

UNAMIR

GENERAL CIRCULARS

7 FEB 1994- 22 APR 1995

PLEASE RETAIN
ORIGINAL ORDER

[1 CONFIDENTIAL]
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HELICOPTER USER'S GUIDE

GENERAL

1. The helicopter air support for UNAMIR is provided by a commercial firm under contract with 3 Canadian Bell 212. This instruction is designed to help helicopter users make the most of the capability and flexibility of helicopter operations. It sets out the standard task request format that users are requested to pass to G3 Air Ops.

TASKING PRIORITY

2. Support helicopter tasking is decided by using the following system of priorities:

- a. Priority - 1: Casevac, Search and rescue and other urgent, immediate missions.
- b. Priority - 2: Operational deployment of troops in support of the UN mandate in Rwanda by day and night. Medevac of stabilized casualties and VIP tasks. Aircrew currency training.
- c. Priority - 3: UNAMIR support tasks including, recce and surveillance missions, air patrols, troop redeployment and photo-recce.
- d. Priority 4: Routine UN tasking for other agencies.
- e. Priority 5: Other tasks.

TASK REQUESTS AND FORMATS

3. Units are to bid for helicopter support using an **AIR TASK REQUEST** form at least 24 hours in advance. All requests will be considered in order of priority and merit by S02 G3(Air) and scheduled in accordance with aircraft availability. The task will have to be recommended by S02 G3(Air) and approved by both the FC, through DCOS Ops, and OIC Administration, through Civilian Air Ops. The format for an air task request is at Annex A.

AIRCRAFT CAPABILITIES AND LIMITATIONS

4. The capabilities of the BELL 212 are listed below, however it should be noted that these figures are subject to greater constraints when operating the helicopter at high altitude and high temperatures, such as those encountered in western Rwanda. If the aircraft are tasked to fly over longer ranges, less payload will be available. The normal limitations are as follows:

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- a. Maximum number of passengers: 9 (normal task limit 7).
stretchers:
3.
- b. Average airspeed: 100 Kts or 185 Km/Hr.
- c. Comms: VHF/AM (band-width: 118.000 - 135.975 Mhz).
VHF/FM (band-width: 150.000 - 179.999 Mhz).
- d. Nav aids: NDB, VOR and GPS.
- e. Endurance to be used for planning purposes:
 - (1) With maximum load: 2 Hr.
 - (2) With reduced pax and 2 auxiliary fuel tank: 3 Hr
30.
- f. Limitations: IFR for all night operations.
- g. Maximum altitude 10,000 ft AMSL.
- h. Readiness for urgent missions with one helicopter:
 - (1) Daily between 07 Hr and 17 Hr: take off within 30 min.
 - (2) When a higher state of readiness has been ordered by the FC : take off immediately.
- h. Allocated flying hours : 75 hrs/month/hel

TASK CAPABILITIES

5. Helicopters may be tasked within the Mission area for the following operations:
- a. CASEVAC/MEDEVAC/Search and Rescue (SAR).
 - b. Transportation of VIPs.
 - c. Troop deployment and redeployment.
 - d. Recce.
 - e. Surveillance and Border Patrols.
 - f. Resupply.
 - g. Passenger flights.

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- h. Air support and top cover.

HELICOPTER LANDING SITES

6. Helicopter landing sites (HLSs) should be chosen with the following criteria in mind:

- a. A clear open area, free of obstructions and loose material.
- b. The minimum dimensions are 35x35m, cleared to ground level. An HLS for night use should be at least 100x50m.
- c. Clear approach and departure paths.
- d. Slope should be minimal and should not exceed 7 degrees by day and 3 degrees by night.
- e. The site should be as secure as possible. If the aircraft is to shut down there for some time, the site must be secured by troops or MilObs.

7. The landing site should be given an accurate grid reference, using the black grid system, and latitude and longitude (this is marked on the edge of all 1:50,000 scale maps). The Bell 212 uses a very accurate GPS navigation system, however it only works in lat/long. If you have a short notice task (or you find this all too difficult) come and talk to G3 Air or provide the helicopter crew with a marked map brief.

8. A record of HLSs will be held in Air Ops and at the helicopter detachment operations room. These are the preferred HLSs to be used, as they have been regularly used or reced and are already stored in the helicopters navigation system memory.

MARKING HLSs

9. Landing sites should be made obvious from the air and may be designated as follows:

- a. The site should be marked with a large white H in the centre, individual landing points within a large HLS may then be marked by **secure** marker panels or by marshallers. For limited operations, sites can be marked by a marshaller standing at the landing point with both arms vertically raised and standing with his/her back to the wind.
- b. The helicopter will try to approach into wind and a windsock, flag or smoke will assist the pilot in determining the wind direction. Smoke should not obscure the HLS when the helicopter is on its approach.

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c. A night landing site should be well lit and clearly designated. In an emergency the area may be illuminated by using crossed vehicle headlights placed 35m apart downwind of the landing point.

NIGHT OPERATIONS

10. Night flying has to be flown according to Instrument Flight Rules (IFR) and this may severely limit the night capability of the Bell 212 helicopters. In IFR the safety altitude may not exceed 10,000 ft as this is the maximum height permissible without using oxygen. The Bell 212 may not therefore be able to carry out night operations over the mountains in the west of Rwanda.

11. The Bell 212 is not equipped with Night Vision Goggles (NVG) and therefore has a limited ability to conduct rescue missions at night.

TROOPING DRILLS

12. Troops may only approach a helicopter from the front quadrant when directed to do so by a member of the crew. All weapons are to be made safe and magazines are to be removed. No loose articles should be carried into the rotor area and headgear should be removed and secured. Radio aerials are to be removed and stowed and radios are not to be used inside the aircraft.

13. During flight troops are to secure their seatbelts at all times, smoking is prohibited in flight.

14. Troops are to wait until directed by a crew member before deplaning. On touchdown the pilot will inform the chalk commander of his exact position and heading if so requested.

COMMUNICATIONS

15. The radio frequency range of the Bell 212 is listed in aircraft specification para 4c. Communication with a ground party without AM/FM UHF is only possible using hand held Motorola, only to be used with permission from the aircraft commander. The Motorola channel selected should operate on the Sector frequency for optimum coverage and minimal interference.

16. If communication problems are encountered, messages may be relayed through the helicopter radios to Kigali operations through Canadian Helicopters base ops. If all else fails, land by the persons you need to speak to and shout.

PERSONNEL AUTHORIZED TO EMBARK UN AIRCRAFT

17. Personnel authorized to embark in UN aircraft are listed in

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para 5. of UNAMIR Administrative Instruction, Other non-UN individuals, with special authorization, shall sign a : "GENERAL RELEASE FROM LIABILITY" form as shown in Annex B.

AIR TASK REQUEST FORM

1. IDENTITY OF APPLICANT

- A. Name.
- B. Branch or Section.
- C. Location, Building, Room Number.
- D. Telephone Number or method of Contact.

2. FLIGHT REQUEST

- A. Number and Type of Aircraft.
- B. Date and Time at Pick up.
- C. Pick Up Point(s), grid or description.
- D. Drop Point(s).
- E. Passengers.
- F. Freight (weight).
- G. Nature of Task.
- H. Duration of Task.
- I. Communications at PUP or DOP if available.
- J. Special Instructions or Information.

3. SIGNATURE OF APPLICANT _____ APPOINTMENT _____

4. RECOMMENDATION BY SO2 G3(Air). _____

Signature
SO2 G3(Air)

5. FLIGHT AUTHORIZATION

Comments: _____

Comments: _____

This mission request is a valid
operational requirement and
meets the UNAMIR mission mandate.
FC Through DCOS Ops _____

This mission meets UNAMIR
requirements and is cost
approved
CAO through AirOps _____

GENERAL RELEASE FROM LIABILITY ON ACCOUNT OF USE OF UN
HELICOPTERS

I, the undersigned, hereby recognize that my use of or travel on helicopters owned or operated by the United Nations is solely for my own convenience and benefit and make take place in areas or under conditions of special risk. In consideration of being permitted to use or travel with these helicopters, I hereby:

- a. Assume all risk during such use or travel,
- b. Recognize that neither the United Nations nor any of its officials, employees or agents are liable for any loss, damage, injury or death that may be sustained by me during such use or travel,
- c. Agree, for myself as well as for my dependents, heirs and estate, to hold harmless the United Nations and all its officials, employees and agents from any claim or action on account of any such loss, damage, injury or death.

(Passenger)

_____ (Date)

----- (Aircraft commander)

----- (Witness)

----- (Witness)



UNAMIR MINUAR

INTEROFFICE MEMORANDUM

22 April 1995

TO : All Civilian and Military Staff
UNAMIR

FROM : Sammy Kum Buo
Officer-in-Charge, OSRSG

A handwritten signature in black ink, appearing to read 'Sammy Kum Buo', written over the printed name and title.

SUBJECT: Acting arrangements

During the absence on official business of Mr. Ismael Diallo, Spokesman, from 23 to 27 April 1995, Lt. Kent Page, Military Public Affairs Officer, will serve as Acting Spokesman.

cc.: SRSG
OIC, Administration

for circulation
22/4/95
30/3
CC
R&G
all Divs
E.O.

On enclosure to all staff
of CDA in New York and Geneva. N

UNITED NATIONS
NATIONS UNIES

DIRECTOR
F. REVELL

MAR 31 1995

INTEROFFICE MEMORANDUM

LOG NO: _____

TO: All Heads of Department and Office DATE: 27 March 1995

FROM: The Secretary-General *Douglas Smith*

SUBJECT: ACC Statement on the Status of Women in the Secretariats of the United Nations System

The Administrative Committee on Coordination (ACC), at its session held in Vienna from 27 to 28 February 1995, discussed the need to improve the status of women in the secretariats of the United Nations system and adopted an important statement on the subject.

I would be grateful if you would circulate the attached statement to your staff, together with this memorandum, and give special attention to the issues raised in the statement.

In placing this item on the agenda of ACC, I stressed the need to take urgent steps to enable women to participate fully in the work of the system, not only for reasons of equity, but also to ensure that women's experience and concerns are brought to bear in all aspects of our work. ACC members concluded that the improvement of the status of women was a system-wide concern and expressed their commitment to the advancement of women as a policy priority. They noted that key requirements to effect change included determined managerial commitment and action at the highest level; a clear strategy, including specific, short-term targets; emphasis on effective monitoring and accountability of managers; appropriate training; measures to encourage the mobility of women staff; and the creation of a supportive working environment conducive to equal participation of men and women in the work of the organizations.

I would like to reiterate my strong commitment to improving the status of women within the United Nations and, in particular, to the implementation of the Strategic Plan for the Improvement of the Status of Women, 1995-2000. In this regard, I would stress managers' responsibility for improving gender balance, meeting targets and creating a supportive working environment. I intend to hold senior managers accountable for the full implementation of the Plan.

**ACC Statement on the Status of Women in the
Secretariats of the United Nations System**

1. The members of ACC reaffirm their strong commitment to ensuring that the advancement of women is a policy priority within the organizations of the common system and to taking necessary measures to improve the status of women in their respective secretariats. Key to the achievement of gender equality goals is management commitment at the highest levels.
2. ACC is conscious that progress to date has, with some exceptions, been limited. While the overall proportion of women has increased in most organizations, the number of women in senior and policy-making positions remains low. A concerted effort needs to be made to implement existing policies fully, as well as to develop new initiatives to increase the participation of women at senior levels.
3. In the development of action plans, in the context of the overall human resources management strategies of the organizations of the system, emphasis will be placed on clear, specific, short-term targets, preferably at the level of organizational units. Efforts will be made to increase the flexibility with which the system deals with women candidates, to remove obstacles to their recruitment, retention, promotion and mobility, and to create a supportive environment. In addition to developing specific policies and monitoring mechanisms, Executive Heads intend to hold senior managers accountable for the implementation of these policies at the level at which the targets are set.
4. In light of the above, consideration will be given by members of ACC to the following to facilitate recruitment of women:
 - (i) the feasibility of treating all women staff members of common system organizations as internal candidates in applying for vacant posts in any organization of the system,
 - (ii) requesting organizations to utilize their field presences to prospect for women candidates in all disciplines,
 - (iii) in cases where Member States are to submit candidatures, urging governments to submit at least one or more qualified female candidates for each position.

5. In order to encourage the mobility of women, consideration will be given to:
 - (i) developing a system for inter-agency mobility of women staff to increase their experience;
 - (ii) facilitation of spouse employment through amending the organizations' staff rules, where necessary,
 - (iii) encouraging the further development of spouse employment opportunities which encompass not only the common system and other governmental and inter-governmental organizations, but also, to the extent possible, the non-governmental and multinational sectors, as well as introducing relevant provisions in host country agreements; and organizing efforts in each United Nations location to promote spouse employment, led in the field by Resident Coordinators and in each headquarters city by a lead agency.
6. With respect to the promotion of a supportive work environment and to the fostering of the necessary attitudinal changes, organizations will consider the introduction of measures which would lead to a climate conducive to the equal participation of men and women in the work of the organizations. Such measures would be related inter alia to the work/family issues currently under review, such as flexible working hours, part-time work, job-sharing schemes, child care and special leave arrangements.
7. In addition, those organizations which have not already done so, are encouraged to introduce appropriate policies and procedures to combat sexual harassment.
8. While the focus of these measures remains the advancement of women at all levels, ACC is conscious that particular attention must be paid to increasing the number of women in senior managerial positions.



UNAMIR - MINUAR

INTEROFFICE MEMORANDUM

DATE: 20 April 1995

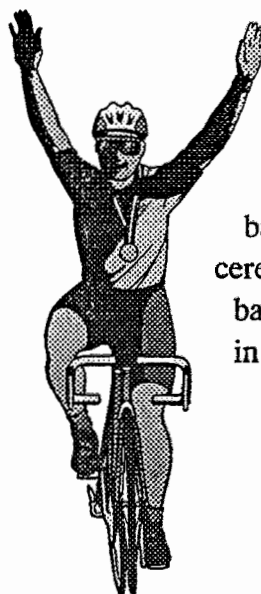
To: All UNAMIR Civilian and Military Personnel

Through: Shaharyar M. Khan, Special Representative of the Secretary-General

From: Brandy McNeill, Civilian Welfare Officer
Major Deepak Das, Military Welfare Officer

SUBJECT: Amateur Sports Competition Day

To celebrate our contract with the friendly sports competition will be All UNAMIR personnel are invited spectate. You may register for the contacting the individuals listed on with a barbecue dinner and awards will be provided by Indbatt's jazz even if you don't wish to participate



Cercle Sportif de Kigali , a held on Monday, 1 May 1995. and encouraged to participate or different sporting events by back. The sports day will conclude ceremony. Musical entertainment band. Please come to the barbecue in a sports event.

Registration Deadline
27 April 1995



URGENT

URGENT

URGENT

URGENT

URGENT

21 April 1995

TO: All Civilian International and Local Staff

FROM: Ally H. Golo, OIC
Administration

A handwritten signature in black ink, appearing to read 'Ally H. Golo', written over a horizontal line.

SUBJECT: Meeting with the SRSG

Please be informed that there will be a meeting with the SRSG

**Tomorrow, Saturday, 22 April 1995 at 11:00 Hours
at the Meridien Hotel.**

Transportation will be provided on scheduled routes from 10:00 Hours. All are kindly requested to be present and punctual.



TO: All Civilian and Military Staff
UNAMIR

FROM: 
Abdul Hamid Kabia
Executive Director

DATE: 13 April 1995

SUBJECT: Officer-in-Charge, OSRSG

With my reassignment to head the post UNOSOM II Political Office in Somalia, Mr. Sammy Kum Buo has been designated Officer-in-Charge of the Office of the SRSG with effect from 16 April 1995. Mr. Buo will carry out the responsibilities of the Executive Director pending the arrival of my replacement.

cc: OIC, Administration

OIC, Personnel



INTEROFFICE MEMORANDUM

Date: April 13, 1995

To: UNAMIR Internationally Recruited Civilian Staff

From: Brandy McNeill, Civilian Welfare Officer and Staff Counselor

Subject: STRESS MANAGEMENT PROGRAMS SURVEY

The purpose of the attached survey is to gather information about mission stress. In specific, I am interested in learning about the personal impact of the evacuation in April 1994.

Your responses will help me plan and deliver welfare, counseling and stress management programs tailored to your needs. Therefore, your participation in this survey will benefit all of us.

If you would complete the attached survey and return it to my office in Room 3052, Amahoro, as soon as possible, but no later than 21 April 1995, it would be very much appreciated.

If you were not at UNAMIR during the evacuation, please do not answer the survey questions. However your comments and suggestions regarding potential welfare programs are welcome and encouraged.

Please telephone me at extension 11098, if you have any questions.

Thank you very much for your participation in the survey.

