

UNAMIR

63 OPERATIONS/PLANS - STANDARD
OPERATING PROCEDURES

4 MAR - 10 NOV 1995

PLEASE RETAIN
ORIGINAL ORDER

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ADMINISTRATIVE INSTRUCTIONS 028/95

10 November 1995

To: All military and civilian personnel of UNAMIR

FROM: Susan Matthew,
Chief Administrative Officer

Matthew

SUBJECT: Guidelines for conduct of personnel in United Nations
peace-keeping operations and related missions in the field

I refer to the attached guidelines which are being issued as a reminder to all categories of personnel in United Nations peace-keeping operations and related missions in the field that they are all under obligation to maintain at all times the highest standards of conduct required in both their official and personal capacities.

Furthermore, personnel should always be aware that violation of local laws may make them liable to the jurisdiction of the local courts.

Please be guided accordingly.

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14/11*

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GUIDELINES FOR CONDUCT OF PERSONNEL IN UNITED NATIONS PEACE-KEEPING OPERATIONS AND RELATED MISSIONS IN THE FIELD

The United Nations organization embodies the aspirations of all peoples of the world for peace. In this context, the United Nations Charter requires that all personnel must maintain the highest standards of integrity and conduct. The standards summarized below reflect the standards included in various official issuances of the United Nations; in particular the United Nations Charter and Staff Regulations and Rules. A Code of Conduct is under preparation, but these guidelines are issued now as a reminder to all categories of personnel in United Nations Peace-Keeping Operations and related missions in the field of the high standards they are required to maintain in both their official and personal activities.


1. All personnel serving in United Nations Peace-Keeping Operations and related field missions ("UN mission personnel") are in the service of United Nations Organization and must follow instructions received from the Chief of Mission, or his or her authorized delegate, who represents the Secretary-General and must not accept instructions from sources external to the Organization.
2. In exercising their official duties in the country in which they are serving, usually to help it to recover from the trauma of a conflict, UN mission personnel must:
 - a. perform their duties with the interests solely of the United Nations in view, acting so as to recognize the needs and interests of the host country and its people, and acting with strict impartiality, integrity and tact in all their dealings;
 - b. not abuse or exploit individual members of the local population, in particular, women and children;
 - c. neither solicit nor accept any material reward honour or gift from any source other than the Organization;
 - d. treat United Nations property, especially vehicles and communications equipment, with care and must not trade, sell or use such equipment for personal benefit;
 - e. exercise utmost discretion in all matters of official business and must keep confidential all information and material designated as confidential; and
 - f. show courtesy and respect to all other UN mission personnel regardless of their creed, gender, rank or origin.

3. In their private life, UN mission personnel must:

- a. ensure that their conduct will not discredit the mission and not damage its credibility, effectiveness and image; in particular by meeting all their personal financial obligations in the host country before departing;
- b. not engage in excessive consumption of alcohol or abuse or traffic in drugs or any other illegal substances; and
- c. show respect and courtesy towards all the population, and for their laws, customs and traditions.

October 1995

FROM : G 3 PLANS



5000.7 (Plans)

TO : DISTRIBUTION LIST

DATE : 09 Aug 95

SUBJECT : FORWARDING OF UNIT SOPs

1. All contingents are required to forward a copy of their unit (internal) SOPs by 14 Aug 95 for perusal of the Force Commander.

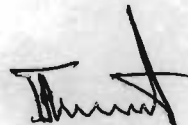
2. Please treat the matter as urgent.

Distribution :

Action :


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95 CMSG : Your copy received


10/8

Info :

COS
DCOS OPS


10/8

10/8





File No 5000.7 (PLANS)

To: DISTRIBUTION LIST

From: G3 PLANS *Am*

Date: 24 Apr 95

Subject: UNAMIR FORCE SOPs

1. Please find enclosed amendments to the UNAMIR Force SOP.
2. Please ensure that the amendments are made to your copy(ies) of the UNAMIR SOP and that all personnel are informed of the changes.

Enclosures: (1) Page changes to UNAMIR SOP

Distribution List: Page 2

cc
For your use action
[Signature]
27/4

[Signature]
28/4

DISTRIBUTION LIST

INTERNAL	NUMBER OF COPIES	COPY NUMBER
FORCE COMMANDER MILITARY ASSISTANT TO FC	4	1 2-4
DEPUTY FORCE COMMANDER MILITARY ASSISTANT TO DFC	3	5 6-7
COS	2	8-9
OPERATIONS BRANCH	5	10-14
MILITARY PERSONNEL BRANCH	3	15-17
LOGISTICS BRANCH	4	18-21
PLANS BRANCH	0	-
CAMP COMMANDANT	1	28
MILITARY OBSERVER GROUP HEADQUARTERS	15	31-45
SECTOR 1	4	46-49
SECTOR 2	4	50-53
SECTOR 3A	4	54-57
SECTOR 3B	4	58-61
SECTOR 4A	4	62-65
SECTOR 4B	4	66-69
SECTOR 4C	4	70-73
SECTOR 5	4	74-77
SECTOR 6	4	78-81
ENGINEER COMPANY	1	82
FORCE SUPPORT GROUP	1	83
MEDICAL COMPANY	2	84-85
SPARE	0	-
HUMANITARIAN ASSISTANCE BRANCH	2	87-88
FORCE PROVOST MARSHALL	1	89
MILITARY POLICE COMPANY	1	90
SPARES	0	-
EXTERNAL	0	-
CAO (DIV. OF ADMIN. AND MANAGEMENT)	2	99-100
SRSG OFFICE	1	101
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TOTAL	87 COPIES	

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AMENDMENT RECORD SHEET

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- (1) the provision of health advice to staff and national contingents on preventive measures;
- (2) inspection and auditing of national measures to ensure international standards are maintained in the area of:
 - (a) food;
 - (b) water; and
 - (c) sanitation.
- (3) the co-ordination of mission dependant preventive medicine services such as regional spraying or vector control;
- (4) reporting on, and maintaining standards of occupational Health and Safety as they apply to national contingents.

e. WO CLK ADMIN. Responsible to the FMO for:

- (1) maintenance, receipt, dispatch, correspondence and filing daily;
- (2) custody, maintenance, and update of Commander's Dairy;
- (3) assisting in Medical Evacuation procedures both tactical and strategic;
- (4) assisting in repatriation of UN military personnel on medical grounds;
- (5) ensuring all periodical reports and returns completed at end of each week and each month;
- (6) ensuring weekly medical treatment reports collated and necessary action taken;
- (7) collate and distribute weekly and monthly treatment statistics;
- (8) perform the duties of Medical Branch Duty Officer when required;
- (9) Ensure necessary items are available for daily sitrep;
- (10) Resupply as necessary office equipment and stationary;

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- (11) Sub Account holder;
 - (12) carrying out daily general administration;
 - (13) assisting FMO, FHO and G4 Med Log when required;
 - (14) assisting G3 Med Ops with medical operations duties as required.
- f. LO Representatives from force medical units.
Responsible to the FMO for:
- (1) all co-ordination matters between their unit and Med Br;
 - (2) assisting SO2 Health Ops and SO2 Health Log as required; and
 - (3) acting as a duty officer in the Med Br Ops Room.

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- b. Blue Scarf. May be worn by Mil both on duty in station and on special duties in the field. At social occasions, ceremonies, etc, when wearing his national uniform, the observer may wear the tie of such uniform in place of the UN scarf.
- c. Shoulder Patch. This is to be worn on the right sleeve of the national uniform, with national insignia on the left unless national dress regulation includes insignia worn on the right, in which case the UN shoulder patch assumes priority above it.
- d. The UN items of uniform are to be worn only by mil members of UNAMIR. Uniform will be worn by mil pers:
 - (1) Whenever on duty.
 - (2) When travelling in UN vehicles or aircraft except when on leave or on recreation trips.
 - (3) On those occasions when ordered by the Force Commander.
- e. Uniform may be worn on arrival and departure to and from the mission area, but should not otherwise be worn outside the mission area unless performing official duties. Troops are to travel in uniform on all occasions.
- f. Civilian Clothing. May only be worn during ROE state GREEN and only for the following purposes;
 - (1) Sports.
 - (2) When off-duty at the normal place of work or within the confines of other UN facility, post or installation, as well as within the city of KIGALI.
 - (3) While on leave or while travelling to and from home leave, if travelling by car or commercial airline when stopovers are extensive in other countries.
 - (4) By UNAMIR troops while on organized welfare tours.
 - (5) As permitted by Force Commander Directives.
- g. Local Customs. It is advisable when wearing civ clothing to adhere to the local customs of the host countries.

SECTION 8 - LEAVE, R&R, COMPENSATORY TIME OFF(CTO),
UN HOLIDAYS, NATIONAL HOLIDAYS

GENERAL

1. Due to variation in tour of duty of individual contingents and to UNAMIR commitments, it is not possible to grant leave as entitled by the separate national regulations. Therefore a standard leave policy has been established for all personnel serving with UNAMIR. Within UNAMIR, leave is not considered as a right, it is a privilege, granted to Military personnel wherever the exigency of the service permits for the purpose of rest and recreation. Leave, when granted, may be withdrawn if the prevailing situation so demands. **The strength in all sectors and HQs must at no time be less than 75%.** Leave, R&R and CTO must be contained within the requirement to which exceptions may only be made by the Force Commander himself.
2. UN Leave cannot be taken either in the last month of UN service or after the completion of UN service. However UNMOs can, in their final month, take up to 12 days of annual leave and compensatory time off(CTO), if it is accrued and available, in order to organise their departure from the mission area.
3. Travelling time shall count against leave entitlement, but Sundays or UNAMIR holidays that fall during a leave period will not count against the entitlement.
4. For the purposes of leave there are two separate categories of military with different levels of leave entitlement:
 - a. Contingents and Staff.
 - b. Military Observers.

CONTINGENTS AND STAFF

5. Contingents and Staff are entitled to up to 15 days leave in every 6 month period of a tour, accrued at a rate of 2.5 days for each calendar month. It can be taken after two months service and after completing that two months it can be taken in advance. After the completion of two months service, of a six month tour, up to 15 days can be taken.
6. Commanders/Branch Heads are authorised to organize recreation trips for their contingents/staff who have completed 36 days service. After 36 days this R&R can be taken each month when Commanders/Branch Heads believe that R&R is necessary to improve the continued effectiveness of their area of responsibility. It is usually to be taken within or adjacent to the mission area and should not exceed 3 working days. In each six month period Commanders/Branch Heads may authorise one of these three day periods of R&R to be added to leave.

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7. Leave Allowance, USD \$10.50, is payable daily for up to seven days leave for that leave taken after completing 3 months service of each 6 month tour of duty. It is paid through Unit Finance/Personnel Officers, who must forward their requirements to the CMPO one month in advance and certify that these individuals are expected to serve for the full six months.

8. The UN Daily allowance of USD \$1.28 is not paid if leave is taken outside the mission area.

MILITARY OBSERVERS

9. The rules governing the application of leave and compensatory time-off for Military Observers attached to UNAMIR are as follows:

- a. The FC/CMO shall establish the hours of work and official holidays. Leave entitlement is 1.5 days per month giving a total of 18 days for a one year tour. Leave may be accrued, up to a maximum of 12 days, on the understanding that it is to be taken as actual leave without any cash compensation in lieu of leave not used. After completing the first two months tour of duty, an UNMO may be granted leave in advance.
- b. At the discretion of the CMO, UNMOs required for duty for 7 days a week, including Sundays and official mission holidays, may be granted up to 6 days CTO with mission subsistence allowance (MSA) for each month of such continuous service(i.e. after 30 days of service). If CTO is taken outside the mission area, MSA is reduced, and there is no payment of MSA if an individual is in his home country.
- c. CTO is granted only to UNMOs, not to contingents/staff, to provide them with opportunities for rest after a specially arduous spell of duty. Consequently, such time-off shall normally be taken as soon as possible after completion of the continuous period of service. CTO, in excess of 6 days, cannot be accrued and if not taken during or immediately following the time in which it is earned, it will be forfeited. Not more than 6 days can be taken in any one month.
- d. CTO is a privilege and can only be taken when the exigencies of the service so permit. It is subject at all times to the discretion of the CMO, who shall establish appropriate procedures for the advance approval of the observers' time-off, its place, duration, etc.

- e. Leave and CTO with per diem must be taken within the regular tour of duty. The tour of duty shall not be extended in order to facilitate taking such leave or time off. UNMOs may, however, be granted up to 12 days of accrued leave and CTO, with retained MSA, in the last month of their tour of duty in order to complete all arrangements, including travel and baggage formalities, prior to departure from the mission area.
- f. In exceptional circumstances special leave of absence, without MSA, may be granted. Any request for such leave should be forwarded with the recommendation of the CMO to the FC for decision.

PROCEDURE FOR APPLYING FOR LEAVE, R&R/CTO

10. Heads of Branches and Cells at UNAMIR HQ, CMO and Sector Commanders are responsible for planning and approving leave for their personnel. A fortnightly forecast of leave should be submitted to the CMPO for monitoring purposes. All personnel intending to go on leave, R&R/CTO will complete the leave application form (see Annex A & B) and forward it through the chain of command to the approving officer. Application will be approved as follows:

- a. CMO will approve up to 18 days of continuous leave/CTO for UNMO Sector Commanders and Heads of Branches at MILOB HQ.
- b. Sector Commanders and Heads of Branches at MILOB HQ will approve for UNMOs under them up to 18 days continuous CTO/leave.
- c. Heads of Branches/Contingent Commanders will approve up to 15 days of continuous leave for their contingents/staff.
- d. DFC will approve any periods of leave/CTO over 18 days for UNMOs or 15 days contingents/staff.
- e. FC will approve all leave/CTO for DFC, CMO Head of Branches and Sector Commanders.

11. Leave applications, Leave passes and completed movement orders, when proceeding outside UNAMIR area of operations, are required for all leave periods. These can be obtained from G1/CMPO.

12. Sick Leave. This will not be counted against the UN leave entitlement. If sick leave is claimed while the individual is on duty leave or R&R/CTO, then under current UNAMIR practice no payment will be made for such sick leave unless a medical certificate is produced to substantiate each day of such sick leave.

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13. Compassionate Leave. Compassionate leave will be counted against the UN leave entitlement. In cases where no balance of leave days remain and compassionate leave is required, special requests are to be submitted as special cases to the G1/CMPO for the Force Commander's consideration.

14. Special Leave. Special leave without payment of MSA may be granted by the Force Commander in exceptional cases for UNMOs.

15. UN Holidays. The list of official UN holidays is issued by way of Administrative Circular.

16. National Days. Staff Officers and UNMOs may be granted a day off for the purpose of celebrating their national day. Every UNMO is entitled to one day off duty for his national day but any travel time to and from the national celebration must be taken as either CTO or leave.

UNAMIR TROOPS

17. Leave Policy for UNAMIR Troops. Due to variations in nature of duty within UNAMIR, there are military personnel who do not fall into the category of UNMOs/Staff Officers. There is a separate set of leave policy for these military personnel.

18. Entitlement. A member of UNAMIR troops shall be entitled to 15 days of leave for a six month tour of duty. However any leave will be subject to the exigencies of the Mission. Sunday and UNAMIR holidays which fall during the period of leave will not be charged as leave. The following general conditions apply to the award of leave.

- a. Leave earned with UNAMIR may only be taken during their tour of duty with UNAMIR and prior to repatriation. Any balance of unused leave will expire automatically at the time of rotation.
- b. After having completed their first two month's tour of duty, an individual may be granted up to four months leave entitlement in advance. Regardless of the date of arrival in a particular month an individual will be credited with two-and-a half days leave in respect of the first calendar month of service in the mission. No leave will be granted in the last month of duty.

19. Involuntary Absence After Leave. A member who is unable to return to his place of duty on expiry of his leave, owing to circumstances beyond his control, shall report to the nearest military unit and request it to advise UNAMIR HQ of the circumstances that prevent his timely return. On return to his place of duty the individual must submit proof for the delay, including medical certificate, if applicable.

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20. Documentation. Applications for leave are to be submitted on a form designed for the purpose, (Annex C). Leave applications must be accompanied by a completed movement order for leave if the person is proceeding outside UNAMIR area of operations. A member for whom leave has been authorized will be provided the fol:

- a. A leave pass (see Annex D)
- b. Copy of an individual or collective movement order if he is proceeding outside UNAMIR AO.
- c. UNAMIR ID card.

21. Persons travelling on leave are to make their own travel arrangements. The security of travel documents, visas, permits etc is the responsibility of the member concerned.

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LEAVE/CTO APPLICATION FOR UNMO-UNAMIRPART 1 - APPLICANT'S PARTICULARS

1. Name _____ Rank _____ UNID _____
 Sector/Sec _____ Appointment _____
 Leave Address: _____ Tel: _____

PART II - LEAVE/CTO APPLICATION AND RECORD

2. Annual Leave Entitlement RECOMMENDED
Team Leader
 a. DOA _____ DDM _____ = _____ Months Name _____
 b. Total AL for the mission _____ days Rank _____
 Signature _____
 c. AL balance B/F(if any).....days
 d. Total AL entitled.....days Sector Comd
 e. Leave applied for Name _____
 From _____ to _____ = days Rank _____
 f. AL balance c/f.....days
 Signature _____

3. CTO Entitlement APPROVED/NOT APPROVED
BY CMO
 a. Duty performed continuously Name _____
 From _____ To _____ Rank _____
 b. Total CTO earned..... days Signature _____
 c. Accumulated CTO B/F..... days
 d. Total CTO entitled days Date _____
 e. CTO Applied for
 From _____ To _____ = days
 f. CTO Balance c/f(if any).... days
FOR PERSONNEL OFFICE ONLY
 Remarks _____
 Signature _____ Date _____
 Name _____
 Rank _____ Appt _____

 Detach the portion below-----

PART III - NOTIFICATION FOR LEAVE/CTO APPROVAL

Name _____ Rank: _____ Sec/Sect _____ Date _____

Your application for:

a. Leave from _____ to _____ APPROVED/NOT APPROVED
 b. CTO from _____ to _____ APPROVED/NOT APPROVED

Remarks: _____

Signature _____ Rank _____ Appt _____

LEAVE/R&R APPLICATION FOR HQ STAFFPART I - APPLICANT'S PARTICULARS

Date: _____

1. Name: _____ Rank _____ UNID _____
 Sec/Sector _____ Appointment _____
 Leave Address: _____
 _____ Tel : _____

PART II - LEAVE/R&R APPLICATION AND RECORD2. Annual Leave Entitlement

a.	DOA _____ DDM _____ =months	APPROVAL BY
b.	Total AL for the mission=	
days	APPROVED/NOT APPROVED
c.	AL balance B/F(if any)=...days	
d.	Total AL entitled=.....days	Signature _____
e.	Leave applied for	Rank _____
	From _____ To _____ =days	Name _____
f.	AL balance c/f=days	Appt _____
		Date _____

3. R&R Entitlement

a. R&R Applied for:
 From _____ To _____ = days

-----Detach the below portion-----

PART III - NOTIFICATION FOR LEAVE/R&R APPROVAL Date: _____

To: Name _____ Rank _____ Branch/Sector _____

Your application for:

a. Leave from _____ To _____ APPROVED/NOT PROVED
 b. R&R from _____ To _____ APPROVED/NOT APPROVED

Remarks: _____

Signature: _____ Rank _____ Appt _____

UNAMIR LEAVE APPLICATION FORM
(FOR MILITARY PERSONNEL OF UNAMIR TROOPS)

PART I - APPLICANT'S PERSONAL PARTICULARS

1. Name _____ Rank: _____ UNID: _____
Unit/Branch: _____ DOA: _____ DDM: _____
2. Present Request: From: _____ To: _____
No. of Working Days : _____ days
No. of Weekends : _____ days
No. of UN Holidays : _____ days
3. Itinerary: _____
4. Leave Address: _____
_____ Tel: _____
5. Relief While on Leave:
Name: _____ Rank: _____ UNID: _____
6. Signature of Applicant: _____ Date: _____

PART II - APPROVAL AUTHORITY

APPLICATION FOR LEAVE APPROVED/NOT APPROVED

Remarks: _____

Signature _____ Date: _____

Name : _____ Appt: _____

Rank : _____ UNID _____

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ANNEX D TO
UNAMIR SOPS
PART 8 SECTION 8

LEAVE PASS

Name: _____ Rank: _____ UNID: _____

Unit/Branch: _____ Passport No. _____

_____ Tel: _____

Leave; Granted: From _____ To _____

APPROVED BY:

Name: _____

Rank: _____

Appt: _____

UNID: _____

Signature

Unit Stamp

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 - b. Military Observers.

CONTINGENTS AND STAFF

5. Contingents and Staff are entitled to up to 15 days leave in every 6 month period of a tour, accrued at a rate of 2.5 days for each calendar month. It can be taken after two months service and after completing that two months it can be taken in advance. After the completion of two months service, of a six month tour, up to 15 days can be taken.
6. Commanders/Branch Heads are authorised to organize recreation trips for their contingents/staff who have completed 36 days service. After 36 days this R&R can be taken each month when Commanders/Branch Heads believe that R&R is necessary to improve the continued effectiveness of their area of responsibility. It is usually to be taken within or adjacent to the mission area and should not exceed 3 working days. In each six month period Commanders/Branch Heads may authorise one of these three day periods of R&R to be added to leave.

UN RESTRICTED

7. Leave Allowance, USD \$10.50, is payable daily for up to seven days leave for that leave taken after completing 3 months service of each 6 month tour of duty. It is paid through Unit Finance/Personnel Officers, who must forward their requirements to the CMPO one month in advance and certify that these individuals are expected to serve for the full six months.

