quantity, marking, packing and delivery schedule, the United Nations may, after giving to Contractor reasonable notice to perform and without prejudice to any other rights or remedies, exercise the following rights:

5.24.1.1 Demand compensation from the Contractor.

5.24.1.2 Procure all or part of the goods from other sources, in which event the United Nations may hold the Contractor responsible for any excess cost occasioned thereby. In exercising such rights the United Nations shall mitigate its damages in good faith;

5.24.1.3 Refuse to accept delivery of all or part of the goods and/or services.

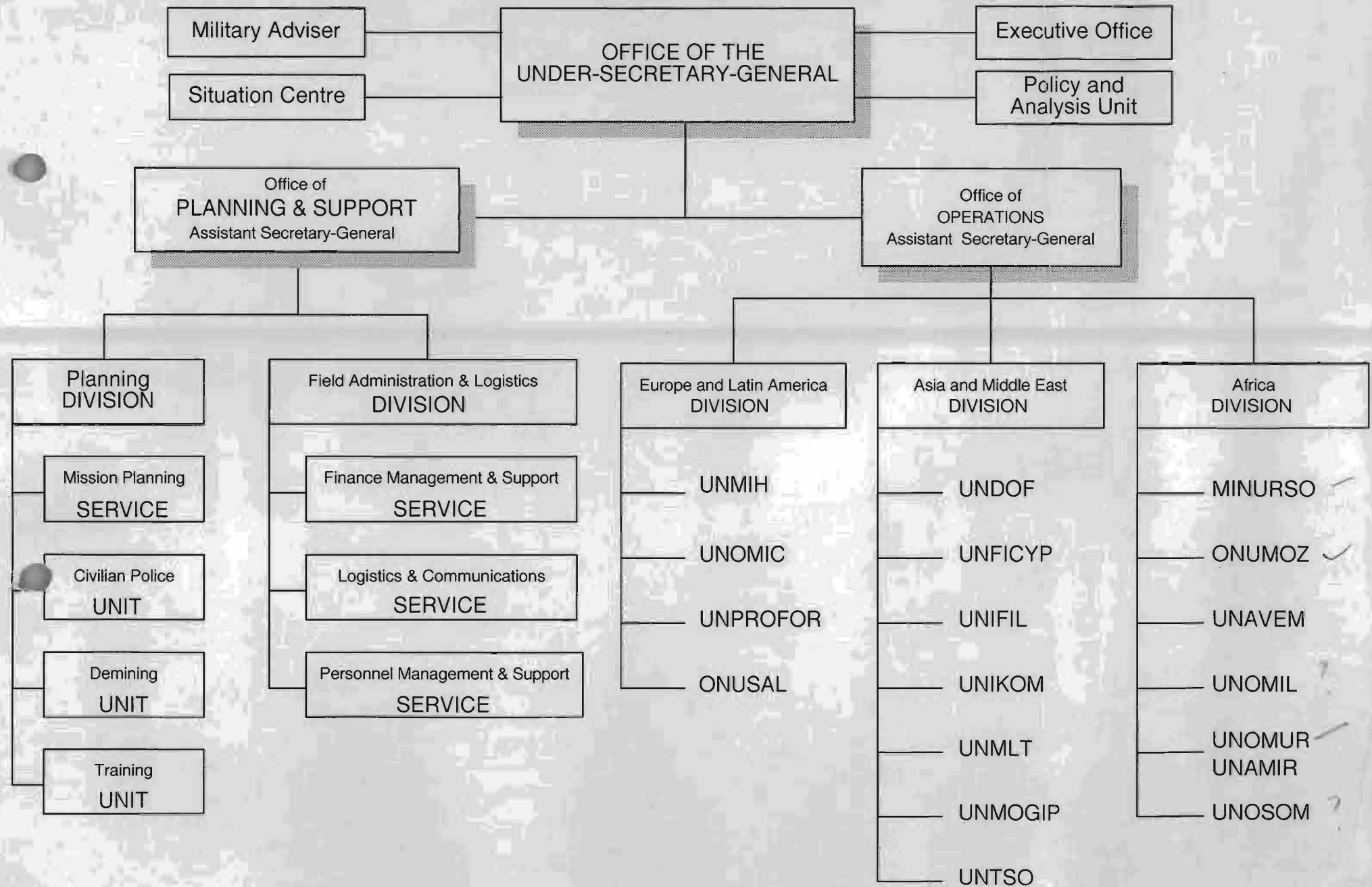
5.24.1.4 Terminate this Contract.

