

IR

MEMORANDA

12 NOV 1993 - 12 JUNE 1995

PLEASE RETAIN
ORIGINAL ORDER

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19 November 1993

NOTES

REGULAR MEETING FC, COS, POL.OFFR, CAO and SAO

1. Security situation:

Quiet.

2. Personnel movements/arrivals:

(a) military

First elements of Belgian contingent arriving

(b) civilian

Expected arrivals: Sr Pol. Adviser, Dr. Kabia, and
SRT M. Albrightsen from Kabale Sunday 21/11

3. Accommodation/meals:

Buyumba/DMZ HQ + accomm for 4 staff officer - moving
furniture but house not cleaned and painted until end
of next week.

Feeding and laundry arrangements not finalized.

No action taken to accommodate/feed additional 7 - 10
staff officers in DMZ HQ.

Kigali Sector HQ - still looking for suitable premises
down town. (Amb Obalijoro suggested an empty Maison de
Commune later in the day. It will be visited. Other
alternative only the one close to Meridien.

Tunisian Platoons Nkumba and Kinihira: no major
problems except lack of transp in Kinihira.

Kigali Bn: Technical school (Bn HQ, Coy) - contract
being prepared; Stadium (Coy (-) plus Rapid Deployment
Force + Tunisian Guard Det) - agreed, contract to be
concluded; Pln north of town - premises identified but
not owner; Coy in the city - no info from Recce Party.

Force LogBase and Mission storage/workshop areas:

- Airport and Rwandex premises secured.
- TRAFFIPRO - Govt. investigating
- two compounds/alternative sites visited and lease
proposals received.

FC to advise CAO on concept for deployment of logistic

4. Finance:

Budget received for November only. Accounts to be
opened soonest in Kigali and be replenished from UNNY.

Budget does not include funds for rents, alterations of or maintenance for any accommodation, includes insufficient funds for boarding arrangements for staff officers, no funds for purchase of vehicles, workshop equipment or spare parts, no fund for vehicle insurance, US \$ 227,000 for helicopters and fixed-wing A/C, no funds for official hospitality, no funds for quartermaster or general stores. A Budget Review will be made and suggestions sent to FOD next week.

5. Transport:

- 4 vehicles (without radios) from Nairobi 17 Nov
- local procurement of vehicles - reply expected from FOD after HQCC meeting on 23 November

6. Communications:

- (a) New switchboard, 20 international lines; operational this week. Info Circular and Telephone Directory will be prepared by CCO - ready Monday 22 November.
- (b) INMARSAT being brought from Kabale, when SRT returns.
- (c) Radio Room in progress but lack of Radio Operators and other essential staff.

7. Logistics:

Medical emergency treatment at Kigali General Hospital: SMedO still has not provided CAO with all detailed medical requirements, which should be included in a Note Verbale to MoFA (prepared by CAO).

8. General Service:

Messenger service in-house, four times daily.
Mail Room and Registry in progress.

9. EDP:

- Basic "Word Perfect" course starts Monday at 14:00 hrs.

10. Others

- Draft proposal "VIP List" distributed to FC, Pol. Offr and SAO for comments. FC still not replied.
- Preparations to furnish SRSG's offices in progress.
- Accommodation reserved for SRSG, Sr Pol Adv and P.A. at "Milles Collines"
- ETA SRSG Tuesday 23 Nov 10:50 hrs. To be confirmed
- Meeting Routines from 24 Nov ? (Suggest SRSG, FC, CAO, Comm CIVPOL bi-weekly coord meetings; SAO to attend FC's coord. meetings)

12 November 1993

PA
Rec. 12/11/93
BS

NOTES FROM
MEETING WITH FC, COS AND SAO

1. Security Situation

Quite. NTR

2. Contracts

- (a) Finalized: Meridien (accommodation, boarding, feeding Tunisians in DMZ), MILOBS HQ, Mission HQ, feeding of soldiers serving at Mission HQ.
- (b) To be finalized: DMZ HQ, MovCon accommodation, Kigali Sector HQ, Rwandex (stores), ISCPA Camp at Nkumbo, part of Stadium (for Kigali Bn).

3. Other premises

- (a) Airport facilities for Transit Store, Aircraft Maintenance, MovCon offices - reply from Govt expected next week.
- (b) "TRAFFIPRO" - possible Logbase and Workshop Area - discussions with Director negative. CAO to approach Swiss Charge d'Affaires to discuss further.

4. Finance

- (a) MSA paid to ex-NMOG UNMO's. Funds for payment achieved from UNDP (advance).
- (b) - According to a telephone advise on 11 Nov from FOD ACABQ has approved an interim November budget of US \$ 4.7 million for UNAMIR. This amount shall suffice for all expenditures occurred for UNAMIR by FOD, other Missions and the Mission in Rwanda.
- CAO expecting a letter from Comptroller with delegated authorities, instructions etcetera, whereafter we can open local bank accounts.
- All payments in Rwanda will be in either FRW cash or in US \$ Traveller's Cheques, which can only be cashed in Rwanda in banks against FRW. According to FC FOD in some cases has agreed to pay charges required when cashing cheques. SAO - pls request Finance Unit to clarify amount of charges for exchanges and prepare fax to FOD to request instructions on payment.

5. Personnel

- Travel Assistant, Cashier, ~~Political Officer~~ have arrived over the latest three days.

- Transport Officer arriving today.
- Registry/Mail Room Supervisor and Radio Operator arriving next week (and we will begin to build up our CommCen).
- Senior Radio Technician (M. Albrigtsen to serve permanently in Mission HQ, due in next Monday). SAO - pls check workload and outstanding work requirements in UNOMUR with SAO/UNOMUR.
- ~~Chief Finance, Chief Civilian Personnel, Chief Procurement Officers, Chief Special Task Unit selected but nothing officially known about arrival dates.~~

6. Procurement

- Survey of availability of goods and equipment ongoing.
- Survey of vehicles available for local procurement finalized and sent to FOD with request for purchase of 30 vehicles (as many 4x4's as were available).
- Advertisement this week for laundry and haircut bids. Contract preparations.

7. Communications

- (a) CCO in negotiations all week with Rwandatel to acquire additional international telephone lines for Mission HQ (in total 20 lines) but so far no final approval acquired.
- (b) Rwandatel will arrange for MILOBS HQ to be able to get through to Uganda (only) through operator.
- (c) One fax machine for MILOBS HQ - traffic to Uganda but no other int'l connections - to be arranged.
- (d) 240 generators, all sizes, all overhauled, being shipped from UNTAC to UNOMUR/UNAMIR on or about 20 Nov. Expected to arrive port in east Africa 3 weeks later.