8. The UN Daily allowance of USD \$1.28 is not paid if leave is taken outside the mission area.

MILITARY OBSERVERS

9. The rules governing the application of leave and compensatory time-off for Military Observers attached to UNAMIR are as follows:

- a. The FC/CMO shall establish the hours of work and official holidays. Leave entitlement is 1.5 days per month giving a total of 18 days for a one year tour. Leave may be accrued, up to a maximum of 12 days, on the understanding that it is to be taken as actual leave without any cash compensation in lieu of leave not used. After completing the first two months tour of duty, an UNMO may be granted leave in advance.
- b. At the discretion of the CMO, UNMOs required for duty for 7 days a week, including Sundays and official mission holidays, may be granted up to 6 days CTO with mission subsistence allowance (MSA) for each month of such continuous service(i.e. after 30 days of service). If CTO is taken outside the mission area, MSA is reduced, and there is no payment of MSA if an individual is in his home country.
- c. CTO is granted only to UNMOs, not to contingents/staff, to provide them with opportunities for rest after a specially arduous spell of duty. Consequently, such time-off shall normally be taken as soon as possible after completion of the continuous period of service. CTO, in excess of 6 days, cannot be accrued and if not taken during or immediately following the time in which it is earned, it will be forfeited. Not more than 6 days can be taken in any one month.
- d. CTO is a privilege and can only be taken when the exigencies of the service so permit. It is subject at all times to the discretion of the CMO, who shall establish appropriate procedures for the advance approval of the observers' time-off, its place, duration, etc.

- e. Leave and CTO with per diem must be taken within the regular tour of duty. The tour of duty shall not be extended in order to facilitate taking such leave or time off. UNMOs may, however, be granted up to 12 days of accrued leave and CTO, with retained MSA, in the last month of their tour of duty in order to complete all arrangements, including travel and baggage formalities, prior to departure from the mission area.
- f. In exceptional circumstances special leave of absence, without MSA, may be granted. Any request for such leave should be forwarded with the recommendation of the CMO to the FC for decision.

PROCEDURE FOR APPLYING FOR LEAVE, R&R/CTO

10. Heads of Branches and Cells at UNAMIR HQ, CMO and Sector Commanders are responsible for planning and approving leave for their personnel. A fortnightly forecast of leave should be submitted to the CMPO for monitoring purposes. All personnel intending to go on leave, R&R/CTO will complete the leave application form (see Annex A & B) and forward it through the chain of command to the approving officer. Application will be approved as follows:

- a. CMO will approve up to 18 days of continuous leave/CTO for UNMO Sector Commanders and Heads of Branches at MILOB HQ.
- b. Sector Commanders and Heads of Branches at MILOB HQ will approve for UNMOs under them up to 18 days continuous CTO/leave.
- c. Heads of Branches/Contingent Commanders will approve up to 15 days of continuous leave for their contingents/staff.
- d. DFC will approve any periods of leave/CTO over 18 days for UNMOs or 15 days contingents/staff.
- e. FC will approve all leave/CTO for DFC, CMO Head of Branches and Sector Commanders.

11. Leave applications, Leave passes and completed movement orders, when proceeding outside UNAMIR area of operations, are required for all leave periods. These can be obtained from G1/CMPO.

12. Sick Leave. This will not be counted against the UN leave entitlement. If sick leave is claimed while the individual is on duty leave or R&R/CTO, then under current UNAMIR practice no payment will be made for such sick leave unless a medical certificate is produced to substantiate each day of such sick leave.

13. Compassionate Leave. Compassionate leave will be counted against the UN leave entitlement. In cases where no balance of leave days remain and compassionate leave is required, special requests are to be submitted as special cases to the G1/CMPO for the Force Commander's consideration.

14. Special Leave. Special leave without payment of MSA may be granted by the Force Commander in exceptional cases for UNMOs.

15. UN Holidays. The list of official UN holidays is issued by way of Administrative Circular.

16. National Days. Staff Officers and UNMOs may be granted a day off for the purpose of celebrating their national day. Every UNMO is entitled to one day off duty for his national day but any travel time to and from the national celebration must be taken as either CTO or leave.

UNAMIR TROOPS

17. Leave Policy for UNAMIR Troops. Due to variations in nature of duty within UNAMIR, there are military personnel who do not fall into the category of UNMOs/Staff Officers. There is a separate set of leave policy for these military personnel.

18. Entitlement. A member of UNAMIR troops shall be entitled to 15 days of leave for a six month tour of duty. However any leave will be subject to the exigencies of the Mission. Sunday and UNAMIR holidays which fall during the period of leave will not be charged as leave. The following general conditions apply to the award of leave.

- a. Leave earned with UNAMIR may only be taken during their tour of duty with UNAMIR and prior to repatriation. Any balance of unused leave will expire automatically at the time of rotation.
- b. After having completed their first two month's tour of duty, an individual may be granted up to four months leave entitlement in advance. Regardless of the date of arrival in a particular month an individual will be credited with two-and-a half days leave in respect of the first calendar month of service in the mission. No leave will be granted in the last month of duty.

19. Involuntary Absence After Leave. A member who is unable to return to his place of duty on expiry of his leave, owing to circumstances beyond his control, shall report to the nearest military unit and request it to advise UNAMIR HQ of the circumstances that prevent his timely return. On return to his place of duty the individual must submit proof for the delay, including medical certificate, if applicable.

UN RESTRICTED

20. Documentation. Applications for leave are to be submitted on a form designed for the purpose, (Annex C). Leave applications must be accompanied by a completed movement order for leave if the person is proceeding outside UNAMIR area of operations. A member for whom leave has been authorized will be provided the fol:

- a. A leave pass (see Annex D)
- b. Copy of an individual or collective movement order if he is proceeding outside UNAMIR AO.
- c. UNAMIR ID card.

21. Persons travelling on leave are to make their own travel arrangements. The security of travel documents, visas, permits etc is the responsibility of the member concerned.

8-8-5

UN RESTRICTED

LEAVE/CTO APPLICATION FOR UNMO-UNAMIRPART 1 - APPLICANT'S PARTICULARS

1. Name _____ Rank _____ UNID _____
 Sector/Sec _____ Appointment _____
 Leave Address: _____
 Tel: _____

PART II - LEAVE/CTO APPLICATION AND RECORD

2. Annual Leave Entitlement RECOMMENDED
Team Leader

a. DOA _____ DDM _____ = _____ Months
 Name _____

b. Total AL for the mission _____ days Rank _____
 Signature _____

c. AL balance B/F(if any).....days

d. Total AL entitled.....days Sector Comd

e. Leave applied for Name _____
 From _____ to _____ = days Rank _____

f. AL balance c/f.....days
 Signature _____

3. CTO Entitlement APPROVED/NOT APPROVED
BY CMO

a. Duty performed continuously
 From _____ To _____ Name _____
 Rank _____

b. Total CTO earned..... days Signature _____

c. Accumulated CTO B/F..... days

d. Total CTO entitled days Date _____

e. CTO Applied for
 From _____ To _____ = days

f. CTO Balance c/f(if any).... days

FOR PERSONNEL OFFICE ONLY

Remarks _____
 Signature _____ Date _____
 Name _____
 Rank _____ Appt _____

_____ Detach the portion below-----
PART III - NOTIFICATION FOR LEAVE/CTO APPROVAL

Name _____ Rank: _____ Sec/Sect _____ Date _____

Your application for:

a. Leave from _____ to _____ APPROVED/NOT APPROVED
 b. CTO from _____ to _____ APPROVED/NOT APPROVED

Remarks: _____

Signature _____ Rank _____ Appt _____

LEAVE/R&R APPLICATION FOR HQ STAFFPART I - APPLICANT'S PARTICULARS

Date: _____

1. Name: _____ Rank _____ UNID _____
 Sec/Sector _____ Appointment _____
 Leave Address: _____ Tel : _____

PART II - LEAVE/R&R APPLICATION AND RECORD2. Annual Leave Entitlement

a.	DOA _____ DDM _____ =months	<u>APPROVAL BY</u>
b.	Total AL for the mission= _____	
days	APPROVED/NOT APPROVED
c.	AL balance B/F(if any)=...days	
d.	Total AL entitled=.....days	Signature _____
e.	Leave applied for _____	Rank _____
	From _____ To _____ =days	Name _____
f.	AL balance c/f=days	Appt _____
		Date _____

3. R&R Entitlement

a. R&R Applied for:
 From _____ To _____ = days

-----Detach the below portion-----

PART III - NOTIFICATION FOR LEAVE/R&R APPROVAL Date: _____

To: Name _____ Rank _____ Branch/Sector _____

Your application for:

a. Leave from _____ To _____ APPROVED/NOT PROVED
 b. R&R from _____ To _____ APPROVED/NOT APPROVED

Remarks: _____

Signature: _____ Rank _____ Appt _____

UNAMIR LEAVE APPLICATION FORM
(FOR MILITARY PERSONNEL OF UNAMIR TROOPS)

PART I - APPLICANT'S PERSONAL PARTICULARS

1. Name _____ Rank: _____ UNID: _____
Unit/Branch: _____ DOA: _____ DDM: _____
2. Present Request: From: _____ To: _____
No. of Working Days : _____ days
No. of Weekends : _____ days
No. of UN Holidays : _____ days
3. Itinerary: _____
4. Leave Address: _____
_____ Tel: _____
5. Relief While on Leave:
Name: _____ Rank: _____ UNID: _____
6. Signature of Applicant: _____ Date: _____

PART II - APPROVAL AUTHORITY

APPLICATION FOR LEAVE APPROVED/NOT APPROVED

Remarks: _____

Signature _____ Date: _____

Name : _____ Appt: _____

Rank : _____ UNID _____

UN RESTRICTED

ANNEX D TO
UNAMIR SOPS
PART 8 SECTION 8

LEAVE PASS

Name: _____ Rank: _____ UNID: _____

Unit/Branch: _____ Passport No. _____

_____ Tel: _____

Leave; Granted: From _____ To _____

APPROVED BY:

Name: _____

Rank: _____

Appt: _____

UNID: _____

Signature

Unit Stamp

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AMENDMENT RECORD SHEET

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DISTRIBUTION LIST

INTERNAL	COPY NUMBER
FORCE COMMANDER MILITARY ASSISTANT TO FC	1 2-4
DEPUTY FORCE COMMANDER MILITARY ASSISTANT TO DFC	5 6-7
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OPERATIONS BRANCH	10-14
MILITARY PERSONNEL BRANCH	15-17
LOGISTICS BRANCH	18-21
PLANS BRANCH	22-27
CAMP COMMANDANT	28
MILITARY OBSERVER GROUP HEADQUARTERS	29-45
SECTOR 1	46-49
SECTOR 2	50-53
SECTOR 3A	54-57
SECTOR 3B	58-61
SECTOR 4A	62-65
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MILITARY POLICE COMPANY	90
SPARES	91-98
EXTERNAL	
CAO (DIV. OF ADMIN. AND MANAGEMENT)	99-100
SRSG OFFICE	101
UNITED NATIONS HQ NEW YORK (DPKO)	102

d. Force Health Officer Responsible to the FMO for:

- (1) the provision of health advice to staff and national contingents on preventive measures;
- (2) inspection and auditing of national measures to ensure international standards are maintained in the area of:
 - (a) food;
 - (b) water; and
 - (c) sanitation.
- (3) the co-ordination of mission dependant preventive medicine services such as regional spraying or vector control;
- (4) reporting on, and maintaining standards of occupational Health and Safety as they apply to national contingents.

e. WO CLK ADMIN. Responsible to the FMO for:

- (1) maintenance, receipt, dispatch, correspondence and filing daily;
- (2) custody, maintenance, and update of Commander's Dairy;
- (3) assisting in Medical Evacuation procedures both tactical and strategic;
- (4) assisting in repatriation of UN military personnel on medical grounds;
- (5) ensuring all periodical reports and returns completed at end of each week and each month;
- (6) ensuring weekly medical treatment reports collated and necessary action taken;
- (7) collate and distribute weekly and monthly treatment statistics;
- (8) perform the duties of Medical Branch Duty Officer when required;
- (9) Ensure necessary items are available for daily sitrep;
- (10) Resupply as necessary office equipment and stationary;

UN RESTRICTED

- (11) Sub Account holder;
- (12) carrying out daily general administration;
- (13) assisting FMO, FHO and G4 Med Log when required;
- (14) assisting G3 Med Ops with medical operations duties as required.

f. LO Representatives from force medical units.
Responsible to the FMO for:

- (1) all co-ordination matters between their unit and Med Br;
- (2) assisting SO2 Health Ops and SO2 Health Log as required; and
- (3) acting as a duty officer in the Med Br Ops Room.

UN RESTRICTED

- b. Blue Scarf. May be worn by Mil both on duty in station and on special duties in the field. At social occasions, ceremonies, etc, when wearing his national uniform, the observer may wear the tie of such uniform in place of the UN scarf.
- c. Shoulder Patch. This is to be worn on the right sleeve of the national uniform, with national insignia on the left unless national dress regulation includes insignia worn on the right, in which case the UN shoulder patch assumes priority above it.
- d. The UN items of uniform are to be worn only by mil members of UNAMIR. Uniform will be worn by mil pers:
 - (1) Whenever on duty.
 - (2) When travelling in UN vehicles or aircraft except when on leave or on recreation trips.
 - (3) On those occasions when ordered by the Force Commander.
- e. Uniform may be worn on arrival and departure to and from the mission area, but should not otherwise be worn outside the mission area unless performing official duties. Troops are to travel in uniform on all occasions.
- f. Civilian Clothing. May only be worn during ROE state GREEN and only for the following purposes;
 - (1) Sports.
 - (2) When off-duty at the normal place of work or within the confines of other UN facility, post or installation, as well as within the city of KIGALI.
 - (3) While on leave or while travelling to and from home leave, if travelling by car or commercial airline when stopovers are extensive in other countries.
 - (4) By UNAMIR troops while on organized welfare tours.
 - (5) As permitted by Force Commander Directives.
- g. Local Customs. It is advisable when wearing civ clothing to adhere to the local customs of the host countries.

SECTION 8 - LEAVE, R&R, COMPENSATORY TIME OFF(CTO),
UN HOLIDAYS, NATIONAL HOLIDAYS

GENERAL

1. Due to variation in tour of duty of individual contingents and to UNAMIR commitments, it is not possible to grant leave as entitled by the separate national regulations. Therefore a standard leave policy has been established for all personnel serving with UNAMIR. Within UNAMIR, leave is not considered as a right, it is a privilege, granted to Military personnel wherever the exigency of the service permits for the purpose of rest and recreation. Leave, when granted, may be withdrawn if the prevailing situation so demands. **The strength in all sectors and HQs must at no time be less than 75%.** Leave, R&R and CTO must be contained within the requirement to which exceptions may only be made by the Force Commander himself.
2. UN Leave cannot be taken either in the last month of UN service or after the completion of UN service. However UNMOs can, in their final month, take up to 12 days of annual leave and compensatory time off(CTO), if it is accrued and available, in order to organise their departure from the mission area.
3. Travelling time shall count against leave entitlement, but Sundays or UNAMIR holidays that fall during a leave period will not count against the entitlement.
4. For the purposes of leave there are two separate categories of military with different levels of leave entitlement:
 - a. Contingents and Staff.
 - b. Military Observers.

CONTINGENTS AND STAFF

5. Contingents and Staff are entitled to up to 15 days leave in every 6 month period of a tour, accrued at a rate of 2.5 days for each calendar month. It can be taken after two months service and after completing that two months it can be taken in advance. After the completion of two months service, of a six month tour, up to 15 days can be taken.
6. Commanders/Branch Heads are authorised to organize recreation trips for their contingents/staff who have completed 36 days service. After 36 days this R&R can be taken each month when Commanders/Branch Heads believe that R&R is necessary to improve the continued effectiveness of their area of responsibility. It is usually to be taken within or adjacent to the mission area and should not exceed 3 working days. In each six month period Commanders/Branch Heads may authorise one of these three day periods of R&R to be added to leave.

UN RESTRICTED

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- c. CTO is granted only to UNMOs, not to contingents/staff, to provide them with opportunities for rest after a specially arduous spell of duty. Consequently, such time-off shall normally be taken as soon as possible after completion of the continuous period of service. CTO, in excess of 6 days, cannot be accrued and if not taken during or immediately following the time in which it is earned, it will be forfeited. Not more than 6 days can be taken in any one month.
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- b. After having completed their first two month's tour of duty, an individual may be granted up to four months leave entitlement in advance. Regardless of the date of arrival in a particular month an individual will be credited with two-and-a half days leave in respect of the first calendar month of service in the mission. No leave will be granted in the last month of duty.

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UN RESTRICTED

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- a. A leave pass (see Annex D)
- b. Copy of an individual or collective movement order if he is proceeding outside UNAMIR AO.
- c. UNAMIR ID card.

21. Persons travelling on leave are to make their own travel arrangements. The security of travel documents, visas, permits etc is the responsibility of the member concerned.

LEAVE/CTO APPLICATION FOR UNMO-UNAMIRPART 1 - APPLICANT'S PARTICULARS

1. Name _____ Rank _____ UNID _____
 Sector/Sec _____ Appointment _____
 Leave Address: _____
 Tel: _____

PART II - LEAVE/CTO APPLICATION AND RECORD

2. Annual Leave Entitlement RECOMMENDED
Team Leader
 a. DOA _____ DDM _____ = _____ Months
 b. Total AL for the mission _____ days Name _____
 Signature _____ Rank _____
 c. AL balance B/F(if any).....days
 d. Total AL entitled.....days Sector Comd
 e. Leave applied for Name _____
 From _____ to _____ = days Rank _____
 f. AL balance c/f.....days
 Signature _____

3. CTO Entitlement APPROVED/NOT APPROVED
BY CMO
 a. Duty performed continuously
 From _____ To _____ Name _____
 Rank _____
 b. Total CTO earned..... days Signature _____
 c. Accumulated CTO B/F..... days
 d. Total CTO entitled days Date _____
 e. CTO Applied for
 From _____ To _____ = _____ days
 f. CTO Balance c/f(if any).... days
FOR PERSONNEL OFFICE ONLY
 Remarks _____
 Signature _____ Date _____
 Name _____
 Rank _____ Appt _____

----- Detach the portion below-----
PART III - NOTIFICATION FOR LEAVE/CTO APPROVAL

Name _____ Rank: _____ Date _____
 Sec/Sect _____

Your application for:

a. Leave from _____ to _____ APPROVED/NOT APPROVED
 b. CTO from _____ to _____ APPROVED/NOT APPROVED

Remarks: _____

Signature _____ Rank _____ Appt _____

LEAVE/R&R APPLICATION FOR HQ STAFFPART I - APPLICANT'S PARTICULARS

Date: _____

1. Name: _____ Rank _____ UNID _____
 Sec/Sector _____ Appointment _____
 Leave Address: _____ Tel : _____

PART II - LEAVE/R&R APPLICATION AND RECORD2. Annual Leave Entitlement

a.	DOA _____ DDM _____ =months	APPROVAL BY _____
b.	Total AL for the mission= _____	
days	APPROVED/NOT APPROVED
c.	AL balance B/F(if any)=...days	
d.	Total AL entitled=.....days	Signature _____
e.	Leave applied for _____	Rank _____
	From _____ To _____ =days	Name _____
f.	AL balance c/f=days	Appt _____
		Date _____

3. R&R Entitlement

a. R&R Applied for:
 From _____ To _____ = days

-----Detach the below portion-----

PART III - NOTIFICATION FOR LEAVE/R&R APPROVAL Date: _____

To: Name _____ Rank _____ Branch/Sector _____

Your application for:

a. Leave from _____ To _____ APPROVED/NOT PROVED
 b. R&R from _____ To _____ APPROVED/NOT APPROVED

Remarks: _____

Signature: _____ Rank _____ Appt _____

UNAMIR LEAVE APPLICATION FORM
(FOR MILITARY PERSONNEL OF UNAMIR TROOPS)

PART I - APPLICANT'S PERSONAL PARTICULARS

1. Name _____ Rank: _____ UNID: _____
Unit/Branch: _____ DOA: _____ DDM: _____
2. Present Request: From: _____ To: _____
No. of Working Days : _____ days
No. of Weekends : _____ days
No. of UN Holidays : _____ days
3. Itinerary: _____
4. Leave Address: _____
_____ Tel: _____
5. Relief While on Leave:
Name: _____ Rank: _____ UNID: _____
6. Signature of Applicant: _____ Date: _____

PART II - APPROVAL AUTHORITY

APPLICATION FOR LEAVE APPROVED/NOT APPROVED

Remarks: _____

Signature _____ Date: _____

Name : _____ Appt: _____

Rank : _____ UNID _____

UN RESTRICTED

ANNEX D TO
UNAMIR SOPS
PART 8 SECTION 8

LEAVE PASS

Name: _____ Rank: _____ UNID: _____

Unit/Branch: _____ Passport No. _____

_____ Tel: _____

Leave; Granted: From _____ To _____

APPROVED BY:

Name: _____

Rank: _____

Appt: _____

UNID: _____

Signature

Unit Stamp

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AMENDMENT RECORD SHEET

[illegible]

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DISTRIBUTION LIST

INTERNAL	COPY NUMBER
FORCE COMMANDER	1
MILITARY ASSISTANT TO FC	2-4
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MILITARY ASSISTANT TO DFC	6-7
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OPERATIONS BRANCH	10-14
MILITARY PERSONNEL BRANCH	15-17
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FORCE PROVOST MARSHALL	89
MILITARY POLICE COMPANY	90
SPARES	91-98
EXTERNAL	
CAO (DIV. OF ADMIN. AND MANAGEMENT)	99-100
SRSG OFFICE	101
UNITED NATIONS HQ NEW YORK (DPKO)	102

UN RESTRICTED

d. Force Health Officer Responsible to the FMO for:

- (1) the provision of health advice to staff and national contingents on preventive measures;
- (2) inspection and auditing of national measures to ensure international standards are maintained in the area of:
 - (a) food;
 - (b) water; and
 - (c) sanitation.
- (3) the co-ordination of mission dependant preventive medicine services such as regional spraying or vector control;
- (4) reporting on, and maintaining standards of occupational Health and Safety as they apply to national contingents.

e. WO CLK ADMIN. Responsible to the FMO for:

- (1) maintenance, receipt, dispatch, correspondence and filing daily;
- (2) custody, maintenance, and update of Commander's Dairy;
- (3) assisting in Medical Evacuation procedures both tactical and strategic;
- (4) assisting in repatriation of UN military personnel on medical grounds;
- (5) ensuring all periodical reports and returns completed at end of each week and each month;
- (6) ensuring weekly medical treatment reports collated and necessary action taken;
- (7) collate and distribute weekly and monthly treatment statistics;
- (8) perform the duties of Medical Branch Duty Officer when required;
- (9) Ensure necessary items are available for daily sitrep;
- (10) Resupply as necessary office equipment and stationary;

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UN RESTRICTED

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- (11) Sub Account holder;
- (12) carrying out daily general administration;
- (13) assisting FMO, FHO and G4 Med Log when required;
- (14) assisting G3 Med Ops with medical operations duties as required.

f. LO Representatives from force medical units.
Responsible to the FMO for:

- (1) all co-ordination matters between their unit and Med Br;
- (2) assisting SO2 Health Ops and SO2 Health Log as required; and
- (3) acting as a duty officer in the Med Br Ops Room.