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- 5.24.2 No grant of time to the Contractor to cure a default hereunder, not any delay or failure by the United Nations to exercise the above rights and remedies shall be deemed to prejudice or to operate as a waiver thereof;
- 5.24.3 Nothing in or relating to this Contract shall be deemed to prejudice or constitute a waiver of any other rights or remedies of the United Nations.

# DEPARTMENT OF PEACE-KEEPING OPERATIONS

## Organization



4000.1/LOG-31

FROM : CLOGO  
TO : MILOB GP HQ  
ALL CONTINGENTS

INFORMATION : MA To FC  
DFC  
COS  
DCOS OPS  
DCOS SP  
MOVCON  
TACHA BCTARE

DATE : 27 DEC 94

SUBJECT : SUBMISSION OF PASSENGER FLIGHT REQUESTS TO NAIROBI

Reference:

A MCC/POL/223 dated 22 Dec 94.

1. MOVCON Flight Booking Centre (FBC) was established earlier in the year. One of the tasks of the centre is to provide the mission with the ability for sections and personnel to book on returning aircraft from Nairobi.

2. The system has since been operating well but reports reaching UNAMIR HQ revealed that some military personnel are still faxing the MOVCON office in Nairobi with flight booking requests contrary to the initial arrangement.

3. In view of the above, it is requested that any military personnel who want to book passenger(s) NBO-KIG should use the service offered by the FBC Kigali as it was originally intended to perform. This would help to eliminate non confirmation of booking(s) and improve flight cost effective operations.

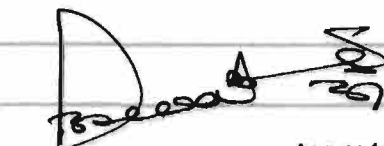
4. Please note that non compliance with the instruction in paragraph 3 above may lead to non confirmation of booking(s) made by any military personnel.

5. Kindly treat accordingly and acknowledge receipt.

Y S Y  
VO AWOFISAYO  
Lt Col  
CLOGO

DFC

1. Coordinating Conf for OPRETOUR at 0930h tomorrow (27/12). FC will give an introductory address. Pgme is encl.
2. The Canadian cpl, who shot himself is being air lifted to Nairobi tomorrow. The contingent does not want anything ceremonial, being a suicidal death.
3. Resp all okay Sir.

  
(CK SIVALANATHAN)  
COS  
26 Dec 94

PROGRAMME - COORD CONFERENCE  
OP RETOUR ON 27 DEC 94 AT 0930 HRS

1. FC - INTRODUCTION
2. G2 - GEN SITUATION
3. IOC (OFFR INCHARGE) - CONCEPT OF OP
4. TAC HQ - BRIEF ON COORD  
OF OP RETOUR
5. COMMENTS ON SECURITY INSTRS FOR OP RETOUR.
  - A. CO ZAMBATT
  - B. CO GHANBATT
  - C. SECTOR 3 COMD
  - D. CO INDBATT
  - E. MILOB GP HQ
  - F. FORCE ENGR OFFICER
  - G. CIVPOL
  - H. G3 AIR
  - I. HAC
  - J. PAFFO
  - K. ANY OTHER CONTRIBUTIONS

UNCLASSIFIED

5000.1 (PLANS)

01 05 281400Z OCT 94 RR RR UUUU

PLANS 021

HQ UNAMIR

GHANBATT

FRAFBATT

ZAMBATT

INDBATT

NICOY

INFO TACHQ BUTARE

MILOB GP HQ

UNCLAS PLANS 021

SUBJ: FRAGO 03

REF: A. OPORD 20 DATED 6 OCT 94

B. WNGO OF 240800Z OCT 94

1. SIT

A. GEN. NO CHANGE.

B. UNAMIR FORCES

(1) ZAMBATT ADVANCE PARTY (2XCOY) PLANNED TO DEPLOY FROM 30 OCT.