8. Transport

- (a) Current fleet: 3 buses, 16 vehicles (all rented) + ex-NMOG vehicles.
- (b) Govt. has advised, that it will formally request to have all its 19 vehicles returned next week. Details to be discussed as required with German and Belgian embassies and with MoFA, when Note Verbale has arrived.
- (c) FOD preparing air-lift of initially 4 Land-Cruisers (4x4) and thereafter 10 Land-Cruisers. Also 3 buses in the pipeline. When ???
- (d) CAO has requested local procurement of 30 vehicles (see para 6 above).
- (e) Distribution of vehicles - Vehicle Establishment Committee (chaired by DFC). In mean-time priority to

DMZ (arriving, suitable 4 x 4's to be exchanged with now in DMZ available less good vehicles).

- (f) Retain Govt. Mercedes for the time being + Pajero in "pool" for use for duty travel to (within) DMZ.
- (g) Reception Plan (arriving troops) to be prepared by CMovCon in coord with CAO (Transport Officer).

9. General Service

- (a) Pouch Service starting today. Pouch closes at noon. FOD has been advised, that we want pouches to be sent directly to UNAMIR from now on.
- (b) Additional fax machines and stationary expected today (purchased by UNOMUR on our behalf).
- (c) Internal messenger service to be operational next week.
- (d) Laundry and feeding arrangements being finalised for Tunisian Platoon in Nukumbo. Similar arrangements to be finalised for Platoon at Kinihira, expected to remain there for the next 3 - 4 months (SAO).

10. Others

- (a) SRSG's Directives - to all personnel in Mission
CAO's Administrative Instructions and Information Circulars - "-"
FC's Directives (SOP) - to military personnel only

Suggest coordination COS - SAO of all instructions/directives, which are not clearly of a pure military/operational nature

CAO has asked for UNPROFOR SRSG's and FC's Directives to be pouched to UNAMIR. Available are UNPROFOR Administrative Instructions and Information Circulars + Field Administration Handbook (Draft), of which CAO has requested 3 additional copies.

Force HQ's SOP's ("samples" from UNTAC available).

- (b) Distribution Lists - draft work to begin next week, when CommCen is being organized (ADC - CCO).
- (c) - Request for Nurse - problem solved with UNDP.
- Motorola to FMedO - when more available or from current distribution.

11. SAO's POINTS

- (a) Villa for Kigali Sector HQ found near Meridien. FC requested that CAO tries to find alternative in city centre. There is another week to ten days, before staff for this HQ are arriving.
- (b) "Guidelines for TCN" - arrived? Not yet.

12. FC's POINTS

- (a) Vehicle requirement for next week's Recce by Bangladesh elements (Engr and Log Coys, Bn elements).
- (b) Projected requirements being prepared, e.g. engineer works material (for bridge repairs etcetera).
- (c) Ops Directive for Phase 1 being prepared, will be circulated for comments.
- (d) Katuna Check-point water problem. SAO to call SAO/ UNOMUR to investigate if he needs assistance to sort out contract problem.
- (e) Interpreter required on 50 %-week contract. Either nely employed or already employed interpreter available for FC Tuesday 16 Nov from 09:30. In addition Force HQ's requirement for translation work will increase. CAO to employ one additional translator. (SAO - action, pls)
- (f) First CIVPOL ETA next week (from Ghana and the Philippines).
- (g) Force HQ"s requires a few filing cabinets for safe filing of sensitive documents. (SAO - available in Uganda ? Procurement in Kigali ?)

Distribution: FC, CAO, Pol. Offr., COS, SAO

16 November 1993

Rd. 17/11

NOTES

REGULAR MEETING FC, COS, POL.OFFR, CAO and SAO

1. Security situation:

Quiet.

2. Personnel movements/arrivals:

(a) military

NTR

(b) civilian

Arrival: MIS Mgr Eric Dobhaghe, Ghana, 15/11
Proc Offr Ms. Georgette Kraish (16/11)
Radio Op D. Wichjalmsson (16/11)
Registrar Stefan Persson (16/11)

Travel: SRT M. Albrigtsen in Kabale until
further notice

3. Accommodation/meals:

MovCon in one week's time from Stadium to rented
house. MP to join on arrival.

Buyumba/DMZ HQ + accomm for 4 staff officer - moving
furniture but house not ready until end of week.
Feeding and laundry arrangements not finalized.

Kigali Sector HQ - still looking for suitable house.

Tunisian Platoon Nkumba: flags, mattresses and a
stove being arranged. Shipped this week. Meridien
undertaken to deliver food twice weekly.

Tunisian Platoon Kinihira - CAO visiting Thursday.

Kigali Bn: Technical school (Bn HQ, Coy),
Stadium (Coy (-) plus Rapid Deployment Force + Tunisian
Guard Detachment). One Pln north of town. One Coy in
the city. FOD has confirmed, that tropps are to be in
tentage. CAO not entitled to pay for troop
accommodation.

Force LogBase and Mission storage/workshop areas:

- Airport)
) Govt. "considering"
- TRAFFIPRO)
- two compounds alternative sites visited;

Alternative sites for Force LogCoy and Force Workshops investigated and lease offers expected.

In addition SAO to finalize agreement with RWANDEX and IVECO soonest. Premises intended for Mission stores and partillay for Kigali Bn maintenance areas.

4. Finance:

No temporary budget for November - false alarm !

5. Transport:

- 4 vehicles (without radios) ETA from Nairobi 17 Nov
- local procurement of vehicles - reply expected from FOD
- ex-NMOG vehicles: 5 Rwandan Govt. vehicles with drivers + 24 vehicles "on loan" from Belgium + Germany kept; 14 Rwandan Govt. vehicles returned to Ambassador Obalijoro this morning. Drivers was a prerequisite from Govt. for loan of vehicles.

6. Communications:

(a) New switchboard, 20 international lines; operational this week. Info Circular and Telephone Directory will be prepared by CCO.

(b) INMARSAT being brought from Kabale, when SRT returning.

Proposed distribution of Code Cables (IN/OUT): SRSG, FC, CAO (only). No copies to be taken. No Code Cables to be circulated.

7. Logistics:

Medical emergency treatment at Kigali General Hospital: SMedO to provide CAO with all detailed medical requirements. CAO will then send Note Verbale to MoFA.

8. General Service:

Messenger service in-house, twice a day; will be extended to four times a day.

Still limited storage paper and toners !
Our copy-machine is showing signs of fatigue !!

9. EDP:

- EDP Manager arrived.
- Basic "Word Perfect" courses to start this week.

- 60 printers ETA from Nairobi 17 Nov

10. Others

- draft proposal "VIP List" distributed to FC and PolOffr for comments
- preparations to furnish SRSG's offices to begin

11. FC's comments

- Transp problem Tunisian Pln ? (Turned out to be wrong info. Buses had departed on time to pick up at Nkumba as requested.)
- MovCon recce at Airport. CAO to call amb Obalijoro.
- Interpreter - can we borrow from UNDP (SAO) ?
- Requirement for maps to be procured to be given to SAO, pls.
- Requirement for talc, pens, colour pencils etcetera. SAO to have Procurement take action and report on availability.
- Equipment for offloading at Airport ? MovCon to check.
- Demobilization & Integration Phase - responsibilities of CAO ? CAO to check.
- President will be 1 hr late to ceremony to-morrow.