SECTION 8 - LEAVE, R&R, COMPENSATORY TIME OFF(CTO),
UN HOLIDAYS, NATIONAL HOLIDAYS

GENERAL

1. Due to variation in tour of duty of individual contingents and to UNAMIR commitments, it is not possible to grant leave as entitled by the separate national regulations. Therefore a standard leave policy has been established for all personnel serving with UNAMIR. Within UNAMIR, leave is not considered as a right, it is a privilege, granted to Military personnel wherever the exigency of the service permits for the purpose of rest and recreation. Leave, when granted, may be withdrawn if the prevailing situation so demands. **The strength in all sectors and HQs must at no time be less than 75%.** Leave, R&R and CTO must be contained within the requirement to which exceptions may only be made by the Force Commander himself.

2. UN Leave cannot be taken either in the last month of UN service or after the completion of UN service. However UNMOS can, in their final month, take up to 12 days of annual leave and compensatory time off(CTO), if it is accrued and available, in order to organise their departure from the mission area.

3. Travelling time shall count against leave entitlement, but Sundays or UNAMIR holidays that fall during a leave period will not count against the entitlement.

4. For the purposes of leave there are two separate categories of military with different levels of leave entitlement:

- a. Contingents and Staff.
- b. Military Observers.

CONTINGENTS AND STAFF

5. Contingents and Staff are entitled to up to 15 days leave in every 6 month period of a tour, accrued at a rate of 2.5 days for each calendar month. It can be taken after two months service and after completing that two months it can be taken in advance. After the completion of two months service, of a six month tour, up to 15 days can be taken.

6. Commanders/Branch Heads are authorised to organize recreation trips for their contingents/staff who have completed 36 days service. After 36 days this R&R can be taken each month when Commanders/Branch Heads believe that R&R is necessary to improve the continued effectiveness of their area of responsibility. It is usually to be taken within or adjacent to the mission area and should not exceed 3 working days. In each six month period Commanders/Branch Heads may authorise one of these three day periods of R&R to be added to leave.

UN RESTRICTED

7. Leave Allowance, USD \$10.50, is payable daily for up to seven days leave for that leave taken after completing 3 months service of each 6 month tour of duty. It is paid through Unit Finance/Personnel Officers, who must forward their requirements to the CMPO one month in advance and certify that these individuals are expected to serve for the full six months.

8. The UN Daily allowance of USD \$1.28 is not paid if leave is taken outside the mission area.

MILITARY OBSERVERS

9. The rules governing the application of leave and compensatory time-off for Military Observers attached to UNAMIR are as follows:

- a. The FC/CMO shall establish the hours of work and official holidays. Leave entitlement is 1.5 days per month giving a total of 18 days for a one year tour. Leave may be accrued, up to a maximum of 12 days, on the understanding that it is to be taken as actual leave without any cash compensation in lieu of leave not used. After completing the first two months tour of duty, an UNMO may be granted leave in advance.
- b. At the discretion of the CMO, UNMOs required for duty for 7 days a week, including Sundays and official mission holidays, may be granted up to 6 days CTO with mission subsistence allowance (MSA) for each month of such continuous service(i.e. after 30 days of service). If CTO is taken outside the mission area, MSA is reduced, and there is no payment of MSA if an individual is in his home country.
- c. CTO is granted only to UNMOs, not to contingents/staff, to provide them with opportunities for rest after a specially arduous spell of duty. Consequently, such time-off shall normally be taken as soon as possible after completion of the continuous period of service. CTO, in excess of 6 days, cannot be accrued and if not taken during or immediately following the time in which it is earned, it will be forfeited. Not more than 6 days can be taken in any one month.
- d. CTO is a privilege and can only be taken when the exigencies of the service so permit. It is subject at all times to the discretion of the CMO, who shall establish appropriate procedures for the advance approval of the observers' time-off, its place, duration, etc.

13. Compassionate Leave. Compassionate leave will be counted against the UN leave entitlement. In cases where no balance of leave days remain and compassionate leave is required, special requests are to be submitted as special cases to the G1/CMPO for the Force Commander's consideration.

14. Special Leave. Special leave without payment of MSA may be granted by the Force Commander in exceptional cases for UNMOs.

15. UN Holidays. The list of official UN holidays is issued by way of Administrative Circular.

16. National Days. Staff Officers and UNMOs may be granted a day off for the purpose of celebrating their national day. Every UNMO is entitled to one day off duty for his national day but any travel time to and from the national celebration must be taken as either CTO or leave.

UNAMIR TROOPS

17. Leave Policy for UNAMIR Troops. Due to variations in nature of duty within UNAMIR, there are military personnel who do not fall into the category of UNMOs/Staff Officers. There is a separate set of leave policy for these military personnel.

18. Entitlement. A member of UNAMIR troops shall be entitled to 15 days of leave for a six month tour of duty. However any leave will be subject to the exigencies of the Mission. Sunday and UNAMIR holidays which fall during the period of leave will not be charged as leave. The following general conditions apply to the award of leave.

- a. Leave earned with UNAMIR may only be taken during their tour of duty with UNAMIR and prior to repatriation. Any balance of unused leave will expire automatically at the time of rotation.
- b. After having completed their first two month's tour of duty, an individual may be granted up to four months leave entitlement in advance. Regardless of the date of arrival in a particular month an individual will be credited with two-and-a half days leave in respect of the first calendar month of service in the mission. No leave will be granted in the last month of duty.

19. Involuntary Absence After Leave. A member who is unable to return to his place of duty on expiry of his leave, owing to circumstances beyond his control, shall report to the nearest military unit and request it to advise UNAMIR HQ of the circumstances that prevent his timely return. On return to his place of duty the individual must submit proof for the delay, including medical certificate, if applicable.

UN RESTRICTED

20. Documentation. Applications for leave are to be submitted on a form designed for the purpose, (Annex C). Leave applications must be accompanied by a completed movement order for leave if the person is proceeding outside UNAMIR area of operations. A member for whom leave has been authorized will be provided the fol:

- a. A leave pass (see Annex D)
- b. Copy of an individual or collective movement order if he is proceeding outside UNAMIR AO.
- c. UNAMIR ID card.

21. Persons travelling on leave are to make their own travel arrangements. The security of travel documents, visas, permits etc is the responsibility of the member concerned.

LEAVE/CTO APPLICATION FOR UNMO-UNAMIRPART 1 - APPLICANT'S PARTICULARS

1. Name _____ Rank _____ UNID _____
 Sector/Sec _____ Appointment _____
 Leave Address: _____ Tel: _____

PART II - LEAVE/CTO APPLICATION AND RECORD

2. Annual Leave Entitlement RECOMMENDED
Team Leader
 a. DOA _____ DDM _____ = _____ Months Name _____
 b. Total AL for the mission _____ days Rank _____
 Signature _____
 c. AL balance B/F(if any).....days
 d. Total AL entitled.....days Sector Comd
 e. Leave applied for Name _____
 From _____ to _____ = days Rank _____
 f. AL balance c/f.....days
 Signature _____

3. CTO Entitlement APPROVED/NOT APPROVED
BY CMO
 a. Duty performed continuously Name _____
 From _____ To _____ Rank _____
 b. Total CTO earned..... days Signature _____
 c. Accumulated CTO B/F..... days
 d. Total CTO entitled days Date _____
 e. CTO Applied for
 From _____ To _____ = days
 f. CTO Balance c/f(if any).... days

FOR PERSONNEL OFFICE ONLY

Remarks _____
 Signature _____ Date _____
 Name _____
 Rank _____ Appt _____

----- Detach the portion below-----
PART III - NOTIFICATION FOR LEAVE/CTO APPROVAL

Name _____ Rank: _____ Sec/Sect _____ Date _____

Your application for:

a. Leave from _____ to _____ APPROVED/NOT APPROVED
 b. CTO from _____ to _____ APPROVED/NOT APPROVED

Remarks: _____

Signature _____ Rank _____ Appt _____

LEAVE/R&R APPLICATION FOR HQ STAFFPART I - APPLICANT'S PARTICULARS

Date: _____

1. Name: _____ Rank _____ UNID _____
 Sec/Sector _____ Appointment _____
 Leave Address: _____ Tel : _____

PART II - LEAVE/R&R APPLICATION AND RECORD2. Annual Leave Entitlement

a.	DOA _____ DDM _____ =months	<u>APPROVAL BY</u>
b.	Total AL for the mission= _____	
days	APPROVED/NOT APPROVED
c.	AL balance B/F(if any)=...days	
d.	Total AL entitled=.....days	Signature _____
e.	Leave applied for _____	Rank _____
	From _____ To _____ =days	Name _____
f.	AL balance c/f=days	Appt _____
		Date _____

3. R&R Entitlement

a. R&R Applied for:
 From _____ To _____ = days

-----Detach the below portion-----

PART III - NOTIFICATION FOR LEAVE/R&R APPROVAL Date: _____

To: Name _____ Rank _____ Branch/Sector _____

Your application for:

a. Leave from _____ To _____ APPROVED/NOT PROVED
 b. R&R from _____ To _____ APPROVED/NOT APPROVED

Remarks: _____

Signature: _____ Rank _____ Appt _____

UNAMIR LEAVE APPLICATION FORM
(FOR MILITARY PERSONNEL OF UNAMIR TROOPS)

PART I - APPLICANT'S PERSONAL PARTICULARS

1. Name _____ Rank: _____ UNID: _____
Unit/Branch: _____ DOA: _____ DDM: _____
2. Present Request: From: _____ To: _____
No. of Working Days : _____ days
No. of Weekends : _____ days
No. of UN Holidays : _____ days
3. Itinerary: _____
4. Leave Address: _____
_____ Tel: _____
5. Relief While on Leave:
Name: _____ Rank: _____ UNID: _____
6. Signature of Applicant: _____ Date: _____

PART II - APPROVAL AUTHORITY

APPLICATION FOR LEAVE APPROVED/NOT APPROVED

Remarks: _____

Signature _____ Date: _____

Name : _____ Appt: _____

Rank : _____ UNID _____

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ANNEX D TO
UNAMIR SOPS
PART 8 SECTION 8

LEAVE PASS

Name: _____ Rank: _____ UNID: _____

Unit/Branch: _____ Passport No. _____

_____ Tel: _____

Leave; Granted: From _____ To _____

APPROVED BY:

Name: _____

Rank: _____

Appt: _____

UNID: _____

Signature

Unit Stamp

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AMENDMENT RECORD SHEET

[illegible]

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DISTRIBUTION LIST

INTERNAL	COPY NUMBER
FORCE COMMANDER	1
MILITARY ASSISTANT TO FC	2-4
DEPUTY FORCE COMMANDER	5
MILITARY ASSISTANT TO DFC	6-7
COS	8-9
OPERATIONS BRANCH	10-14
MILITARY PERSONNEL BRANCH	15-17
LOGISTICS BRANCH	18-21
PLANS BRANCH	22-27
CAMP COMMANDANT	28
MILITARY OBSERVER GROUP HEADQUARTERS	29-45
SECTOR 1	46-49
SECTOR 2	50-53
SECTOR 3A	54-57
SECTOR 3B	58-61
SECTOR 4A	62-65
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FORCE PROVOST MARSHALL	89
MILITARY POLICE COMPANY	90
SPARES	91-98
EXTERNAL	
CAO (DIV. OF ADMIN. AND MANAGEMENT)	99-100
SRSG OFFICE	101
UNITED NATIONS HQ NEW YORK (DPKO)	102

- d. Force Health Officer Responsible to the FMO for:
- (1) the provision of health advice to staff and national contingents on preventive measures;
 - (2) inspection and auditing of national measures to ensure international standards are maintained in the area of:
 - (a) food;
 - (b) water; and
 - (c) sanitation.
 - (3) the co-ordination of mission dependant preventive medicine services such as regional spraying or vector control;
 - (4) reporting on, and maintaining standards of occupational Health and Safety as they apply to national contingents.
- e. WO CLK ADMIN. Responsible to the FMO for:
- (1) maintenance, receipt, dispatch, correspondence and filing daily;
 - (2) custody, maintenance, and update of Commander's Dairy;
 - (3) assisting in Medical Evacuation procedures both tactical and strategic;
 - (4) assisting in repatriation of UN military personnel on medical grounds;
 - (5) ensuring all periodical reports and returns completed at end of each week and each month;
 - (6) ensuring weekly medical treatment reports collated and necessary action taken;
 - (7) collate and distribute weekly and monthly treatment statistics;
 - (8) perform the duties of Medical Branch Duty Officer when required;
 - (9) Ensure necessary items are available for daily sitrep;
 - (10) Resupply as necessary office equipment and stationary;

UN RESTRICTED

- (11) Sub Account holder;
- (12) carrying out daily general administration;
- (13) assisting FMO, FHO and G4 Med Log when required;
- (14) assisting G3 Med Ops with medical operations duties as required.

f. LO Representatives from force medical units.
Responsible to the FMO for:

- (1) all co-ordination matters between their unit and Med Br;
- (2) assisting SO2 Health Ops and SO2 Health Log as required; and
- (3) acting as a duty officer in the Med Br Ops Room.

UN RESTRICTED

- b. Blue Scarf. May be worn by Mil both on duty in station and on special duties in the field. At social occasions, ceremonies, etc, when wearing his national uniform, the observer may wear the tie of such uniform in place of the UN scarf.
- c. Shoulder Patch. This is to be worn on the right sleeve of the national uniform, with national insignia on the left unless national dress regulation includes insignia worn on the right, in which case the UN shoulder patch assumes priority above it.
- d. The UN items of uniform are to be worn only by mil members of UNAMIR. Uniform will be worn by mil pers:
 - (1) Whenever on duty.
 - (2) When travelling in UN vehicles or aircraft except when on leave or on recreation trips.
 - (3) On those occasions when ordered by the Force Commander.
- e. Uniform may be worn on arrival and departure to and from the mission area, but should not otherwise be worn outside the mission area unless performing official duties. Troops are to travel in uniform on all occasions.
- f. Civilian Clothing. May only be worn during ROE state GREEN and only for the following purposes;
 - (1) Sports.
 - (2) When off-duty at the normal place of work or within the confines of other UN facility, post or installation, as well as within the city of KIGALI.
 - (3) While on leave or while travelling to and from home leave, if travelling by car or commercial airline when stopovers are extensive in other countries.
 - (4) By UNAMIR troops while on organized welfare tours.
 - (5) As permitted by Force Commander Directives.
- g. Local Customs. It is advisable when wearing civ clothing to adhere to the local customs of the host countries.

SECTION 8 - LEAVE, R&R, COMPENSATORY TIME OFF(CTO),
UN HOLIDAYS, NATIONAL HOLIDAYS

GENERAL

1. Due to variation in tour of duty of individual contingents and to UNAMIR commitments, it is not possible to grant leave as entitled by the separate national regulations. Therefore a standard leave policy has been established for all personnel serving with UNAMIR. Within UNAMIR, leave is not considered as a right, it is a privilege, granted to Military personnel wherever the exigency of the service permits for the purpose of rest and recreation. Leave, when granted, may be withdrawn if the prevailing situation so demands. **The strength in all sectors and HQs must at no time be less than 75%.** Leave, R&R and CTO must be contained within the requirement to which exceptions may only be made by the Force Commander himself.
2. UN Leave cannot be taken either in the last month of UN service or after the completion of UN service. However UNMOs can, in their final month, take up to 12 days of annual leave and compensatory time off(CTO), if it is accrued and available, in order to organise their departure from the mission area.
3. Travelling time shall count against leave entitlement, but Sundays or UNAMIR holidays that fall during a leave period will not count against the entitlement.
4. For the purposes of leave there are two separate categories of military with different levels of leave entitlement:
 - a. Contingents and Staff.
 - b. Military Observers.

CONTINGENTS AND STAFF

5. Contingents and Staff are entitled to up to 15 days leave in every 6 month period of a tour, accrued at a rate of 2.5 days for each calendar month. It can be taken after two months service and after completing that two months it can be taken in advance. After the completion of two months service, of a six month tour, up to 15 days can be taken.
6. Commanders/Branch Heads are authorised to organize recreation trips for their contingents/staff who have completed 36 days service. After 36 days this R&R can be taken each month when Commanders/Branch Heads believe that R&R is necessary to improve the continued effectiveness of their area of responsibility. It is usually to be taken within or adjacent to the mission area and should not exceed 3 working days. In each six month period Commanders/Branch Heads may authorise one of these three day periods of R&R to be added to leave.

UN RESTRICTED

7. Leave Allowance, USD \$10.50, is payable daily for up to seven days leave for that leave taken after completing 3 months service of each 6 month tour of duty. It is paid through Unit Finance/Personnel Officers, who must forward their requirements to the CMPO one month in advance and certify that these individuals are expected to serve for the full six months.

8. The UN Daily allowance of USD \$1.28 is not paid if leave is taken outside the mission area.

MILITARY OBSERVERS

9. The rules governing the application of leave and compensatory time-off for Military Observers attached to UNAMIR are as follows:

- a. The FC/CMO shall establish the hours of work and official holidays. Leave entitlement is 1.5 days per month giving a total of 18 days for a one year tour. Leave may be accrued, up to a maximum of 12 days, on the understanding that it is to be taken as actual leave without any cash compensation in lieu of leave not used. After completing the first two months tour of duty, an UNMO may be granted leave in advance.
- b. At the discretion of the CMO, UNMOs required for duty for 7 days a week, including Sundays and official mission holidays, may be granted up to 6 days CTO with mission subsistence allowance (MSA) for each month of such continuous service(i.e. after 30 days of service). If CTO is taken outside the mission area, MSA is reduced, and there is no payment of MSA if an individual is in his home country.
- c. CTO is granted only to UNMOs, not to contingents/staff, to provide them with opportunities for rest after a specially arduous spell of duty. Consequently, such time-off shall normally be taken as soon as possible after completion of the continuous period of service. CTO, in excess of 6 days, cannot be accrued and if not taken during or immediately following the time in which it is earned, it will be forfeited. Not more than 6 days can be taken in any one month.
- d. CTO is a privilege and can only be taken when the exigencies of the service so permit. It is subject at all times to the discretion of the CMO, who shall establish appropriate procedures for the advance approval of the observers' time-off, its place, duration, etc.

- e. Leave and CTO with per diem must be taken within the regular tour of duty. The tour of duty shall not be extended in order to facilitate taking such leave or time off. UNMOs may, however, be granted up to 12 days of accrued leave and CTO, with retained MSA, in the last month of their tour of duty in order to complete all arrangements, including travel and baggage formalities, prior to departure from the mission area.
- f. In exceptional circumstances special leave of absence, without MSA, may be granted. Any request for such leave should be forwarded with the recommendation of the CMO to the FC for decision.

PROCEDURE FOR APPLYING FOR LEAVE, R&R/CTO

10. Heads of Branches and Cells at UNAMIR HQ, CMO and Sector Commanders are responsible for planning and approving leave for their personnel. A fortnightly forecast of leave should be submitted to the CMPO for monitoring purposes. All personnel intending to go on leave, R&R/CTO will complete the leave application form (see Annex A & B) and forward it through the chain of command to the approving officer. Application will be approved as follows:

- a. CMO will approve up to 18 days of continuous leave/CTO for UNMO Sector Commanders and Heads of Branches at MILOB HQ.
- b. Sector Commanders and Heads of Branches at MILOB HQ will approve for UNMOs under them up to 18 days continuous CTO/leave.
- c. Heads of Branches/Contingent Commanders will approve up to 15 days of continuous leave for their contingents/staff.
- d. DFC will approve any periods of leave/CTO over 18 days for UNMOs or 15 days contingents/staff.
- e. FC will approve all leave/CTO for DFC, CMO Head of Branches and Sector Commanders.

11. Leave applications, Leave passes and completed movement orders, when proceeding outside UNAMIR area of operations, are required for all leave periods. These can be obtained from G1/CMPO.

12. Sick Leave. This will not be counted against the UN leave entitlement. If sick leave is claimed while the individual is on duty leave or R&R/CTO, then under current UNAMIR practice no payment will be made for such sick leave unless a medical certificate is produced to substantiate each day of such sick leave.