MAIN BODY ON 15 NOV 94

(2) INDBATT ADVANCE PARTY (1XCOY) TO DEPLOY NOT BEFORE 3 NOV 94,

MAIN BODY NOT BEFORE 15 NOV 94

UNCLASSIFIED



(3) GHANBATT TO ROTATE ON 9, 16, 23 AND 30 NOV 94

2. MSN. CONFIRMED

3. EXECUTION

A. GENERAL OUTLINE. OP TO BE CONDUCTED IN TWO PHASES

(1) PHASE 1

(A) REINFORCEMENT OF SECTOR 4A BY ZAMBATT

(B) ROTATION OF GHANBATT

(C) OCCUPATION OF SECTOR 6 BY INDBATT

(D) OCCUPATION OF SECTOR 2 BY GHANBATT (1XCOY)

(2) PHASE 2

(A) REINFORCEMENT/OCCUPATION OF SECTOR 2 BY GHANBATT OR ZAMBATT RESPECTIVELY

(B) RELIEF OF SECTOR 4A NORTH/SOUTH BY REMAINING UNIT

B. GP AND TASKS

(1) ZAMBATT

(A) GP. NO CHANGE

(B) TASKS (PHASE 1)

(I) OCCUPY SECTOR 4A (NORTH)

(II) RELIEVE CHADCOY (FRAFBATT)

- (III) RELIEVE CHARLIE COY (GHANBATT)
- (IV) REMAINDER NO CHANGE TO REF B
- (C) PHASE 2. NO CHANGE
- (2) GHANBATT
  - (A) GP. NO CHANGE
  - (B) TASKS (PHASE 1)
    - (I) CONDUCT ROTATION IN SECTOR 4A SOUTH
    - (II) CONDUCT RELIEF IN PLACE WITH INDBATT (SECTOR 6)
    - (III) REMAINDER NO CHANGE TO REF B
  - (C) PHASE 2
    - (I) BE PREPARED TO RELIEVE ZAMBATT IN SECTOR 4A (NORTH)
    - (II) BE PREPARED TO REDEPLOY TO SECTOR 2
- (3) FRAFBATT. NO CHANGE TO REF A AND B
- (4) INDBATT
  - (A) GP. NO CHANGE
  - (B) TASKS (PHASE 1) NO CHANGE TO SECTOR 6 TASKS AT REF A
  - (C) PHASE 2. CONDUCT FULL STRENGTH OPS IN SECTOR 6
- (5) COORD INSTR
  - (A) BOUNDARIES

(I) BOUNDARY SECTOR 4A (NORTH/SOUTH), SEE HQ UNAMIR TRACE  
TO BE COLLECTED AT FC O GP 31 OCT 94

(II) REMAINDER. NO CHANGE TO REF B (5)(A)(II) AND (III)

(B) TIMINGS

(I) PHASE 1 COMMENCES ON 2 NOV 94

(II) SECTOR 4A (NORTH) RELIEF TO BE COMPLETE BY 041200B  
NOV 94

(III) PHASE 2 COMMENCES NOT BEFORE 30 NOV 94

(IV) GHANBATT ROTATION ON 9, 16, 23 AND 30 NOV IN CHALKS  
OF 200 PERS

(C) CONCENTRATION. ZAMBATT ADV PARTY TO CONCENTRATE IN KIGALI  
FOR PERIOD 30 OCT TO 1 NOV

(D) RECON. ZAMBATT RECON OF SECTOR 4A (NORTH) TO BE COMPLETE  
BY 011600B NOV 94

4. ADMIN AND LOG. NO CHANGE

5. COMD AND SIGNALS

A. LOC OF HQ

(1) SECTOR 4A (NORTH) - TBA

(2) SECTOR 4A (SOUTH) - GIKONGORO

UNCLASSIFIED

5000.1 (PLANS)