Distribution: FC, COS, Pol. Offr., CAO, SAO



✓

TO: All Chiefs of Section

DATE: 12 June 1995

FROM: Spokesman, OSRSG-10

SUBJECT: Meeting with the Force Commander

The Force Commander has scheduled a meeting on Tuesday 13 June 1995 at 11:00 a.m. in the Briefing Room on the Ground Floor.

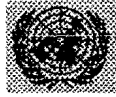
The meeting will focus on the new mandate.

Thank you.

ad 0251

UNITED NATIONS

ASSISTANCE MISSION IN RWANDA



UNAMIR - MINUAR

NATIONS UNIES

MISSION POUR L'ASSISTANCE AU RWANDA

INTEROFFICE MEMORANDUM

DATE: 06 Jun 95

REF: AIR OPS 250

TO: All UNAMIR Military and Civilian Personnel

FROM: C. Ouziel
Chief Administrative Officer

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

SUBJECT: UNAMIR WEEKLY FLIGHT SCHEDULE

1. Due to circumstances beyond our control, we are no longer able to utilize our medium transport aircraft, the Antonov-26. In order to compensate for this shortcoming, we have been utilizing a far more expensive aircraft on a daily basis, in the hopes that a solution to our problem would be forthcoming.

2. We have reached a point where we are certain that we will no longer be able to use the Antonov-26, however the daily use of the Hercules has become a financial liability. In order to keep our operation cost-effective, while maintaining operational capability and flexibility, it has been decided that a modified regular weekly flight schedule will be brought into force.

3. Until further notice, UNAMIR will run regularly-scheduled flights each day except Sunday and Wednesday. Notwithstanding VIP movements and other special requirements, the flight schedule will be as follows:

Schedule for Monday, Tuesday, Thursday, Friday, and Saturday (ALL TIMES ARE LOCAL)

**DEPART NAIROBI AT 0900HRS CHECK-IN AT 0700HRS
ARRIVE KIGALI AT 0945HRS**

**DEPART KIGALI AT 1015HRS CHECK-IN AT 0815HRS
ARRIVE NAIROBI AT 1300HRS**

4. Once again, there are no flights on either Sunday or Wednesday.

5. Thank you for your continued cooperation. Best regards.



UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA

NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

TO: UNAMIR Military and Civilian Personnel 31 May 1995
Staff of United Nations Agencies in Rwanda

FROM: Maj-General Guy C. Tousignant
Acting Chief of Mission
UNAMIR

SUBJECT: Arrival of New Executive Director

I am pleased to announce the arrival in Kigali, on 29 May, of UNAMIR's new Executive Director, Mr. Wilfrid De Souza.

As Mr. De Souza takes up his important responsibilities, I am sure I can count on all members of the United Nations community in Rwanda to extend to him the usual cooperation.



A: Tous les fonctionnaires de l'information
du système des Nations Unies, Kigali

DATE: 16 mai 1995

DE: Ismaël A. Diallo
Porte-parole *AD*

SUJET: Invitation aux réunions de presse

1. Comme cela a souvent été suggéré, la MINUAR se propose d'organiser des réunions d'information à l'intention de tous les responsables de l'information des Nations Unies à Kigali.

2. Les réunions se tiendront un mercredi sur deux, la première ayant lieu ce mercredi 17 mai 1995 à 11 heures; elles pourraient toutefois devenir hebdomadaires en cas de besoin.

3. Les fonctionnaires de l'information auront ainsi l'occasion de rendre compte des activités de leurs institutions respectives et de répondre aux questions des journalistes qui seront conviés à ces réunions.

4. La réunion de ce mercredi 17 mai sera précédée d'une rencontre avec le Représentant spécial du Secrétaire général, l'Ambassadeur Khan, à 10h15, réunion à laquelle vous êtes cordialement invités.

Pour plus d'informations, prière de s'adresser au Bureau du Porte-parole, téléphone 84266, poste 11075 ou 11066.



UNAMIR - MINUAR

DATE: 16 MAY 1995

TO: Capt Chris MUMRARI
Chief of Security
Kigali Airport
Kigali

FROM: Ally GOLO
OIC Administration
UNAMIR-KIGALI

SUBJECT: UNAMIR VISAS REQUEST.

This is further to our discussion of 14 May 1995 at the Airport, whereby an understanding was reached on matters related to granting of visas at the Airport upon arrivals.

Rotations

All pertinent information concerning rotations of troops will, as usual, be communicated to the Ministry of Foreign Affairs, the Ministry of Defense and the Ministry of Interior as is the actual practice. UNAMIR through HQs New York, endeavours to inform troop contributing countries to ensure that their nationals arrive in Rwanda with valid travel documents so that visas will be issued on arrival.

International civilian Staff, CIVPOL, MILOBs, UNVs and UNAMIR guests

UNAMIR is aware of the Government position that any traveller to Rwanda must be in possession of a valid visa. Within the context of the UNAMIR mandate and the spirit of the SOMA (Status of Mission Agreement), it is agreed as you suggested, that all UNAMIR personnel and guests referred to above may be granted visa on arrival on first entry provided that a prior note, communicating names and relevant particulars of arriving personnel, is forwarded to you and the immigration office at the Airport at least 24 hours prior to actual arrival. This arrangement would help alleviate the processing and certainly would eliminate the cost of delays to UNAMIR associated with the granting of visas in Nairobi for example and problems related to the return of passengers on UNAMIR flights.

Thank you for your cooperation.

cc: Immigration Airport
FC/DCOS-OPS/DCOS-SUP
Protocol-OSRSG
RPA Liaison Office UNAMIR
MOVCON/MCC/Travel-Kigali/Nairobi

INTEROFFICE MEMORANDUM
MEMORANDUM INTERIEUR

VIP SCHEDULE FOR MAY 1995

DATE TIME NAME LAST, FIRST FROM TO BY:

***** THE 4 BELOW MENTIONED PAX WILL BEE ARRIVING ON THE 18-05-95
ON SABANA FLIGHT 561, 0705LT NAIROBI, THEY ARE AS FOLLOWS;

18-5-95	0830	GOLDSTONE, RICHARD	NAIROBI	0925 KIGALI	UN383
"	"	SHATTUCK, JOHN	"	"	"
"	"	POWERS, ROBERT	"	"	"
"	"	BERNSTEIN, DAVID	"	"	"