Confidential Evacuation Survey

PLEASE COMPLETE SURVEY AND RETURN TO CIVILIAN WELFARE OFFICE,
ROOM 3052-AMAHORO AS SOON AS POSSIBLE BUT NO LATER THAN 21 APRIL
1995. IF YOU HAVE ANY QUESTIONS PLEASE TELEPHONE EXTENSION 11098.
YOUR PARTICIPATION IS GREATLY APPRECIATED!

The purpose of this survey is to compile the experiences of the international staff and their reactions to events surrounding evacuation from Kigali in April, 1994. The information gathered will be used to review the concept of staff welfare/counseling in field missions.

Many people develop stress related symptoms following a Critical Incident. A critical incident is an event outside the range of normal experience which is sudden and unexpected, disrupts one's sense of control, involves the perception of a life threat, and may include elements of physical or emotional loss. Examples of Critical incidents include Natural Disasters, Multiple Casualty Accidents, Sexual or Other Assault, Death of Child, Hostage-Taking, Suicide, Traumatic Death in Family, Duty-Related Death of Co-worker and War-related Civilian Deaths. Critical Incidents can not be predicted nor prevented.

While a Critical Incident may occur anywhere, anytime, there are occupational groups who are at increased risk of exposure to psychologically traumatic events. These include fire fighters, emergency health care workers, police officers, search and rescue personnel, disaster relief and humanitarian aid workers, and UNITED NATIONS PEACEKEEPERS, OBSERVERS AND MONITORS.

Critical Incident Stress is a physical or emotional reaction experienced in the face of a Critical Incident which could interfere with your ability to function during or after event. It is normal to experience stress related reactions after a Critical Incident. Reactions may be immediate or may not surface for weeks or months after the Critical Event. Reactions may be physical, emotional, behavioral, or cognitive/mental. The severity of your reactions depends on the suddenness, intensity and duration of the event and the available social support during and following the event. Your past experience, personal loss, perception of threat and personal coping abilities also play a part in the severity of your reactions.

If you were not at UNAMIR during the evacuation please check the sentence below, do not answer the questions and return this survey to the Civilian Welfare Officer in Amahoro, Room 3052.

 I was not in UNAMIR during the evacuation. (DO NOT
COMPLETE SURVEY)

THIS SURVEY IS CONFIDENTIAL. NO IDENTIFYING FACTORS WILL BE USED WHICH COULD JEOPARDIZE YOUR ANONYMITY. AFTER THE SURVEY RESULTS HAVE BEEN COMPILED, THE INDIVIDUAL SURVEYS WILL BE DESTROYED.

PART A

Optional demographics:

Age: _____ Sex: _____ Nationality: _____

Marital status: _____ Number of Children: _____

Job Classification (level and grade): _____

Education Level (highest grade completed): _____

Years of Service with the UN: _____

Number of Missions served at: _____

Length of service at UNAMIR prior to Evacuation: _____

PART B

Check any reactions that you experienced/are still experiencing since the evacuation. Keep in mind that the following reactions are normal symptoms experienced by normal people following an abnormal event.

PHYSICAL SYMPTOMS

Allergies (that didn't exist before the evacuation) _____

Awakening early _____

Chills _____

Chronic fatigue _____

Constipation _____

Diarrhea _____

Difficulty awakening _____

Dizziness _____

Exaggerated startle response _____

Frequent colds _____

Hair loss _____

Headaches _____

High blood pressure _____

Hot flashes _____

Hyperventilation (rapid breathing) _____

Inability to urinate _____

Insomnia (difficulty falling or staying asleep)_____
Loss of appetite_____
Muscle twitches/tremors_____
Muscle weakness_____
Muscular aches and pain_____
Nausea_____
Night sweats_____
Rapid pulse/racing heart_____
Rashes_____
Shortness of breathe_____
Skin rashes_____
Stomach pain_____
Sweating_____
Ulcer_____

MENTAL/COGNITIVE

Confusion_____
Decreased attention span_____
Difficulty making decisions_____
Difficulty problem solving_____
Disorientation_____
Flashbacks (re-experiencing the event)_____
Frequent crying spells_____
Impaired thinking_____
Memory loss_____
Memory problems_____
Poor concentration_____
Restlessness_____
Thoughts of suicide_____

EMOTIONAL SYMPTOMS

Abandonment_____
Alienation_____
Anger_____
Anxiety_____
Bitterness_____
Boredom_____
Depression_____
Fear_____
Feeling overwhelmed in situations you used to be able to
handle_____
Flashbacks_____
Fluctuating moods_____
Guilt_____
Hopelessness_____
Hostility_____
Irritability_____

Nightmares_____
Numbness_____
Resentment_____
Sadness_____
Suicidal_____
Withdrawal_____

BEHAVIORAL SYMPTOMS

Absenteeism_____
Divorce_____
End of significant relationship_____
High risk behavior_____
Increased use/misuse of alcohol and drugs (including
cigarettes)_____
Initiator of domestic violence_____
Initiator of public violence_____
Marital separation_____
Self destructive behavior_____
Tardiness_____
Workaholism_____

PART C

Questions: Please answer these questions as they pertain to your experience at UNAMIR.

1. I felt afraid 24-48 hours **BEFORE** evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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2. I felt afraid **DURING** evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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3. I felt afraid 24-48 hours **AFTER** evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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4. I SAW shelling and shooting.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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5. I HEARD shelling and shooting.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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6. I WITNESSED the death or torture of another human being.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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7. I HEARD ABOUT the death or torture of another human being.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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8. I felt CUT OFF/ISOLATED from the rest of the world.

Strongly Disagree	Somewhat Disagree	Agree	Strongly Disagree	Somewhat Disagree
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9. The UN provided adequate mental health support BEFORE the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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10. The UN provided adequate mental health support DURING the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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11. The UN provided adequate mental health support AFTER the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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12. My life was in danger BEFORE the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
----------------------	----------------------	-------	-------------------	-------------------

13. My life was in danger DURING the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
----------------------	----------------------	-------	-------------------	-------------------

14. My life was in danger AFTER the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
----------------------	----------------------	-------	-------------------	-------------------

15. My basic needs (water, food, rest) were met BEFORE the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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16. My basic needs (water, food, rest) were met DURING the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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17. My basic needs (water, food, rest) were met AFTER the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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18. I had the tools for self protection (bullet proof vest and helmet) BEFORE the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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19. I had the tools for self protection (bullet proof vest and helmet) DURING the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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20. I had the tools for self protection (bullet proof vest and helmet) AFTER the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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21. I am adequately prepared and trained (i.e. techniques for dealing with hostile people and defusing hostile situations, basic first aid, all weather survival training, self defense, cross culture education) to deal with working in a war zone.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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22. I was held up at gunpoint BEFORE the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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23. I was held up at gunpoint DURING the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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24. I was held up at gunpoint AFTER the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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25. I witnessed the breakdown of a colleague BEFORE the evacuation

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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26. I witnessed the breakdown of a colleague DURING the evacuation

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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27. I witnessed the breakdown of a colleague AFTER the evacuation

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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28. My personal coping abilities were adequate BEFORE the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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29. My personal coping abilities were adequate DURING the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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30. My personal coping abilities were adequate AFTER the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
-------------------	-------------------	-------	----------------	----------------

31. I was kept adequately informed BEFORE the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
-------------------	-------------------	-------	----------------	----------------

32. I was kept adequately informed DURING the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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33. I was kept adequately informed AFTER the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
----------------------	----------------------	-------	-------------------	-------------------

34. I felt guilty because I was unable to help Rwandese people I was personally acquainted with.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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35. I felt helpless BEFORE the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
----------------------	----------------------	-------	-------------------	-------------------

36. I felt helpless DURING the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
----------------------	----------------------	-------	-------------------	-------------------

37. I felt helpless AFTER the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
----------------------	----------------------	-------	-------------------	-------------------

38. The UN had established and organized procedures for dealing with this type of emergency.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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39. The UN did an adequate job organizing the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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40. I am angry at the UN for the way the evacuation was handled.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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41. I am angry at the way some of my colleagues behaved during the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
-------------------	-------------------	-------	----------------	----------------

42. My life has changed in POSITIVE ways because of the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
-------------------	-------------------	-------	----------------	----------------

43. My life has changed in NEGATIVE ways because of the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
-------------------	-------------------	-------	----------------	----------------

44. The evacuation has NOT changed me.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
-------------------	-------------------	-------	----------------	----------------

45. The UN has an adequate stress management program established at UNAMIR.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
-------------------	-------------------	-------	----------------	----------------

46. The UN should establish stress management programs at all peace keeping missions.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
-------------------	-------------------	-------	----------------	----------------

47. I personally know _____ (number) colleagues who did not return to UNAMIR after the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
-------------------	-------------------	-------	----------------	----------------

48. I personally know _____ (number) colleagues who were so negatively impacted by the evacuation, they did not return to peacekeeping work after the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
----------------------	----------------------	-------	-------------------	-------------------

Please add any additional comments or personal experiences that you feel would be useful in planning stress management programs for UNAMIR personnel. If you need extra room, please use the back of this survey to write your comments.

PLEASE RETURN SURVEY TO THE CIVILIAN WELFARE OFFICER IN ROOM 3052, AMAHORO AS SOON AS POSSIBLE BUT NO LATER THAN 21 APRIL 1995. IF YOU HAVE ANY QUESTIONS PLEASE TELEPHONE EXTENSION 11098.



file

To: All UNAMIR Civilian & Military personnel
B&R
UNDP, UNHCR, UNHRFO, UNREO (With a request to inform
all NGOs and UN Agencies)
From: SRSG
Date: 11 Apr 95

Shahmy J. Khan

Subject: SEARCHING OF UNAMIR VEHICLES BY RPA

1. Under SOMA, all UNAMIR vehicles are exempted from being searched by RPA, or any security agencies of the Rwandese government. In practice, this is manifested in another manner through varying interpretations by the parties involved. Rwandan officials interpret the SOMA to read that they have the right to search the personal luggage of members of UNAMIR. UNAMIR's interpretation is that personal property of the members of UNAMIR "...required by them by reason of their presence in Rwanda with UNAMIR" is immune to search.
2. In a joint UNAMIR/RPA meeting, it was agreed that searches of vehicles could only be conducted under very exceptional circumstances, which may involve the following:
 - a. Transportation of unauthorised (non-UN) personnel.
 - b. Transportation of unauthorised equipment or stores.
 - c. Personnel in the vehicle have been observed committing a crime.
3. As a result of the modified interpretation by the RPA, these searches have nearly become a routine exercise in many areas of Rwanda. Therefore, it is clear that the original understanding of para 2 has been misused. We are actively discussing a more reasonable approach. For the interim all personnel are cautioned to use restraint and diplomacy in these demands for searches. Requesting Milob or formed troop assistance for negotiation and not proceeding through the check point are possible alternative options to allowing the search to take place. All should be reminded that these searches are not worthy of escalation in the use of force resulting in increased tension or injury.
4. When assisting other personnel or agencies such as UNHCR and UNHRFO, Milobs and formed troops should remember it is the responsibility of the various agencies to determine whether or not to subject themselves to searches and under which parameters those searches can or can not be conducted.

5. UNREO's security plan directs its personnel to indicate that their vehicle is owned by the United Nations, is on official business and that they are protected from searches by formal agreement with the government. They are further directed, if the request for search persists, to permit the search but indicate that a report will be filed and forwarded to the host government's Ministry of Foreign Affairs.


6. UNHCR's and UNHRFOR's personnel have been directed by similar guidelines but are more concerned with the search of pouches. Their personnel have been directed to allow the search of pouches if demands persist but to indicate that documentation in pouches is not to be read.

7. Until an agreed policy is reached with the RPA please ensure these guidelines are followed.

INTER-OFFICE MEMORANDUM

DATE: 10 April 1995
REF: COMMS/4.7

To: All UNAMIR Civilian ~~and~~ Military Staff

From: Ally H. Golo 
Officer-in-Charge Administration

Subject: Officer-in-Charge, Communications Section

Please be advised that Mr. Thad Anglin, Chief Communications Officer will be departing on Home Leave on Thursday 13 April 1995. During his absence, Mr. Magne Albrigtsen, Chief Radio Technician will be Officer-in-Charge of the Communications Section.

Your continuing cooperation is much appreciated.



UNAMIR-MINUAR

22 March 1995
Ref: MIS/EDP Trng.

TO: All Section/Unit Chiefs, CIVPOL and
Military Branches/Units

FROM: Ally H. Golo, OIC
Administration

SUBJECT: Mission Standard Software and
Training on Software Applications

The mission standard software (MSS) is underway now in some of the Sections. We hope to complete the work before the end of the month.

The training on software applications is tentatively scheduled to start around mid-April 1995. In order to give you an idea of what some of the softwares in the MSS are used for, please find attached information regarding a summary of their features.

WORDPERFECT 6.0A FOR WINDOWS

WordPerfect for Windows is a text processing and desktop publishing software.

A text processor is an application software which allows fast and easy writing and editing of documents. WordPerfect includes the capability to copy and move text, search for specific words or phrases, insert and delete text, format and print documents, etc., etc.

WordPerfect 6.0a for Windows has many new features:

- WordPerfect has a customizable interface which allows each user to bring the features they need to the screen and therefore work more efficiently (under the MSS, WordPerfect is already highly customized to the suit the Mission's requirements).
- It has 75 pre-prepared formats (i.e., document outlines) so that a user has no need to format but can just choose one of the templates and type in the text.
- It is compatible with all other WordPerfect products, so it can import easily not only files but also macros.
- WordPerfect is now capable of creating graphics without a separate drawing program. WPWin has an easy-to-use drawing tools which allows any user to create sophisticated graphics.
- WordPerfect also provides extensive help features: both on-line help and a new feature "Coaches" which leads a user step-by-step through different features.
- WordPerfect 6.0 has more extensive table features, which makes it easy to create and edit tables and also allows already formatted text to be turned into a table.
- The File Open dialog box allows all file management to be carried out in one place. It also has a quick list feature which will allow a user to find files quickly.
- WordPerfect 6.0 also has a number of graphics and borders which are a nice addition to any text and are easy to use or even edit.

After a WordPerfect 6.0 class staff will be able to:

- use and customize WordPerfect screens
- use online Help and the Coaches
- create and edit documents
- format a document
- use Tab and Indent
- create and edit tables
- add graphics to text
- create headers and footers
- use the Speller and Thesaurus
- etc.

QUATTRO PRO 5.0 FOR WINDOWS

Quattro Pro for Windows is a spreadsheet application software.

An **electronic spreadsheet** is an electronic version of an accountant's ledger book, with many advantages over its paper counterpart. Firstly, its size is much larger: the spreadsheet is a large table with 8192 rows and 256 columns (Quattro Pro for Windows spreadsheet size). Formulas can be entered to perform calculations automatically using numbers from elsewhere in the spreadsheet. The formulas are recalculated if numbers in the sheet are changed. Data in one file may be linked to data in another: consolidated worksheets may contain totals developed in subsidiary files.

Quattro Pro 5.0 for Windows has many features that make it particularly beneficial:

- over 100 built-in functions, called @Functions, that perform calculations and return values. Functions are of several types: financial, logical, mathematical, engineering etc.
- extensive graphing capabilities including built-in drawing tools and slide show capabilities (presentations)
- Speedmenus which include basic operations and an option to change different properties, depending on which object you choose (a cell, a block, a page, or a notebook)
- different analysis tools used to analyze notebook data
- a substantial on-line Help library
- A Quattro Pro file, called a notebook, is a collection of 256 spreadsheets, called pages. That kind of a structure has several advantages. e.g. instead of saving a budget, a schedule, an inventory, or other related information in different files on disk, you can make them separate pages in the same notebook. This gives you one file name to remember, not many. Also, if you're working with data that conforms to a given template or layout, notebooks give you efficient ways to enter and format data by grouping the pages together before entering standard column heading information, or before making formatting changes.

After the Quattro Pro 5.0 for Windows class, students will be able to:

- use the parts of the notebook window, including different menus and SpeedBars
- access online Help
- create a spreadsheet: enter different types of data and edit entries
- work with Quattro Pro files: save, retrieve and close them
- enter formulas in the spreadsheet to perform calculations
- use the @SUM function to create totals
- copy data and formulas, move data
- insert and delete rows and columns
- change properties of data (font, shading etc)
- draw lines
- create graphs and customize them; use different graph types
- print a spreadsheet and graphs, and adjust print settings
- etc.

PARADOX 4.5 FOR WINDOWS

Paradox 4.5 for Windows is a database application.