UN RESTRICTED

13. Compassionate Leave. Compassionate leave will be counted against the UN leave entitlement. In cases where no balance of leave days remain and compassionate leave is required, special requests are to be submitted as special cases to the G1/CMPO for the Force Commander's consideration.

14. Special Leave. Special leave without payment of MSA may be granted by the Force Commander in exceptional cases for UNMOs.

15. UN Holidays. The list of official UN holidays is issued by way of Administrative Circular.

16. National Days. Staff Officers and UNMOs may be granted a day off for the purpose of celebrating their national day. Every UNMO is entitled to one day off duty for his national day but any travel time to and from the national celebration must be taken as either CTO or leave.

UNAMIR TROOPS

17. Leave Policy for UNAMIR Troops. Due to variations in nature of duty within UNAMIR, there are military personnel who do not fall into the category of UNMOs/Staff Officers. There is a separate set of leave policy for these military personnel.

18. Entitlement. A member of UNAMIR troops shall be entitled to 15 days of leave for a six month tour of duty. However any leave will be subject to the exigencies of the Mission. Sunday and UNAMIR holidays which fall during the period of leave will not be charged as leave. The following general conditions apply to the award of leave.

- a. Leave earned with UNAMIR may only be taken during their tour of duty with UNAMIR and prior to repatriation. Any balance of unused leave will expire automatically at the time of rotation.
- b. After having completed their first two month's tour of duty, an individual may be granted up to four months leave entitlement in advance. Regardless of the date of arrival in a particular month an individual will be credited with two-and-a half days leave in respect of the first calendar month of service in the mission. No leave will be granted in the last month of duty.

19. Involuntary Absence After Leave. A member who is unable to return to his place of duty on expiry of his leave, owing to circumstances beyond his control, shall report to the nearest military unit and request it to advise UNAMIR HQ of the circumstances that prevent his timely return. On return to his place of duty the individual must submit proof for the delay, including medical certificate, if applicable.

UN RESTRICTED

20. Documentation. Applications for leave are to be submitted on a form designed for the purpose, (Annex C). Leave applications must be accompanied by a completed movement order for leave if the person is proceeding outside UNAMIR area of operations. A member for whom leave has been authorized will be provided the fol:

- a. A leave pass (see Annex D)
- b. Copy of an individual or collective movement order if he is proceeding outside UNAMIR AO.
- c. UNAMIR ID card.

21. Persons travelling on leave are to make their own travel arrangements. The security of travel documents, visas, permits etc is the responsibility of the member concerned.

LEAVE/CTO APPLICATION FOR UNMO-UNAMIRPART 1 - APPLICANT'S PARTICULARS

1. Name _____ Rank _____ UNID _____
 Sector/Sec _____ Appointment _____
 Leave Address: _____
 Tel: _____

PART II - LEAVE/CTO APPLICATION AND RECORD

2. Annual Leave Entitlement RECOMMENDED
Team Leader
 a. DOA _____ DDM _____ = _____ Months
 b. Total AL for the mission _____ days Name _____
 Signature _____ Rank _____
 c. AL balance B/F(if any).....days
 d. Total AL entitled.....days Sector Comd
 e. Leave applied for Name _____
 From _____ to _____ = days Rank _____
 f. AL balance c/f.....days
 Signature _____

3. CTO Entitlement APPROVED/NOT APPROVED
BY CMO
 a. Duty performed continuously
 From _____ To _____ Name _____
 Rank _____
 b. Total CTO earned..... days Signature _____
 c. Accumulated CTO B/F..... days
 d. Total CTO entitled days Date _____
 e. CTO Applied for
 From _____ To _____ = days
 f. CTO Balance c/f(if any).... days

FOR PERSONNEL OFFICE ONLY

Remarks _____
 Signature _____ Date _____
 Name _____
 Rank _____ Appt _____

----- Detach the portion below-----
PART III - NOTIFICATION FOR LEAVE/CTO APPROVAL

Name _____ Rank: _____ Date _____
 Sec/Sect _____

Your application for:

a. Leave from _____ to _____ APPROVED/NOT APPROVED
 b. CTO from _____ to _____ APPROVED/NOT APPROVED

Remarks: _____

Signature _____ Rank _____ Appt _____

LEAVE/R&R APPLICATION FOR HQ STAFFPART I - APPLICANT'S PARTICULARS

Date: _____

1. Name: _____ Rank _____ UNID _____
 Sec/Sector _____ Appointment _____
 Leave Address: _____
 _____ Tel : _____

PART II - LEAVE/R&R APPLICATION AND RECORD2. Annual Leave Entitlement

a. DOA _____ DDM _____ =months APPROVAL BY
 b. Total AL for the mission=days APPROVED/NOT APPROVED
 c. AL balance B/F(if any)=...days
 d. Total AL entitled=.....days Signature _____
 e. Leave applied for Rank _____
 From _____ To _____ =days Name _____
 f. AL balance c/f=days Appt _____
 Date _____

3. R&R Entitlement

a. R&R Applied for:
 From _____ To _____ = days

-----Detach the below portion-----

PART III - NOTIFICATION FOR LEAVE/R&R APPROVAL Date: _____

To: Name _____ Rank _____ Branch/Sector _____

Your application for:

a. Leave from _____ To _____ APPROVED/NOT PROVED
 b. R&R from _____ To _____ APPROVED/NOT APPROVED

Remarks: _____

Signature: _____ Rank _____ Appt _____

UNAMIR LEAVE APPLICATION FORM
(FOR MILITARY PERSONNEL OF UNAMIR TROOPS)

PART I - APPLICANT'S PERSONAL PARTICULARS

1. Name _____ Rank: _____ UNID: _____
Unit/Branch: _____ DOA: _____ DDM: _____
2. Present Request: From: _____ To: _____
No. of Working Days : _____ days
No. of Weekends : _____ days
No. of UN Holidays : _____ days
3. Itinerary: _____
4. Leave Address: _____
_____ Tel: _____
5. Relief While on Leave:
Name: _____ Rank: _____ UNID: _____
6. Signature of Applicant: _____ Date: _____

PART II - APPROVAL AUTHORITY

APPLICATION FOR LEAVE APPROVED/NOT APPROVED

Remarks: _____

Signature _____ Date: _____

Name : _____ Appt: _____

Rank : _____ UNID _____

UN RESTRICTED

ANNEX D TO
UNAMIR SOPS
PART 8 SECTION 8

LEAVE PASS

Name: _____ Rank: _____ UNID: _____

Unit/Branch: _____ Passport No. _____

_____ Tel: _____

Leave; Granted: From _____ To _____

APPROVED BY:

Name: _____

Rank: _____

Appt: _____

UNID: _____

Signature

Unit Stamp

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AMENDMENT RECORD SHEET

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UN RESTRICTED

17 March 1995

UNAMIR STANDING OPERATING PROCEDURES

SECTION 17: RULES OF ENGAGEMENT

PART I

INTRODUCTION

1. The conduct of military operations is controlled and regulated by the provision of international and national law, conventions and precedence. Actions of individuals is also governed by applicable national laws. In the case of a United Nations (UN) conducted operation, it is the responsibility of the UN to set the parameters within which UN Forces will operate. Rules of Engagement (ROE) are the means by which the UN can provide to commanders at all levels the political and legal direction and guidance on the use of Force by UN personnel. ROE are drafted by the Force Commander, but are approved by the UN and may only be changed with UN authority.

2. These UNAMIR ROE are provided for UN Forces operating under the auspices of UN Security Council Resolution 965 dated 30 November 1994. That Resolution states that UNAMIR will:

- " (a) Contribute to the security and protection of displaced persons, refugees and civilians at risk in Rwanda, including through the establishment and maintenance where feasible, of secure humanitarian areas;
- (b) To provide security and support for the distribution of relief supplies and humanitarian relief operations; and
- (c) Exercise its good offices to help achieve national reconciliation within the frame of reference of the Arusha Peace Agreement;

3. (The Security Council) Decides to expand UNAMIR's mandate to include the following additional responsibilities within the limits of the resources available to it:

- (a) Contribute to the security in Rwanda of personnel of the International Tribunal for Rwanda and human rights officers, including full-time protection for the Prosecutor's Office, as well as security details for missions outside Kigali;"

3. Under the terms of the Arusha Peace Agreement and the UN Security Council Resolution mandates, UNAMIR has a commitment to all parties to assist them to achieve peace. Impartiality is the key and all UNAMIR's actions must be aimed at ensuring the furtherance of this objective.

However, circumstances could arise where the use of force by UNAMIR personnel would be necessary and justified.

PART II

AIM

4. The aim of this directive is to provide guidance to commanders and soldiers at all levels in the use of force. However, no definitive directive can be created that can detail every possible course of action for every possible situation. It is critical and mandatory that all members of UNAMIR understand these ROE and apply them to any and all situations that develop requiring the use of force.

PART III

DEFINITIONS

5. The following key definitions must be clearly understood by all personnel in UNAMIR:

- a. Force. The use of, or the threat to use, physical means to impose one's will. Military force is the use of the physical means provided by formed, armed and disciplined bodies of troops under unified command to achieve the same end and generally implies the potential to use significant levels of violence.
- b. Minimum Force. The minimum degree of authorised force which is necessary, reasonable and lawful in the circumstances.
- c. Self-Defence. The use of force to protect:
 - (1) oneself and the personnel in one's unit,
 - (2) other UNAMIR military or civilian personnel,
 - (3) non-UNAMIR humanitarian aid personnel,
 - (4) displaced persons, refugees and civilians in sites or among populations under the protection of UNAMIR forces, or
 - (5) other UN-authorized military or civilian personnel, against a hostile act or hostile intent, where there is no other choice or time for deliberation.

NOTE: The right to self-defence is related to, but separate from, ROE and applies no matter what other factors are present. Therefore, notwithstanding any ROE that may be authorised, when an attack occurs, or is anticipated, the right exists to use proportionate force in self-defence to deter, neutralise or destroy the threat.

- d. Hostile Act. A hostile act is an attack or other use of force against those entities listed in paragraph 5.c. above.
- e. Hostile Intent. Hostile intent is the threat of the imminent use of force against those entities listed in paragraph 5.c. above.
- f. Collateral Damage. Damage to persons or property adjacent to, but not part of an authorised target.
- g. Non-deadly force. Any physical means of forcing compliance that does not pose a risk of death or serious bodily harm to the individual against whom the force is directed. This is usually through the use of physical force short of the use of firearms or other deadly weapons. Examples include: pushing and lesser forms of striking or hitting, and physically or mechanically restraining persons. Warning shots are non-deadly force, even though they involve the use of firearms.
- h. Deadly Force. This is the ultimate degree of force. Deadly force is that level of force which is intended or is likely to cause death or serious bodily harm regardless of whether death or serious bodily harm actually results.

PART IV

INSTRUCTIONS ON THE USE OF FORCE

APPLICABILITY

6. All information contained in this part shall be construed as orders. These orders do not restrict a soldier's inherent right to self-defence.

COMMANDERS' RESPONSIBILITY

7. UNAMIR Commanders at all levels are required:
- a. to have this directive translated and disseminated to every subordinate under their command; and
 - b. to ensure that every subordinate under their command:
 - (1) is briefed and refreshed on the meaning and application of these ROE as they relate to assigned missions;
 - (2) understands and complies with the contents of this document; and
 - (3) has the opportunity to seek additional clarification, guidance or direction if these ROE are considered insufficient.

8. The UNAMIR Force Commander shall issue orders on the readiness of personal weapons to be maintained appropriate to the situation.

USE OF FORCE AND ENGAGEMENT PRINCIPLES

9. When an incident occurs that requires the use of force, the following principles will be adhered to:
- a. Reasonable Belief. Mere speculation does not constitute reasonable belief. The use of force must be predicated upon a tangible threat;
 - b. Minimum Force. UNAMIR personnel will never use more force than the minimum necessary to enable them to carry out their duties and accomplish assigned objectives or the mission;
 - c. Proportionality. Only a response proportionate to the perception of the level of threat is justified. Any force used must be limited to the degree, intensity, and duration necessary to achieve the objective for which the force is used, and no more;
 - d. Duration of Force and Disengagement. The application of force, at whatever level, is to cease when the hostile act stops, or whenever the commander considers there is no imminent threat or attack.
 - e. Negotiation and Warnings. If possible, negotiation and warnings must be exhausted before any use of force is initiated;
 - f. Deadly Force. Deadly force is justified only under conditions of extreme necessity and as a last resort when all lesser means have failed or cannot reasonably be employed;
 - g. Escalation. Escalation of the level of violence is to be minimised;
 - h. Collateral Damage. Collateral damage is to be minimised;
 - i. Retaliation and Reprisal. The use of force in retaliation and reprisal is prohibited;
 - j. Application of Force. The use of force shall be controlled, where possible, by the on-scene commander and is to cease once the aim has been achieved; and
 - k. Cross-Border Fire. UNAMIR personnel are authorised to fire across the border of Rwanda into neighbouring countries **only** when acting in self-defence (and defence of others as per paragraph 5.c).

AUTHORITY TO USE FORCE

10. Force may be used as follows:

- a. Non-Deadly Force. UNAMIR personnel are authorised to use non-deadly force in the following circumstances:
 - (1) in self-defence;
 - (2) against attempts at infiltration or envelopment of UNAMIR units, compounds or locales;
 - (3) when UNAMIR premises are violated in attempts to steal UNAMIR property or property under the protection of the UN;
 - (4) when attempts are made to abduct or detain UNAMIR civilian or military personnel; and
 - (5) when attempts are made to prevent UNAMIR personnel from carrying out their responsibilities as ordered by their commanders.
- b. Deadly Force. UNAMIR personnel are authorised to use deadly force in the following circumstances:
 - (1) in self-defence (as defined in paragraph 5.c.) against persons committing a hostile act or exhibiting hostile intent;
 - (2) to protect from damage or destruction, property or installations belonging to or under the protection of UNAMIR, including protected sites and the means for the distribution and delivery of humanitarian relief:
 - (a) which have been designated by the unit Commanding Officer, in consultation with the Force Commander, as essential to the success of the UNAMIR mission,
 - (b) which justify protection through the use of deadly force, and
 - (c) where there is no way to prevent the damage or destruction;
 - (3) to overcome armed attempts to prevent UNAMIR Force from discharging its duties, when authorised by the Force Commander;
 - (4) to resist armed attempts to disarm, abduct or detain UNAMIR military or civilian personnel;

(5) to resist armed attempts to compel UNAMIR personnel to withdraw from protection areas they were ordered to occupy by the Force Commander or his delegate; and

(6) to resist armed attempts to cut off a UNAMIR force.

AUTHORITY TO SEARCH AND DETAIN

11. Authority to Stop and Search. UNAMIR personnel are authorised to stop all individuals attempting to enter or who are discovered inside any facilities under UNAMIR protection and to request that the individual submit to a consensual search of himself/herself and his/her vehicle where applicable. Any individual not willing to be searched shall be denied access, escorted from the premises or detained as appropriate. Searches of persons and their property are also authorised for the purpose of security. Such searches must be conducted with the minimal use of force necessary.

12. Authority to Detain. Individuals shall only be detained if they commit a hostile act, display hostile intent or carry out any activity which would require that force be used against them.

13. Once detained, only minimal non-deadly force is authorised to prevent the escape of a detainee, unless there is a necessity to act in self-defence, in which case minimum force, up to and including deadly force, is authorised. However, if the individuals flee and the threat of their use of force has thus been removed, further force of any kind shall not be employed to apprehend them.

14. Any individual detained shall be turned over as soon as possible to appropriate authorities as designated by the Force Commander. Any weapons or items seized from detainees shall be confiscated and handed over to the appropriate authorities or, if required, rendered militarily ineffective.

15. Treatment of Detainees. Detainees shall not be subject to intimidation, deprivation or humiliation. Medical care and the attention of medical personnel will be provided when required. Detainees will be given rations and shelter equivalent to that of UNAMIR personnel.

CHALLENGE AND ESCALATION PROCEDURES

16. Except where a response is required to open fire without warning, the following procedures are to be adhered to:

a. Verbal or Visual Warning. Warn the aggressor to stop the activity, which in normal circumstances, should follow the sequence below:

(1) depending on the circumstances, a warning may be given orally, by a sign or by illumination (ie, hand-held red flares, search-lights, etc.). The issuance of a warning should also be passed up the chain of command with continuous Situation Reports;

- (2) repeat the verbal or visual warning as many times as is necessary to ensure understanding or compliance;
- b. Charge Weapons. Make use of the visual effect of such action to convince the aggressor that failure to stop the aggressive activity may result in the use of deadly force;
- c. Non-Deadly Force. If warnings are ignored, where possible, employ minimal non-deadly force;
- d. Warning Shots. If the threat continues, employ aimed warning shots in a safe direction so that there is no danger of personal injury or collateral damage;
- e. Deadly Force. If minimal non-deadly force is either not feasible or fails, on order and under the control of a superior, minimal deadly force, such as single aimed shots, may be used until the threat is removed. If a soldier is acting in self-defence he does not have to wait for a superior to order or control his fire.

PROCEDURES DURING FIRING

17. Any use of firearms as a means of applying deadly force shall be aimed fire. Fire must be controlled and will not be indiscriminate. Automatic fire will only be used as a last resort and fire for effect will only continue as long as it is necessary to achieve the immediate aim of self-defence (or the defence of others).

PROCEDURE AFTER FIRING

18. After firing, commanders should ensure the following actions are taken.
 - a. Medical. Any wounded, including those fired upon by UNAMIR personnel will be given first aid, if such an action can be done without further endangering the lives of UNAMIR personnel.
 - b. Recording. Details of the incident will be recorded, including:
 - (1) date, time and place of firing;
 - (2) unit and personnel involved;
 - (3) the events leading up to the firing;
 - (4) why UNAMIR personnel opened fire;
 - (5) who or what was fired on;
 - (6) the weapons fired; and

(7) the apparent results of the firing.

- c. Reporting. The above information and the current situation will be reported through the chain of command to UNAMIR Force HQ Attn Force Commander and Deputy Chief of Staff Operations.

PART V

RULES OF ENGAGEMENT

19. The ROE stated in this directive apply to all personnel provided by nations participating in UNAMIR under the provisions of UN Security Council Resolution 965. These ROE are written in the form of either prohibitions or permissions. Issued as prohibitions, they are orders not to take specific actions. Issued as permissions they are guidance to commanders that certain specific actions may be taken if they are judged necessary to achieve the aim of the mission. The use of force by UNAMIR personnel is prohibited unless specifically authorised by the ROE.

20. Rule No. One: Authority to Carry Arms

- a. State A: No authority; and
- b. State B: Authority granted to carry weapons.

21. Rule No. Two: Status of Weapons

- a. State A: Weapons will be carried with loaded magazines.
- b. State B: Weapons will be carried, charged and made safe.

22. Rule No. Three: Response to Hostile Intent or Hostile Act without the Use of Fire

- a. State A: Observe and report but will withdraw in order to preserve own force.
- b. State B: Stay in place. Make contact and establish liaison with opposing force(s) and/or local authorities concerned.
- c. State C: Observe and Report. Stay in place. Warn aggressor of intent to use force and demonstrate resolve by appropriate means without opening fire.
- d. State D: Observe and Report. Stay in place. Warn aggressor of intent to use force and demonstrate resolve by appropriate means. Demonstrative use of fire is authorised.

23. Rule No. Four: Disarmament of Paramilitary Personnel or Civilians

- a. State A: No authorisation granted.
- b. State B: Authorisation is granted. In doing so, use minimum force and escalate to include use of deadly force if hostile intent is exhibited or a hostile act is committed. Hand over to appropriate authority at the earliest opportunity.

24. Rule No. Five: Intervention and Warning Shots

- a. State A: Intervention between warring factions is prohibited.
- b. State B: Intervention with deadly force against positively identified and designated targets only after warning shots have been fired as part of the warning process.

25. Rule No. Six: Control of Weapons Systems

- a. State A: Manning, preparation, movement and firing of weapons in the presence of the forces in conflict is prohibited.
- b. State B: Designated activity in the presence of the forces in conflict is permitted but will be specified by the following notes:
 - (1) Man (type of system);
 - (2) Prepare (type of system);
 - (3) Move (type of system); and
 - (4) Fire (type of system).

26. There are three ROE states that may apply in any given sector in Rwanda. These states are GREEN, YELLOW and RED and are described on UNAMIR Levels of Readiness/Alert pages in Annex A. In normal circumstances, the ROE status shall be GREEN.

Note: Changes in the normal status of the ROE for UNAMIR Forces as a whole will be ordered by the Force Commander or his delegate. Sector Commanders may order changes in normal status of the ROE for their sectors, if authorised by the Force Commander or his delegate. Contingent Commanders will inform or, if necessary, seek approval from national authority for the change in status.

PART VI

CONCLUSION

27. Amendments to this Directive will be issued as required and as approved by the UN.
28. This Directive will be classified UN RESTRICTED.

Annexes:

- Annex A Instructions for all Members of the UNAMIR Military Component Regarding Opening Fire in Rwanda.
- Annex B UNAMIR Levels of Readiness/Alert

**INSTRUCTIONS FOR ALL MEMBERS OF
THE UNAMIR MILITARY COMPONENT
REGARDING OPENING FIRE IN RWANDA**

1. You are to avoid the use of force, if it is possible to do so, and your conduct must cause the least possible concern, fear or danger to the local population.
2. Your immediate commander will order any change in the states of weapon readiness. While your commander will normally issue the order to open fire, you have the right to use appropriate force in self-defence to protect yourself and those it is your duty to protect. Whenever possible a warning should be given before opening fire.
3. If you have to use force, you must only use the **MINIMUM FORCE** necessary. **MINIMUM FORCE** normally involves the following sequential actions:
 - a. open display of weapons,
 - b. verbal warning,
 - c. barring access to the point being protected,
 - d. physical restraint,
 - e. warning shots,
 - f. pointing weapons, and
 - g. firing weapons at a person.