05

UUUU

PLANS 021

ACK

LIST A  
LIST B  
LIST C  
ETHIOBATT  
MALICOY  
MALAWICOY  
TUNBATT

LCOL A. BRIMELOW, G3 PLANS, 11148

COL J. ARP, DCOS OPS, 11186

UNCLASSIFIED

①

AIR OPS CELL KIA  
OPS BRANCH  
UNAMIR

25 OCT 94

MISC/LTR

See Distribution

SUBJECT : CESSATION OF AIR OPS CELL OPERATION

Refs :

- A. Letter from Ministry of Transport and Communication dt 24 Oct 94
- B. Milobs\6443.15 dt 18 Oct 94 (Deployment of Milobs)
- C. Ltr 3000.4(CASO) dt 15 Oct 94

1. Having been discussed the above mentioned subject with the appropriate authorities a plan has been prepared for gradual reduction of Air Ops Cell manning and operation. Proposal is made considering the request made by Rwandese authority to extend the activities of Air Ops Cell for another one month with effect from 1st November 1994 (ltr is attached herewith). Regarding the request made for donating the equipment presently used by this cell to Rwandese authority may be considered at appropriate level.

A. The present activities of Air Ops Cell may be continued until 30 Nov 94. After handing over the function of this cell to Rwandese authorities the role of this cell may be changed into Air Ops Liaison Cell to liaise any air ops matter(military) in Airport on behalf of UNAMIR.

B. The reduction of manning may be effected as follows :

- 1. Phase-1 . Two officers, Maj Monjur Hossain UNID MO-604 and Sqn Ldr Antwi Boasiakoh Samuel UNID M-1218, will be released with effect from 26 Oct 94 as per Milobs deployment plan(Ref B).
- 2. Phase-2 . Two officers, Wg Cdr ATM Nazrul Islam UNID MO-576 and Maj Radomir Jass UNID M-1632, will be repatriated by the end of Nov 94 on completion of their tour of duties with the UNAMIR.
- 3. Phase-3 . With the strength of 4xMILOBS the Air Ops Liaison Cell will function its activities until UNAMIR interest is required to be served.
- 4. Transport. With the reduction of manpower , the Cell will surrender one transport to the MILOB HQ as discussed.

G8  
SB  
5/11/94

② COS

- 1. For your approval /direction.
- 2. If you concur, suggest that Wg Cdr Nazrul prepares a reply to the Minister of Transport and Staffs a list through you to the CAO for equipment donation.

DCOS Ops  
25.10

③

DCOS OPS

I agree with the proposal except that I don't understand par B.3. I believe UNAMIR's interest is present at the airport all the time. HSi 02/11/94

2. In view of the reductions in the flow of UNAMIR flights the hours of ops of this cell may be reduced to 0600-2000LT.

3. Submitted for your perusal and information.



ATM NAZRUL ISLAM  
Wg Cdr

Distribution:

Action :

DCOS OPS

Info:

DFC\CAST

CMO\MILOB Gp HQ

SSMO SEC-6





MINISTERE DES TRANSPORTS ET  
DES COMMUNICATIONS

*Cabinet du Ministre*

B. P. 720 KIGALI

Air Wing Commander NAZRI  
ISLAM.  
UNAMIR/KIGALI.

Réf. No :

Annexe :

Objet : Cessation of Air Operations cell at KIA.

Following our discussion in conjunction with the subject mentioned above, we wish to request the UNAMIR to consider favorably the extension of the Air OPS cell for another one month with effect from 1st November 1994. During this extension period, the Ministry of Transport and Communications will assign three of its staff members to the OPS cell to familiarize themselves with the operations to enable a smooth hand over of the Air Operations to the Rwandese Authorities.

Please consider also to facilitate the Air Operations by donating the equipment used by the Air OPS cell to the RWANDA GOVERNMENT.

We take this opportunity to thank you for all the assistance you have given us in Air Operations and re-assure you of our continued gratitude.

C.C.