Paradox 4.5 is a relational database application, which is installed on your Personal Computer, to be used in conjunction with *Windows*. A database is an organized collection of information or data from which the information itself and summaries of the information can be readily extracted. A telephone directory is a simple example of a database where data about people has been organized into specific categories: names, phone numbers, and addresses. In a relational database like *Paradox*, the term database means all tables and all their relationships. The amount of information that can be stored in *Paradox* is limited only by the performance and capacity of the computer.

Paradox 4.5 for Windows - Features

- Paradox can be used to produce forms, reports and graphs from data that is stored in a table.
- Paradox offers the ability to perform calculations with data.
- Speedbar buttons are available which allow users to perform the most common, functions more easily and quickly.
- There is an extensive on-line help facility that is easy to use
- Data can be manipulated, more specifically, it can be sorted, located, printed, formatted, etc.
- The most useful feature that Paradox 4.5 for Windows offers is querying a database. This allows users to extract particular information from a large database. In other words users can easily obtain information that meets a certain criteria from a large database.

The Paradox 4.5 for Windows course will train users to perform the following functions:

- Identify and use the various parts of the Paradox desktop, including, the menus and the Speedbar buttons.
- Use on-line help.
- Change the working directory
- View and edit tables that contain data and later add data to tables
- Locate different types of data in several ways
- Create and process a query (extracting specific information from a database). Saving and later opening a query.
- Sort data in tables.
- Print a table
- Create and save a new table.
- Produce reports using a database and later opening and saving the reports.

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA

NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

Office of the Special Representative
of the Secretary-General
UNAMIR - MINUAR

17 March 1995

BULLETIN NO. 1

1. I am addressing all United Nations civilian, civpol and military personnel in Rwanda with the objective of stressing the need to comply with Rwandese laws and regulations. It is also incumbent upon us to respect the cultural, traditional and social customs of the Rwandese People.

2. With regard to the official exchange rate for the Rwandese Franc, the Rwandese Government decreed a flexible exchange rate as of 6th March 1995. Currency must therefore be changed only through official channels. All personnel must avoid inducements to obtain local currency through private or unofficial channels.

3. I am concerned that United Nations privileges and immunities intended to assist officials in performing their official duties, are being misused. It has been brought to my attention, that some alcoholic beverages and electronic equipment have found their way into the open market. I deplore efforts to misuse the privilege for financial gain and should this trade continue, I shall not hesitate to stop duty-free imports of such items. United Nations personnel are requested to keep a meticulous check on duty-free imports and utilize them exclusively for their own use.

4. United Nations Personnel are also requested to drive with great care, to respect traffic laws and to observe speed regulations. Care must be taken not to drive following consumption of alcohol. Drivers not familiar with the rule of "priorité à droite" (priority from the right) are required to take a driving course from the Chief Transport Officer.

5. An increasing number of United Nations personnel are renting private residential accomodation. All rental agreements must be registered with UNAMIR for purposes of Security. In addition, an attestation should be obtained from the Prefecture prior to entering into any contractual arrangements.

6. Moreover, the Government's regulations must be respected in that rent should be paid to the real, approved owner of the house and not directly to a foreign bank in favour of a person with unchecked credentials. A visit to the corresponding Prefecture will ensure the correct ownership of the property.

7. Finally, all United Nations personnel are requested to respect the social and cultural customs of the Rwandese people, and United Nations Civilians are to abide by the Standards and Conduct of International Civil Servants and military personnel, by the Force Commander Directive's No.1. Conduct must always be dignified and respectful towards Rwandese citizens. Anyone who does not abide by these standards and behaves himself/herself in an unbecoming manner will be subject to disciplinary measures.

8. I am asking UNAMIR Military Police to keep a careful watch on all United Nations personnel's conduct regarding local traffic/driving regulations. UNAMIR Military Police has been empowered to take action against those drivers that are patently in breach of the law with respect to civilian staff, the Military Police have authority to detain only the vehicle of those suspected of driving under the influence of alcohol. In the event a staff member is suspected of drunken driving, the Military Police shall take custody of the vehicle, but drive the suspect to his/her residence before impounding the vehicle.



Office of the Special Representative
of the Secretary-General
UNAMIR - MINUAR

17 MARS 1995

BULLETIN No. 1

1. JE M'ADRESSE À TOUT LE PERSONNEL CIVIL, CIVPOL ET MILITAIRE DES NATIONS UNIES AU RWANDA POUR LEUR SOULIGNER LA NÉCESSITÉ DE RESPECTER LES LOIS ET RÈGLEMENTS RWANDAIS. NOUS NOUS DEVONS ÉGALEMENT DE RESPECTER LES COUTUMES CULTURELLES, TRADITIONELLES ET SOCIALES DU PEUPLE RWANDAIS.
2. POUR CE QUI EST DU TAUX DE CHANGE OFFICIEL DU FRANC RWANDAIS, LE GOUVERNEMENT A ANNONCÉ PAR DÉCRET UN TAUX DE CHANGE FLEXIBLE À PARTIR DU 6 MARS 1995. IL EST DONC DEMANDÉ À TOUT LE PERSONNEL DE NE PAS SE PROCURER DES DEVICES LOCALES PAR DES CANAUX PRIVÉS OU SUR LE MARCHÉ PARALLÈLE.
3. J'AI PEUR QUE LES PRIVILÈGES ET IMMUNITÉS VISANT À PERMETTRE AUX PERSONNES À REMPLIR LEURS FONCTIONS OFFICIELLES SOIENT PARFOIS INVOQUÉS À MAUVAIS ESCIENT. J'AI APPRIS QU'ON AVAIT RETROUVÉ SUR LE MARCHÉ DES ALCOOLS ET DU MATÉRIEL ÉLECTRONIQUE NON DEDOUANÉ. JE DÉPLORE QUE CERTAINS TENTENT D'OUTREPASSER CES PRIVILÈGES POUR LA RECHERCHE D'UN PROFIT ET SI CE TRAFIC DEVAIT CONTINUER, JE N'HÉSITERAI PAS À METTRE UN TERME AUX IMPORTATIONS DE PRODUITS NON DEDOUANÉS. IL EST DEMANDÉ AU PERSONNEL DES NATIONS UNIES DE CONTRÔLER MÉTICULEUSEMENT TOUTES IMPORTATIONS DE MARCHANDISES NON TAXÉES ET D'UTILISER CES MARCHANDISES À DES FINS PRIVÉES UNIQUEMENT .

4. IL EST ÉGALEMENT DEMANDÉ AU PERSONNEL DES NATIONS UNIES DE CONDUIRE AVEC ÉNORMÉMENT DE PRUDENCE, DE RESPECTER LE CODE DE LA ROUTE ET LES LIMITATIONS DE VITESSE. IL EST IMPÉRATIF DE NE PAS PRENDRE LE VOLANT APRÈS AVOIR CONSOMMÉ DE L'ALCOOL. LES CONDUCTEURS QUI N'ONT PAS L'HABITUDE DE LA RÈGLE DE LA PRIORITÉ À DROITE SONT INVITÉS À PRENDRE UN COURS AUPRÈS DU RESPONSABLE DES TRANSPORTS.

5. UN NOMBRE DE PLUS EN PLUS IMPORTANT D'AGENTS DES NATIONS UNIES LOUE DES HABITATIONS PRIVÉES. UN EXEMPLAIRE DE CHAQUE BAIL DOIT ÊTRE REMIS À LA MINUAR POUR DES RAISONS DE SÉCURITÉ. DE PLUS, UNE ATTESTATION DOIT ÊTRE DEMANDÉE À LA PRÉFECTURE AVANT TOUTE SIGNATURE DE CONTRAT.

6. EN OUTRE, LES RÈGLES ÉDICTÉES PAR LE GOUVERNEMENT DOIVENT ÊTRE RESPECTÉES EN MATIÈRE DE LOYER, LEQUEL DOIT ÊTRE VERSÉ AU PROPRIÉTAIRE RÉEL ET LÉGITIME DE L'HABITATION, ET NON AUPRÈS D'UNE BANQUE ÉTRANGÈRE EN FAVEUR D'UNE PERSONNE INCONNUE. UNE VISITE AUPRÈS DE LA PRÉFECTURE CONCERNÉE PERMETTRA DE CONTRÔLER QUEL EST VÉRITABLE PROPRIÉTAIRE DE LA MAISON.

7. ENFIN, TOUT LE PERSONNEL DES NATIONS UNIES SE DOIT DE RESPECTER LES COUTUMES SOCIALES ET CULTURELLES DU RWANDAIS, ET LES AGENTS DES NATIONS UNIES DOIVENT SE PLIER AUX STANDARDS DE CONDUITE DES FONCTIONNAIRES INTERNATIONAUX, QU'ILS SOIENT CIVILS OU MILITAIRES. IL EST ESSENTIEL D'AVOIR UNE CONDUITE DIGNE ET RESPECTUEUSE ENVERS LES CITOYENS RWANDAIS. QUICONQUE REFUSERAIT DE RESPECTER CES STANDARDS ET SE CONDUIRAIT D'UNE MANIÈRE INDIGNE S'EXPOSERAIT À DES MESURES DISCIPLINAIRES.

8. JE DEMANDE A LA POLICE MILITAIRE DE LA MINUAR D'ETRE VIGILANTE ENVERS L'ATTITUDE DU PERSONNEL DES NATIONS UNIES EN MATIERE DE CONDUITE AUTOMOBILE ET DE RESPECT DU CODE DE LA ROUTE. LA POLICE MILITAIRE DE LA MINUAR A LE POUVOIR D'AGIR CONTRE TOUT CONDUCTEUR



TO: All UNAMIR, Civilian/Military,
Friends and Well-wishers

FROM: Paul Ischlika
CSO/ASC

A handwritten signature in dark ink, appearing to read "Paul Ischlika".

DATE: 26 January 1995

Ref.: UNAMIR/SO/019

SUBJECT: Memorial Service for the Late Mrs. Ann Rosaline Ischlika

I am sure most of you must have by now heard about the death of my wife which sad event took place on Monday, 9 January 1995 in Sierra Leone.

A memorial service will be held for the departed one at the Centre Chritus Chapel - Remera on Friday, 27 January 1995 at 5.30 p.m.

All friends and well-wishers are cordially invited.

I would also like to take this opportunity to thank you all for your moral support and the sympathy expressed.

Once again thank you very much and God bless.

File Admin

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

INTEROFFICE MEMORANDUM

TO: All Chiefs of Divisions/
Sections/Units

DATE: 16 January 1995

FROM: K. Nilsvang, OIC
Administration

A handwritten signature in dark ink, appearing to read 'K. Nilsvang', written over the printed name.

SUBJECT: Reproduction of Documents

In the course of streamlining the proper functioning of the Reproduction Unit, we have found necessary to introduce the following procedures:

1. Only official documents should be sent to the Reproduction Unit;
2. Documents should be forwarded to the Reproduction Unit along with the attached document control form duly completed and signed by the Requesting Officer;
3. Reproduction of personal documents is strictly forbidden; any request of this sort will not be entertained;
4. Entrance into the reproduction area is strictly limited to the staff of the Reproduction Unit.

All UNAMIR personnel is invited to comply with the above instructions.



UNAMIR -- MINUAR

DOCUMENT CONTROL FORM

PART I

To be completed by requesting officer

TITLE OF DOCUMENT: _____

NUMBER OF PAGES: _____

NUMBER OF COPIES REQUESTED: _____

TO BE READY BY: _____

(DAY - HOUR)

REQUESTING OFFICER: _____

(NAME - ID NO)

SIGNATURE: _____

PART II

(For use of Reproduction Unit)

PRIORITY: I II III IV

JOB NO: _____

NO OF COPIES: _____

for final copies only

AUTHORIZED BY: _____

Chief Registry Branch & Reproduction Unit

NB: Form to be completed by all units



UNAMIR - MINUAR

TO: All Civilian and Military Personnel
UNAMIR

FROM: Shaharyar M. Khan
SRSG

A handwritten signature in dark ink, appearing to read "Shaharyar M. Khan", written in a cursive style.

DATE: 14 January 1995

SUBJECT: Absence from Mission Area 15 January to 7 February 1995

I will be out of the mission area on an official mission and leave from 15 January to 7 February 1995.

During my absence, the Force Commander Major General Tousignant would act as Chief of Mission. All communication addressed to the SRSG should be routed through my office and directed to the Acting Chief of Mission for his attention and necessary action.

MIL Spokesman

File: Admin
2) Public Info

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

Office of the DFC/CMO
UNAMIR Force HQ
Kigali
Rwanda

1000.7(DFC)/G/5

22 December 1994

ALL CONTINGENTS/UNITS

SEDUCTION OF GIRLS BELOW THE AGE OF 18 YEARS BY UNAMIR PERSONNEL

1. In a meeting between UNAMIR Principal Staff and RPA representatives held recently at the FHQ, it was drawn to my notice by RPA representatives, that cases of seduction of young girls by UNAMIR personnel are becoming more and more common.
2. RPA officials have expressed their strong disapproval of such acts and the SRSG has fully endorsed these sentiments and has further directed that exemplary punishments be meted out to the perpetrators of such acts.
3. In order to protect and uphold the good image of UNAMIR, you are directed to advise all ranks to desist from such activities.
5. Accept for information and guidance of all under command.

HK Anyidoho
Brig Gen
DFC/CMO

CC: SRSG, FC, CAO



File Admin

16 December 1994

TO: All UNAMIR Civilian Staff Members

FROM: Ally H. Golo,
Officer-in-Charge, Administration

SUBJECT: Recording of UNAMIR/Kigali Staff Members
on official travel to Nairobi

Mr. Medili, Director FOD has instructed the SAO of UNAMIR office in Nairobi to keep a record of UNAMIR staff who are travelling from Kigali to Nairobi on official duties. The list of such staff members is to be submitted to the CAO Kigali on a monthly basis.

Consequently, should you travel to Nairobi on official duties, you are kindly requested, for record purposes, to report to Mr. Nils I. Goeransson, SAO, UNAMIR Nairobi office located at UNEP/Gigiri Room Q-238, Tel. 622508.

Thank you for your cooperation and compliance to the above.

A handwritten signature in dark ink, appearing to be 'Ally H. Golo', written over a horizontal line.



December 17, 1994
Ref: MIS/EDP

TO: All Civilian and Military Personnel
UNAMIR

FROM: Eric Dogbegah, Chief
MIS/EDP Section

A handwritten signature in dark ink, appearing to read "Eric Dogbegah", is written over the printed name and title.

SUBJECT: Absence from mission area

Please be informed that during my absence on home leave from 19 December 1994 to 07 January 1995, Mr. Jibao Yimbo will be Officer-in-Charge of the MIS/EDP Section. As is the procedure, all requests for EDP equipment and or accessories should be submitted to Mrs. Semret Asrat in Room No. 3005, tel. ext. 11093.

file: Admin

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA
UNAMIR - MINUAR

12 December 1994

TO: Chiefs of Sections/Unit

FROM: K. Nilsvang, Chief
Civilian Personnel Officer

A handwritten signature in dark ink, appearing to read "K. Nilsvang", written over a horizontal line.

SUBJECT: Leaves during Christmas/New Year holiday seasons

It has come to our attention that an unusually high number of staff members have requested leaves during Christmas/New Year holidays.

In order for the mission to continue to be in full and smooth operation during the above period, I would very much appreciate your cooperation in ensuring that your respective Section/Unit be adequately staffed. I therefore request that you carefully review, and if necessary discuss with the staff member concerned any leave request submitted to you before approving it and passing it to the CAO and/or CCPO for approval.

Thank you for your kind cooperation.

cc: ED
CAO



File: Admin: Security

INTER-OFFICE MEMORANDUM

DATE: 12 December 1994

TO: All UNAMIR Civilian Personnel

FROM: Ally H. Golo, Officer-in-Charge
Administration

SUBJECT: Security Meeting

There will be a meeting on Security of all UNAMIR International and Locally Recruited Staff today 12 December 1994 at 16:00 hours in the Conference room at the Meridien Hotel.

Transportation will be provided by shuttle bus from Amahoro starting 15:45. You are requested to be present and punctual.

File Security

UNAMIR - MINUAR

INTEROFFICE MEMORANDUM
MEMORANDUM INTERIEUR

7 December 1994 *A*

TO : All UNAMIR Personnel

FROM : Ally H. Golo *[Signature]*
Officer-in-Charge, Admin.

SUBJECT : Acting Arrangements

1. Mr. P. Hornsby, CISS, will be absent on leave over the period 10 - 29 December 1994. During his absence, Mr. Minas Lessanu will act in his stead.
2. During the absence of Mr. Geoffrey Wordley, Mr. Kevin Gilroy will be acting CCLogO. Mr. Scipion Du Chatenet will act as CSupO during this period.