WARNINGS

4. **WARNING BEFORE FIRING.** Whenever possible a warning should be given before firing. The warning should be given in a loud clear voice in ENGLISH/FRENCH or KINYARWANDA:

**STOP-HANDS UP/ ARRETEZ LEVEZ LES MAINS/ AGARARA, AMABOKO
HEJURU**

(PAUSE)

**STOP OR I WILL SHOOT/ ARRETEZ OU JE TIRE/ HAGARARA, CYANGWA
BAKURASE**

5. **FIRE AFTER WARNING.** After warning you may fire on a person in order to avoid death or grievous bodily harm only if:
 - a. the person is carrying a dangerous weapon (e.g. firearm, improvised firing device or machete); AND
 - b. you believe the person is about to attack you, your unit, or any person it is your duty to protect; AND
 - c. the person refuses to stop when called upon to do so; AND
 - d. you believe there is no other way of stopping the person.
6. **FIRE WITHOUT WARNING.** You may fire without warning on a person in order to avoid death or grievous bodily harm only if that person:
 - a. has used or is using a fire arm or other dangerous weapon against you, your unit or persons it is your duty to protect; OR
 - b. is carrying what you believe to be a dangerous weapon, AND is clearly about to use it, AND you believe that there is no other way to protect yourself, your unit, or the persons it is your duty to protect.
7. If you have to fire, you must account for all rounds expended in an after action report submitted in writing to your immediate commander.

UNAMIR LEVELS OF READINESS/ALERT

SERIAL	STATUS	UNITS/HQ	ACTION
1	GREEN	ALL	1. Normal activities 2. ROE: Rule 1-Status B, Rule 2- Status A, Rule 3-Status B, Rule 4-Status A, Rule 5-Status A, Rule 6-Status A.
2	YELLOW	HQ	1. Planning for next higher status commences. 2. Liaison increased. 3. VIP visits postponed. 4. No leave granted except on compassionate grounds.
		UNITS	1. Precautionary stage. 2. Double sentries. 3. Night movement restricted. 4. Test shelters. 5. Stand To/Local alarm practice. 6. No leave granted except on compassionate grounds. 7. Backup comms/units/wpns. 8. Reserves put on 3 hrs notice to move.
		ALL	ROE: Rule 1-Status B, Rule 2-Status B, Rule 3-Status C, Rule 4-Status A, Rule 5-Status A, Rule 6-Status A.
3	RED	HQ	1. General Alert. 2. VIP visits cancelled. 3. No leave granted. 4. Emergency movement only. 5. Special SITREPS to UNHQ. 6. Civilian evacuation if the situation warrants
		UNITS	1. Troops in defensive positions. 2. Troops in Stand To positions. 3. Reserves put on one hour notice to move. 4. No leave granted. 5. Troops on duty outside to wear flak jackets.
		ALL	ROE: Rule 1-Status B, Rule 2-Status B, Rule 3-Status D, Rule 4-Status B, Rule 5-Status B, Rule 6-Status B.

AIDE MEMOIRE - RULES OF ENGAGEMENT

NOTE: GREEN status indicated in boxes

RULE ONE: AUTHORITY TO CARRY ARMS

STATE A: No authority granted.

STATE B: Authority granted to carry weapons.
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RULE TWO: STATUS OF WEAPONS

STATE A: Weapons will be carried with loaded magazines.

STATE B: Weapons will be carried, charged and made safe.

RULE THREE: RESPONSE TO HOSTILE INTENT OR HOSTILE ACT WITHOUT THE USE OF FIRE

STATE A: Observe and report but will withdraw in order to preserve own forces.

STATE B: Stay in place. Make contact and establish liaison with opposing force(s) and/or local authorities concerned.

STATE C: Observe and report. Stay in place. Warn aggressor of intent to use force and demonstrate resolve by appropriate means without opening fire.

STATE D: Observe and report. Stay in place. Warn aggressor of intent to use force and demonstrate resolve by appropriate means. Demonstrative use of fire is authorized.

RULE FOUR: DISARMAMENT OF PARAMILITARY PERSONNEL OR CIVILIANS

STATE A: No authorization granted.

STATE B: Authorization is granted. In doing so, use minimum force and escalate to include use of deadly force if hostile intent is exhibited or a hostile act is committed. Hand over to appropriate authority at earliest opportunity.

RULE FIVE: INTERVENTION AND WARNING SHOTS

STATE A: Intervention between warring factions is prohibited.

STATE B: Intervention with deadly force against positively identified and designated targets only after warning shots have been fired as part of the warning process.

RULE SIX: CONTROL OF WEAPON SYSTEMS

STATE A: Manning, preparation, movement firing of weapons in the presence of forces in conflict is prohibited.
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STATE B: Designated activity in the presence of the forces in conflict permitted but will be specified by the following notes:

- (1) Man (type of system);
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However, circumstances could arise where the use of force by UNAMIR personnel would be necessary and justified.

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- b. Deadly Force. UNAMIR personnel are authorised to use deadly force in the following circumstances:
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 - (2) to protect from damage or destruction, property or installations belonging to or under the protection of UNAMIR, including protected sites and the means for the distribution and delivery of humanitarian relief:
 - (a) which have been designated by the unit Commanding Officer, in consultation with the Force Commander, as essential to the success of the UNAMIR mission,
 - (b) which justify protection through the use of deadly force, and
 - (c) where there is no way to prevent the damage or destruction;
 - (3) to overcome armed attempts to prevent UNAMIR Force from discharging its duties, when authorised by the Force Commander;
 - (4) to resist armed attempts to disarm, abduct or detain UNAMIR military or civilian personnel;

(5) to resist armed attempts to compel UNAMIR personnel to withdraw from protection areas they were ordered to occupy by the Force Commander or his delegate; and

(6) to resist armed attempts to cut off a UNAMIR force.

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13. Once detained, only minimal non-deadly force is authorised to prevent the escape of a detainee, unless there is a necessity to act in self-defence, in which case minimum force, up to and including deadly force, is authorised. However, if the individuals flee and the threat of their use of force has thus been removed, further force of any kind shall not be employed to apprehend them.

14. Any individual detained shall be turned over as soon as possible to appropriate authorities as designated by the Force Commander. Any weapons or items seized from detainees shall be confiscated and handed over to the appropriate authorities or, if required, rendered militarily ineffective.

15. Treatment of Detainees. Detainees shall not be subject to intimidation, deprivation or humiliation. Medical care and the attention of medical personnel will be provided when required. Detainees will be given rations and shelter equivalent to that of UNAMIR personnel.

CHALLENGE AND ESCALATION PROCEDURES

16. Except where a response is required to open fire without warning, the following procedures are to be adhered to:

a. Verbal or Visual Warning. Warn the aggressor to stop the activity, which in normal circumstances, should follow the sequence below:

(1) depending on the circumstances, a warning may be given orally, by a sign or by illumination (ie, hand-held red flares, search-lights, etc.). The issuance of a warning should also be passed up the chain of command with continuous Situation Reports;

- (2) repeat the verbal or visual warning as many times as is necessary to ensure understanding or compliance;
- b. Charge Weapons. Make use of the visual effect of such action to convince the aggressor that failure to stop the aggressive activity may result in the use of deadly force;
 - c. Non-Deadly Force. If warnings are ignored, where possible, employ minimal non-deadly force;
 - d. Warning Shots. If the threat continues, employ aimed warning shots in a safe direction so that there is no danger of personal injury or collateral damage;
 - e. Deadly Force. If minimal non-deadly force is either not feasible or fails, on order and under the control of a superior, minimal deadly force, such as single aimed shots, may be used until the threat is removed. If a soldier is acting in self-defence he does not have to wait for a superior to order or control his fire.

PROCEDURES DURING FIRING

17. Any use of firearms as a means of applying deadly force shall be aimed fire. Fire must be controlled and will not be indiscriminate. Automatic fire will only be used as a last resort and fire for effect will only continue as long as it is necessary to achieve the immediate aim of self-defence (or the defence of others).

PROCEDURE AFTER FIRING

18. After firing, commanders should ensure the following actions are taken.

- a. Medical. Any wounded, including those fired upon by UNAMIR personnel will be given first aid, if such an action can be done without further endangering the lives of UNAMIR personnel.
- b. Recording. Details of the incident will be recorded, including:
 - (1) date, time and place of firing;
 - (2) unit and personnel involved;
 - (3) the events leading up to the firing;
 - (4) why UNAMIR personnel opened fire;
 - (5) who or what was fired on;
 - (6) the weapons fired; and

(7) the apparent results of the firing.

- c. Reporting. The above information and the current situation will be reported through the chain of command to UNAMIR Force HQ Attn Force Commander and Deputy Chief of Staff Operations.

PART V

RULES OF ENGAGEMENT

19. The ROE stated in this directive apply to all personnel provided by nations participating in UNAMIR under the provisions of UN Security Council Resolution 965. These ROE are written in the form of either prohibitions or permissions. Issued as prohibitions, they are orders not to take specific actions. Issued as permissions they are guidance to commanders that certain specific actions may be taken if they are judged necessary to achieve the aim of the mission. The use of force by UNAMIR personnel is prohibited unless specifically authorised by the ROE.

20. Rule No. One: Authority to Carry Arms

- a. State A: No authority; and
- b. State B: Authority granted to carry weapons.

21. Rule No. Two: Status of Weapons

- a. State A: Weapons will be carried with loaded magazines.
- b. State B: Weapons will be carried, charged and made safe.

22. Rule No. Three: Response to Hostile Intent or Hostile Act without the Use of Fire

- a. State A: Observe and report but will withdraw in order to preserve own force.
- b. State B: Stay in place. Make contact and establish liaison with opposing force(s) and/or local authorities concerned.
- c. State C: Observe and Report. Stay in place. Warn aggressor of intent to use force and demonstrate resolve by appropriate means without opening fire.
- d. State D: Observe and Report. Stay in place. Warn aggressor of intent to use force and demonstrate resolve by appropriate means. Demonstrative use of fire is authorised.

23. Rule No. Four: Disarmament of Paramilitary Personnel or Civilians

- a. State A: No authorisation granted.
- b. State B: Authorisation is granted. In doing so, use minimum force and escalate to include use of deadly force if hostile intent is exhibited or a hostile act is committed. Hand over to appropriate authority at the earliest opportunity.

24. Rule No. Five: Intervention and Warning Shots

- a. State A: Intervention between warring factions is prohibited.
- b. State B: Intervention with deadly force against positively identified and designated targets only after warning shots have been fired as part of the warning process.

25. Rule No. Six: Control of Weapons Systems

- a. State A: Manning, preparation, movement and firing of weapons in the presence of the forces in conflict is prohibited.
- b. State B: Designated activity in the presence of the forces in conflict is permitted but will be specified by the following notes:
 - (1) Man (type of system);
 - (2) Prepare (type of system);
 - (3) Move (type of system); and
 - (4) Fire (type of system).

26. There are three ROE states that may apply in any given sector in Rwanda. These states are GREEN, YELLOW and RED and are described on UNAMIR Levels of Readiness/Alert pages in Annex A. In normal circumstances, the ROE status shall be GREEN.

Note: Changes in the normal status of the ROE for UNAMIR Forces as a whole will be ordered by the Force Commander or his delegate. Sector Commanders may order changes in normal status of the ROE for their sectors, if authorised by the Force Commander or his delegate. Contingent Commanders will inform or, if necessary, seek approval from national authority for the change in status.

PART VI

CONCLUSION

27. Amendments to this Directive will be issued as required and as approved by the UN.
28. This Directive will be classified UN RESTRICTED.

Annexes:

- Annex A Instructions for all Members of the UNAMIR Military Component Regarding Opening Fire in Rwanda.
- Annex B UNAMIR Levels of Readiness/Alert

**INSTRUCTIONS FOR ALL MEMBERS OF
THE UNAMIR MILITARY COMPONENT
REGARDING OPENING FIRE IN RWANDA**

1. You are to avoid the use of force, if it is possible to do so, and your conduct must cause the least possible concern, fear or danger to the local population.
2. Your immediate commander will order any change in the states of weapon readiness. While your commander will normally issue the order to open fire, you have the right to use appropriate force in self-defence to protect yourself and those it is your duty to protect. Whenever possible a warning should be given before opening fire.
3. If you have to use force, you must only use the **MINIMUM FORCE** necessary. **MINIMUM FORCE** normally involves the following sequential actions:
 - a. open display of weapons,
 - b. verbal warning,
 - c. barring access to the point being protected,
 - d. physical restraint,
 - e. warning shots,
 - f. pointing weapons, and
 - g. firing weapons at a person.

WARNINGS

4. **WARNING BEFORE FIRING.** Whenever possible a warning should be given before firing. The warning should be given in a loud clear voice in ENGLISH/FRENCH or KINYARWANDA:

**STOP-HANDS UP/ ARRETEZ LEVEZ LES MAINS/ AGARARA, AMABOKO
HEJURU**

(PAUSE)

**STOP OR I WILL SHOOT/ ARRETEZ OU JE TIRE/ HAGARARA, CYANGWA
BAKURASE**

5. **FIRE AFTER WARNING.** After warning you may fire on a person in order to avoid death or grievous bodily harm only if:
 - a. the person is carrying a dangerous weapon (e.g. firearm, improvised firing device or machete); AND
 - b. you believe the person is about to attack you, your unit, or any person it is your duty to protect; AND
 - c. the person refuses to stop when called upon to do so; AND
 - d. you believe there is no other way of stopping the person.
6. **FIRE WITHOUT WARNING.** You may fire without warning on a person in order to avoid death or grievous bodily harm only if that person:
 - a. has used or is using a fire arm or other dangerous weapon against you, your unit or persons it is your duty to protect; OR
 - b. is carrying what you believe to be a dangerous weapon, AND is clearly about to use it, AND you believe that there is no other way to protect yourself, your unit, or the persons it is your duty to protect.
7. If you have to fire, you must account for all rounds expended in an after action report submitted in writing to your immediate commander.

UNAMIR LEVELS OF READINESS/ALERT

SERIAL	STATUS	UNITS/HQ	ACTION
1	GREEN	ALL	1. Normal activities 2. ROE: Rule 1-Status B, Rule 2- Status A, Rule 3-Status B, Rule 4-Status A, Rule 5-Status A, Rule 6-Status A.
2	YELLOW	HQ	1. Planning for next higher status commences. 2. Liaison increased. 3. VIP visits postponed. 4. No leave granted except on compassionate grounds.
		UNITS	1. Precautionary stage. 2. Double sentries. 3. Night movement restricted. 4. Test shelters. 5. Stand To/Local alarm practice. 6. No leave granted except on compassionate grounds. 7. Backup comms/units/wpns. 8. Reserves put on 3 hrs notice to move.
		ALL	ROE: Rule 1-Status B, Rule 2-Status B, Rule 3-Status C, Rule 4-Status A, Rule 5-Status A, Rule 6-Status A.
3	RED	HQ	1. General Alert. 2. VIP visits cancelled. 3. No leave granted. 4. Emergency movement only. 5. Special SITREPS to UNHQ. 6. Civilian evacuation if the situation warrants
		UNITS	1. Troops in defensive positions. 2. Troops in Stand To positions. 3. Reserves put on one hour notice to move. 4. No leave granted. 5. Troops on duty outside to wear flak jackets.
		ALL	ROE: Rule 1-Status B, Rule 2-Status B, Rule 3-Status D, Rule 4-Status B, Rule 5-Status B, Rule 6-Status B.

AIDE MEMOIRE - RULES OF ENGAGEMENT

NOTE: GREEN status indicated in boxes

RULE ONE: AUTHORITY TO CARRY ARMS

STATE A: No authority granted.

STATE B: Authority granted to carry weapons.
--

RULE TWO: STATUS OF WEAPONS

STATE A: Weapons will be carried with loaded magazines.

STATE B: Weapons will be carried, charged and made safe.

RULE THREE: RESPONSE TO HOSTILE INTENT OR HOSTILE ACT WITHOUT THE USE OF FIRE

STATE A: Observe and report but will withdraw in order to preserve own forces.

STATE B: Stay in place. Make contact and establish liaison with opposing force(s) and/or local authorities concerned.

STATE C: Observe and report. Stay in place. Warn aggressor of intent to use force and demonstrate resolve by appropriate means without opening fire.

STATE D: Observe and report. Stay in place. Warn aggressor of intent to use force and demonstrate resolve by appropriate means. Demonstrative use of fire is authorized.

RULE FOUR: DISARMAMENT OF PARAMILITARY PERSONNEL OR CIVILIANS

STATE A: No authorization granted.

STATE B: Authorization is granted. In doing so, use minimum force and escalate to include use of deadly force if hostile intent is exhibited or a hostile act is committed. Hand over to appropriate authority at earliest opportunity.

RULE FIVE: INTERVENTION AND WARNING SHOTS

STATE A: Intervention between warring factions is prohibited.

STATE B: Intervention with deadly force against positively identified and designated targets only after warning shots have been fired as part of the warning process.

RULE SIX: CONTROL OF WEAPON SYSTEMS

STATE A: Manning, preparation, movement firing of weapons in the presence of forces in conflict is prohibited.
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- (4) Fire (type of system).

DCOS OPS

UNITED NATIONS



NATIONS UNIES

ASSISTANCE MISSION FOR RWANDA

MISSION POUR L'ASSISTANCE AU RWANDA

From: Col K M Tutt
DCOS (Sp)
HQ UNAMIR

[Handwritten signature]

Extn 11109

To: List D, Those listed at Annex A, Duty Officer File, FMO, CMPO

File Reference: 4000.1/LOG-3

Date: 6 Apr 95

Subject: ACTIONS IN CASE OF DEATH OF A MILITARY MEMBER OF UNAMIR

Reference:

A. DCOS(Sp) letter of 14 Dec 95.

1. Reference A was an excellent instruction put out on a limited distribution.
2. That instruction has now been updated to take account of contingent changes and is attached on a Force wide distribution for retention in your "I pray I do not need it, but need to know where to find it file". It will in due time become part of UNAMIR SOP Part 8.

G3 Ops
② For DO/SDO's perusal of book.

[Handwritten signature]
DCOS OPS
6.4

cc
③ Copy for information
of SDOs/DO

[Handwritten signature]
6/4

④ cc
created.

[Handwritten signature]
07/4

AIDE MEMOIRE FOR DUTY OFFICERS AND G1 STAFFS

ACTION TO BE TAKEN IN CASE OF THE DEATH OF
OR SERIOUS INJURY TO A MILITARY MEMBER OF UNAMIR

IMMEDIATE ACTIONS

1. When information is received that a military member of UNAMIR has died or suffered serious injury, immediate actions are to be taken by:
 - a. The Duty Officer outside normal working hours, until he is relieved of the task by CMPO or a member of his staff.
 - b. CMPO and his staff during normal working hours.
2. It is however likely that the first information will be received by the Duty Officer and, whether in normal working hours or not, he is to handle the matter until it can be passed to CMPO or a member of his staff not below the rank of Major. Note, however, that the Ops staff retains responsibility for the preparation and submission of the Special Incident Report (See paragraphs 6a).
3. When acknowledging the initial information, advise the unit concerned of the need to provide, by the fastest available means, the information necessary to complete the NOTICAS (See below) - but note that casualty details should not be passed over insecure radio nets.
4. Although it is likely that much information that will be required in due course will not be available, immediately inform those listed at Annex A, giving all known relevant details.
5. In the case of death, advise the unit that they should advise their national headquarters of the incident and that the notification of next of kin will be the responsibility of the unit headquarters; they must report back when the next of kin have been informed. HQ UNAMIR must be advised when this has taken place as the name of the deceased will not be released in any public statement before this confirmation has been received. CMPO must, therefore, advise Public Affairs Office when it is confirmed that next of kin have been informed.
6. Start to prepare :
 - a. Special Incident Report. This is the notification of the occurrence through the operational chain of command. It will be cleared and submitted to New York by DCOS (Ops).
 - b. Preliminary NOTICAS. There may be a conflict between the need to pass information to HQ UN as quickly as possible and the knowledge that the necessary information is not available. This dilemma is solved by the passage of the preliminary

NOTICAS message, which takes the same format as the NOTICAS message, except the heading. Those details which have been confirmed are to be included; the remainder is to be given as 'To follow.'

NOTIFICATION OF CASUALTY

7. CMPO is to prepare the formal Notification of Casualty (NOTICAS) in accordance with Annex B. The Serial No is to be the next number from a sequential list he is to maintain. When all the details are known and confirmed, it is to be passed to CAO for his action and transmission to HQ UN.

ADDITIONAL CONSIDERATIONS IN CASE OF DEATH

8. In the event of the death of a member of UNAMIR, there are clearly other matters which need to be addressed. While this aide memoire does not attempt to set out full procedures, its aim is to serve as a check list of points to be considered. Note that full particulars may be found in the UN Field Administration Manual, Chapter 9.

9. The remains are to be transported by the most appropriate and dignified means by air or by road to the UN medical facility in Kigali (currently AUSMED) where they will be held until taken out of Rwanda.

10. An ad hoc committee to include the Chief Finance Officer (or a representative), the Legal Advisor, the Force Medical Officer, a representative from Movement Control, a member of CMPO's staff and a representative of the contingent concerned (can be a staff officer of that nationality) is to be formed under the CAO's direction to review the situation; ensure that all relevant details have been passed to HQ UN; determine the disposal of the remains (including ensuring that full movement arrangements have been made to the home country and have been promulgated as necessary); consider ceremonial (see para 18); and appoint an escort (see para 15).