44.7

18-5-95	1700	RAKOTOMANANA, H	ARUSHA	1830 KIGALI	B-200
"	"	COLIN, PORT	"	"	"
"	"	MINTA, ISAAC	"	"	"
"	"	LEWIS, RUPERT	"	"	"
"	"	GUILLAUME, TEXIER	"	"	"
"	"	ZACKLIN	"	"	"
"	"	GILLI	"	"	"

19-5-95	0900	(30 VIP PAX)	NAIROBI	0900 KIGALI	UN383
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ALL TIMES ARE LOCAL AND SCHEDULE TO CHANGE, PLEASE CONTACT
AIROPS 11134



INTEROFFICE MEMORANDUM
MEMORANDUM INTERIEUR

VIP SCHEDULE FOR MAY 1995

DATE TIME	NAME LAST, FIRST	FROM	TO	BY:
16-5-95 0650	RAKOTOMANANA, H	KIGALI	0930 ARUSHA	B- 200
" "	COLIN, PORT	"	"	"
" "	MINTA, ISAAC	"	"	"
" "	LEWIS, RUPERT	"	"	"
" "	GUILLAUME, TÈXIER			
18-5-95 0830	GOLDSTONE, RICHARD	NAIROBI	0925 KIGALI	UN383
" "	POWERS, ROBERTO <i>Emergency officer -</i>		"	"
" "	SHATTUCK, JOHN <i>Under Secretary State</i>		"	"
" "	BERNSTEIN DAVID, <i>Assistant to Under Secretary State</i>			
18-5-95 1700	RAKOPTOMANANA, H	ARUSHA	1830 KIGALI	B-200
" "	COLIN, PORT	"	"	"
" "	MINTA, ISAAC	"	"	"
" "	LEWIS, RUPERT	"	"	"
" "	GUILLAUME, TÈXIER	"	"	"
" "	ZACKLIN	"	"	"
" "	GILI	"	"	"
19-5-95 0900	(30 VIP PAX)	NAIROBI	0900 KIGALI	UN383

VIP

ALL TIMES ARE LOCAL AND SCHEDULE TO CHANGE, PLEASE CONTACT
AIROPS 11134

20-5- Goldstone Kigali NAIROBI Sabena
22-5-95 - SRS G Kigali JARLES-SALAAT
+ 2 BEECHCRAFT



UNAMIR - MINUAR

INTEROFFICE MEMORANDUM

22 April 1995

TO : All Civilian and Military Staff
UNAMIR

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

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

SUBJECT: Acting arrangements

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

cc.: SRSG
OIC, Administration



UNAMIR - MINUAR

INTEROFFICE MEMORANDUM

DATE: 20 April 1995

To: All UNAMIR Civilian and Military Personnel

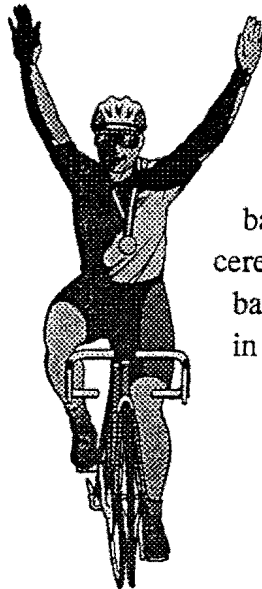
Through: Shaharyar M. Khan, Special Representative of the Secretary-General

A handwritten signature in dark ink, appearing to read 'Shaharyar M. Khan'.

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

SUBJECT: Amateur Sports Competition Day

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



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

Registration Deadline
27 April 1995

United Nations



Nations Unies

INTEROFFICE MEMORANDUM

Date: April 13, 1995

To: UNAMIR Internationally Recruited Civilian Staff

From: Brandy McNeill, Civilian Welfare Officer and Staff Counselor

Subject: **STRESS MANAGEMENT PROGRAMS SURVEY**

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

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

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

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

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

Thank you very much for your participation in the survey.

Confidential Evacuation Survey

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

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

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

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

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

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

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

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

PART A

Optional demographics:

Age: _____ Sex: _____ Nationality: _____

Marital status: _____ Number of Children: _____

Job Classification (level and grade): _____

Education Level (highest grade completed): _____

Years of Service with the UN: _____

Number of Missions served at: _____

Length of service at UNAMIR prior to Evacuation: _____

PART B

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

PHYSICAL SYMPTOMS

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

Awakening early _____

Chills _____

Chronic fatigue _____

Constipation _____

Diarrhea _____

Difficulty awakening _____

Dizziness _____

Exaggerated startle response _____

Frequent colds _____

Hair loss _____

Headaches _____

High blood pressure _____

Hot flashes _____

Hyperventilation (rapid breathing) _____

Inability to urinate _____

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

MENTAL/COGNITIVE

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

EMOTIONAL SYMPTOMS

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

Nightmares_____

Numbness_____

Resentment_____

Sadness_____

Suicidal_____

Withdrawal_____

BEHAVIORAL SYMPTOMS

Absenteeism_____

Divorce_____

End of significant relationship_____

High risk behavior_____

Increased use/misuse of alcohol and drugs (including
cigarettes)_____

Initiator of domestic violence_____

Initiator of public violence_____

Marital separation_____

Self destructive behavior_____

Tardiness_____

Workaholism_____

PART C

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

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

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

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

3. I felt afraid 24-48 hours AFTER evacuation.

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

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

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

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

7. I HEARD ABOUT the death or torture of another human being.

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

8. I felt CUT OFF/ISOLATED from the rest of the world.

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

9. The UN provided adequate mental health support BEFORE the evacuation.

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

10. The UN provided adequate mental health support DURING the evacuation.

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

11. The UN provided adequate mental health support AFTER the evacuation.

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

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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13. My life was in danger DURING the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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14. My life was in danger AFTER the evacuation.

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

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

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

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

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

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

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

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

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

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

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

23. I was held up at gunpoint DURING the evacuation.

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

24. I was held up at gunpoint AFTER the evacuation.

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

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

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

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

28. My personal coping abilities were adequate BEFORE the evacuation.

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

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

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

31. I was kept adequately informed BEFORE the evacuation.

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

32. I was kept adequately informed DURING the evacuation.

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

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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34. I felt guilty because I was unable to help Rwandese people I was personally acquainted with.

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

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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36. I felt helpless DURING the evacuation.

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

37. I felt helpless AFTER the evacuation.

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

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

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

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

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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42. My life has changed in POSITIVE ways because of the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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43. My life has changed in NEGATIVE ways because of the evacuation.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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44. The evacuation has NOT changed me.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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45. The UN has an adequate stress management program established at UNAMIR.

Strongly Disagree	Somewhat Disagree	Agree	Somewhat Agree	Strongly Agree
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46. The UN should establish stress management programs at all peace keeping missions.