UNAMIR - KIGALI

3 December 1994

To: SEE DISTRIBUTION

From:

Norris Jorsling

Brian Seales

UNAMIR Welfare Club Athletic Committee

Subject: Ten Kilometre and Medley Relay Run

Under the distinguished patronage of the UNAMIR Special Representative for the Secretary General (SRSG), Mr. Shaharyar Khan, the athletic wing of the UNAMIR welfare club cordially invite you to partake in their inaugural ten kilometre and medley relay run on 11 December 1994.

The ten km run will begin at the Amahoro Stadium and proceed along a route taking the runners past the Meredian Hotel and returning to the Stadium.

The Medley relay will take place at the Amahoro Stadium.

Attached is a registration form which must be completed and returned to UNAMIR HQ, Room 3060 or Room 3052 by 1200 hrs. on Thursday, 8 December 1994.

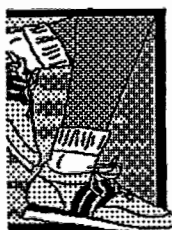
All runners will receive a participation certificate and there will be prizes awarded for the winners of the various categories.

Ensure you participate or come out in your numbers and support your favourite runners.

DISTRIBUTION

1. UNAMIR Civilian/Military Personnel
2. B & R Management
3. All UN Agencies, Kigali
4. UNAMIR RPA Liaison Office

UNAMIR WELFARE CLUB "ATHLETIC WING"



COMPLETED FORM TO BE RETURNED BY
1200 HRS ON THURSDAY 8 DECEMBER 1994
TO ROOM 3060 (NORRIS) OR ROOM 3052 (BRIAN)



10 KM AND MEDLEY RELAY

REGISTRATION FORM

DATE: SUNDAY 11 DECEMBER, 1994.

STARTING TIME: 0800 HRS

PLACE: AMAHORO STADIUM KIGALI

PLEASE COMPLETE THE APPROPRIATE SECTION

45 YEARS AND OVER : YES NO (CIRCLE ONE)

SEX : MALE/FEMALE _____

1) MILITARY

a) Name: _____

b) Contingent/Unit: _____

2) CIVILIAN (UNAMIR)

a) Name: _____

b) Section/Unit: _____

3) U.N. AGENCIES AND CONTRACTORS

a) Name: _____

b) Name of Agency/Contractor _____

4) COMPLETE ONLY IF ENTERING A TEAM FOR THE
MEDLEY RELAY

a) TEAM'S NAME: _____

NOTE:

All 10 km runners must assemble at the AMAHORO STADIUM NO
LATER THAN 0730 HRS ON 11 DECEMBER 1994.

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

3 December 1994

TO: All UNAMIR Personnel

FROM: Shaharyar KHAN
Special Representative of the Secretary-General *Shaharyar Khan*

SUBJECT: Working Hours

I am pleased to inform you that after discussion with Senior staff of UNAMIR, I have decided to schedule the working hours as follows:

Monday through Friday 8:00 Hours - 12:30 Hours
 1:30 Hours - 17:00 Hours

Saturday 8:00 Hours - 12:30 Hours

This new schedule is to take effect immediately.

UNITED NATIONS
ASSISTANCE MISSION IN RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA
UNAMIR - MINUAR

To: Distribution List
From: Maj Deepak Das
Force Welfare Officer
File: R&W/1
Date: 30 Nov 94
Subject: UNAMIR RECREATION AND WELFARE CLUB

1. It is proposed to start a UNAMIR Recreation and Welfare Club (R&W Club) to enhance leisure and recreational activities of both civilian and military members of the mission. The SRSG is very keen to start these activities at the earliest opportunity and has requested representation from all UNAMIR members.

2. The proposed members of the R&W Club Committee are given below:-

- | | |
|----------------------------|--|
| (a) Chairperson: | Mr Patsy Mullings (BMS) |
| (b) Secretary: | Ms Janina Ogtong (ISS) |
| (c) Treasurer: | Mr Hudson Mbunya (Finance) |
| (d) Property Officer: | Mr Marc Molatte (PCIU) |
| (e) Bar Manager: | Maj Ranbir Singh (INDBATT) |
| (f) Entertainment Officer: | Mr Jack Parnell (LOG) |
| (g) Force Welfare Officer: | Maj Deepak Das
(Force Welfare Office) |

3. Sports & Leisure. The R&W Club activities would include both outdoor and indoor sports, entertainment, leisure and at a later stage even cultural activities. A large number of voluntary organisers for different disciplines/activities have come forward to start the club. Additional volunteers including those who wish to contribute to the existing or new activities are welcome to forward their names to the Welfare Officer or the CCPO at the UNAMIR HQ at Amohoro Hotel Room No 1050 or 3044. Persons interested in participation in an activity may forward their names to the organising member of that discipline at the Room Nos mentioned against their names given at Paragraph 7 below. Military contingents may forward their names through their respective welfare officers to the Force Welfare Officer.

4. Social Get-togethers. Happy hours on Fri evenings will be organised with a difference, in that stalls for food & drinks of different nationalities would be set up alongwith a short musical/cultural programme at the Belgium Village Restaurant and Pool. Club facilities may also be used for organising X-mas, New Year or National Day celebrations/parties.

5. Library. Once a central place is identified and procured for getting together of the club committee and holding indoor activities, it also proposed to set up a library comprising books, periodicals and magazines in different languages requisitioned by the members and passed by the club committee.

6. Coordination & Publicity. In order to ensure that there are no clash of events all club activities will be coordinated and publicised in the form of a weekly Welfare News Letter by the club committee. All organisers or those who wish to organise a party or event should do so after informing the club chairperson/welfare officer.

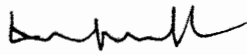
7. Activities. The proposed activities planned to be started with the name and address of the organiser are given below:-

SER NO	DISCIPLINE OR ACTIVITY	VOLUNTEER ORGANISER	AMAHORO ROOM NO /TELE
1.	<u>INDOOR</u> Aerobics, Ballroom/Tap Dancing, Taekwondo	Mr Evon Parkes Property Survey Board	1045/ 11188

2.	Bridge	Maj S Agrawal Force Engineer Officer	FEO Ops Branch/ 11161
3.	Chess	Mr Patrick Francis Personnel	1057/ 11128
4.	Ping -pong	Ms Sylvie Nossereau Personnel	1057/ 11128
5.	Mahjong	Ms Emma Silvestre	3044/ 11089
6.	Squash,Dart	Maj Deepak Das Welfare Officer	1050/ 11108
7.	Videothèque	-do-	1050/ 11108
	<u>OUTDOOR</u>		
8.	Athletics	Mr Norris Jorsling Chief Transport Officer Mr Brian Seales BMS	3060/ 11087 3052/ 11098
9.	Badminton	Maj Pankaj Arora G4 Transport	2068/ 11117
10.	Baseball	Maj Steve Moore G4 Transport	2068/ 11117
11.	Basketball	Mr Brian Seales BMS	3052/ 11098
12.	Cricket	Mr Louis Hall Transport Maj Deepak Das Welfare Officer	3060/ 11213
13.	Football	Mr Norris Jorsling CTO Mr Adrian O'Sullivan	3060/ 11087
14.	Golf	Mr James Ifill Maj Ranbir Singh PRO INDIABATT	Rm CC/ 74113 SOALTEE /86976
15.	Trekking(Bird-watching, Picnics,Safari)	Mr Didier Pansiot Claims	3068/ 11103
16.	Tennis	Mr Stanley Oliver Personnel	1057/ 11128

17.	Volleyball	AUSMED/IND AB BATT	ALEXAND -RA/ 76803
-----	------------	-------------------------------	--------------------------

4. Thank you and looking forward to happy times.


Maj Deepak Das
Welfare Officer

Distribution List:

Lists A,B and D

INTEROFFICE MEMORANDUM

Date: 28 November 1994

To : All UNAMIR Civilian and Military staff

From : Mr Philippe Mukoko, Chief
Registry, Mail Operation and Diplomatic Pouch Unit
UNAMIR - KIGALI

Subject : Re-opening of UNAMIR Post Office Box

Please be informed that the UNAMIR Post Office Box has been operational effective today 25 November 1994.

The Box No is P.O Box 749
KIGALI-RWANDA.

However all UNAMIR Civilian and Military Staff may use the UNAMIR P.O Box in Kigali city.

TO: All UNAMIR
Military and Civilian
Personnel

FROM: Ally H. Golo
Officer-in-Charge
Administration - UNAMIR

SUBJECT: SECURITY AND SAFETY UNIT

DATE: 24 November 1994
Ref.: UNAMIR/SO/053

With immediate effect, the Security and Safety Unit
will now report to the Chief Administration Officer.

cc: SRSG
FC
ED

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



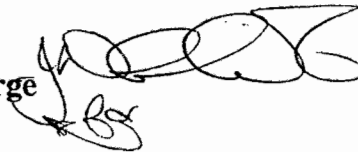
NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

DATE: 22 November 1994

TO: All Chiefs of Section/Unit

FROM: Ally H. Golo, Officer-in-Charge
Administration



SUBJECT: Meeting with team of procurement experts from UNHQ

There will be a meeting of all Chiefs of Section/Unit today, 22 November 1994 at 13:30 hours with the Panel of Experts in Procurement from UNHQ in the Conference room on the ground floor

Please be on time.

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

DATE: 21 November 1994

TO: All Chiefs of Section/Unit

FROM: Ally H. Golo, Officer-in-Charge
Administration

A handwritten signature in black ink, appearing to be 'Ally H. Golo', written over the 'FROM' field.

SUBJECT: Meeting - Division of Administration

There will be a meeting of all Chiefs of Section/Unit today 21 November 1994 at 16:00 hours in the Conference room on the ground floor

The agenda of the meeting will be as follows:

"Forward planning in terms of procurement needs for the next three to six months"

Please be punctual.



UNAMIR - MINUAR

INTER OFFICE MEMORANDUM

21 NOVEMBER 1994

TO: ALL UNAMIR PERSONNEL

FROM: Mr. A. Golo / OIC Administration

SUBJECT: OPENING OF AMOHORO SNACK BAR

1. I am pleased to announce that the Amohoro snack bar is open as of 08:00 hrs today. The snack bar is located in what used to be the old kitchen. MGT will be providing a snack menu as well as light meals (copy of menu attached).

2. Arrangements to open the Chez Lando location have not been finalized to date. Staff will be advised when they are.

UNAMIR H.Q. COMPLEX

MENU

<u>SANDWICHES:</u>		US \$
CHICKEN	2 PCS	2.00
VEGETABLES	2 PCS	2.00
CHEESE & TOMATO	2 PCS	2.00
EGG & MAYONNAISE	2 PCS	2.00
<u>PIZZAS & PUFFS</u>		
PIZZA NEPOLITAN	1 PCS	1.00
CURRIED MEAT PUFF	1 PCS	1.00
VEGETABLE PUFF	1 PCS	1.00
<u>HOT ROLLS & PASTRY</u>		
CROISSANTS	1 PCS	1.00
CINAMMON ROLLS	1 PCS	1.00
ENGLISH FRUIT CAKE	2 PCS	1.00
PASTRY	1 PCS	1.00
FRUIT TART	1 PCS	1.00
CREAM BISCUITS	1 PKT	2.00
<u>BEVERAGES</u>		
TEA / COFFEE	CUP	1.00
<u>SALAD'S</u>		
ASSORTMENT PER SERVING		3.00
<u>LUNCH</u>		
MINI LUNCH - 1 MEAT, 1 VEG, 1 RICE OR POTATO- OR PASTA		5.00

file: Admin

INTEROFFICE MEMORANDUM
MEMORANDUM INTERIEUR

17 November 1994

TO : ALL UNAMIR STAFF

FROM : Ally H. Golo
Officer-in-Charge, UNAMIR

SUBJECT : CHANGE OF CBES

With effect 21 November 1994, Mr. Minas Lessanu assumes the duties of Chief, Buildings and Engineering Service, taking over from Mr. Philip Mitnick. Mr. Mitnick will work on a special project prior to his departure from UNAMIR in early December.



File: Admin

INTEROFFICE MEMORANDUM

TO: All military and civilian chiefs of section/unit

FROM: A. Bah, oic
General Services

DATE: 9 November 1994

SUBJECT: Replacement of the Registry supervisor

In view of the imminent departure of Mr. Y. Hailé from UNAMIR, Mr. Ph. Mukoko will be supervisor of the Registry, Pouch and Mail Operations effective 14 November 1994.

Consequently Mr. Marc Molatte will replace Mr. Mukoko as supervisor of the PCIU effective same date.

cc: Mr. A. H. Kabia
Mr. A. H. Golo
All GS staff



INTER-OFFICE MEMORANDUM

07 November 1994

TO: All UNAMIR personnel

FROM: Mr. G. Brière// CMCO/RO BRSC *Brière*

REF: Administration Instruction BRSC contract dated 28 Sept 94

SUBJECT: **BRSC SUPPORT SERVICES CONTRACT -
CIRCULAR BULLETIN NO 2 - USER GUIDELINES**

Aim

1. The aim of this circular is to describe procedures and provide guidance to all UNAMIR personnel who need to have work to be performed by Brown and Root Services Corporation (BRSC) under this support services contract. This document is a brief recapitulation of ref A which was only distributed to Subtask Order Managers (STOMs).

Background

2. BRSC contract has been established to provide complete Logistical support to UNAMIR. It is not intended to replace UN qualified personnel nor to replace the United Nations procurement system. In order to be able to accomplish their role BRSC counts on a large number of fully qualified tradesman and subcontractors who can be called upon on short notice to provide support services.

UNAMIR support services contract

3. This services contract is divided into 14 subtask orders (subtask 10.00 to 10.13). Each of the 14 subtask orders is controlled by a STOM (see Annex A). Each subtask is in turn divided into subsubtasks to cover each specific areas of work. STOMs ascertain that coordination takes place with the other agencies/organisations involved in the same areas of activities before a WOR is submitted. Example: CBMS liaise with the Force Engineer regarding road and bridge repairs, SO Maint discuss with CTO about problems of maintenance, SO Tn talks to CTO with regards to transport problems, ect.

Request procedures

4. Support services requests can only be initiated through a Work Order Request (WOR) with the exception of minor work order request (MWOR - see para 5). WORs must be submitted to STOMs for approval. Users must first identify the scope of work to be performed and identify which category of work it falls under in the Work Breakdown Structure (WBS - Annex A). When the scope of the WOR falls in more than

one subcategory of the WBS, then the user must submit one WOR per subcategory. Upon completion of his WOR, the user must send it to the appropriate STOM as per WBS.

5. Minor work order requests (MWOR - see annex B) are used only when the material cost is less than \$300 USD and the man hour requirement is less than half a day. MWOR can be initiated only for minor repairs in four locations: Hotel Amahoro, Hotel Chez Lando, Hotel Meredien and Belgium Village. MWOR can be dropped in boxes located at each of these four locations. Minor repairs at all other locations require a normal WOR.

Work Order Requests

6. The WOR form (see Annex C) is basically divided into three parts. The top part is to be completed by UNAMIR personnel requiring work to be done. The second part is reserved to STOM for comments. The last portion is restricted for use of CMC staff only.

7. WORs should be typed or printed legibly. Electronic copies on floppy disks are also available on request from CMC if desired. WORs must be complete and all relevant information (Description of Task, Location of Task, Plans, Sketches and Specifications ...) must be provided. WORs will be rejected if incomplete. For larger projects STOM/CMC may request a complete and detailed study.

8. There are four categories of priorities of work. Users and STOMs will ensure that the proper priority has been assigned to each WOR based on the following guidelines:

- a. Flash: this category will be used only when the problem/situation is life threatening or it poses a threat to the security of material or installations;
- b. Immediate: this category will be used when the resolution of the problem is essential to maintain operational effectiveness;
- c. Urgent: The criteria for this category is similar as for immediate but the problem does not impact directly on the operational effectiveness; and
- d. Routine: All other requirements fall into this category.

9. Upon receipt of a signed and dated WOR, STOMs will determine if the WOR is within the scope of their corresponding STO as well as to ensure that the priority of work is at the appropriate level. STOMs will then decide if the work should be done by UNAMIR or BRSC. In the case that STOMs choose BRSC then WOR will be submitted to CMC which will immediately assign it a control number (top of the form). This number will be issued sequentially and it is independent of the WBS/STO. The CMC will then complete the last portion of the request, seek proper authorization, allocate a WOR number in the appropriate STO category and process the request. See Annex D for work order request flow chart.

Work orders inquiries

10. **Customers who wish to obtain or discuss the status of a WOR will liaise with the appropriate STOM.** CMC is to act as the interface between STOMs and BRSC to coordinate all management aspects of the Contract where STOMs will look after all technical aspects with BRSC. CMC office is located in Amahoro complex in rooms 1012 and 1023 and CMC staff can be contacted at phone # 11138. Please consult phone book for phone numbers of STOMs.

LIST OF ANNEXES

Annex A - Structure for work order request.
Annex B - Minor Works Request Form
Annex C - Work Order Request Form
Annex D - Work Order Request Flow chart.