11. Autopsy. FMO is to be consulted as to the requirement for an autopsy. This is to be confirmed as early as possible as it will effect flight timings from Nairobi. The Autopsy could if required on legal or medical grounds be carried out in Nairobi.

12. Coffin and UN Flag. Obtained through Log Plans, together with a 6' x 9' UN Flag, with which the coffin shall be draped during ceremonial and movement. The flag is not to be interred or otherwise disposed of with the remains; it may be given to the next of kin after the funeral ceremonies or, if they do not wish to retain it, the escort is to return it to Log Plans.

13. Funeral Director. UNAMIR has an open contract with a funeral director in Nairobi. This company will receive the remains from the aircraft at Nairobi airport, transport them to their own premises, carry out the necessary further preparations for the remainder of the journey, arrange for an autopsy if required, and finally, deliver the remains back to Nairobi airport for the outbound flight.

14. Travel Arrangements. Arrangements for the movement of the remains from Kigali to Nairobi should be made with Air Ops. Experience shows that if it is intended to perform some ceremony at the airport, it will be preferable to choose a time fairly late in the day, after the day's main movements have taken place. Onward movement from Nairobi will be arranged by the UNAMIR Travel Office.

15. Escort. Note the following :

a. Must be an officer, preferably senior to the deceased (although this may not always be possible) and will be from the same contingent as the deceased. If there are more than one deceased it will be necessary to have an equal number of escort officers.

b. Accompanies the remains on their journey (travelling on the same aeroplane) and is responsible for their safe custody and dignified handling throughout.

c. Represents the Force Commander at the funeral rites and ceremonies in the home country.

16. Documentation. Three documents are required for the movement of the remains from Kigali to Nairobi:

a. The passport of the deceased.

b. A death certificate, which must conform to certain requirements - FMO is aware of the requirements.

c. A certificate - obtained from the Rwandan Ministry of Health - declaring that the body is free from certain diseases.

17. Customs Clearance. With this documentation, there should be no difficulties clearing customs. It may be helpful, though, to make prior arrangements with the Customs authorities, with the assistance of Movement Control.

18. Ceremonial. The airport authorities have been helpful in allowing UNAMIR to conduct a short ceremony as the remains are placed into the aircraft which will fly them to Nairobi. Clearly the maximum notice and flexibility that can be shown on our part will allow the authorities to give us greater latitude in our activities; KIA is an international airport, we have no right to unlimited free access airside and we must respect the authorities wish to maintain security; otherwise, we shall not be able to conduct the kind of event we would wish. An example format, which has been used successfully, is attached at Annex C, but it may be necessary to adapt this to meet the sensitivities of the religious and national customs of the deceased.

19. United Nations Medal. If the deceased has not previously been awarded the United Nations Medal with UNAMIR ribbon, action should be taken to make an exceptional award, as allowed in the Regulations. The medal should be available for any ceremonial which may be arranged.

SUMMARY

20. When a member of UNAMIR dies, there will be much to be done and it will need to be done quickly. It is important that all concerned are aware of the part that they have to play. Accurate and timely notification of the necessary information is the key.

Annexes :

A. Personnel to be Notified Immediately on Receipt of Notification of Death or Serious Injury.

B NOTICAS Format.

C. Possible form of Ceremonial.

ANNEX A TO AIDE MEMOIRE

PERSONNEL TO BE INFORMED IMMEDIATELY ON RECEIPT OF
NOTIFICATION OF DEATH OR SERIOUS INJURY

1. MA to FC.
2. MA to DFC.
3. COS.
4. DCOS (Sp)
5. DCOS (Ops)
6. FMO.
7. CMPO.
8. Provost Marshal.
9. CAO.
10. Public Affairs Office.

ANNEX B TO AIDE MEMOIRE

NOTICAS FORMAT

- A. NOTICAS NO :
- B. UNAMIR
- C. Service Number :
- D. UN ID Card No :
- E. Rank :
- F. LAST NAME (Given names) :
- G. Sex :
- H. Nationality :
- I. Next of Kin (Name, address and relationship):
- J. Category (eg contingent member, MILOB etc) :
- K. On duty at the time of the occurrence (Yes or No) :
- L. Date of Occurrence :
- M. Time (Local) :
- N. Place :
- O. Type of Casualty (Death, injury or illness)
- P. Cause of casualty :

ANNEX C
TO AIDE MEMOIRE

CEREMONIAL PROCEDURE FOR FUNERAL SERVICES
CONDUCTED FOR UNITED NATIONS PERSONNEL

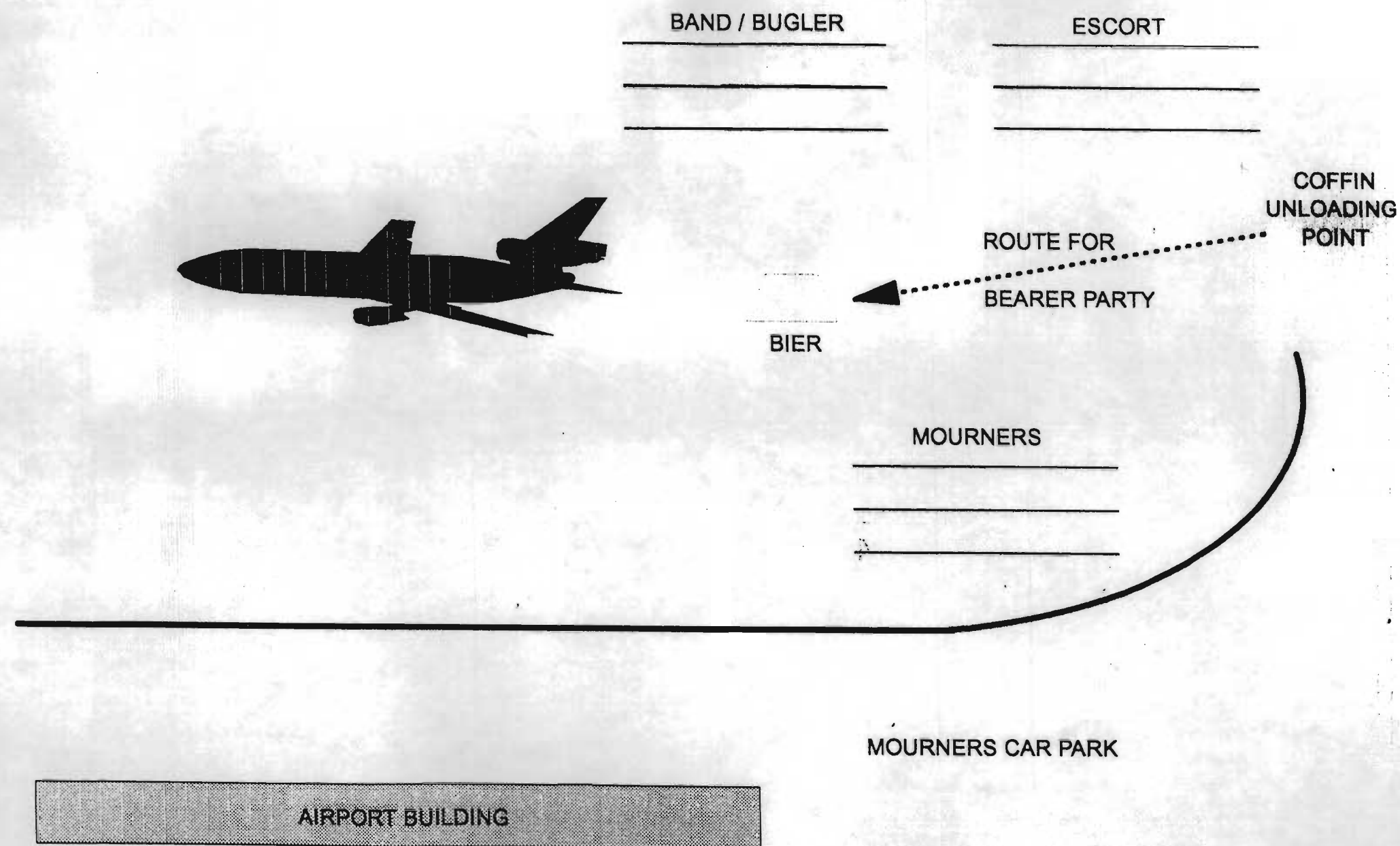
1. In the event that a funeral service is conducted for United Nations Personnel it will either be a contingent 'family' ceremony or a Force Ceremony the ceremonial procedure to be followed for a Force event is given below:

Serial	Command	Given by	Action	Remarks
1.				<p>1. Escort Party and Band from up in the assembly area under command of Escort Comd. To be drawn for the contingent/contingents concerned or provided by Kigali Bn.</p> <p>2. Biers in place.</p> <p>3. Mourners briefed by CMPOL or his staff.</p>
2.	Escorts Attention	Escort Comd	National Drill	Band complies with commands
3.	Escorts Shoulder Arms	Escort Comd	National Drill	
4.	Band by the Centre, Escorts by the Left, Quick March	Escort Comd		Band and Escorts step off together and march to pre-designated positions. Band and Escorts Mark time.
5.	Band and Escorts - Halt	Escort Comd	National Drill	
6.	Band and Escorts will Advance - Left Turn	Escort Comd	National Drill	
7.	Escorts - Order Arms	Escort Comd	National Drill	

8.	Escorts - Stand at Ease	Escort Comd		<ol style="list-style-type: none"> 1. Parade Commander Takes Command 2. Band acts on Command 3. Bearer Party moves to start position (Provided by contingents of deceased)
9.	Escorts - Attention	PDE COMD		<ol style="list-style-type: none"> 1. Band acts on Command
10.	Bearer Party - Slow March	OIC Bearer Party		
11.	Bearer Party - Halt	OIC Bearer Party		<ol style="list-style-type: none"> 1. Given when rear of veh carrying the coffin is level with the bier.
12.	Bearer Party - Inwards Turn	OIC Bearer Party		
13.	Bearer Party- Remove Coffin	OIC Bearer Party		<ol style="list-style-type: none"> 1. Depending on the Vehicle that is used to transport the coffin, the bearer party is to remove the coffin as smoothly as possible 2. Once the coffin has been removed, the vehicle is to depart from the service area back to the assembly area
14.	Bearer Party Prepare to Lift- Lift	OIC Bearer Party	Lift the coffin evenly until it is just above the level of the shoulder, turn the body towards the feet end of the coffin and at the same time take the weight of the coffin on the inside shoulder.	
15.	Coffin Right or Left	OIC Bearer Party	Using short steps in a forward and sideways motion rotate the coffin in the required direction until it is positioned feet foremost, towards the direction of subsequent movement. Bearers are to be halted on completion of this movement.	
16.	Slow March	OIC Bearer Party	Bearers are to step off with the inside foot to avoid rocking of the coffin. Paces should be short and while the step is to be maintained, bearers must not attempt to carry out a ceremonial slow march. Heads must be held erect and bearers must not look down.	

GROUND PLAN FOR FUNERAL SERVICES
CONDUCTED FOR UN PERSONNEL

APPENDIX 1 TO
ANNEX CTO
AIDE MEMOIRE



26	Escorts - General Salute - Present Arms	PDE COMD	National Drill	1. Buglers sound Last Post 2. All military pers in uniform are to salute
27	Escorts - Shoulder Arms	PDE COMD	National Drill	Given on completion of Last Post
28	Bearer Party - Inwards Turn	OIC Bearer Party		
29	Bearer Party One Step Forward - March	OIC Bearer Party		
30	Bearer Party Prepare to Lift - Lift	OIC Bearer Party	As for Serial 14	
31	Bearer Party Slow March	OIC Bearer Party	Bearer Party marches the coffin to a position where it can be placed aboard the aircraft.	It may be necessary to pre- position personnel in the aircraft to assist acceptance of coffin.
32	Bearer Party - Halt	OIC Bearer Party		
33	Bearer Party - Prepare to lower	OIC Bearer Party	As for serial 18	

34	Bearer Party - Lower	OIC Bearer Party	<p>1. Bearer Party assists in lowering the coffin until it is supported in a position to be loaded onto the aircraft</p> <p>2. Using short side steps and the assistance of the air crew the coffin is loaded onto the aircraft</p>	
35	Bearer Party - Attention	OIC Bearer Party		
36	Bearer Party Move to the Right in File - Right Turn	OIC Bearer Party		
37	Bearer Party - Quick March	OIC Bearer Party	Bearer Party marches to the Right Flank of the escort party. Halt and Left turn	
38	Escort Party - Move to the Left in File - Left Turn	PDE COMD		All Contingents act on command
39	Escort Party - Quick March	PDE COMD		<p>1. All contingents march back to the assembly area.</p> <p>2. Contingents are halted and fallen out to return to duty.</p>

1/12

85 12-2 13

OUT GOING FAX NO. 2115

PAGE 1 OF ~~12~~ 12

DATE: 1 APRIL 1995

FILE NO: 5000.7(PLANS)

TO: DPKO - (MSN PLANNING SVCS) UNITED NATIONS NEW YORK, NY 10017 USA FAX # (212) 963-1356 PHONE # (212) 963-2402	FROM: MGEN GC TOUSIGNANT FORCE COMMANDER UNAMIR, KIGALI PHONE: 1 212 963 3092 FAX NO: 1 212 963 3090 DRAFTED BY: G3 PLANS
ATTN: BARIL	
INFO:	
INTERNAL DISTR: DFC, COS, DCOS OPS, DCOS SP, E/12	
SUBJECT: UNAMIR FORCE SOPs	

1. PLEASE FIND ENCLOSED AMENDMENTS TO THE UNAMIR FORCE SOP.
2. PLEASE ENSURE THAT AMENDMENTS ARE MADE TO YOUR COPY OF THE UNAMIR SOP.

Fc 012-3

OC
Pse make the
amendments.

5/4

06/4

06/11
UNAMIR
85 12-2 13

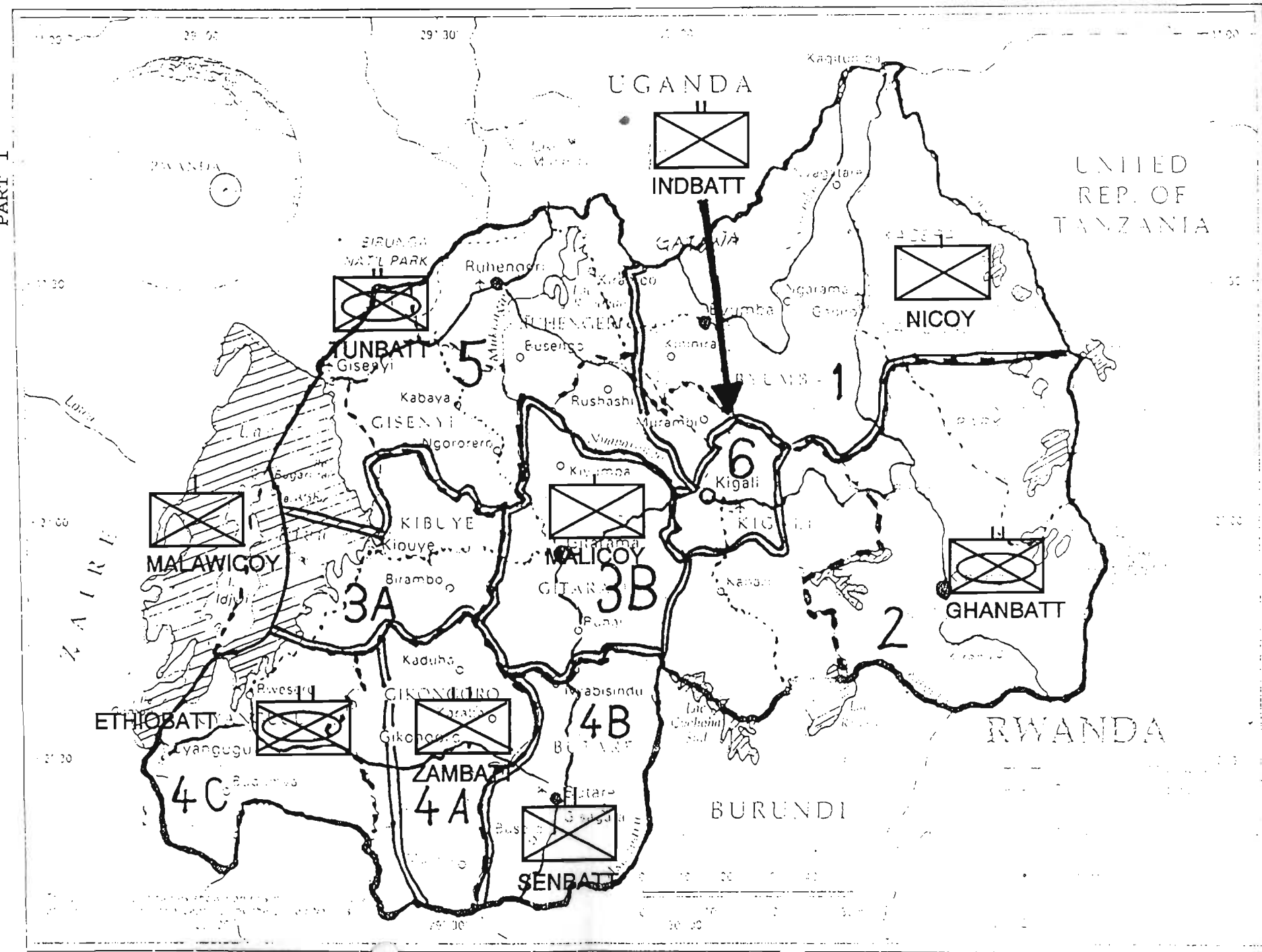
DISTRIBUTION LIST

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ANNEX A TO
UNAMIR SOPs
PART 1





Security Council

Distr.
GENERAL

S/RES/965 (1994)
30 November 1994

RESOLUTION 965 (1994)

Adopted by the Security Council at its 3473rd meeting,
on 30 November 1994

The Security Council,

Reaffirming all its previous resolutions on the situation in Rwanda, in particular its resolution 872 (1993) of 5 October 1993 by which it established the United Nations Assistance Mission for Rwanda (UNAMIR), and its resolutions 912 (1994) of 4 April 1994, 918 (1994) of 17 May 1994, and 925 (1994) of 8 June 1994, which set out the mandate of UNAMIR,

Having considered the progress report of the Secretary-General on UNAMIR dated 25 November 1994 (S/1994/1344),

Noting the report of the Secretary-General on security in the Rwandese refugee camps of 18 November 1994 (S/1994/1308),

Recalling its resolution 955 (1994) of 8 November establishing the International Tribunal for Rwanda,

Stressing the importance of achieving genuine reconciliation between all elements of Rwandan society within the frame of reference of the Arusha Peace Agreement,

Noting the deployment of human rights officers to Rwanda by the High Commissioner for Human Rights in order to monitor the ongoing human rights situation, to help redress existing problems and prevent possible human rights violations from occurring, to help foster a climate of confidence and the establishment of a more secure environment and thus facilitate the return of refugees and displaced persons, and to implement programmes of technical cooperation in the field of human rights, particularly in the area of administration of justice,

Noting also that the widespread dispersal of landmines is causing hardship to the civilian population and is hampering the return of refugees and displaced persons and other humanitarian relief efforts,

94-47584 (E)



Welcoming the establishment by the Secretary-General of a Trust Fund pursuant to resolution 925 (1994) of 8 June 1994,

1. Decides to extend the mandate of UNAMIR until 9 June 1995;
2. Reaffirms that UNAMIR will:
 - (a) Contribute to the security and protection of displaced persons, refugees and civilians at risk in Rwanda including through the establishment and maintenance, where feasible, of secure humanitarian areas;
 - (b) Provide security and support for the distribution of relief supplies and humanitarian relief operations;
 - (c) Exercise its good offices to help achieve national reconciliation within the frame of reference of the Arusha Peace Agreement;
3. Decides to expand UNAMIR's mandate to include the following additional responsibilities within the limits of the resources available to it:
 - (a) Contribute to the security in Rwanda of personnel of the International Tribunal for Rwanda and human rights officers, including full-time protection for the Prosecutor's Office, as well as security details for missions outside Kigali;
 - (b) Assist in the establishment and training of a new, integrated, national police force;
4. Strongly urges the Government of Rwanda to continue its cooperation with UNAMIR in the implementation of its mandate and in particular in ensuring unimpeded access to all areas of Rwanda by UNAMIR forces, personnel of the International Tribunal for Rwanda, and human rights officers;
5. Welcomes UNAMIR's efforts to increase its radio broadcasting capabilities so as to reach the refugee camps in neighbouring countries and expresses the hope that it will soon be possible for the Government of Rwanda to conclude appropriate arrangements with UNAMIR in this regard, including the allocation of a radio frequency;
6. Commends the efforts of States, United Nations agencies and non-governmental organizations which have provided humanitarian and other assistance, and encourages them to continue and increase such assistance, particularly in Rwanda;
7. Requests the Secretary-General to make recommendations on possible steps that could be taken by the United Nations to promote the establishment of an effective mine clearance programme in Rwanda;
8. Calls upon the international community to provide resources needed to meet the immediate needs of the Government of Rwanda directly or through the Trust Fund established pursuant to resolution 925 (1994) of 8 June 1994;

/...