- Mr le Directeur de l'Aéronautique,  
K I G A L I.
- Mr LE Directeur de la Régie  
des Aéroports, K I G A L I.







P. O. Box 30552  
Nairobi, Kenya  
Tel. No.: (254) 2-623911  
Fax No.: (254) 2-622668

Amahoro Complex  
P. O. Box 749  
Kigali, Rwanda  
Tel. No.: (1-212) 963-3091  
Fax No.: (1-212) 963-3090

**INTER-OFFICE MEMORANDUM - MEMORANDUM INTERIEUR**

22 December 1994

**To:** All Certifying Officers  
All Civilian Section/Unit Heads

**From:** Danilo A. Carlos *D. Carlos*  
Officer-in-Charge  
Finance Section

**Subject:** Allotment Account Codes for Current Mandate

1. Please be advised that the following allotment account codes should be used for all expenditures relating to the current mandate covering the period 10 December 1994 to 9 June 1995:

Field allotment: RNA 30310-XXX;

Headquarters Allotment: RNA 30300-XXX;

where XXX represents the various object codes grouped under the main budget lines (e.g. object code 073 for local staff salaries; 411 for rental of premises; 474 for rations; 512 for stationery supplies; 517 for POL; 599 for quartermaster and general stores; 625 for EDP equipment; 651 for communications equipment; etc.)

2. All requisitions and obligation documents raised from 10 December 1994 must therefore reflect the above allotment coding.

3. Your usual attention and cooperation is appreciated.

**Copy to:** Executive Director  
OIC Administration  
Approving Officers

Force Commander  
DFC/COS

$$\frac{DFC}{COS}$$

UNITED NATIONS

ASSISTANCE MISSION IN RWANDA



NATIONS UNIES

MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

File No 5000.7 (PLANS)

To: DISTRIBUTION LIST

From: G3 PLANS

*L. Desfayr*

Date: 21 Dec 94

Subject: PROPOSED DUTIES OF AIR LIAISON CELL

1. You are requested to provide comment on the subject list of duties, enclosed, and indicate any additional duties required.

2. All comments are to be sent to G3 Plans 4 for collation and approval of Chief of Staff.

Enclosures: 1

Distribution List:

Action:

MOV CON

G3 Air

Air Ops Offr (Civilian)

Info:

COS

G8  
23/12/94  
SB

PROPOSED DUTIES OF  
AIR LIAISON CELL - KIA

The duties of the AIR LIAISON CELL, KIA are as detailed below:

- a. To maintain liaison between the FHQ Air Ops and the Rwandese Airport Authority;
- b. To maintain close co-ordination with the Rwandese Airport Authority and all UNAMIR flights;
- c. Maintain close liaison with KIA Movement Control;
- d. Monitor and report to UNAMIR HQ of any incoming Arms and Ammunition;
- e. Co-ordinate any last minute change in the UNAMIR flight schedule with the Rwandese clearance issuing authority;
- f. Assist arriving/departing UNAMIR military personnel with appropriate information concerning all air movements;
- g. Co-ordinate with the representative of the Ministry of Transport and Communication regarding UNAMIR flight movement;
- h. Monitor the activities of the RPA Liaison Office at the Airport on the maintenance of the day-to-day security and alerting FHQ on the possible breach of security;
- i. To continuously maintain and execute UNAMIR contingency plan in the event of any eventuality; and
- j. Forward daily SITREP on all security and operational activities at the Airport.



UNITED NATIONS NATIONS UNIES

ASSISTANCE MISSION FOR RWANDA MISSION POUR L'ASSISTANCE AU RWANDA

Memorandum

From: MA to FC

To: See Distribution

Date: 19 Dec 94

Subject: IN-BRIEF FOR COS

1. COS will arrive at UNAMIR HQ on Tue 20 Dec. The following programme of briefings have been agreed:

Serial	Time	Activity	Remarks
a.	0800	attend Daily Brief	DFC to escort
b.	0845	attend Senior Brief	DFC
	-0915		
c.	0915	brief by DFC	
	-1000		
d.	1000	Ops brief	DCos Ops. To lunch on completion.
e.	1400	G1 brief	CMPO
f.	1415	Welfare brief	Welfare Officer
g.	1430	Provost brief	Force PM
h.	1445	G4 brief	C Log O
i.	1500	Medical brief	F Med O
j.	1515	To Milob HQ	D/CMO
k.	1530	Milob brief	D/CMO
	-1600		

2. Staff officers are requested to escort COS to the next briefing on completion of their's.

3. D/CMO is requested to provide a vehicle and driver to collect COS from F Med O's office at 1515, to transport him to Milob HQ and return.