BRSC/CIRC_NOT/CIRC_NOT.002

SUBTASK BREAKDOWN STRUCTURE FOR WORK ORDER REQUEST

ANNEX "A" TO CIRCULAR BULLETIN #2
DATED 07 NOVEMBER 1994

<div>10.00 Management & Administration Mr G.J. Wordley CCLOGO</div> <div>10.00.1 Sustainment</div> <div>10.00.2 In country admin& management</div> <div>10.00.3 HQ support (Houston)</div> <div>10.00.4 Mobilization/ demobilization</div>	<div>10.01 Water distribution Maj H. Nicholson SO Sup</div> <div>10.01.1 Production</div> <div>10.01.2 Purification</div> <div>10.01.3 Storage</div> <div>10.01.4 Water delivery</div>	<div>10.02 Construction & maintenance Mr P.Mitnick CBMS</div> <div>10.02.1 Construction</div> <div>10.02.2 Maintenance</div>	<div>10.03 Communication support Mr T.Anglin CCO</div> <div>10.03.1 Power generation</div> <div>10.03.2 Electrical</div> <div>10.03.3 Special equipment</div> <div>10.03.4 Radio</div>	<div>10.04 Fuel operations Maj H.Nicholson SO Sup</div> <div>10.04.1 Retail operation</div> <div>10.04.2 Testing</div> <div>10.04.3 Mission theatre storage & reserve</div> <div>10.04.4 Fuel delivery</div>	<div>10.05 Catering Capt M.Burgess S.O Food</div>	<div>10.06 Equipment & maintenance Maj A.Moore SO Maint</div> <div>10.06.01 Contractor operated equipment</div> <div>10.06.2 Contingent owned vehicles</div> <div>10.06.3 UNAMIR owned vehicles</div> <div>10.06.4 Others eqpt</div> <div>10.06.5 Welding ancillary eqpt& fabrication</div> <div>10.06.6 Material handling eqpt</div>
<div>10.07 Personnel services Mr K.Nilvsang CCPO</div> <div>10.07.1 Mortuary</div> <div>10.07.2 Medical</div>	<div>10.08 General services Mr A.Bah</div> <div>10.08.1 Waste management</div> <div>10.08.2 Janitorial services</div> <div>10.08.3 Ground maintenance</div> <div>10.08.4 Laundry services</div> <div>10.08.5 Pest control</div> <div>10.08.6 T.B.A</div> <div>10.08.7 Local labourers</div>	<div>10.09 Warehouse management Mr K.Gilroy Supply O</div> <div>10.09.1 General stores</div> <div>10.09.2 Medical stores</div> <div>10.09.3 POL</div> <div>10.09.4 Construction materials</div> <div>10.09.5 Spare parts</div> <div>10.09.6 Ammunition</div>	<div>10.10 Ground transportation SO Tpt</div> <div>10.10.1 Transport tasks</div> <div>10.10.2 Postal delivery</div>	<div>10.11 Airfield operations Mr K.Gleeson CMOVCON</div> <div>10.11.1 Passenger operations</div> <div>10.11.2 Cargo operations</div>	<div>10.12 Roads & Runways Mr P.Mitnick CBMS</div> <div>10.12.1 Roads</div> <div>10.12.2 Runways</div> <div>10.12.3 Bridges</div>	<div>10.13 EDP support Mr E.Dogbegah CMISO</div> <div>10.13.1 Network</div> <div>10.13.2 Repair & Maintenance</div> <div>10.13.3 Warehousing</div>

MINOR REQUEST
BROWN & ROOT SERVICES CORPORATION

Annex B to circular bulletin #2
dated on 7 Nov 94

REQUESTOR

DATE OF REQUEST _____ ID NUMBER _____
NAME OF REQUESTOR _____ TEL / CALL SIGN _____
SECTION / BRANCH _____

LOCATION OF WORK ☐ UNAMIR HQ AMAHORO ROOM NUMBER _____
☐ BELGIAN VILLAGE
☐ CHEZ LANDO HOTEL
☐ MERIDIAN HOTEL

DESCRIPTION OF DISCREPANCY

BRSC

BRSC NUMBER _____

LIST OF MATERIALS USED (receipt # is available) _____
WOR NUMBER **10.** . . . -

REMARKS / COMMENTS

TOTAL OF LABOUR HOURS

CERTIFICATION

(When work's completed)

I CERTIFY THAT THE WORK WAS COMPLETED SATISFACTORY
SIGNATURE OF ACCEPTANCE _____ NAME _____
SIGNATURE OF BRSC RESP _____ NAME _____

Note1 : one minor repair per request
Note2: minor requests examples: Install new padlock; Repair a window; Change light; Fix a toilet problem; Cleaning.

When completed BRSC send a copy to CMC



UNAMIR - MINUAR

WORK ORDER REQUEST

CMC# _____

DATE OF REQUEST: _____ WORK LOCATION: _____

Description of work (attach sheet if necessary):

Point of Contact: _____ Phone/Call sign: _____

Priority of Work: ☐ Flash; ☐ Immediate; ☐ Urgent; ☐ Routine

Requested Completion Date: _____

SUBTASK MANAGER (only)

Subtask WO number: _____

Comments:

Subtask Order Manager: _____ Date: _____

CONTRACT MANAGEMENT CELL (only)

Work Order Number: 10. . .0-

Cost estimate:

☐ Need Detailed cost estimate. Provide estimate in ____ day(s)

☐ Need Rough order cost estimate. Provide estimate in ____ day(s)

☐ No cost estimate required

Action:

☐ Do Not begin work until directed by the Contract Administrator.

☐ Begin work immediately

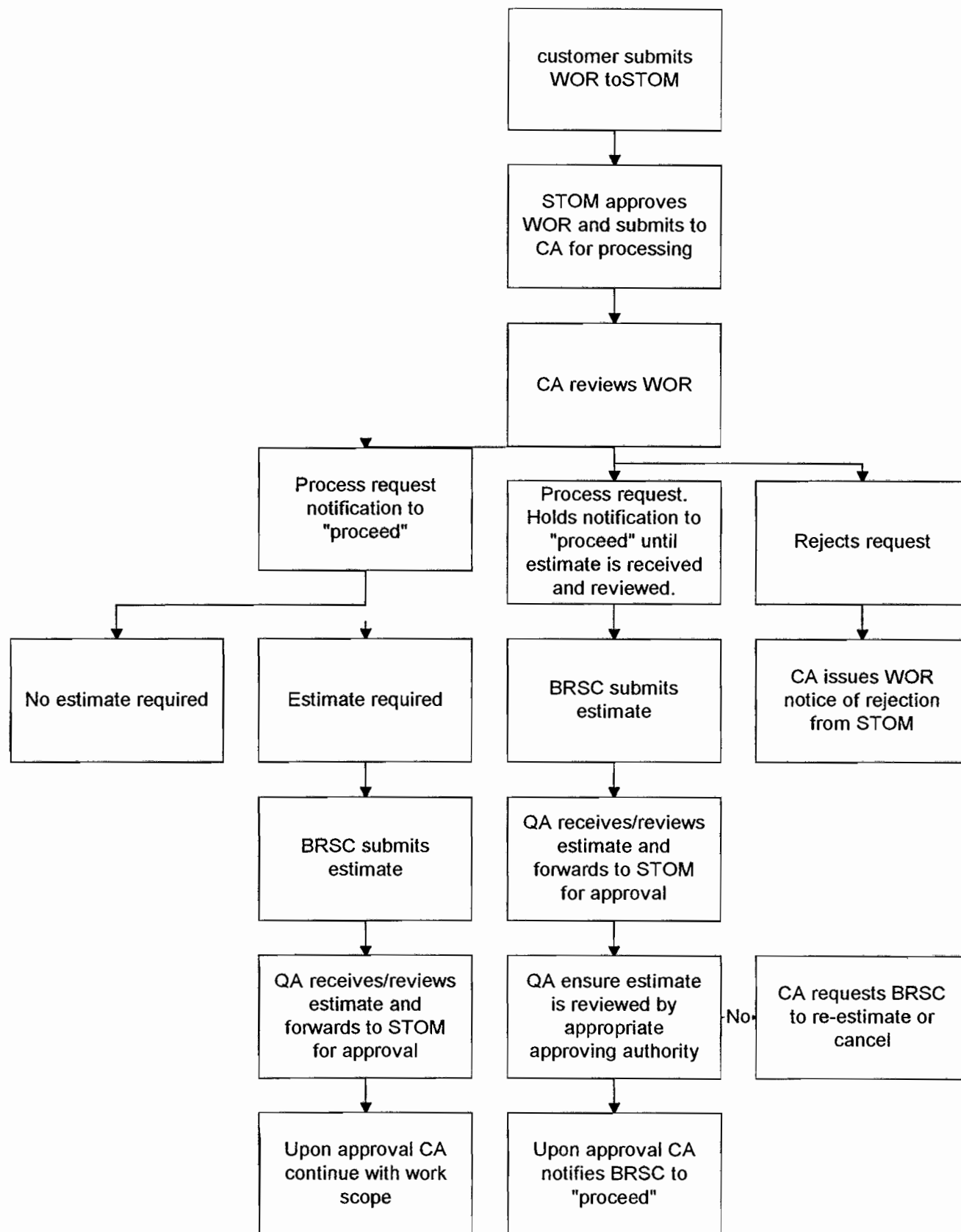
Comments:

AUTHORIZED BY: _____ Date: _____

CERTIFIED AUTHORITY: _____ Date: _____

WOR PROCESS FLOW

Annex D to circular bulletin # 2
dated 07 Nov 1994



file Admin

AGENDA FOR MR. MEDILI'S VISIT TO KIGALI

THURSDAY, 27 OCTOBER 1994

0945 - 1045	MEETING WITH DR. KABIA
1045 - 1145	DFC BRIEFING
1145 - 1215	BRIEFING WITH CIVPOL CHIEF
1215 - 1315	LUNCH
1400 - 1600	BRIEFING WITH FORCE HQ CONTINUED
1600 - 1700	HUMAN RIGHTS BRIEFING
1700 - 1800	VISIT WITH CANADIAN CONTINGENT AT AMAHORO STADIUM

FRIDAY, 28 OCTOBER 1994 - TENTATIVE

0900 - 1130	MEETING WITH SUPPORT SERVICES
1130 - AS REQUIRED	MEETING WITH PERSONNEL, FINANCE, GENERAL SERVICES AND PROCUREMENT
	LUNCH
1415 - 1500	VISIT URUGWIRO VILLAGE
1500 - 1630	DELEGATION STRATEGY PLANNING MEETING

SATURDAY, 29 OCTOBER 1994 - TENTATIVE

FIELD VISIT (KIBUYE AND GISENYI/GOMA)



INTEROFFICE MEMORANDUM

27 October 1994

TO: All military and civilian chiefs of sections/units

FROM: A. Bah, oic, General Services

SUBJECT: Nomination of an officer-in-charge of PCIU

I would like to inform you that whenever Mr. Ph. Mukoko is absent, Mr. Marc Molatte, being the second highest rank officer in the unit, will be officer-in-charge of PCIU, until he is back.

cc: Mr. A. Golo
Mr. Hailé Yeshanew

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

TO: All Section Chiefs

DATE: 27 October 1994

FROM: K. Nilsvang
CCPO

REF: LOC/PERS.NS

A handwritten signature in black ink, appearing to be 'K. Nilsvang', written over a horizontal line.

SUBJECT: Evaluation of short-term staff

Reference is made to our memorandum of 10 September 1994 (copy attached), in which you were informed of the requirement to evaluate the local staff of your respective section at the end of October, date at which their initial contract is due to expire. You were also requested to prepare job descriptions to match each of the encumbered posts. In order to assist us in determining whether or not all the contracts should be renewed at the end of October for a further one-month period, we are annexing an evaluation form to be duly completed for all your local support staff. Please return them by 14 November at the latest.

Please note that we are unable to place Local Staff on the 300 series (LD) at this stage because we lack the necessary mechanism to implement it in line with its given rules and regulations. Additional information is required from New York on this issue. Please inform your staff accordingly.

In the meantime, we shall continue with the SSA contracts until further notice.

Thank you for your cooperation.

cc: SRSG's office
FC's office
Exe. Dir
OIC/ADM
FSA/Sectors
CIVPOL & MILOBS



UNAMIR - MINUAR

TO: All Section Chiefs

DATE: 10 September 1994

REF.: LOC/PERS/NS

FROM: A.R. Diallo *DAR*
CCPO

cc: Mr. A.H. Golo
OIC/ADM.

SUBJECT: Job Description for Local Staff

This is further to our memorandum dated 15 August 1994 in which we had requested all Division Chiefs to provide this office with their requirement in local personnel. In para. 2 of the same memorandum we asked that you accompany each request with a brief post description in order to facilitate the pre-selection of candidate and to speed up the recruitment process. Now that all the approved posts have been filled in this initial phase of local recruitment, we would like you to issue, in the interest of both the staff and the Organization, detailed job description of all encumbered posts in your section. Please bear in mind that each staff will be evaluated in accordance with his/her established post description at the end of October, prior to the second contract. Those staff who do not meet the requirements of the post will be advised accordingly.

We would also like to remind you that Personnel Section is the only Section with a given mandate to recruit staff for UNAMIR. We therefore count on your cooperation to coordinate the recruitment of local staff and to rely on the staff of Personnel Section and its facilities to process all applications. This will enable us to make optimum use of our approved allocation to satisfy each section's staffing needs.

Your strict adherence to the above instructions is highly appreciated. Thank you for your kind cooperation.

Les supérieurs hiérarchiques des fonctionnaires engagés pour des périodes de courte durée sont priés de bien vouloir remplir la présente formule en vue d'aider le Bureau de la gestion des ressources humaines à étudier les demandes de rengagement.

Eléments de notation : Pour chacune des rubriques ci-après, veuillez donner à l'intéressé une note de 1 à 5, 5 représentant la note la plus forte et 1 la note la plus faible.

- Appréciation d'ensemble :** Faites un signe en regard de celle des appréciations ci-dessous qui définit le mieux la façon dont l'intéressé s'acquitte de ses tâches en général :

A. L'intéressé est-il apte à exercer des fonctions de supervision?

B. L'intéressé est-il plus apte à des fonctions autres que celles dont il est actuellement chargé? Dans l'affirmative, indiquez la nature des fonctions qui répondent le mieux à ses aptitudes et à son tempérament.

C. Autres observations.

D. Envisageriez-vous que l'intéressé soit rengagé? (Faites un signe en regard de la rubrique qui convient)

☐ Oui, à un échelon supérieur ☐ Oui, au même échelon ☐ Oui, mais uniquement à un échelon inférieur ☐ Non, en aucun cas

Assiduité : Nombre de jours pendant lesquels l'intéressé ne s'est pas rendu à son travail :

Date : _____ Signature du nototeur : _____

Date : _____ Signature du chef de la Division : _____

OBSERVATIONS DU BUREAU DE LA GESTION DES RESSOURCES HUMAINES

Date : _____ Signature : _____

File: Admin

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

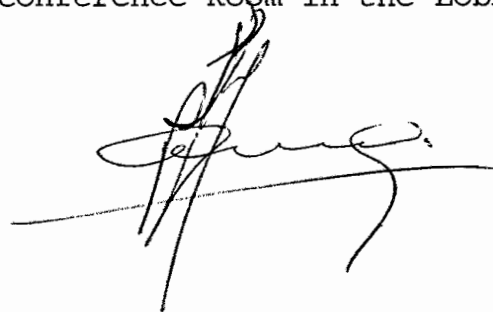
DATE: 26 October 1994

TO: All Chiefs of Section/Unit

FROM: Ally H. Golo, OIC
Administration

SUBJECT: Meeting of all Section/Unit Chiefs

Please be advised that there will be a meeting of all Section/Unit Chiefs today at 1500 hours, with **Mr. Hocine Medili, Director/DPKO**, in the Conference Room in the Lobby.



File Admin: Personnel



UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA

NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

TO: All Chiefs of Section/Unit

DATE: 24 October 1994

REF.: LOC/PERS/NS

FROM: K. Nilsvang
CCPO

SUBJECT: Attendance Record Sheets for Local Staff (DSS forms)

In view of the volume of work involved in the submission of DSS forms to Nairobi for processing of local salary payments, we would appreciate your diligence in providing us with this month's attendance records at the latest on Friday morning, 28 October 1994. When preparing these forms, please make sure that all local staff working in your respective Section/Units do indeed figure on the list submitted and their absences duly accounted for in order to facilitate the work of Personnel in transmitting this documentation to Nairobi without any delay.