9. Requests the Secretary-General, following the usual consultations, to inform the Council should he consider that the additional tasks in paragraph 3 require consideration of an adjustment in the logistic and personnel requirements of UNAMIR;

10. Decides to keep under review the situation in Rwanda and the role played by UNAMIR and, to that end, requests the Secretary-General to report to the Council by 9 February 1995 and 9 April 1995, on UNAMIR's discharge of its mandate, the safety of populations at risk, the humanitarian situation and progress towards repatriation of refugees;

11. Commends the efforts of the Secretary-General, his Special Representative and his Special Humanitarian Envoy to coordinate the United Nations response to the various aspects of the crisis in Rwanda;

12. Decides to remain actively seized of the matter.

SECTION 20 - INSTRUCTIONS ON USE OF RAPID REACTION FORCEGENERAL

1. UNAMIR and NGO installations in KIGALI are vulnerable to trespass by unauthorized armed and unarmed locals. In response to the encroachments by locals into UNAMIR/NGO installations, the Rapid Reaction Force(RRF) has been constituted to react quickly and decisively to protect threatened UNAMIR and NGO installations in KIGALI city.

AIM

2. To provide guidelines on the use of the RRF.

COMPOSITION

3. The RRF is a motorised platoon capable of responding to an immediate threat at section level while maintaining the capacity to deploy the whole platoon if necessary.

4. Sector 6 Commander is responsible for providing the RRF.

COORDINATING INSTRUCTIONS

5. The RRF will be at 10 minutes NTM and reinforcement of troops as follows:

- a. First reinforcement section at 30 min NTM.
- b. Reinforcement section 2 at 45 min NTM.
- c. Assy area - RRF location.

6. The use of force will be as per UNAMIR Rules of Engagement.

TASKS

7. The RRF WILL NOT BE DEPLOYED FOR MORE THAN 12 HRS. The force may act as a stop gap and should be withdrawn as soon as the threat for which they were deployed no longer exists to free them for other RRF tasks. The RRF may be deployed to undertake the following at short notice:

- a. Provide sentries when unmanned UN property/NGO facilities are threatened by locals/bandits (see Annex L).
- b. Escort unauthorized persons out of UN property and installations.

- c. Arrest and handover trespassers to the local authorities with the assistance of UNAMIR Military Police.
- d. Protect personnel belonging to UNAMIR, UN agencies, NGOs and local Rwandan citizens (if assessed that local authorities are unable to respond appropriately).

REPORTING

6. When UNAMIR assistance is required at the site of an incident, UNAMIR HQ OPS will be contacted on Channel 4 or 8 and the following information will be passed to the Force Duty Officer to facilitate decision making regarding deployment of the RRF.

- a. Brief description of incident.
- b. Location of incident (Grid Ref necessary).
- c. Suggested loc for RV with RRF.
- d. Strength of trespassers/intruders, whether armed or unarmed. If armed, type of weapons and dispositions at incident site.
- e. Possible routes to incident site.
- f. Comms arrangements if different from CH 4 or 8.
- g. Any cas to UN/NGO personnel.

RESPONSIBILITIES

7. DUTY OFFICER. The Force Duty Officer will be responsible for deploying the RRF. He will ensure that the following are carried out. Paras (a to e) will be carried out before deploying the RRF.

- a. Determine strength of RRF required.
- b. Identify location of incident site.
- c. Identify possible routes.
- d. Brief the RRF comd by radio/telephone on the nature of the impending task including action of RRF at RPA CHPs/Road Blocks.
- e. Inform G3 OPS/G3 PLANS.
- f. Inform RPA LO and Gendamarie HQ of incident and RRF tasks.
- g. Submit detailed After Action Report to DCOS OPS as soon as possible.

3-20-2

UN RESTRICTED

**GUIDELINES FOR INITIATING AND REVIEWING
UNAMIR CONFIDENTIAL REPORTS**

	PERSONNEL REPORTED UPON	INITIATING OFFICER	REVIEWING OFFICER
1.	For all UNMOS	Team Leader/Sect Comd	CMO
2.	UNMO Team Leaders	Sect Comd/Sect Snr Coord	DFC
3.	Sect Comd UNMOS	CMO	DFC
4.	Sec Heads - Milob HQ	CMO	DFC
5.	Sect Comd/Contingent Comds	DFC	FC
6.	Branch Heads (DCOS OPS/SP)	COS/DFC	FC
7.	Section Heads(Staff- G level)	DCOS/COS	COS/DFC
8.	Remainder force HQ Staff	DCOS	COS
9.	Tac HQ Staff	COS/OC TAC	COS/DFC
10.	<u>Contingent Members:</u> a. 2ICs and all offr b. Infantry Coy (Indep) Cdrs, other offr incl Force HQ Sigs/Engr	Contingent Comd/Bn Cdr COS/DFC	- FC
11.	<u>Force HQ Troops</u> a. 2IC and all officers of Log, Engr & Med element. b. Log, Engr & Med Element Commanders	Element Comd DFC	DFC FC
12.	COS	DFC	FC
13.	CMO	FC	-
14.	DFC	FC	-

UN RESTRICTED

11/12

ANNEX B TO
UNAMIR SOPs
PART 9 SECTION 5

(To be issued)

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12/12

ANNEX F TO
UNAMIR SOPs
PART 9 SECTION 6

(To be issued)

UN RESTRICTED



File: 5000.7 (Plans)

To: **DCOS OPS**

From: G3 PLANS

Info: G3 OPS
CLO

Date: 23 Mar 95

Subject: **PROPOSED DUTIES OF THE CHIEF LIAISON OFFICER SECTION**

Reference: A. UNAMIR SOPs - Part 2, Section 4 dated 19 Dec 95

1. It is recommended that the duties of the UNAMIR Chief Liaison Officer (CLO) in the Reference be amended to reflect the following duties:
 - a. Conduct daily liaison with government Ministries/Departments, RPA and Gendarmerie.
 - b. Coordinate all government requests for UNAMIR support (ie. Requests for helicopter support, transport etc). All requests for support that are received by the various Branches will be passed to CLO Section to be actioned.
 - c. Assist Protocol Officer as required.
 - d. Facilitate the resolution of conflicts between government Ministries/Departments, RPA etc and UNAMIR.
 - e. Assist all UNAMIR branches and sections to achieve their missions.
 - f. Provide a CLO duty officer between 1800 hrs and 0800 hrs daily.
2. If you approve the revised duties for the CLO the following additional resources will be required:
 - a. One civilian pattern vehicle; and
 - b. One interpreter.
3. For you action please.

Thur
24/3

UNAMIR FORCE SOPs

PART TWO

HEADQUARTERS

Actual

15/3

SECTION 1	CONCEPT
SECTION 2	COMMAND AND CONTROL
SECTION 3	ORGANIZATION
SECTION 4	STAFF DUTIES AND RESPONSIBILITIES
ANNEX A	ORGANIZATION OF UNAMIR
ANNEX B	ORGANIZATION OF SRSG OFFICE
ANNEX C	ORGANIZATION OF DOA
ANNEX D	ORGANIZATION OF MILITARY DIVISION
ANNEX E	ORGANIZATION OF FORCE HEADQUARTERS

16/3

SECTION I -- CONCEPT

1. This part of the SOPs lays down the command and control of UNAMIR and its Military Component and the outline organization of UNAMIR. The detailed organizational structure of the Military Component HQ down to the Sector level. It also gives the various duties and responsibilities of the main staff at the Force HQ.
2. It comprises four section as follows:
 - a. Section 1 -- Concept
 - b. Section 2 -- Command and Control
 - c. Section 3 -- Organization
 - d. Section 4 -- Staff Responsibilities and Duties.

SECTION II - COMMAND AND CONTROL

1. The command and control of UNAMIR is vested in the Secretary-General, under the authority of the Security Council. The Secretary-General, with the consent of the Security Council, has appointed the Special Representative of the Secretary-General (SRSG) as head of UNAMIR and is responsible for the implementation of the UNAMIR mandate.

2. The Secretary-General has also appointed the Force Commander and is charged with the responsibility of the implementation of the main function of the military component control of all military and civilian personnel assigned to the Military Component of UNAMIR and they will be directly answerable to him for their conduct and performance of their duties.

3. The Force Commander reports to the SRSG on all matters concerning the functioning of the Military Component of UNAMIR. He will keep the SRSG fully informed of developments and accomplishments of the Military Component's performance.

4. The Chief Administrative Officer (CAO) is responsible for the provision of administrative support to all components of UNAMIR. He will be under the direct authority of the SRSG. He will report directly to the Director of Field Operations Division on matters of purely administrative nature.

5. The command of the Civilian Police of UNAMIR will be under the SRSG through the Police Commissioner. However, when they are employed in a supporting role on a specific military mission they may be put under the command of the Force Commander. In all other instances, close liaison between the Military and Police Components will be maintained at all levels by working arrangements appropriate to the circumstances.

SECTION III -- ORGANIZATION

1. Depicted at the annexure are the outline organization of the following:

- a. Annex A -- Outline Organization of UNAMIR
- b. Annex B -- Outline Organization of SRSG Office
- c. Annex C -- Outline Organization of DOA
- d. Annex D -- Detailed Organization of Military Division
- e. Annex E -- Detailed Organization of Force HQ

2. Detailed Organizations of the various units/elements/installations will be contained in subsequent SOPs of the units/elements/installations at the various levels.

SECTION IV -- STAFF RESPONSIBILITIES AND DUTIES

1. This section describes the responsibilities of the FC and the principal staff officers in UNAMIR HQ Military Component. It also includes the duties of the staff officers in the offices of the FC and DFC/COS and those of the Camp Commandant. The responsibilities and duties of the Commanders and the staff in the other units and branches e.g. Engineers, Medical, Air Operations are contained in the SOPs covering each branch functional area. The responsibilities of the CAO, though not under the FC, have been included for the purpose of reference and clarity.

2. The responsibilities and duties covered are:

- a. FC;
- b. DFC/COS;
- c. DCOS Ops;
- d. G1/CMPO;
- e. G2/Info;
- f. G3 Ops;
- g. G3 Plans;
- h. G4;
- i. G6/FSO;
- j. CLIAISON;
- k. MIO;
- l. MA to FC;
- m. ADC to FC;
- n. MA to DFC/COS;
- o. ADC to DFC/COS;
- p. Camp Commandant;
- q. Humanitarian; and
- r. General Duties of Branch Heads.

3. Force Commander. The Force Commander is appointed by the Secretary-General with the consent of the Security Council. He is the overall Commander of the Military Component in UNAMIR and those civilian personnel assigned to the Component. He is responsible for efficient command, control and administration of the Force. The FC is responsible for implementation and achievement of the main functions of the Military Component of UNAMIR as set forth in the UNAMIR mandate. He is to report to the SRSG on all matter concerning the functioning of the Military Component. The FC carries out his responsibilities with the assistance of UNAMIR HQ staff and his personal staff.

4. Duties of DFC/COS

- a. Deputizes for the FC and assumes command in his absence.
- b. Carries out special assignments of cross-border or cross faction liaison.
- c. Carries out all operational tasks on behalf of the FC.
- d. Provides advice and suggestions on various aspects of the operations.
- e. Directs, supervises and co-ordinates the work of the Military Staff.
- f. Co-ordinates military and civilian staff effort. All civilian staff co-ordinate their activities through him on all matters of importance with a military pertinence.
- g. Assumes responsibility for the issue of all major written staff work (e.g. Force SOPs, Policy Directives, Operational Directive, Plans, Orders, etc.).
- h. Assumes responsibility for the co-ordination of briefings.
- j. Ensures FC is kept informed of the on-going situation as required.

5. Duties of DCOS Ops

- a. Directs, co-ordinates and supervises the work of the Operational Branch.
- b. Defines the responsibilities of his subordinate staff officers.
- c. Assumes responsibility for all operations coordinating inter-unit activity and provides guidance where requested.
- d. Keeps himself abreast of the operational situation, endeavours to solve outstanding issues, keeps DFC/COS or FC informed of important developments and forwards appropriate proposals for decision of FC.
- e. Ensures the accuracy and timeliness of reports and returns.
- f. Disseminates information to and co-ordinates with other military and civilian branches/section on pertinent matters.
- g. Produces and reviews all important operational documents such as SITREPS, faxes, cables, special reports, OPOs, instructions, SOPs, etc.
- h. Conducts routine operation briefing for visitors on direction from the FC.
- j. Responsible for functioning and maintenance of Operation Room.
- k. Responsible for assignment and tasking DO groups of OPS Officers and data: collection, registration, processing and further distribution system set up.

6. Duties of G1/Chief Military Personnel Officer

- a. Directs, co-ordinates and supervises the work of the Personnel Branch.
- b. Defines the responsibilities of his subordinate staff officers.
- c. Accepts responsibility for all personnel activity such as rotations, personnel records, strength returns, staff lists, replacements, repatriations, injuries, illness, leave, ID cards, sports, welfare.
- d. Co-ordinates and directs, where necessary, personnel oriented elements within the Peacekeeping Operations (e.g. medical, military police).
- e. Processes Boards of Inquiry (BOI) and Claims.
- f. Maintains supervision of progress or regress of privileges and immunities.
- g. Ensures accurate and timely submission of returns and reports.
- h. Maintains full knowledge of all developments in the personnel field, solving current issues, keeping DFC/COS and, if necessary FC, informed of important developments and forwarding appropriate proposals for decision by the FC.
- j. Disseminates pertinent information to other staff heads both military and civilian.

7. Duties of G2/Info.

- a. Coordinate the information collection plan as directed by the Force Commander's information requirements and the sources and agencies available to HQ UNAMIR.
- b. Collate and log the information collected.
- c. Make assessments as to the future intentions of factions as directed by the Force Commander information requirements.
- d. Disseminate information in a timely and accurate manner.

8. Duties of G3 Plans.

- a. Is responsible for formulation of plans and contingency planning with respect to UNAMIR Ops.
- b. Works in close co-ordination with Operations Branch to achieve best results.
- c. Defines responsibilities of his subordinate staff officers.
- d. Coordination of troop deployments and rotations.
- e. Force structure.
- f. Works in close co-ordination with other UN and Humanitarian Organizations for long term planning.

9. Duties of G4

- a. Directs, supervises and co-ordinates the work of the Logistics Branch.
- b. Defines the responsibilities of his subordinate Staff Officers.
- c. Assumes responsibility for all logistical activity, such as maintenance and repair, transport, supplies, movement control, food services/rations, accommodation postal, medical and engineer services.
- d. Keeps himself abreast of the logistics situation on endeavours to solve outstanding problems, keeps DAC or FC informed of important developments and forwards appropriate proposals for decision of FC.
- e. Ensures accurate and timeliness of all reports/returns.
- f. Disseminates information to and co-ordinates with other military and civilian staff branches/sections on pertinent matters.
- g. Works closely with CAO in the preparation of the Logistics plan and budget.
- h. Control tasking of Logistics units
- i. Produce and reviews important logistics documents such as orders, directives, instructions, SOPs etc

10. Duties of the Chief Liaison Officer

- a. Liaison with the Rwanda faction forces on matters which require mutual coordination.
- b. Responsible for Liaison with all UN Civil agencies, NGOs and Rwanda civilian administrations for briefings and press conferences.
- c. Responsible for any special assignment projects as directed by the FC.
- d. Acts as the Force focal point for all escort demands. All demands, if approved, will be forwarded to MILOB Gp HQ for implementation.
- e. Supervises the daily activities of the Government and RPA Liaison staff, including their meetings with anyone outside of the strict military environment. He is to be informed of all such non-military meetings.
- f. Be the point of contact of the UNCIVPOL with the force.

11. Duties of Military Information Officer

- a. Through the Liaison Officers, maintains an information data bank to include detailed and accurate information on all aspects of faction cantonment sites. Keeps an update progress of cantonment and demobilization process.
- b. Keeps himself and his staff informed on operation situation in respective sectors.

- c. Carries out briefings on information summary and other matters when called upon to do so.
- d. Works in close co-ordination with Ops and JMC and keeps them informed on latest developments in faction AOs.
- e. Collects, collates and disseminates INTREPS on all issues.
- f. Is responsible for procurement, handling accounting and issue of all types of maps.
- g. Assists the Public Information Officer whenever necessary.

12. Duties of the Military Assistant to Force Commander

- a. Acts as personal Staff Officer to the FC.
- b. Responsible for the administration of the office and staff of the FC.
- c. Drafts FC's speeches as directed.
- d. Screens all cables (coded and clear) for presentation to the FC for action and/or information.
- e. Drafts reply messages or correspondence as directed by the FC.
- f. Takes on special assignments/projects as directed by the FC.
- g. Acts as a Military Press Officer.

13. Duties of the Aide de Camp (ADC) to FC

- a. Keeps the FC informed about his official and social commitments.
- b. Responsible for the FC's welfare and comfort.
- c. Arrange FC's visits to contingents and elsewhere in the mission area, and informs the DFC/COS and Operation Branch of the FC's itinerary for these visits.
- d. Accompanies the FC on travels within the Mission area and, if required, outside the Mission area.
- e. Liaises with Travel and visa Officer and arranges for and confirms all transportation and accommodations in respect to each itinerary, to include checking in/out at both airports and hotels.
- f. Assists with arrangements of VIP visits to UNAMIR HQ and other protocol matters as directed by the FC in cooperation with the COS and MA to FC.
- g. Assists in organizing social activities hosted by the FC
- h. Organizes the FC's meetings in Liaison with the FC's secretary and MA.
- j. Acts as personal Adj't to the FC as required.
- k. Carries out other duties as directed by the FC.

14. Duties of MA/Staff Officers to the DFC/COS

- a. Acts as personal staff officer to the DFC/COS.
- b. Responsible for the administration of the office and staff of the DFC.
- c. Screens all cables and correspondence (coded and clear) for presentation to the DFC.
- d. Drafts reply messages as directed by the DFC.
- e. Organizes the DFC's meeting in liaison with the ADC to the DFC.
- f. Keeps the DFC informed with regard to his official commitments.
- g. Arranges the DFC/COS visits to units in the AO and elsewhere in the Mission Area.
- h. Accompanies the DFC/COS on travels within and, if required, outside the Mission Area.
- j. Organizes social activities as directed by the DFC.
- k. Takes on special assignments/projects as directed by the DFC/COS.

15. Duties of Aide de Camp (ADC) to DFC/COS

- a. Keeps the DFC informed regarding his official and social commitments.
- b. Responsible for the DFC's welfare and comfort.
- c. Arranges the DFC's visits to contingents and elsewhere in the Mission Area in conjunction with the MA.
- d. Accompanies the DFC on travels within the Mission Area and, if required, outside the Mission Area.
- e. Liaises with the travel and Visa Officer on DFC's travels outside the Mission Area. Arranges and confirms all transportation and accommodation in respect of each itinerary including checking in/out at airports and hotels.
- f. Assists in organizing social activities hosted by the DFC.
- g. Organizes the DFC's meetings in liaison with the MA/Staff Officer.
- h. Screens all cables (coded and clear) for presentation to the DFC for action and or information.
- j. Acts as personal Adjutant to the DFC as required.
- k. Carries out any other tasks as directed by the DFC.

16. Duties of the Camp Commandant

- a. Co-ordinates generally with the UNAMIR Military HQ

- b. Responsible for consolidating, printing, issuing and reviewing SOP's,
- c. Prepares and distributes minutes from FC's conferences, staff meetings as directed by the FC.
- d. Controls the Hq Conference Halls and co-ordinates its reservation by the branches/sections.
- e. Maintains files on all staff duties instructions.
- f. Co-ordinates SOP inputs.
- g. Responsible for inventory/accounting for all equipment and furniture assigned to the staff of the Force Hq.
- h. Attempt to ensure adequate stationery supplies are readily available for use for staff duties.
- j. Responsible for security of the UNAMIR HQ under supervision of the DFC/COS with co-ordination of Chief Security Officer.
- k. Responsible for allocating office spaces for the staff of the Force HQ.
- l. Ensures adequate office equipment and furniture are readily available for use by Force HQ staff.
- m. Responsible for reliability of all facilities in the HQ edifice with electricity and water supply as well.

17. Duties of Humanitarian Officer

- a. Ensuring that humanitarian aid is provided to displaced persons in camps under the control of UNAMIR.
- b. Coordinating on behalf of the Force Commander all humanitarian relief operations within Rwanda.
- c. Coordinating the transfer and/or relocation of displaced persons in Rwanda.
- d. Maintaining communication with both opposing forces with regards to humanitarian activities.
- e. Lodging protests against hostile acts against humanitarian activities.
- f. Arranging for the security of humanitarian relief agencies.
- g. Maintaining current locations of displaced persons and refugees inside Rwanda and in neighbouring countries.
- h. Maintaining records on missing persons both Rwandese and foreign nationals and arranging where possible for their evacuation.

18. General Duties of Military Branch Heads

- a. Efficiency of their Branches, i.e. defining responsibilities of staff members, issuing instruction, delegation of authority, etc. *pub*

- b. Maintaining full knowledge of the current situation and the development under their Branches in the Mission Area.
- c. Taking appropriate action to solve current issues and improve efficiency within the Branch.
- d. Keeping the PC and DFC informed of Branch work and where appropriate, forwarding proposals for decisions.
- e. Ensuring that reports and other returns for which the Branch is responsible, are accurate and submitted on time.
- f. Dissemination of information, as required, to other Branches and Civilian Sections of UNAMIR HQ and to Units of the Force.
- g. Co-ordination with other Branches and Civilian Sections concerned and advising the DFC immediately of any conflict.
- h. Submitting drafts for efficiency reports on Staff Officers to the DFC three weeks prior to the departure of those officers.



UNAMIR - MINUAR

①

FROM: G3 LIAISON OFFICER

KIGALI, 06 MARCH 95

TO: G3 OPS

SUBJECT: DUTIES

REF: UNAMIR FORCE SOPS DART TWO HQ
SECTOR 4: PARAGRAPH 10 DUTIES OF THE
CHIEF LIAISON OFFICE.

②

cc

For the attention
of G3 PLANS

③ Fwd to G3 PLANS

13.3

I have the honor to transmit to you the duties of UNAMIR Chief liaison Officer.