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

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

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

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



INTER-OFFICE MEMORANDUM

DATE: 13 April 1995

TO: All UNAMIR Personnel

FROM: Ally H. Golo, Officer-in-Charge
Division of Administration & Management

SUBJECT: Acting arrangement

During my absence on official mission to Nairobi, from 13 to 18 April 1995, Mr. Hugo Valdes, Chief Procurement Section, will act as Officer-in-Charge of the Division of Administration and Management on my behalf.

Kindly extend to him your usual cooperation.



UNAMIR - MINUAR

Kigali 11 April 1995

INTER-OFFICE MEMORANDUM

TO : All International Civilian Staff
FROM : Secretary, Interim Staff Committee
SUBJECT : Nomination of Staff Members to serve on
Staff Committee for the year 1995

We are now calling upon all International Civilian Staff of UNAMIR to submit names of staff members whom they consider would effectively serve their interests as members of the Staff Committee for the year 1995. The posts to be filled are as follows:

Chairman
Vice Chairman
Secretary
Treasurer
Committee Members (6)

Please submit nominations to the following Polling Officers by Friday 14 April 1995:

UN HQ	Ext. 11057/11011/11285	- Lindbergh Reynolds - Room 1064
Comms Compound	Ext. 11201/1202	- Gopi Nambiar
Transport Workshop	Ext. 11213/11214	- Anglad Nanlal
Trafipro	Ext. 11263	- Marc Molatte

We look forward to your support in forming a dynamic and effective Staff Committee to serve UNAMIR staff interests.

ALL NOMINATIONS MUST INDICATE THE FOLLOWING:

NAME OF NOMINEE :_____

NAME OF PROPOSER:_____

SECONDED BY :_____

ACCEPTED :_____



To: All UNAMIR Civilian & Military personnel

B&R

UNDP, UNHCR, UNHRFO, UNREO

(With a request to inform
all NGOs and UN Agencies)

From: SRSG

Samuel J. Hsan

Date: 11 Apr 95

Subject: SEARCHING OF UNAMIR VEHICLES BY RPA

1. Under SOMA, all UNAMIR vehicles are exempted from being searched by RPA, or any security agencies of the Rwandese government. In practice, this is manifested in another manner through varying interpretations by the parties involved. Rwandan officials interpret the SOMA to read that they have the right to search the personal luggage of members of UNAMIR. UNAMIR's interpretation is that personal property of the members of UNAMIR "...required by them by reason of their presence in Rwanda with UNAMIR" is immune to search.

2. In a joint UNAMIR/RPA meeting, it was agreed that searches of vehicles could only be conducted under very exceptional circumstances, which may involve the following:

- a. Transportation of unauthorised (non-UN) personnel.
- b. Transportation of unauthorised equipment or stores.
- c. Personnel in the vehicle have been observed committing a crime.

3. As a result of the modified interpretation by the RPA, these searches have nearly become a routine exercise in many areas of Rwanda. Therefore, it is clear that the original understanding of para 2 has been misused. We are actively discussing a more reasonable approach. For the interim all personnel are cautioned to use restraint and diplomacy in these demands for searches. Requesting Milob or formed troop assistance for negotiation and not proceeding through the check point are possible alternative options to allowing the search to take place. All should be reminded that these searches are not worthy of escalation in the use of force resulting in increased tension or injury.

4. When assisting other personnel or agencies such as UNHCR and UNHRFO, Milobs and formed troops should remember it is the responsibility of the various agencies to determine whether or not to subject themselves to searches and under which parameters those searches can or can not be conducted.

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

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

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

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

INTER-OFFICE MEMORANDUM

DATE: 10 April 1995
REF: COMMS/4.7

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

From: Ally H. Golo *[Signature]*
Officer-in-Charge Administration

Subject: Officer-in-Charge, Communications Section

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

Your continuing cooperation is much appreciated.



4 April 1995

TO: All International Civilian Staff

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

SUBJECT: Officer-in-Charge, Personnel Section

Please be informed that the Chief Civilian Personnel Officer is away on leave. In his absence Mr. Adamou KOUMAGO will officiate as Officer-in-Charge of Personnel Section.

Your usual cooperation would be appreciated.



INFORMATION NOTE

DATE: 10 April 1995

TO: All Media

FROM: The Office of the Spokesman, UNAMIR

SUBJECT:: Press Briefing

1. The Special Representative of the UN Secretary-General for Rwanda, Ambassador Shaharyar M. Khan, will hold a press briefing on Wednesday, 12 April 1995 at 11.00 a.m.
2. All the media, official and private, printed and audio-visual, national and international are welcome.
3. The meeting will take place in the Briefing Room on the ground floor of UNAMIR Headquarters (Hotel Amahoro).

Note:

A press briefing is held at the same venue every Wednesday at 11:00 a.m. The Special Representative of the UN Secretary-General for Rwanda will occasionally invite a residing or visiting official to address the press.

For more information, please contact the Office of the Spokesman in Kigali: Ext.: # 11075 or 11066.

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES
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UNAMIR - MINUAR

TO: TO ALL UNAMIR/ AGENCIES PERSONNEL
FROM: PAUL ISCHLIKA
CSO/ASC

DATE: 24 March, 1995
Ref.: UNAMIR/SO/058

SUBJECT: SECURITY AWARENESS BULLETIN OF CURRENT SITUATION VOL. 3

The current security situation has necessitated the production of this news bulletin in order to appraise staff members of the over all security situation in Kigali, and Rwanda in general. It is hoped that UNAMIR personnel will take this information to heart and adjust their movements accordingly.

1. GENERAL:

The overall security situation in Rwanda although is relatively calm, but is still of serious concern, particularly with the rising tension experienced over the last two of weeks. Incidents of hostility in the Refugee camps still continue unabated, and UNAMIR military positions in some of the sectors have come under grenade attacks resulting in serious injuries to UNAMIR military personnel.

Aid Agencies are also undergoing searches at RPA check points as they travel to the sectors. UN personnel are regularly stopped and searched at these check points without consideration for their status as United Nations personnel. UN Laissez-passers, UNAMIR ID cards, and United Nations marked vehicles do not exempt them from these searches. Vehicles, bags, personal belongings, official documents, and even diplomatic bags are all subjected to these searches. The frequency and degree of search is now far beyond the search for weapons. The most common areas are between Gisenyi and Cyangugu, and Kibungo and Rusumo.

Arriving and departing passengers at the Kigali International Airport are also equally subjected to similar searches, and most often, asked to pay custom duties on personal effects.

The office of the SRSG is fully aware of the situation and "NOTE VERBALES" on the issue have been sent to the Foreign Ministry as letters of protest, but to no avail.

2. KIGALI:

The security situation in Kigali and its environs had remained calm for quite sometime. However it seems to have deteriorated in the last two weeks with threats against UN personnel and hijacking of UNAMIR vehicles being reported. The following are highlights of some of the incidents.