Thank you for your cooperation and prompt action.

cc: SRSG's office
Office of Exe. Dir.
Office of OIC/ADM
CIVPOL
MILOB
FSA/Sectors

Public Info
File: Admin

Operation Branch
Force HQ, UNAMIR
Kigali, Rwanda

20 October 1994

3000.4.Air Ops

See Distribution:

SUBJECT: R/T CALL SIGN AND TELEPHONE NUMBER

1. Listed below please find the callsigns of the SO2 G3 Air:
 - a. Sqn Ldr MOTALEB (BAF) - 93H #7
 - b. Sqn Ldr J D JANIUREK (RAF) - 93HA #7
2. The telephone number of Air Ops office is 11161.
3. This is sent for your information and necessary action (if required).
4. Regards.



A MOTALEB
Sqn Ldr
SO2 G3 AIR

Distribution:

Info:

List A B & C

HQ UNAMIR

FROM: COL K. O'KELLY, DCOS SP

TO: SEE DISTRIBUTION LIST

DATE: 19 OCTOBER 1994

SUBJECT: **ISSUE OF POTABLE WATER - UNAMIR HQ AND MILOB
GP HQ STAFF**

W. M. J. 4000-1/Log-51

1. THE LOGISTIC COORDINATION CELL, IN CONJUNCTION WITH BROWN AND ROOT, HAVE ESTABLISHED A POTABLE WATER ISSUE POINT IN THE KIGALI AREA FOR CIVILIAN AND MILITARY STAFF. THIS FACILITY HAS BEEN ESTABLISHED TO REDUCE THE AMOUNT OF BOTTLED WATER PURCHASED BY UNAMIR AND TO BUILD UP RESERVE STOCKS. THE WATER HAS BEEN PROCESSED THROUGH A REVERSE OSMOSIS WATER PURIFICATION UNIT (ROWPU), AND IS REGULARLY TESTED BY OUR MEDICAL FACILITY. STAFF MAY THEREFORE BE ASSURED THAT THE WATER IS QUITE FIT FOR CONSUMPTION. THE ROWPU PROCESS UTILISES CHLORINE AND THEREFORE THE WATER WILL SMELL OF CHLORINE. WHILST TO SOME PERSONNEL THIS MAY BE SLIGHTLY UNPLEASANT, THE WATER IS QUITE DRINKABLE. PLEASE NOTE THAT BOTTLED WATER WILL NOT BE ISSUED OR SOLD ONCE THIS FACILITY HAS COMMENCED OPERATION ON **FRIDAY 21 OCT 94**. THOSE PERSONNEL DETAILED IN THE ATTACHED LIST FROM UNAMIR HQ AND MILOBS GP HQ ARE ENTITLED TO DRAW POTABLE WATER FROM THE FACILITY.

2. THE WATER ISSUE POINT IS A 20 FOOT SEA CONTAINER, LOCATED AT THE ENTRANCE TO THE AMAHORO STADIUM. IT WILL BE MANNED BY A BROWN AND ROOT EMPLOYEE AND CUSTOMERS ARE REQUESTED TO BE COURTEOUS, HELPFUL AND PATIENT WITH THE SERVING STAFF. CUSTOMERS ARE NOT TO PARK INSIDE THE ENTRANCE TO THE AMAHORO STADIUM OR IN SUCH A WAY AS TO RESTRICT ENTRANCE TO THE STADIUM. **THE DAYS FOR ISSUE ARE MONDAY, WEDNESDAY, AND FRIDAY BETWEEN THE HOURS OF 0700 AND 1700.** SHOULD A PROBLEM ARISE WITH THIS SERVICE, IT TO BE RAISED WITH THE LOGISTIC COORDINATION CELL **NOT** WITH THE PERSON AT THE ISSUE POINT **OR** BROWN AND ROOT.

3. STAFF WILL INITIALLY BE ISSUED ONE FULL 20 LT WATER JERRY CAN EACH, WHICH THEY ARE TO SIGN FOR. FROM THEN ON THE JERRY CAN WILL **ONLY** BE EXCHANGED FOR A FULL JERRY CAN ON PRODUCTION OF THE EMPTY CAN. ONE JERRY CAN SHOULD BE SUFFICIENT FOR ONE WEEK. PLEASE NOTE THAT THE WATER IS FOR DRINKING AND COOKING PURPOSES ONLY, NOT FOR WASHING. IT IS NOT INTENDED TO RESTRICT THE ISSUE TO ONE JERRY CAN PER STAFF MEMBER PER WEEK, HOWEVER IF ISSUES BECOME EXCESSIVE, A RATIONING SYSTEM WILL BE INSTITUTED. ALL STAFF ARE THEREFORE REQUESTED TO USE THE SYSTEM AS IT IS INTENDED.

4. FOR MILOBS GROUP HQ, IT SHOULD BE NOTED THAT BULK POTABLE WATER FACILITIES ARE BEING LOCATED IN EACH OF THE SECTORS. IF MILOBS IN THE SECTORS WISH TO DRAW DRINKING WATER FROM, THESE FACILITIES THEY MAY DO SO ONCE THE POINT HAS BEEN ESTABLISHED. MILOBS IN THE SECTORS SHOULD CONDUCT LIAISON WITH THE CONTINGENT IN THEIR SECTOR. ONCE AGAIN, THE WATER IS ISSUED FOR DRINKING ONLY AND HENCE ISSUES FROM BULK WATER FACILITIES WILL BE MADE ON THE BASIS OF 3 LT PER PERSON PER DAY.

5. ALL STAFF MEMBERS COOPERATION AS DETAILED WILL ENSURE A SMOOTH OPERATION AND A VALUABLE SERVICE TO ALL STAFF.

6. REGARDS.

DISTRIBUTION:

CMC
OIC BROWN AND ROOT
ENCLOSED STAFF LIST

ENCLOSURE:

1. STAFF LIST UNAMIR AND MILOB GP HQ (Brown & Root only)

File 2 Admin

UNITED NATIONS  NATIONS UNIES

ASSISTANCE MISSION IN RWANDA

MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

DATE: 18 October 1994

TO: ALL UNAMIR PERSONNEL (Civilian and Military)
UN Agencies*

FROM: ALLY H. GOLO
Officer-in-Charge
Administration *[Signature]*

SUBJECT: UNAMIR Recreation and Welfare Club: Appointment of an
Ad Hoc Welfare Club Committee

The Special Representative of the Secretary General has just approved the creation of an UNAMIR Recreation and Welfare Club to be implemented immediately.

The purpose of the Club is to promote and maintain the highest possible level of morale and welfare among UN staff by providing suitable facilities for outdoor sports, indoor games, a reading room, a video library, swimming facilities, facilities for send-off parties and "happy hours", means for going on hikes, picnics, and carrying out other activities which will enhance the staff members' leisure hours.

The Constitution of the Club calls for elections for members of the Welfare Club Committee. However, for the time being, in view of the urgent need to establish the Club, the Special Representative has authorized the launching of Club activities through an ad hoc volunteer committee made up of two persons each from the following:

Civilian Component
Military Component
UN Agencies (Coordinated by UNDP)
Representatives at large

We shall ensure that the ad hoc volunteer committee has broad geographical and cultural representation, as well as senior, middle and junior ranks of officers and personnel. The office of the OIC Administration shall be responsible for the final selection of the ad hoc committee.

Accordingly, volunteers should express their interest through their respective Heads of Branches/Sections/Organizations. The Heads of Branches/Sections/Organizations will in turn submit the names of volunteers to Mr. Mtshana M. Ncube, Administrative/Legal Officer Room 3045, Tel. Ext. 11099, Amahoro Hotel, UNAMIR Headquarters no later than 26 October 1994.

In the meantime the Constitution of the Welfare Club will be circulated

SSG

MEMORANDUM

1000-5 (CC)

15 Oct 94

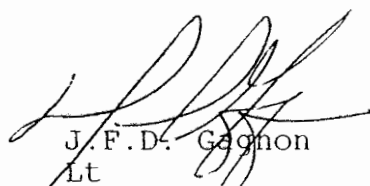
Distribution List

GATE CONTROL UNAMIR HQ

1. Ever since the 15 Aug 94, the Canadian Defense and Security platoon has been tasked to provide security for the UN HQ area. However, due to other commitment within theatre for the D & S Pl, many different soldiers from the Canadian Contingent have been providing the security at the gate for UNAMIR HQ.

2. Those soldiers were given specific instructions for the execution of their duties and are not familiar with all faces of pers working in UNAMIR HQ. As a reminder, drivers are req to TURN OFF the vehicles headlights as they approach the gate, STOP and have ALL pers within the vehicle show their ID cards for ease of identification and access to the HQ.

3. Your full cooperation in this matter and the widest distribution of this letter would be greatly appreciated.


J.F.D. Gagnon
Lt
Camp Commandant
11152

DISTRIBUTION LIST

- List A
- List B
- List c
- List D
- List E

~~Public Info~~
File : Admin / medical


UNAMIR

2000.1/CMPO/ADMIN
9, October 1994

See Distribution:

RETURN OF UNAMIR PERS TO UNITS AFTER HOSPITALISATION

1. Attached here-with, find HQ AUSMED instruction on the procedure for above-mentioned subject.
2. All Units/Sectors are to acquaint themselves with the procedure and comply accordingly.
3. Regards.


GETTACHEW TEFFERRA
Lt Col
CMPO

Distribution:

Lists A - C (less spares)

ASC UNAMIR II



MINUTE

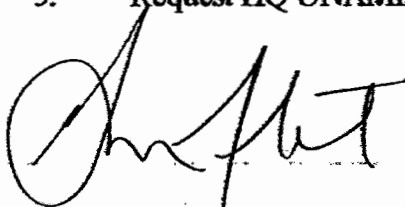
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ASC UNAMIR II OPS/PERS/94

HQ UNAMIR (FOR CMPO AND FMEDO)

RETURN OF UNAMIR PERS TO UNITS AFTER A PERIOD OF HOSPITALIZATION

1. In the absence of a Force SOP to cover the procedure and the lack of timely response from duty staff and units in general, the following procedure will be used to return fit soldiers to their units.
2. HQ AUSMED will notify the unit directly by radio, on the Force Command Net, of the time the soldier is to be released from hospital. HQ UNAMIR will also be notified and will be requested to initiate action if the unit is not on the net. The soldier's unit is responsible for organizing transport for his return to duty. If this task is beyond the capability of the unit, then they are to request for HQ UNAMIR to provide the movement agency. (Normally by MOVREQ). HQ AUSMED is to be informed of the pick up arrangements of the soldier within four hours of the formal notification of release. HQ UNAMIR is requested to ensure that the CMPO is aware of all arrangements.
3. HQ AUSMED will provide hard copy advice on a daily basis to CMPO, of soldiers who have not been returned to their units.
4. The lack of timely removal of patients discharged from the hospital has two key effects:
 - a. morale effect on a soldier who is not quickly accepted back into his unit after a period of separation, and
 - b. the limited bed capacity of the hospital is being taken up by patients who are well.
5. Request HQ UNAMIR support to ensure the timely return of soldiers to their units.


P.F. MCINTOSH
LTCOL
CO AUSMED

8 OCT 94



UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA

NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

DATE: 7 October 1994

TO: All UNAMIR HQ Staff

FROM: J Ally Golo, OIC Administration

SUBJECT: Power Interruptions for Electric Repair
8th & 9th October 1994

You are reminded that there will be electric service interruptions during the coming weekend on **Floor 3** (SRSG Offices) between the hours of 09.00 and 16.00 as a continuation of the project to upgrade the wiring system at the Amahoro HQ Complex.

Please make sure that your offices are accessible during this period to facilitate the required work.

Thank you for your usual cooperation.

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

TO: All Unit/Section Chiefs

DATE: 06 October 1994

FROM: P. Hornsby
Chief Support Services &
OIC/Adm.

REF: PERSONNEL/NS

SUBJECT: Chief Civilian Personnel Officer (CCPO)

Further to the announcement made by the OIC/ADM, Mr. Golo, during the general meeting with Mr. Da Costa, I am pleased to inform you of the nomination by New York of Mr. K. Nilsvang as the CCPO for UNAMIR. This nomination took effect on 2 October 1994, date at which Mr. Nilsvang arrived in Kigali. As such, all correspondence and requests for both Local and International Personnel must be channelled through him.

In addition, I wish to inform you that Mr. Diallo assisted by Ms. Salib, is temporarily in charge of International Staff until his imminent departure from UNAMIR. Two additional Personnel Officers are expected to report to Kigali in the very near future and you will be informed of their respective responsibilities in due course. Meanwhile, Ms. Sohun and Mr. Digni are in charge of Local Staff and the military contingents respectively.

Thank you for adhering to the above instruction.

cc: Office of the SRSG
Office of the Force Commander
Office of the Exe. Dir.
AO's Sectoral Offices
Finance Section, Nairobi
MILOB & CIVPOL



A: Chefs d'Unités/de Sections

DATE: 6 octobre 1994

DE: K. Nilsvang
CCPO

REF: PERSONNEL/NS

OBJET: Demandes de congé

Il semble que certains employés locaux aient pris de longs congés sans en demander la permission par écrit au service du personnel. J'attire votre attention sur le fait que, étant régis par le contrat de louage spécial (CSA), les employés locaux ne peuvent prétendre à aucun type de congé spécial. Nous vous prions donc de vous assurer que l'autorisation requise a bien été obtenue préalablement à tout départ, faute de quoi ce congé sans autorisation sera considéré comme un abandon du poste et le contrat résilié par la suite. Afin d'éviter toute confusion, nous vous prions d'informer immédiatement le service du personnel de telles absences et de les reporter sur la feuille de présence mensuelle (Formulaire DSS) pour répercuter les retenues financières correspondantes.

Eu égard au personnel international, nous vous rappelons qu'il est très important de nous envoyer régulièrement copie des fiches de Mouvement de personnel (MOP) signées, une fois qu'elles ont été traitées.

Merci de votre coopération.

Bureau du SRSG
Bureau du Commandant de la Force
Bureau du Directeur Exécutif
Bureau du OIC/ADM
Bureaux sectoriels de l'administration
Section Finances, Nairobi
MILOBS & CIVPOL

file: Admin


UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



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MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

To: All Staff
OSRSG, UNAMIR, Kigali

From: 
Dr. Abdul Hamid Kabia,
Executive Director
UNAMIR, Kigali

Date: 05 October 1994

Re: Staff away from Rwanda

Please be advised that staff in the Office of the SRSG who have been assigned vehicles are required to surrender the keys to those vehicles when leaving Rwanda on private or official business.

The vehicles will be retained by the Transport Section during the absence of the staff members.

cc: OIC Administration
Chief Transport Officer

.. UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA

file: Admin
NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

INTEROFFICE MEMORANDUM
MEMORANDUM INTERIEUR

Political

Date 30 Sept. 1994

TO : ALL CHIEFS OF SECTIONS
OSRSG & DMA

THRU : MR. ALLY H. GOLO, OIC ADMIN

FROM : MR. Eric Dogbegah, CHIEF MIS/EDP.

SUBJECT: REQUIREMENT FOR EDP EQUIPMENT.

Kindly submit to the CMISO by 5 October 1994, a list of EDP Equipment that your section would require from now up until December 1994. Please indicate total requirement less what has already been issued.

Kind regards.



UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA

NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

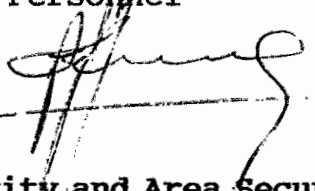
File: Admin

Interoffice Memorandum



Date: 28th September 1994

TO: All UNAMIR Civilian
& Military Personnel

FROM: A. H. Golo 
OIC/ADMIN.

SUBJECT: Chief Security and Area Security Coordinator for Rwanda

Please be informed that Mr. Paul Ischlika has assumed the functions of Chief, Security and Safety Unit/UNAMIR as of 17 September 1994.

Additionally, Mr. Ischlika will be the UNAMIR Area Security Coordinator for the Evacuation Plan for Rwanda. Mr. Ischlika's office is located on the ground floor of UNAMIR/HQ in hotel Amahoro, room 1011.

Grateful you extend to him all assistance and co-operation in the performance of his duties.

cc: All Cooperating Organizations



UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA

NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

TO: All Section Chiefs

DATE: 26 September 1994

FROM: A.H. Golo
OIC/ADM
UNAMIR

REF: PERSONNEL/NS

A handwritten signature in black ink, appearing to read "A.H. Golo", is written over the printed name and title.

SUBJECT: FOPA - Field Operations Performance Appraisal Form

Please find attached, a new performance evaluation form to be completed specifically for staff on mission service. This form has been approved by OHRM on a trial basis. It must therefore be used as the only tool to evaluate mission staff. Effective immediately, all section chiefs are required to comply with this new format which must be completed in its entirety when performance appraisal is being carried out.