To create a mutual and more operational coordination of the following components:

- military
- Gendarmerie
- Paramilitary forces

I. CLO/UNAMIR is the FC Representative and he is responsible for the following:

- a. Any project transfer (duty) as instructions issued by FC.
- b. All acts consisting of putting together all requests for escort as made by the various UN services.
- c. FC informs him in advance of any press movement, non-military meetings so that he can provide assistance to FC.

PAHO

II. The Chief Liaison Office connects the exterior activities to UNAMIR particularly in the following areas:

- a. prepare and establish contacts for the missions assigned to him.
- b. remove difficulties and make more convenient the relations between the parties cited.
- c. improve on the working relationships between authorities for a better understanding.

G3 Plans
② G3 Ops

Pls review and discuss
how we can better utilize
the CLO and his section.

DCOS ops
9.3

d. provide guidance to all persons from outside UNAMIR, Rwandese authorities in particular or any common citizen coming for any the following services:

- travel
- social assistance (humanitarian - school)
- duty reasons
- health
- security
- etc...

e. consequently the Chief Liaison Office works out a better coordination so as to collaborate with the following UNAMIR services:

- MP
- Protocol
- Security Office in order to avoid duplication of work at UNAMIR HQ.

f. Rwandese persons from all walks of life or other non-governmental services (NGOs) come into contact with various UNAMIR services without passing through the Liaison Officer. This is done in a disorganized way, without follow-up or expected results. Therefore, it is necessary to entrust the Liaison Officer with his mission to ensure a better follow up of the contacts. *Direct contact is necessary. Raise profile/exposure*

g. Furthermore, within the limits of his possibilities, the Liaison Officer gathers information from the press -radio broadcasts or hearsay- to brief FC especially about information concerning UNAMIR forces, so as to improve on the arrangements of their mission. *PAHO.*



UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA

NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

FROM : G3 LIAISON OFFICER

KIGALI, LE 06/03/1995

TO : G3 OPS

OBJET: LES ATTRIBUTIONS

REF : UNAMIR FORCE SOPS DART TWO HQ
SECTOR 4: PARAGRAPHE 10 DUTICS OF THE
CHIEF LIAISON OFFICE.

Ayant l'honneur de vous soumettre cette fiche relatant les missions du C.L.O UNAMIR en reference citée en objet.

Pour une mutuelle coordination et plus opérationnelle avec les parties suivantes.

- Militaire
- Gendarmerie
- Forces para-militaires

- I. Le CLO/UNAMIR est le représentant du FC c'est pourquoi il est responsable de:
- a. Pourtout transfert (attribution) des projets comme directives données par FC.
 - b. Il s'agit tous les actes pour manifester en regroupant toutes les demandes d'escorte souhaitées par les différents services UN.
 - c. Il est informée d'avance par le FC pour tout mouvement de press, meeting non militaires et qu'il assiste le FC.

II. Le bureau du liaison relie les activités extérieures à UNAMIR en pasticulier sur les points suivants:

- a. préparer et établir les contacts pour les missions qu'elles lui ont assignées.
- b. Faciliter les difficultés et renrde plus commodes entre les parties citées.
- c. Parfaire les rapports de travail entre les autorités pour meilleure entente.

d. Guider en introduisant toutes les personnes étrangères de UNAMIR en particulier les autorités Rwandaises ou simples citoyens Rwandais pour une nécessité telle que:

- Voyage
- Aide sociale (humanitaire-Ecole...)
- Raison de service
- santé
- Sécurité
- Etc...

e. Le service de liaison office s'organise par conséquent pour une meilleure coordination à se collaborer avec les services de UNAMIR suivant:

- Le MP
- Le protocole
- Le service de sécurité afin d'éviter un double emploi à UNAMIR.

f. Les personnes Rwandaises quel que soit leur niveau ou autres services para-étatique (ONG) s'introduisent en dehors du L.O aux différents services UNAMIR est un travail sans suivi, ni organisé donc sans résultat escompté. Donc confier au L.O sa mission pour un meilleur suivi:

g. En outre le L.O dans la possibilité recueille les informations de sources presse -les ondes ou trottoirs... Pour porter à la connaissance de FC surtout les informations concernant les forces UNAMIR, pour améliorer les dispositions de la mission de celles-ci.

UNAMIR FORCE SOPs

PART TWO

HEADQUARTERS

SECTION 1	-	CONCEPT
SECTION 2	-	COMMAND AND CONTROL
SECTION 3	-	ORGANIZATION
SECTION 4	-	STAFF DUTIES AND RESPONSIBILITIES
ANNEX A	-	ORGANIZATION OF UNAMIR
ANNEX B	-	ORGANIZATION OF SRSG OFFICE
ANNEX C	-	ORGANIZATION OF DOA
ANNEX D	-	ORGANIZATION OF MILITARY DIVISION
ANNEX E	-	ORGANIZATION OF FORCE HEADQUARTERS

SECTION I -- CONCEPT

1. This part of the SOPs lays down the command and control of UNAMIR and its Military Component and the outline organization of UNAMIR. The detailed organizational structure of the Military Component HQ down to the Sector level. It also gives the various duties and responsibilities of the main staff at the Force HQ.
2. It comprises four section as follows:
 - a. Section 1 -- Concept
 - b. Section 2 -- Command and Control
 - c. Section 3 -- Organization
 - d. Section 4 -- Staff Responsibilities and Duties.

SECTION II - COMMAND AND CONTROL

1. The command and control of UNAMIR is vested in the Secretary-General, under the authority of the Security Council. The Secretary-General, with the consent of the Security Council, has appointed the Special Representative of the Secretary-General (SRSG) as head of UNAMIR and is responsible for the implementation of the UNAMIR mandate.
2. The Secretary-General has also appointed the Force Commander and is charged with the responsibility of the implementation of the main function of the military component control of all military and civilian personnel assigned to the Military Component of UNAMIR and they will be directly answerable to him for their conduct and performance of their duties.
3. The Force Commander reports to the SRSG on all matters concerning the functioning of the Military Component of UNAMIR. He will keep the SRSG fully informed of developments and accomplishments of the Military Component's performance.
4. The Chief Administrative Officer (CAO) is responsible for the provision of administrative support to all components of UNAMIR. He will be under the direct authority of the SRSG. He will report directly to the Director of Field Operations Division on matters of purely administrative nature.
5. The command of the Civilian Police of UNAMIR will be under the SRSG through the Police Commissioner. However, when they are employed in a supporting role on a specific military mission they may be put under the command of the Force Commander. In all other instances, close liaison between the Military and Police Components will be maintained at all levels by working arrangements appropriate to the circumstances.

SECTION III -- ORGANIZATION

1. Depicted at the annexure are the outline organization of the following:

- a. Annex A -- Outline Organization of UNAMIR
- b. Annex B -- Outline Organization of SRSG Office
- c. Annex C -- Outline Organization of DOA
- d. Annex D -- Detailed Organization of Military Division
- e. Annex E -- Detailed Organization of Force HQ

2. Detailed Organizations of the various units/elements/installations will be contained in subsequent SOPs of the units/elements/installations at the various levels.

SECTION IV -- STAFF RESPONSIBILITIES AND DUTIES

1. This section describes the responsibilities of the FC and the principal staff officers in UNAMIR HQ Military Component. It also includes the duties of the staff officers in the offices of the FC and DFC/COS and those of the Camp Commandant. The responsibilities and duties of the Commanders and the staff in the other units and branches e.g. Engineers, Medical, Air Operations are contained in the SOPs covering each branch functional area. The responsibilities of the CAO, though not under the FC, have been included for the purpose of reference and clarity.

2. The responsibilities and duties covered are:

- a. FC;
- b. DFC/COS;
- c. DCOS Ops;
- d. G1/CMPO;
- e. G2/Info;
- f. G3 Ops;
- g. G3 Plans;
- h. G4;
- i. G6/FSO;
- j. CLIAISON;
- k. MIO;
- l. MA to FC;
- m. ADC to FC;
- n. MA to DFC/COS;
- o. ADC to DFC/COS;
- p. Camp Commandant;
- q. Humanitarian; and
- r. General Duties of Branch Heads.

3. Force Commander. The Force Commander is appointed by the Secretary-General with the consent of the Security Council. He is the overall Commander of the Military Component in UNAMIR and those civilian personnel assigned to the Component. He is responsible for efficient command, control and administration of the Force. The FC is responsible for implementation and achievement of the main functions of the Military Component of UNAMIR as set forth in the UNAMIR mandate. He is to report to the SRSG on all matter concerning the functioning of the Military Component. The FC carries out his responsibilities with the assistance of UNAMIR HQ staff and his personal staff.

4. Duties of DFC/COS

- a. Deputizes for the FC and assumes command in his absence.
- b. Carries out special assignments of cross-border or cross faction liaison.
- c. Carries out all operational tasks on behalf of the FC.
- d. Provides advice and suggestions on various aspects of the operations.
- e. Directs, supervises and co-ordinates the work of the Military Staff.
- f. Co-ordinates military and civilian staff effort. All civilian staff co-ordinate their activities through him on all matters of importance with a military pertinence.
- g. Assumes responsibility for the issue of all major written staff work (e.g. Force SOPs, Policy Directives, Operational Directive, Plans, Orders, etc.).
- h. Assumes responsibility for the co-ordination of briefings.
- j. Ensures FC is kept informed of the on-going situation as required.

5. Duties of DCOS Ops

- a. Directs, co-ordinates and supervises the work of the Operational Branch.
- b. Defines the responsibilities of his subordinate staff officers.
- c. Assumes responsibility for all operations coordinating inter-unit activity and provides guidance where requested.
- d. Keeps himself abreast of the operational situation, endeavours to solve outstanding issues, keeps DFC/COS or FC informed of important developments and forwards appropriate proposals for decision of FC.
- e. Ensures the accuracy and timeliness of reports and returns.
- f. Disseminates information to and co-ordinates with other military and civilian branches/section on pertinent matters.
- g. Produces and reviews all important operational documents such as SITREPS, faxes, cables, special reports, OPOs, instructions, SOPs, etc.
- h. Conducts routine operation briefing for visitors on direction from the FC.
- j. Responsible for functioning and maintenance of Operation Room.
- k. Responsible for assignment and tasking DO groups of OPS Officers and data: collection, registration, processing and further distribution system set up.

6. Duties of G1/Chief Military Personnel Officer

- a. Directs, co-ordinates and supervises the work of the Personnel Branch.
- b. Defines the responsibilities of his subordinate staff officers.
- c. Accepts responsibility for all personnel activity such as rotations, personnel records, strength returns, staff lists, replacements, repatriations, injuries, illness, leave, ID cards, sports, welfare.
- d. Co-ordinates and directs, where necessary, personnel oriented elements within the Peacekeeping Operations (e.g. medical, military police).
- e. Processes Boards of Inquiry (BOI) and Claims.
- f. Maintains supervision of progress or regress of privileges and immunities.
- g. Ensures accurate and timely submission of returns and reports.
- h. Maintains full knowledge of all developments in the personnel field, solving current issues, keeping DFC/COS and, if necessary FC, informed of important developments and forwarding appropriate proposals for decision by the FC.
- j. Disseminates pertinent information to other staff heads both military and civilian.

7. Duties of G2/Info.

- a. Coordinate the information collection plan as directed by the Force Commander's information requirements and the sources and agencies available to HQ UNAMIR.
- b. Collate and log the information collected.
- c. Make assessments as to the future intentions of factions as directed by the Force Commander information requirements.
- d. Disseminate information in a timely and accurate manner.

8. Duties of G3 Plans.

- a. Is responsible for formulation of plans and contingency planning with respect to UNAMIR Ops.
- b. Works in close co-ordination with Operations Branch to achieve best results.
- c. Defines responsibilities of his subordinate staff officers.
- d. Coordination of troop deployments and rotations.
- e. Force structure.
- f. Works in close co-ordination with other UN and Humanitarian Organizations for long term planning.

9. Duties of G4

- a. Directs, supervises and co-ordinates the work of the Logistics Branch.
- b. Defines the responsibilities of his subordinate Staff Officers.
- c. Assumes responsibility for all logistical activity, such as maintenance and repair, transport, supplies, movement control, food services/rations, accommodation postal, medical and engineer services.
- d. Keeps himself abreast of the logistics situation *and endeavours to solve outstanding problems*, keeps DFC or FC informed of important developments and forwards appropriate proposals for decision of FC.
- e. Ensures accurate and timeliness of all reports/returns.
- f. Disseminates information to and co-ordinates with other military and civilian staff branches/sections on pertinent matters.
- g. Works closely with CAO in the preparation of the Logistics plan and budget.
- h. Control tasking of Logistics units
- i. Produce and reviews important logistics documents such as orders, directives, instructions, SOPs etc.

10. Duties of the Chief Liaison Officer

- a. Liaison with the Rwanda faction forces on matters which require mutual coordination.
- b. Responsible for Liaison with all UN Civil agencies, NGOs and Rwanda civilian administrations for briefings and press conferences.
- c. Responsible for any special assignment/projects as directed by the FC.
- d. Acts as the Force focal point for all escort demands. All demands, if approved, will be forwarded to MILOB Gp HQ for implementation.
- e. Supervises the daily activities of the Government and RPA Liaison staff, including their meetings with anyone outside of the strict military environment. He is to be informed of all such non-military meetings.
- f. Be the point of contact of the UNCIVPOL with the force.

11. Duties of Military Information Officer

- a. Through the Liaison Officers, maintains an information data bank to include detailed and accurate information on all aspects of faction cantonment sites. Keeps an update progress of cantonment and demobilization process.
- b. Keeps himself and his staff informed on operation situation in respective sectors.

- c. Carries out briefings on information summary and other matters when called upon to do so.
- d. Works in close co-ordination with Ops and JMC and keeps them informed on latest developments in faction AOs.
- e. Collects, collates and disseminates INTREPS on all issues.
- f. Is responsible for procurement, handling accounting and issue of all types of maps.
- g. Assists the Public Information Officer whenever necessary.

12. Duties of the Military Assistant to Force Commander

- a. Acts as personal Staff Officer to the FC.
- b. Responsible for the administration of the office and staff of the FC.
- c. Drafts FC's speeches as directed.
- d. *pro-sec. / melle has @longer*
Screens all cables (coded and clear) for presentation to the FC for action and/or information.
- e. Drafts reply messages or correspondence as directed by the FC.
- f. Takes on special assignments/projects as directed by the FC.
- g. Acts as a Military Press Officer.

13. Duties of the Aide de Camp (ADC) to FC

- a. Keeps the FC informed about his official and social commitments.
- b. Responsible for the FC's welfare and comfort.
- c. Arrange FC's visits to contingents and elsewhere in the mission area, and informs the DFC/COS and Operation Branch of the FC's itinerary for these visits.
- d. Accompanies the FC on travels within the Mission area and, if required, outside the Mission area.
- e. Liaises with Travel and visa Officer and arranges for and confirms all transportation and accommodations in respect to each itinerary, to include checking in/out at both airports and hotels.
- f. Assists with arrangements of VIP visits to UNAMIR HQ and other protocol matters as directed by the FC in cooperation with the COS and MA to FC.
- g. Assists in organizing social activities hosted by the FC
- h. Organizes the FC's meetings in Liaison with the FC's secretary and MA.
- j. Acts as personal Adjt to the FC as required.
- k. Carries out other duties as directed by the FC.

14. Duties of MA/Staff Officers to the DFC/COS

- a. Acts as personal staff officer to the DFC/COS.
- b. Responsible for the administration of the office and staff of the DFC.
- c. Screens all cables and correspondence (coded and clear) for presentation to the DFC.
- d. Drafts reply messages as directed by the DFC.
- e. Organizes the DFC's meeting in liaison with the ADC to the DFC.
- f. Keeps the DFC informed with regard to his official commitments.
- g. Arranges the DFC/COS visits to units in the AO and elsewhere in the Mission Area.
- h. Accompanies the DFC/COS on travels within and, if required, outside the Mission Area.
- j. Organizes social activities as directed by the DFC.
- k. Takes on special assignments/projects as directed by the DFC/COS.

15. Duties of Aide de Camp (ADC) to DFC/COS

- a. Keeps the DFC informed regarding his official and social commitments.
- b. Responsible for the DFC's welfare and comfort.
- c. Arranges the DFC's visits to contingents and elsewhere in the Mission Area in conjunction with the MA.
- d. Accompanies the DFC on travels within the Mission Area and, if required, outside the Mission Area.
- e. Liaises with the travel and Visa Officer on DFC's travels outside the Mission Area. Arranges and confirms all transportation and accommodation in respect of each itinerary including checking in/out at airports and hotels.
- f. Assists in organizing social activities hosted by the DFC.
- g. Organizes the DFC's meetings in liaison with the MA/Staff Officer.
- h. Screens all cables (coded and clear) for presentation to the DFC for action and or information.
- j. Acts as personal Adjutant to the DFC as required.
- k. Carries out any other tasks as directed by the DFC.

16. Duties of the Camp Commandant

- a. Co-ordinates generally with the UNAMIR Military HQ

- b. Responsible for consolidating, printing, issuing and reviewing SOP's,
- c. Prepares and distributes minutes from FC's conferences, staff meetings as directed by the FC.
- d. Controls the Hq Conference Halls and co-ordinates its reservation by the branches/sections.
- e. Maintains files on all staff duties instructions.
- f. Co-ordinates SOP inputs.
- g. Responsible for inventory/accounting for all equipment and furniture assigned to the staff of the Force Hq.
- h. Attempt to ensure adequate stationery supplies are readily available for use for staff duties.
- j. Responsible for security of the UNAMIR HQ under supervision of the DFC/COS with co-ordination of Chief Security Officer.
- k. Responsible for allocating office spaces for the staff of the Force HQ.
- l. Ensures adequate office equipment and furniture are readily available for use by Force HQ staff.
- m. Responsible for reliability of all facilities in the HQ edifice with electricity and water supply as well.

17. Duties of Humanitarian Officer

- a. Ensuring that humanitarian aid is provided to displaced persons in camps under the control of UNAMIR.
- b. Coordinating on behalf of the Force Commander all humanitarian relief operations within Rwanda.
- c. Coordinating the transfer and/or relocation of displaced persons in Rwanda.
- d. Maintaining communication with both opposing forces with regards to humanitarian activities.
- e. Lodging protests against hostile acts against humanitarian activities.
- f. Arranging for the security of humanitarian relief agencies.
- g. Maintaining current locations of displaced persons and refugees inside Rwanda and in neighbouring countries.
- h. Maintaining records on missing persons both Rwandese and foreign nationals and arranging where possible for their evacuation.

18. General Duties of Military Branch Heads

- a. Efficiency of their Branches, i.e. defining responsibilities of staff members, issuing instruction, delegation of authority, etc. *public*
inform

- b. Maintaining full knowledge of the current situation and the development under their Branches in the Mission Area.
- c. Taking appropriate action to solve current issues and improve efficiency within the Branch.
- d. Keeping the FC and DFC informed of Branch work and, where appropriate, forwarding proposals for decisions.
- e. Ensuring that reports and other returns for which the Branch is responsible, are accurate and submitted on time.
- f. Dissemination of information, as required, to other Branches and Civilian Sections of UNAMIR HQ and to Units of the Force.
- g. Co-ordination with other Branches and Civilian Sections concerned and advising the DFC immediately of any conflict.
- h. Submitting drafts for efficiency reports on Staff Officers to the DFC three weeks prior to the departure of those officers.



DCS OPS
5.3

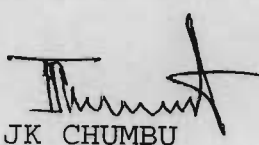
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See Distribution

04 Mar 95

SUBJECT: AMENDMENT TO UNAMIR SOP PART III SECTION 20

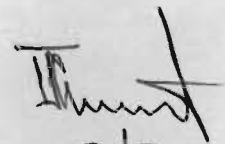
1. Attached please find an amended version of Part III section 20 of UNAMIR SOP. The amendment covers para 5 a, b and c.
2. For your necessary action.


JK CHUMBU
Maj
SO2 OPS

Distribution:

- LIST A (Less serials 8 and 9)
- LIST B (Less serials 15, 16, 20, 21, 23, 24 and 26)
- LIST C (Less serials 32 and 42)

SRSG Office
CAO
UN HQ New York (DPKO)


07/3

UN RESTRICTED

SECTION 20 - INSTRUCTIONS ON USE OF RAPID REACTION FORCE

GENERAL

1. UNAMIR and NGO installations in KIGALI are vulnerable to trespass by unauthorized armed and unarmed locals. In response to the encroachments by locals into UNAMIR/NGO installations the Rapid Reaction Force (RRF) has been constituted to react quickly and decisively to protect threatened UNAMIR and NGO installations in KIGALI city.

AIM

2. To provide guidelines on the use of the RRF.

COMPOSITION

3. The RRF is a motorised platoon capable of responding to an immediate threat at section level while maintaining the capacity to deploy the whole platoon if necessary.

4. Sector 6 Commander is responsible for providing the RRF.

COORDINATING INSTRUCTIONS

5. The RRF will be at 10 minutes NTM and reinforcement of troops as follows:

- a. First reinforcement section at 30 min NTM.
- b. Reinforcement section 2 at 45 min NTM.
- c. Assy area - RRF location.

6. The use of force will be as per UNAMIR Rules of Engagement.

TASKS

7. THE rrf WILL NOT BE DEPLOYED FOR MORE THAN 12 HRS. The force may act as a stop gap and should be withdrawn as soon as the threat for which they were deployed no longer exists to free them for other RRF tasks. The RRF may be deployed to undertake the following at short notice:

- a. Provide sentries when unmanned UN property/NGO facilities are threatened by locals/bandits (see Annex L).
- b. escort unauthorized persons out of UN property and installations.