- (a) There has recently been an increase in the number of road blocks and check points mounted by the RPA around the city, particularly at night, sometimes starting at 1900 hrs. As usual, these road blocks are put up in most cases with empty crates and are not lit to be seen from afar. Again, UN vehicles do not escape the searches at these check points. Intensified routine foot, and mobile patrols around the city however continue at night as well.
- (b) In sector 5, Tunbatt HQ. in Ruhengeri came under grenade attack from unidentified gunmen, and 8 military personnel were injured, 4 seriously.
- (c) On the night of Sunday March 5, Nibatt HQ in Byumba also came under grenade attack by unknown persons in which 2 Nigerian military personnel sustained minor injuries. The cause for the attack is unknown.
- (d) On Sunday 26, February 1995 at about 5.15 pm, 3 UNAMIR International Civilian staff driving in a UNAMIR vehicle were fired upon with an automatic weapon by an unknown person, on the Ruhengeri/Kigali road, less than 10 km from Kigali. The front tire exploded as the bullet pierced through it, but the staff members never stopped. The gunman in desperation continued shooting at the vehicle as they sped away. Fortunately there were no injuries.
- (e) On Wednesday March 8, one Nigerian Civpol Officer was physically attacked by three unidentified armed men at his residence between 1900 and 1930 hrs. The location was Kiyovu Rugenge in Kigali. His vehicle UNAMIR # 1144 was taken away with his motorola radio, a wrist watch and US\$300 in cash.
- (f) Another UNAMIR International Civilian staff of the Transport Section was attacked by 3 RPA soldiers at his residence in Remera, at about 1930 hrs on 14 March, 1995.

At gunpoint, he was blindfolded and all his personal belongings taken away. For some strange reason, they did not take his vehicle. Losses were estimated at US\$4885. The matter is being investigated by the military police.

- (g) Another UNAMIR International civilian staff was chased a few days ago by 4 unidentified men in a small red jeep all around Kigali at night. The chase started from the foot of the hill at Chez Lando Hotel and continued through the city. The staff member made a series of evasive moves and confirmed. He however decided to make his way back to Chez Lando hotel, and as soon as he entered the car park, his assailants drove off.
- (h) On Saturday 18 March Human Rights Land Cruiser # 1926HR was reported stolen outside a UN house in Kimihurura.
- (i) On Sunday evening, 19 March, 3 armed men attempted to steal Human Rights vehicle # 1907HR from the Human Rights house at Rugenge in Kigali. The attempt was foiled when the vehicle broke down. The incident was witnessed by the local guard.
- (j) The latest incident was in Byumba in the early hours of Monday 20 March 1995, between 0100 and 0130 hrs, when a Nigerian Guard on sentry duty shot and killed an attacker, while the second one was arrested by the duty officer. Both were later identified to be local staff members of Brown & Root working in Byumba.

3. ARREST OF UNITED NATIONS LOCAL STAFF MEMBERS:

There has been an increase in arrests of UN local staff members by the RPA, all held on charges of genocide. The number has increased from 4 in February in Kigali central prisons to 6, with 3 more held in the gendarmerie stations in the city. In addition to the above, a UNAMIR translator was arrested and finally released.

4. KANOMBE INTERNATIONAL AIRPORT - KIGALI:

The Rwandese airport authorities have expressed their growing concern over the number of UNAMIR staff members attempting to enter the airport. Airport rules and regulations must be followed, and no unauthorised vehicles are allowed inside the airport.

Entering the airport without the appropriate ID cards, and vehicles passes, driving on the ramp to meet aircraft, driving across the runway without permission from the control tower, as well as receiving VIPs and baggage are to cease immediately.

Searching of personal effects of UN staff members with valid UN Laissez-passer, to the airport authorities, is a routine exercise, though its a violation of the status mission agreement between the UN and the Rwandese Government.

5. ROAD ACCIDENTS:

Vehicle accidents are on the increase. UNAMIR personnel should drive with extreme caution at all times.

The RPA drivers are contributing factors who have little or no regard for traffic rules. Nearly all road accidents that involve UN vehicles, the UN staff member is always held responsible even where he/she is not at fault. The investigations and findings are always one-sided, and in which case the staff member has no redress. All staff members are advised to be very careful on the roads, obey all road signs, and have due concern for all road blocks and the officers manning them; and above all, to observe speed limits. Remember the MPs are on the roads, and have been empowered to impound vehicles flaunting the rules. **PLEASE ALSO REMEMBER THAT IF YOU DRINK, DON'T DRIVE.**

6. THE ISSUE OF UNAMIR ID CARDS

The issue of UNAMIR ID cards has come under serious criticisms by the Rwandese authorities hence the curtailing of our privileges and immunities by them. In order to streamline the issuing of ID cards, the SRSB has decided that the following action be taken;

- (a) That UNAMIR will cease issuing ID cards to the following:
 - (i) All UN Agencies except for the Human Rights and members of the International Tribunal;
 - (ii) All Foreign Embassies in Kigali
 - (iii) All Registered Contractors with UNAMIR, except for the International Contract staff in the interim.
- (b) That all the existing UNAMIR cards will be withdrawn by the respective Agencies/Contract Companies as soon as they have devised their own system, and return them to the ID card section at UNAMIR HQ.

7. STANDARDS OF CONDUCTS:

In order not to lose sight of our moral code of conduct as International civil servants, all staff are reminded of the Administrative Instructions issued in August 1994, and recently reproduced by the Chief of Administration on 9 March, 1995 including the following headlines;

Local Laws, Regulations and Customs
Currency Regulations
Photography
Privately Owned Weapons
War Souvenirs
Hunting and Shooting
Contact with Local Population
Handling of Information
Consumption and disposal of Drugs
Consumption of Alcohol
Driving

8. SECURITY:

Having gone at length to remind staff members of the deteriorating security situation that is currently prevailing in Rwanda as a whole, I would like to conclude by strictly warning all members of staff to restrict their movements particularly at night, to keep off the streets, and to be at their residences not later 8 pm.

For the benefit of our new staff members I would like to reproduce our Security Guidelines recalled from our earlier edition of the Security Awareness bulletin, most of which is also found in the Security Pamphlet issued to you on your arrival;

SECURITY GUIDELINES:

- (i) Carry your ID card with you at all times. If you are issued with a Motorola Radio, you are advised to carry it with you as well.
- (ii) Avoid going out on your own and staying out too late at night. It is advisable that you go out in groups of two or more and where possible, go in convoys of two or more vehicles.
- (iii) Avoid driving at night in remote and isolated areas in the city. Know safe streets and routes.
- (iv) Avoid using local taxis and privately owned cars particularly at night, except if you know the private car owner. Should you be forced to use a local taxi, you must always be in the company of somebody you know and trust too well. Relying on Registration number plates of taxis is not enough.