A copy of this form can be obtained from Personnel Section or if you wish to copy it on your hard disk, please do not hesitate to contact Ms. Sohun personally in room 3053.

Thank you for your usual cooperation.

cc: Office of the SRSG
Office of the Force Commander
AO's Sectoral Offices
Finance Section, Nairobi



FIELD OPERATION PERFORMANCE APPRAISAL FORM

Name (last, first, middle)		EOD in UN service:	EOD in mission:
Category/Grade/Level/Functional title in mission:		Type of appointment:	
Name of Mission:	Parent Dept./Off.(if applicable):	Period covered by this Report:	

PART I : TO BE COMPLETED BY THE STAFF MEMBER ON MISSION SERVICE

1. Describe briefly your major assignments during the period under review; were they clearly defined and explained?
2. What would be your preferred next assignment in terms of both challenge and hardship?

PART II : TO COMPLETED BY THE STAFF-MEMBER'S SUPERVISOR

<p>If you deem it appropriate, comment on the staff member's responses to parts I above, specifying which item are you commenting upon. You may further add any additional information regarding the specific nature of the staff member's assignments that merit particular attention (e.g., responsibilities beyond those usually performed at staff member's level)</p>
<p>For each of the following items, please answer the question as precisely as possible and rate the performance in accordance with the following scale.</p> <p>5 = Unusual contribution (top 2%): truly exceptional and rare performance which far exceeds reasonable expectations, inclusive of creativity, originality and initiative;</p> <p>4 = Exceeds expectations (top 24%): distinctly better performance than reasonably expected, inclusive of consistent willingness to undertake additional work;</p> <p>3 = Fully satisfactory (64%): competent and adept performance that fully meets reasonable expectations;</p> <p>2 = Partly satisfactory (8%): performance meets some of, even most requirements but is in needs of improvement;</p> <p>1 = Unsatisfactory (2%): performance does not meet reasonable requirements;</p> <p>0 = Not Applicable: performance has no relevance to the specific item in question.</p> <p>Please, in ranking the staff member's performance, refer to the relevant peer group.</p> <p>Please bear in mind that a 3 rating is fully acceptable in any consideration relating to the staff member's future mission assignments or extension of appointments. Indeed most personnel are expected to perform at this level.</p>

ITEM EVALUATED	RATING	SPECIFIC PERFORMANCE RELATED COMMENTS
A. QUALITY OF WORK:		
1. Professional knowledge/skills		
2. Thoroughness and accuracy		
3. Analytical ability to access and synthesize information		
4. Creativity in problem-solving		
B. QUANTITY OF WORK:		
1. Volume of work		
2. Promptness of response		
3. Ability to organize/prioritize		

C. WORKING UNDER PRESSURE/HAZARD		
1. Ability to maintain quality of work		
2. Readiness to accept added duties		
3. Willingness to volunteer when necessary		
4. Moral and poise under stress		
D. INTERPERSONAL SKILLS:		
1. Ability to work harmoniously with supervisor		
2. Ability to work harmoniously with peers/in teams		
Ability to establish and maintain external contacts		
4. Sensitivity to local culture and custom		
E. COMMUNICATION SKILLS:		
1. Written presentation		
2. Oral expression		
F. DEPENDABILITY AND ADAPTABILITY		
1. Reliability in working with minimum supervision		
2. Willingness to adapt to new requirements		
3. Adaptability to conditions of hardship/hazard		

G. SUPERVISION SKILLS (complete only if relevant)			
1. Ability to set and prioritize goals			
2. Ability to organize available resources			
3. Ability to monitor and evaluate subordinates			
4. Ability to motivate subordinates			
5. Ability to delegate work			
6. Ability to build and sustain teams			

Please respond to the following summarizing questions by indicating the appropriate column adding a comment when appropriate			
QUESTION	YES	NO	COMMENT
Given what you know about mission assignment, is the staff member suited for such assignment physically? Psychologically? Attitudinally? Please explain.			
Would you choose this staff member to participate in particularly demanding assignments?			

The FOPA is the culminating point of a continuous period of appraisal. It is advisable that the performance be periodically discussed with the staff member. Please indicate in the appropriate space provided.

Have such discussions taken place ? YES _____ NO _____

Has such discussion taken place in connection with this report ? YES _____ NO _____

Name and title of reporting supervisor _____ Signature _____

Date _____

PART III : TO BE COMPLETED BY CHIEF OF MISSION FOR SUBSTANTIVE STAFF BY/CHIEF ADMINISTRATIVE OFFICER FOR ADMINISTRATIVE STAFF (If the size of the mission justifies if the above mentioned officials may delegate this authority to designated official):

<p>Name and title: _____</p> <p>Signature _____ Date _____</p> <hr/>
<p>In your view and experience how you rank the performance of the staff member according to the following parameters from best to worst in reference to the relevant peer group:</p> <p>1) Best 2% _____ (i.e., unusual contribution);</p> <p>2) next 24% _____ (i.e., exceeds expectations);</p> <p>3) next 64% _____ (i.e., fully satisfactory);</p> <p>4) next 8% _____ (i.e., partly satisfactory);</p> <p>5) last 2% _____ (i.e., unsatisfactory).</p> <p>Your comments are appreciated but are optional except when the staff member's performance was ranked either by the reporting supervisor or by yourself as either above (2) or below (3)</p>

<p>After the FOPA has been completed the staff member must sign the original of the report and be given a copy thereof. The signature merely acknowledges receipt and does not necessarily indicate agreement with the evaluations contained in the report. Within one month of receipt of this report, the staff member may submit a brief written explanation or rebuttal in accordance with administrative instruction ST/AI/240/Rev.2.</p> <p>Signature of staff member: _____ Date _____</p>
--

Adm. Leave Request



UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA

NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR



TO: All Section Chiefs

DATE: 26 September 1994

FROM: A.H. Golo
OIC/ADM
UNAMIR

REF: PERSONNEL/NS

SUBJECT: Leave Request Form

Attached, you will find a new leave request form for all UNAMIR staff. Effective today, this form supersedes all previous ones in circulation and must be filled out by staff for approval prior to their departure on leave.

Thank you for your usual cooperation.

cc: Office of the SRSG
Office of the Force Commander
AO's Sectoral Offices
Finance Section, Nairobi



UNAMIR - MINUAR

Please print or type
in two copies

REQUEST FOR LEAVE

Name: _____ Section: _____

Type of leave:

/ / Annual Leave	/ / Home Leave	/ / CTO
/ / Family Visit Travel	/ / Accelerated Home Leave	/ / TOIL (Time off in Lieu)

Place of Leave: _____ (For official leave)

Duration of Leave: from _____ to _____

Contact Address: _____

Phone: _____

Staff Member's Signature: _____ Date: _____

Section Chief's Approval:

Signature: _____ Date: _____

For Personnel Use Only: Submit one to FO when this section is completed.

Annual Leave Requested: _____ Balance: _____

CTO/TOIL Requested: _____ Balance: _____

Number of Points accrued: _____ Balance: _____

Cable/Administrative Report to New York _____

New York Approval: _____

Date of Departure: _____

Approval Chief Administrative Officer (CAO):

Signature: _____ Date: _____

cc: Finance Unit
S/M and Leave File



File Admin

TO: All UNAMIR HQ Staff
FROM: Ally Golo, OIC Administration
DATE: 22 September 1994
RE: Power Interruptions for Electric Repair
at Amohoro HQ

The Building Management Unit in conjunction with the Electrical Unit of the Communications Unit has planned a project to upgrade the wiring of the Amahoro HQ. The result will be to improve the quality of electricity supply throughout the building.

This project will require electric service interruptions in portions of the building where installation will be taking place. In addition, the Electricians will require access to all offices on a floor.

In order to be least disruptive, the work has been planned to take place between the hours of 09.00 and 16.00 over consecutive weekends according to the following schedule:

Floor 2 (CAO)	24, 25 September
Floor 1 (FC)	1, 2 October
Floor 3 (SRSG)	8, 9 October
Ground Floor	15, 16 October

Please make your offices accessible on the appropriate days and plan for service interruptions for at least a part of the days arranged for your floor. We apologize for any inconvenience that this may cause.

Thank you for your usual cooperation.

File: Admin

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

DATE: 19 September 1994

TO: All Civilian Staff

FROM: Ally H. Golo, Officer-in-Charge
Administration

SUBJECT: Meeting with USG/DPKO

A meeting will be held at 1830 hrs, 20 September 1994 at the Hotel Meridien to allow the staff to meet and be addressed by Mr. Koffi Annan, the USG/DPKO.

The meeting will necessarily be brief, to allow the USG to maintain his very tight schedule.



File: Admin

INTEROFFICE MEMORANDUM

16 September 1994

To: All Sections
Through: Abdoulaye Bah, OIC GS
From: Mr Yeshanew Haile
Registry/Mail - OP -/And Pouch Chief
Subject: Duty for the Messengers

The Registry has a pleasure to announce to all services located in Amahoro Hotel that the messengers will visit each office every 1h to collect the outgoing mail or documents for distribution.

Thank you for your co-operation.

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

DATE: 14 SEPTEMBER 1994

TO: ALL CIVILIAN INTERNATIONAL STAFF

FROM: ALLY H. GOLO, OFFICER-IN-CHARGE
DIVISION OF ADMINISTRATION

SUBJECT: LIVING ACCOMMODATION

1. All are aware of the current difficulties we are having finding sufficient living accommodation for staff arriving in the mission. At this point, we have a contract with the **Chez Lando** and hope to soon obtain a further contract for the use of the **Meridien Hotel**. We are still actively seeking additional facilities, always with the view that UN staff are to be housed in groups to enhance security.

2. As facilities are short, space is necessarily tight and, in order to accommodate as many staff as possible, all personnel are expected to double up in the rooms available to the greatest extent possible. It is expected that staff will double up with friends for maximum compatibility, however, if numbers exceed available capacity, it may become necessary to assign people to available rooms, on the basis of double occupancy. As more space is found and made available, this requirement will cease.

3. It is appreciated that, under normal circumstances, staff would be permitted to find their own accommodation, either on a single or shared basis. These are not, for the moment, normal times and inconvenience is to be expected and tolerated. The security situation is currently deemed as such that staff will live in grouped premises provided by the UN. Moving into accommodation outside the provided facilities is, for the moment, not permitted.

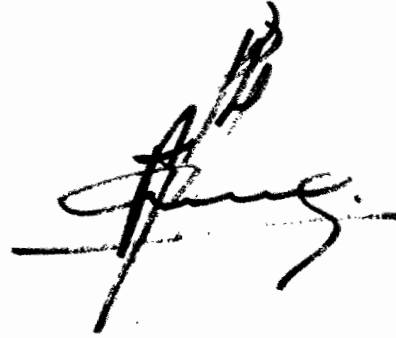


INTERNAL MEMORANDUM

MEMORANDUM INTERIEUR

Date: 12 September 1994

To: All Civilian Personnel
Thru:
From: A. H. Golo, OIC Administration
UNAMIR, Kigali
Subject: VHF Communications



Commencing 0800 hrs, 14 September 1994, UNAMIR Civilian staff will be required to utilize channel 11 for administrative communication purposes.

Channel 9, previously used for this purpose, has been reassigned to the Office of the SRSG

Please ensure that this instruction is strictly adhered to.

Protocol

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

TO: All Section Chiefs'

DATE: 10 September 1994

REF.: LOC/PERS/NS

FROM: A.R. Diallo *DAR*
CCPO

cc: Mr. A.H. Golo
OIC/ADM.

SUBJECT: Job Description for Local Staff

This is further to our memorandum dated 15 August 1994 in which we had requested all Division Chiefs to provide this office with their requirement in local personnel. In para. 2 of the same memorandum we asked that you accompany each request with a brief post description in order to facilitate the pre-selection of candidate and to speed up the recruitment process. Now that all the approved posts have been filled in this initial phase of local recruitment, we would like you to issue, in the interest of both the staff and the Organization, detailed job description of all encumbered posts in your section. Please bear in mind that each staff will be evaluated in accordance with his/her established post description at the end of October, prior to the second contract. Those staff who do not meet the requirements of the post will be advised accordingly.

We would also like to remind you that Personnel Section is the only Section with a given mandate to recruit staff for UNAMIR. We therefore count on your cooperation to coordinate the recruitment of local staff and to rely on the staff of Personnel Section and its facilities to process all applications. This will enable us to make optimum use of our approved allocation to satisfy each section's staffing needs.

Your strict adherence to the above instructions is highly appreciated. Thank you for your kind cooperation.



TO All Section Chiefs DATE 15 August 1994

FROM A.R. Diallo CCPO REF: LSC/PLANS

cc A.H. Golo
OIC Administration

SUBJECT Local Staff Requirement

This is to inform you that Personnel Section, located on the second floor, room number 3044, is in the process of recruiting local staff for the mission.

All section chiefs are therefore requested to submit in writing, no later than Tuesday 29/08/94, their immediate requirement(s) in local personnel for their respective section(s). When submitting the request(s), please make sure that clear indications are given with respect to the functional title and description of the posts. This will enable Personnel section to proceed diligently with the right selection of candidate(s).

In addition, we would like to bring to your attention that a certain number of local posts have been budgeted and earmarked for each section. This number must be strictly adhered to when preparing your request and under no circumstances exceed the approved allocation. Should you need any further information on your allocation, please consult with Personnel Section.

Finally, please find attached for your information a list of guidelines and procedures governing recruitment of local staff.

Thank you for your cooperation.

SKB : IMPORTANT

File : A-Admin



UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA

NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR MINUAR

TO All International Staff
UNAMIR

DATE 31 August 1994

FROM A.H. Golo
OIC/Administration

REF Int Pers NS

cc: A.R. Diallo
CCPO

SUBJECT: Compensation for service under hazardous conditions

Further to a fax received from Headquarters/New York on 30 August 1994, we are pleased to inform you that ICSC, at its Fortieth Session, has approved the implementation of exceptional measures in the form of hazard pay for all internationally-recruited staff assigned to Rwanda including Goma, Bukavu and Uvira (Zaire). The applicable amount of the hazard pay has been raised to US\$ 867.00 per month for three months with effective date 1 September through 30 November 1994.

Please note that the approved sum will only be incorporated into the payroll of each staff member at his/her respective parent duty station and will not be paid locally in the mission area.

|| You are therefore advised to confirm your individual index number and your duty station or parent organization to Personnel Section as soon as possible for further action.

Thank you for your cooperation.



FAX: 254 - 622668
TEL: 254 - 622508

INTEROFFICE MEMORANDUM

TO: All UNAMIR Staff Members

DATE: 8 June 1994

FROM: Lino Dodiel
Senior Administrative Officer

A handwritten signature in black ink, appearing to be "Lino Dodiel", written over the printed name.

SUBJECT: FC'S VISIT TO UNAMIR OFFICES IN NAIROBI
ON 9 JUNE 1994

The FC Gen Dallaire will be visiting Nairobi on 9 June. He wishes to address the Staff at 1330 hrs in Conference Room I-219, Block I.

Your punctual attendance will be appreciated.

File: Inter. of 2e

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

INTEROFFICE MEMORANDUM

28 March 1994

To: All International Civilian Staff,
Military Observers and Civilian Police

From: Christine De Liso *C. De Liso*
O.I.C. Administration

Subject: **Revision to MSA Rates**

We have been informed by United Nations Headquarters that a revised rate of MSA payable to UNAMIR staff is being implemented with effect from 1 April 1994. The new rates are:

First 30 days in the mission area:	US\$ 108 per day
After 30 days in the mission area:	US\$ 97 per day

The above amounts are subject to supplements of 10% for staff at the D-1/D-2 levels, and 25% for staff at the ASG/USG levels.
The mission area for administrative purposes will continue to be Rwanda and Uganda.



TO: Toutes les Agences du système des Nations Unies.
A:

DATE : 23/3/1994

CC:
CI à:

REFERENCE : ADM/250/8

Circ.: 012/94

THROUGH:
S/C de:

FROM: Mr François P. TISSOT
De: ARR(ADM)

SUBJECT:
Objet: Horaire valise diplomatique

A partir du 28 mars 1994, la valise diplomatique à destination de Genève sera expédiée le lundi au lieu du mardi pour cause de changement d'horaire du vol d'Air France.
Vous serez donc priés de faire parvenir le courrier au Registry du PNUD au plus tard le lundi à 14h00.

RECEIVED	
OFFICE OF SRSG	
Date ..	24-3-94
No. 814	By PF

SRSG

File: Inter Office

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

TO: Chief Administrative Officer
All Heads and Chiefs of Sections

FROM: Abdul H. Kabia
Executive Director

DATE: 22 March 1994

SUBJECT: Channels of Communication

It has been brought to my attention that some staff members in the Office of the SRSG are constantly giving instructions to and interfering with different Sections in the performance of their duties. This conduct is unacceptable as it does not contribute to the orderly and structured manner in which the Mission should be administered.