Distribution:

Action:

Information:

DFC  
DCos Ops  
D/CMO  
F Med O  
C Log O  
CMPO  
Welfare Officer  
Provost Marshall

COS

Name: Hadow

Signature:

Rank: Lt Col RM

Seen JH 19/12

48  
31/12/94  
JH

UNAMIR

194 DEC 14 21 58

FAXIN 5387

UNITED NATIONS FACSIMILE SWITCHING SYSTEM

UNITED NATIONS HEADQUARTERS

NEW YORK

FAX: (212) 963-3558

To: UNAMIR  
KIGALI (RWANDA)

From: COMCEN  
U.N. HEADQUARTERS  
NEW YORK

Document Number: 0403237912141949 (NTBF 2379)

Number of Pages: 002 ( includes cover sheet )

Date/Time of Delivery: 14-DEC-1994 19:55:23.49

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FC SRSG E/DIR

DPC

G3 Plans  
May I have your  
views please.

15/12  
D.F./15/12  
Subj: 284  
D.F./15/12

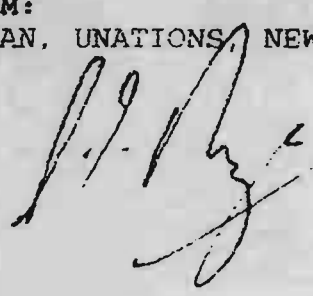
58  
29/12/94  
[Signature]



Fax IN (532)

## OUT-GOING FACSIMILE

UNAMIR  
194 DEC 14 21:40

<b>TO:</b> AKASHI, UNPROFOR, ZAGREB KAHN, UNAMIR, KIGALI GORDON-SOMERS, UNOMIL, MONROVIA AJELLO, ONUMOZ, MAPUTO BEYE, UNAVEM II, LUANDA GBEHO, UNOSOM II, MOGADISHU JENSEN, MINURSO, LAAYOUNE ✓ HVIDEGAARD, UNOMIG, SUKHUMI THAPA, UNIKOM, UMM QASR TER HORST, ONUSAL, SAN SALVADOR FURUHOVDE, UNIFIL, NAQOURA PEISSEL, UNFICYP, NICOSTA BRAHIMI, UNMIH, PORT-AU-PRINCE GALARZA, UNMOGIP, RAWALPINDI KEMPALA, UNDOF, FAGUAR	<b>FROM:</b> ANNAN, UNATIONS, NEW YORK 
<b>FAXNO:</b>	<b>FAXNO:</b> (212) 963-4879
<b>DATE:</b> 13 December 1994	
<b>SUBJECT:</b> Verification study	

No.: \_ \_ \_ \_ \_

1. The General Assembly has set up a Group of Governmental Experts, which is to conduct a study of the process of verification of agreements that control or limit armaments and military forces. The aim of the exercise is to identify practical ways in which the United Nations can strengthen its capacity to carry out verification activities if and when required to do so.

2. The Group has requested information on the experience of peace-keeping operations in the field of verification and I should therefore be grateful if you would provide us by 3 January 1995 with a factual brief on your mission's experience along the following lines.

1. Does the mandate include the verification of controls of or limits on armaments and military forces? (For example: cease-fire arrangements, buffer zones, presence or withdrawal of forces, arms limitations and troop levels, no-fly zones, disarmament, demobilization etc.)
2. How specific are the verification provisions of the mandate?
3. What methods are used in your mission?
4. How effective are those methods?
5. Comments.

Best regards.