- (v) Should you be attacked, you should always try to be calm and firm, and courteous. Never show signs of stress and intimidation, even though you may feel intimidated.
- (vi) It is always in your best interest to yield to the demands of your attackers and where possible establish some kind of rapport with them.
- (vii) Stop only at established road blocks/check points, and avoid giving lifts to non UN personnel. Do not stop at hand signals of any kind at night, especially in suspicious circumstances and areas.
- (viii) Should you be trailed at night, avoid heading for your residence especially if it is a distance away from you. You should always try to head for Public houses especially where there is crowd and call for help on your radio describing your exact location.
- (ix) Above all, please do not discard "COMMON SENSE" as it will assist you to appreciate the situation on the ground, make sensible deductions and take decisions in your best interest. REMEMBER YOUR LIFE COMES FIRST.

You can call for help on the following channels and callsigns:-

Civilian Security

- (i) Channel 11
Callsign " Sierra Oscar 1 through 9 "
between 0830 and 1800 hrs.
Monday -Saturday.
Telephone # 84268 Exts. 11130/11135/11073

Military

- (ii) Military Duty Officer
UNAMIR HQ - Amahoro
Channel 4, or 8 after 1800 hrs.
Callsign " Zero "
Telephone # 84268 Ext 11150
- (iii) Indian Battalion (Indbatt)
Channel 4
Callsign 6
Telephone # 84268 Exts. 11217/11218
Rwandatel: # 76803

- (iv) Military Police Duty Officer
Channel 4
Callsign " Escort Zero "
Telephone # 84268 Ext.86855/86856
- (v) Force Provost Marshal
Channel 4
Callsign " Papa Mike "
Telephone # 84268 Ext. 11108

UNAMIR MILITARY RAPID REACTION FORCE (RRF):

For the general information of all staff members, there is also the Rapid Reaction Force specially tasked to react to all emergency situations within a short timeframe, and is on standby 24 hourly. The RRF can be contacted through the UNAMIR duty officer at UNAMIR HQ Amahoro on channel 4, or channel 8 after 1800 hrs. or through Indbatt on channel 4, callsign 6, or call Sierra Oscar between 0830 and 1800 hours. The callsign for the Rapid Reaction Force is Romeo Romeo Foxtrot.

UNITED NATIONS

ASSISTANCE MISSION FOR RWANDA



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UNAMIR - MINUAR

17 February 1995

TO: All Civilian and Military Personnel

FROM: Zouaoui Benamadi
UNAMIR Spokesman

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

SUBJECT: RADIO UNAMIR FREQUENCIES

At 16H00 yesterday 16 February 1995 Radio UNAMIR started broadcast programmes in the Kigali area.

You can tune in to Radio UNAMIR on FM, frequencies 105 and 88.30 Mhz.

Today, 17 February, Radio UNAMIR will start its transmission to Byumba on FM frequency 91.60 Mhz.

The schedule of programmes are as follows:

16H00 - 17H00 KINYARWANDA

17H00 - 18H00 FRENCH

18H00 - 19H00 ENGLISH

19H00 - 20H00 KINYARWANDA

Good listening!



INTER-OFFICE MEMORANDUM

DATE: 15 February, 1995

TO: OIC Administration CCO CISS CProtocolO[✓] CSO CTO Legal Advisor

FROM: Joe Lombardo
Special Task Officer

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

SUBJECT: UPDATE ON THE SECOND MISSION OF THE INTERNATIONAL CRIMINAL TRIBUNAL FOR RWANDA DELEGATION

Confirmation has been received that the delegation from the International Criminal Tribunal for Rwanda (ICTR) will be arriving in Kigali on the Sabena flight on the evening of Monday 20 February, 1995. The delegation will consist of three members: Mr. Colin Port, Chief Investigator, Ms. Carolyn Edgerton, Legal Officer and one administrative assistant.

The delegation will be staying in Kigali for at least one month, after which they will be joined by eight other delegates. Accommodation was requested to be arranged for the delegation at the Meridien Hotel. Three rooms have been booked at that location. Further, two vehicles have been allocated for their exclusive use during their stay and one security escort will be provided to them on a full-time basis.

The following is a list of items that need to be addressed before the delegation's arrival on Monday:

ITEM	ACTION ADDRESS
Fax Machine installed in right side office on first floor of UNICEF	CCO (keys to the UNICEF building are with Mrs. Etenesh Abera in Room 3035)
1 Sedan to be used by the delegation in addition to a 4X4 vehicle	CTO
1 Security escort provided on a full time basis	CSO
Meeting of VIPs at the airport on Mon. Feb 20	CProtocolO and CSO

The delegation will be faxing a tentative itinerary for their first week. Mrs. Abera will copy the itinerary and distribute it to the Chief Protocol Officer and the Chief Security Officer.

The delegation should be met at the airport on Monday 20 February at approximately 1915 and brought to the Meridien Hotel. The following morning, the delegation should be met at approximately 0745 by the security escort and taken to the UNICEF building. The security escort should pick up the keys to the offices from Mrs. Abera in Room 3035 on Monday before 1700 and give all the keys to Mr. Colin Port.



UNAMIR - MINUAR

TO: Chiefs of Sections
THRU : Mr Ally Golo (OIC)
FROM: Minas LESSANU, CBMS
INFO: Committee on Office Space Allocation
DATE: 8 December 1994
RE: HQ RECCE GR 111 822

In accordance to instructions from Administration , a Committee is to be established to discuss ways and means of effectively utilizing the available office space at TRAFIPRO which will be the future UNAMIR Headquarters.

The individual who will be representing you as a member of this Committee should be well aware of your manpower and organizational needs.

Mr Minas LESSANU, Chief of Building Management Services, will chair the meeting. The Committee will have its first meeting at 9:00 hrs on December 15th, 1994 at the main conference hall. Please come prepared.

Regards.

UNITED NATIONS



NATIONS UNIES

ASSISTANCE MISSION FOR RWANDA

MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

INTEROFFICE MEMORANDUM
MEMORANDUM INTERIEUR

7 December 1994

TO : All UNAMIR Personnel

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

SUBJECT : Acting Arrangements

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



Kigali 20 March 1995

INTER-OFFICE MEMORANDUM

TO : All International Civilian Staff

FROM : Secretary, Interim Staff Committee *flw*

SUBJECT : Nomination of Staff Members to serve on
Staff Committee for the year 1995

We are now calling upon all International Civilian Staff of UNAMIR to submit names of staff members whom they consider would effectively serve their interests as members of the Staff Committee for the year 1995. The posts to be filled are as follows:

Chairman
Vice Chairman
Secretary
Treasurer
Committee Members (6)

Please submit nominations to the following Polling Officers by
Friday 24 March 1995:

UN HQ	- Lindbergh Reynolds - Room 1064
Comms Compound	- Gopi Nambiar
Transport Workshop	- Anglad Nanlal
Trafipro	- Marc Molatte

We look forward to your support in forming a dynamic and effective Staff Committee to serve UNAMIR staff interests.