By copy of this memorandum, the staff in the office of the SRSG are advised that their administrative and personnel requirements should be brought directly to the attention of the Executive Director, who would refer them if valid, to the appropriate Head or Chief of Section in the Division of Administration and Management, for necessary action. These channels of communication will be coordinated with the Chief Administrative Officer.

cc: All Staff, OSRSG MR Buo



SKB

file: ltr of a

INTER OFFICE MEMORANDUM

To: All Professional Staff
Office of the SRSG

From: Abdul H. Kabia
Executive Director

Date: 16 February 1994

Subject: Meeting


You are requested to attend a meeting at 9 a.m. on 17 February 1994 in the Conference Room located on the 3rd Floor of Amahoro.

Please be prompt.

UNITED NATIONS  NATIONS UNIES
ASSISTANCE MISSION FOR RWANDA MISSION POUR L'ASSISTANCE AU RWANDA
UNAMIR - MINUAR

INTER OFFICE MEMORANDUM

To: All Staff

From:  Dr. Abdul H. Kabia Date: 15 February 1994
Executive Director

Subject: Designation of Officer-in-Charge, Administration

Please be advised that the Special Representative of the Secretary General has designated Ms. Christine de Liso, Chief Finance Officer as Officer-in-Charge of Administration until the appointment by Headquarters of a CAO. Ms. Christine de Liso will also continue to carry out her functions as Chief Finance Officer.

cc: SRSG
FC
CivPol



UNAMIR - MINUAR

INTER OFFICE MEMORANDUM

To: Mr. Per O. Hallqvist
Chief Administrative Officer

From: Abdul H. Kabia
Executive Director

Date: 10 February 1994

Subject: Reporting Procedure

I am surprised by the contents of paragraph 2 of your memo dated 10 February and other related memos addressed to the SRSG, which seem to imply that you have to report directly to the SRSG on all matters relating to Management and Administration, and that before the SRSG makes decisions on such matters, discussions have to be undertaken with you in advance.

In this connection, I wish to draw your attention to the job description of the Director, Office of the SRSG contained in the report of the Secretary General on the financing of UNAMIR (Doc.A/48/837 of 3 January 1994) which states that the Director, Office of the SRSG is "responsible for the oversight of **all aspects of the mission**, coordinating the activities of the various advisers and reporting on same to the Special Representative; assists the Special Representative and acts on his behalf as required".

In view of the above, you are required, as is the practice of all missions, to report to the SRSG on all matters relating to your area of responsibility, through the Director, Office of the SRSG, who shall continue to act on behalf of the SRSG as required.

I hope I can continue to count on your cooperation in carrying out my responsibilities as the Executive Director for UNAMIR.

cc: SRSG/FC



Date: 7 February 1994

To: All Division and Section Chiefs

From: Eric Dogbegah, CMISO

A handwritten signature in black ink, appearing to read "Eric Dogbegah".

Re: Software Training and Support

I am pleased to announce the arrival of the EDP Software Training and Support Team of David Kinsey and Michael Speir. Their office is room 3005 and phone extension 1305.

They will be offering software training courses in WordPerfect, Quattro Pro, and Paradox at the Introductory, Intermediate, and Advanced levels. Each course is one full day in duration (e.g. Paradox Introduction = 1 day; Paradox Intermediate = 1 day; Paradox Advanced = 1 day). There will be no half day classes offered. Estimated class hours are 8:30 to 12:00 (morning session), two hours lunch, and 14:00 to 17:00 (afternoon session).

Courses are tentatively planned to begin Wednesday, 9 February. After a full assessment of the staff's training needs is completed, I will distribute a permanent schedule; hopefully within the week. In the interim high priority students will be scheduled by phone.

At your option, please distribute this memo to your staff. I appreciate your attention to this matter and your assistance in prioritizing your staff's training needs.

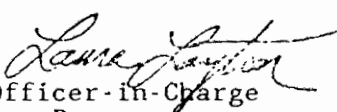
Please address any scheduling inquiries to Ms. Chantal Lemieux in Room 3021 at extension 1321.

Note: To anyone who has not submitted his EDP Software Training Questionnaire; please do so immediately at the consequence of losing your opportunity for training.

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6 September 1994
LPE/OAH/E/1/95

TO:

FROM: 
Laura Layton, Officer-in-Charge
Language Training Programme
Training Service, OHRM, New York

SUBJECT: Language Proficiency Examinations - January 1995

1. Dates. The first session of Language Proficiency Examinations in Arabic, Chinese, English, French, Russian and Spanish for 1995 will take place on 24 and 25 January 1995.

2. Examinations Administrator. In order for candidates in your office to take these examinations, you must designate to us an administrator who will carry out the following tasks:

- (a) Inform staff at your duty station of the examination dates and application deadlines.
- (b) Distribute the enclosed P.46 application forms to interested staff.
- (c) Verify the eligibility status of the candidates (especially type of contract).
- (d) Collect and pouch back the application forms to be received by the Training Service before the 4 November deadline.

N.B.: Only one United Nations office or agency should administer Language Proficiency Examinations at each duty station. Please contact the other UN offices at your location in order to coordinate the examinations and inform the Training Service of the arrangements you have made.

3. You may designate either yourself or someone else to serve as the administrator of the examinations. Staff who wish to sit for the examination are not eligible to serve as the administrator.

DETAILED INFORMATION

A. Registration

4. Local registration deadline. Set a local deadline for registration that will allow you sufficient time to pouch the registration materials back to New York by the 4 November deadline.

5. Inform staff of the registration and examination dates.

(a) The written examination is scheduled for the dates indicated below.

<u>24 January 1995</u>		<u>25 January 1995</u>	
ENGLISH	A.M.	FRENCH	A.M.
CHINESE	P.M.	ARABIC	P.M.
RUSSIAN	P.M.	SPANISH	P.M.
No deviation from these dates will be allowed.			

(b) The scheduling of the interviews (oral part) is to be determined by the local officer-in-charge, but it is suggested that they be held before the written examination date (24 January 1995) in order to return the entire examination material as soon as possible after the written part has been administered.

6. Inform staff of the examination structure. The examination has a written part and an oral part.

(a) The written part of LPE. The written part is administered to all candidates together and consists of a composition and a series of multiple-choice questions testing listening comprehension, reading, vocabulary and grammar. The session lasts three hours and ten minutes.

(b) The oral part of LPE. The oral part consists of a 15-minute interview conducted individually with each candidate. These interviews are to be tape-recorded on the cassettes provided and sent back to New York for evaluation.

7. Distribute the P.46 LPE application forms to interested staff. If there are any questions about how to fill in the form, refer the candidate to the instructions on the back of the form.

B. Verifying the applications for completeness and eligibility

8. Index number. All staff members of the Secretariat and other UN programmes and funds must provide their 6-digit index numbers (payroll/grounds pass numbers).

9. Additional applications. If a person applies for examination in more than one language during one session, he/she should complete separate forms for each language.

10. Type of contract. Staff members holding short-term/temporary contracts or whose contracts expire before the LPE date are not eligible to sit for the LPE unless they have the expectancy of continued employment as certified by their Executive Office.

11. Staff members. Staff members not enrolled in the highest level of a United Nations language course are eligible if they can show evidence that they possess an equivalent knowledge of the language in which they wish to be tested.

12. Non-staff members. Non-staff members are eligible only if they have completed the highest level of a United Nations language course.

C. Pouching back the applications

13. After all the applications have been submitted, send them directly to:

Ms. Laura Layton, Officer-in-Charge
Language Training Programme
Training Service, OHRM, Room S-2445
United Nations, New York, NY 10017.

Do not send materials to Training Service via an intermediary office since this may delay our receipt of these materials.

14. The deadline for receipt of the applications:

4 November 1994.

15. If you are not sure that applications will arrive by this date, cable/fax the information these forms contain to the Training Service so that we may begin pouch preparation. Even if you fax applications, you must still send the original application forms for candidates to be officially registered. Please note that no examinations will be pouched until the applications themselves are received. We cannot, therefore, guarantee the participation of candidates whose applications are received after the 4 November deadline.

D. Preparing for the administration of examinations

16. Arrangements you have to make before the examinations:

- (a) Find a safe storage place. Examination materials will arrive at least one to two weeks prior to the examination date, and should be kept under lock before and after the examination period. Also, the examination booklets must remain sealed, as indicated on their cover envelopes, until the examination is ready to begin. Any unauthorized opening of these envelopes will render the examination invalid at your center.
- (b) Prepare a cassette recorder. To conduct the oral examination as well as the listening comprehension portion of the written examination, a cassette recorder will be necessary. The interviews should be recorded on the cassettes provided by New York. The recordings of the listening texts will normally be sent on a cassette tape, though upon request they can be provided on a standard reel-to-reel tape (7½ ips).
- (c) Reserve the rooms for the examinations.
- (d) Arrange interviewers for the oral examinations. (native speakers of the language tested).
- (e) Arrange proctors for the written examinations (proficient in the language tested, but not necessarily native speakers).

17. Detailed examination procedures. Further details on examination procedures will accompany the examination papers.

18. Expenses. Please note that the Training Service cannot assume any expenses incidental to conducting the examination such as proctors, telephone calls, travel expenses, etc.

Date: 6 septembre 1994
Réf. : LPE/OAH/F/1/95

A:

De: Laura Layton,
Fonctionnaire chargée du programme de formation linguistique
Service de la formation (Bureau de la gestion des ressources
humaines), New York

Objet: Examens d'aptitudes linguistiques - janvier 1995

GENERALITES

1. Dates. La première session des examens d'aptitudes linguistiques en anglais, arabe, chinois, espagnol, français et russe pour l'année 1995 aura lieu les 24 et 25 janvier 1995.

2. Administration des examens. Veuillez nous faire savoir quel fonctionnaire vous désignerez pour s'acquitter des tâches suivantes :

- (a) Faire connaître les dates des examens et les délais de présentation des demandes d'admission aux fonctionnaires en poste dans votre lieu d'affectation;
- (b) Distribuer la demande d'admission (formule P.46) ci-jointe aux fonctionnaires intéressés;
- (c) Vérifier que les candidats remplissent les conditions requises pour se présenter à l'examen (type d'engagement, en particulier);
- (d) Rassembler et renvoyer les demandes d'admission par la valise diplomatique, étant entendu que le Service de la formation devra les recevoir avant la date limite du 4 novembre 1994.

N.B.: Si l'on compte plusieurs bureaux ou organismes des Nations Unies à votre lieu d'affectation, un seul de ceux-ci devra se voir confier le soin d'y administrer les examens. Veuillez en pareil cas vous concerter avec les autres antennes des Nations Unies et faire connaître les dispositions qui auront été prises au Service de la formation.

3. Vous pouvez vous charger vous-même de l'administration des examens ou désigner l'un de vos collaborateurs pour ce faire. Les fonctionnaires qui souhaitent se présenter à l'examen ne peuvent être chargés d'en assurer l'administration.

MODALITES DE FONCTIONNEMENT

A. Inscriptions

4. Délai d'inscription. Fixez un délai d'inscription qui vous permette de renvoyer les formules requises à New York par la valise avant le 4 novembre.

5. Faites connaître les dates d'inscription et d'examen aux fonctionnaires.

(a) L'épreuve écrite aura lieu aux dates indiquées ci-après.

<u>24 janvier 1995</u>		<u>25 janvier 1995</u>	
ANGLAIS	matin	FRANCAIS	matin
CHINOIS	après-midi	ARABE	après-midi
RUSSE	après-midi	ESPAGNOL	après-midi
Aucune dérogation ne pourra être faite à cet égard.			

(b) C'est au responsable local que revient le soin d'établir le calendrier des épreuves orales, qu'il est cependant suggéré de commencer avant le 24 janvier 1995 afin que tout le matériel d'examen puisse être réexpédié dans les meilleurs délais après l'écrit.

6. Informez les fonctionnaires que l'examen se compose d'un écrit et d'un oral.

(a) L'épreuve écrite, qui comprend une composition et une série de questions à choix multiple destinées à évaluer la compréhension de la langue orale et écrite, la richesse du vocabulaire et les connaissances grammaticales, est administrée à l'ensemble des candidats en une seule séance de 3 heures et 10 minutes;

(b) L'épreuve orale, qui consiste en un entretien d'une durée de 15 minutes, est menée avec chaque candidat individuellement. L'entretien devra être enregistré sur les cassettes fournies à cet effet par le Siège et renvoyé à New York pour évaluation.

7. Distribuez la demande d'admission (formule P.46) aux fonctionnaires intéressés. Si tel ou tel candidat se pose des questions concernant la manière de remplir la formule, demandez-lui de se reporter aux instructions données au verso.

B. Vérification des demandes d'admission (complétude et conditions à remplir)

8. Numéro de code. Tous les fonctionnaires du Secrétariat de l'ONU ou d'autres organismes, fonds ou programmes des Nations Unies doivent indiquer leur numéro de code (figurant sur le bulletin de salaire et sur la carte d'identité ONU).

9. Demandes d'admission additionnelles. Si un candidat souhaite se présenter à l'examen dans plus d'une langue à la même session, il lui faudra remplir une formule distincte pour chaque langue.

10. Type d'engagement. Les fonctionnaires engagés à titre temporaire, pour une période de courte durée ou pour une période prenant fin avant la date des épreuves ne peuvent se présenter à l'examen à moins que le Service administratif puisse certifier que leur contrat sera renouvelé.

11. Les fonctionnaires qui ne sont pas inscrits dans la classe terminale d'un cours de langue de l'Organisation seront admis à se présenter s'ils peuvent prouver qu'ils possèdent une connaissance équivalente de la langue dans laquelle il souhaitent passer l'examen.

12. Les non-fonctionnaires ne sont autorisés à se présenter à l'examen que s'ils ont achevé la classe terminale d'un cours de langue de l'Organisation.

C. Réexpédition des demandes d'admission par la valise diplomatique

13. Lorsque toutes les demandes d'admission auront été soumises, veuillez les renvoyer directement à l'adresse suivante:

Laura Layton
Programme de formation linguistique
Service de la formation (Bureau de la gestion
des ressources humaines)
Bureau S-2445
United Nations, New York, N.Y. 10017

N'envoyez rien au Service de la formation par l'intermédiaire d'un bureau tiers: des retards pourraient en résulter.

14. Date limite à laquelle les demandes d'admission devront parvenir au Service de la formation:

4 novembre 1994.

15. Si vous n'êtes pas certain que les demandes d'admission nous parviendront d'ici la date limite, veuillez télégraphier/télécopier les éléments d'information qu'elles contiennent au Service de la formation de façon que nous puissions commencer à préparer le matériel d'examen que nous vous enverrons par la valise. Même si vous envoyez les demandes d'admission par télécopie, vous devez envoyer les formulaires originaux pour que les candidats puissent être inscrits officiellement. Etant donné que celui-ci ne vous sera expédié qu'après que nous aurons reçu les formules, nous ne pouvons garantir la participation de candidats dont les demandes ne nous auront pas été transmises au 4 novembre.

D. Préparatifs

16. Dispositions à prendre avant les examens:

- (a) Mettre les textes en lieu sûr. Le matériel des épreuves vous parviendra une à deux semaines, au moins, avant la date fixée pour la session et devra être gardé sous clef tant avant qu'après les épreuves. Comme l'indique la mention portée sur les enveloppes contenant les livrets d'examen, celles-ci ne doivent être ouvertes qu'au début des épreuves. Les examens administrés dans votre centre seraient invalidés si ces enveloppes étaient ouvertes sans autorisation;
- (b) Préparer un magnétophone à cassette. Un magnétophone à cassette sera nécessaire pour administrer l'oral, de même que l'épreuve de compréhension de la langue orale que comporte l'examen écrit. Les entretiens devront être enregistrés sur les cassettes fournies par le Siège. Les enregistrements servant aux épreuves de compréhension de la langue orale vous seront envoyés sur cassette à moins que vous ne demandiez à les recevoir sur bande standard (19 cm/s);
- (c) Réserver les salles d'examen;
- (d) Prendre date avec les examinateurs appelés à faire passer les épreuves orales (dont la langue sur laquelle porte l'examen doit être la langue maternelle);
- (e) Prendre date avec les surveillants à prévoir pour les épreuves écrites (qui doivent bien connaître la langue sur laquelle porte l'examen, mais dont celle-ci n'est pas forcément la langue maternelle).

17. Organisation pratique. Des instructions plus détaillées concernant la marche à suivre pour administrer les examens seront jointes au texte des épreuves.

18. Frais. Veuillez noter que le Service de la formation ne prendra à sa charge aucune des dépenses que peut occasionner l'organisation d'examens, telles que frais de surveillance, appels téléphoniques, frais de voyage, etc.