UNITED NATIONS
ASSISTANCE MISSION TO RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

INTER-OFFICE MEMORANDUM

DATE: 28 February 1995

TO: All UNAMIR Military and
Civilian Personnel

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

SUBJECT: Official United Nations Holiday

I am pleased to inform all UNAMIR Military and Civilian Personnel that Thursday, 2 March 1995 which marks the end of the Ramadan fasting period "Eid/Bayram" will be an official UN holiday.

All UNAMIR Offices will remain closed for that day.

EID MUBARRAK



INTEROFFICE MEMORANDUM

Date: 11 February 1995.

To : All Civilian and Military
Personnel, UNAMIR

From: Ally H. Golo
OIC, Administration

Subject: Officer-in-Charge Property Survey Unit (PSU)

During the absence of Mr. Evon Parkes on leave from 13 February to 10 March 1995, Mr Heikki Hamalainen will be Officer-in-Charge of the Property Survey Unit.

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

INFORMATION CIRCULAR

DATE: 15 FEBRUARY 1995

TO: All Civilian and Military
Personnel, UNAMIR

FROM : A. BAH, Chief
General Services Section

SUBJECT : Officer-in- Charge, Registry/Pouch Unit

During the absence of Mr. Ali M.Abdalla on leave from 17 February to 18 March 1995, Mr. Evanson THUO NJOROGE will be Officer-in-charge of the Registry, Pouch, Mail, Archives and Reproduction Unit.

Please extend to him your usual co-operation.

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



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MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

INTEROFFICE MEMORANDUM

TO: All Civilian and Military
Personnel, UNAMIR

DATE: 3 February 1995

FROM: Ally H. Golo
OIC, Administration

SUBJECT: Officer-in-Charge of GSS

During Mr. Abdoulaye Bah's absence on leave from 4 - 11 February 1995, Mr. Mark Kiejna will be Officer-in-Charge of the General Services Section.



Interoffice Memorandum

DATE: 30 January, 1995

TO: Mr. Colin Port
Chief of Investigations - ICTR

FROM: J. Lombardo
Special Task Officer - UNAMIR

SUBJECT: TENTATIVE ITINERARY FOR INTERNATIONAL CRIMINAL
TRIBUNAL DELEGATION -- TUESDAY JANUARY 31, 1995

Submitted for your approval/comments.
Number in Delegation --6--

0800 Depart Kigali - Heliport for Sector 4A Gikongoro

0830 To be met by Milobs at Gikongoro and taken to Rukondo
(30 mins -- Milobs to provide road transport)

0900 Arrive at Rukondo

1045 Depart Rukondo for Gikongoro
(30 mins -- Milobs to provide road transport)

1115 Depart Gikongoro for Kigali - Heliport

1145 Arrive at Kigali - Heliport

1200 Lunch at BBC
(Road transport and escort to be provided by UNAMIR Security Officers)

1330 Depart from Heliport - Kigali for Nyarubuye

1400 Met by Milobs and taken to visit Nyarubuye

1530 Depart Nyarubuye for Kigali - Heliport

1600 Arrive Kigali -- met at airport by Milobs Sector 6 for visit to IDP Camp Enderra.
(Road transport and escort to be provided by UNAMIR Security Officers)

cc: FC/Acting Chief of Mission
ED
OIC Administration
C Protocol O



INTER-OFFICE MEMORANDUM

DATE: 28 January, 1995

TO: Major General G. C. Tousignant
Force Commander and Acting Chief of Mission

FROM: Joe Lombardo
Special Task Officer

SUBJECT: VISIT OF INTERNATIONAL TRIBUNAL DELEGATION
TO MASS GRAVE SITES

The International Tribunal delegation has requested to see a number of different sites which would help them to more fully understand the severity of the events that took place in Rwanda during the war. They have asked to visit, on Monday January 30 or Tuesday January 31, the following: an IDP camp, a transit camp, Nitarama church, Nyamata and Kayumba Hill. In this connection, and subject to your approval, I would appreciate if you could designate someone in your office with whom I can liase in order to put together an appropriate itinerary.

cc: ED
OIC Admin
C Protocol O ✓



INTER-OFFICE MEMORANDUM

DATE: 18 January, 1995

TO: All UNAMIR International Civilian Personnel

FROM: K. Nilsvang
OIC Administration, a.i.

SUBJECT: SECURITY BRIEFING

All international civilian personnel who have arrived in the mission area since September are required to attend a forty-five minute Security Orientation Briefing, to be held in the main conference room of the Headquarters building. In order to accomodate the number of new international civilian arrivals, there will be three seperate meetings held.

If you have arrived in the mission area in September you are required to attend the meeting scheduled for 10:00 a.m. on Thursday January 19, 1995. Those who have arrived in the mission area in ~~October and November~~ are required to attend the meeting scheduled for ~~3:00~~ p.m. on Thursday January 19, 1995. Those who have arrived in December or January, 1995 are required to attend the briefing to be held at 2:00 p.m. on Friday January 20, 1995.

Attendance at these meetings will be recorded.

cc: FC - Acting Chief of Mission

UNITED NATIONS



NATIONS UNIES

ASSISTANCE MISSION FOR RWANDA

MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

INTER-OFFICE MEMORANDUM

DATE: 16 January 1995

To: All UNAMIR Sections & Units

From: Kimso Nilsvang
Officer-in-Charge, Administration

Subject: Transfer of Generator & Electrical Units to
Building & Engineering Services Section

Please be advised that commencing 23 January 1995, responsibility for the Generator and Electrical Units formerly under the jurisdiction of the Communications Section, will be transferred to the Building & Engineering Services Section.

Any requests or tasking requirements for these two Units should thereafter be directed to Mr. Minus Lessanu, Chief, BES.

Your cooperation in this matter will ensure the smooth transfer of functions between these two Sections.

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

INTEROFFICE MEMORANDUM

TO: All Chiefs of Divisions/
Sections/Units

DATE: 16 January 1995

FROM: K. Nilsvang, OIC
Administration

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

SUBJECT: Reproduction of Documents

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

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

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



UNAMIR -- MINUAR

DOCUMENT CONTROL FORM

PART I

(To be completed by requesting officer)

TITLE OF DOCUMENT: _____

NUMBER OF PAGES: _____

NUMBER OF COPIES REQUESTED: _____

TO BE READY BY: _____
(DAY - HOUR)

REQUESTING OFFICER: _____
(NAME - ID NO)

SIGNATURE: _____

PART II

(For use of Reproduction Unit)

PRIORITY: I II III IV

JOB NO: _____

NO OF COPIES: _____ (for stat purposes)

AUTHORIZED BY: _____
Chief Registry Pouch & Reproduction Unit

NB: To be completed in duplicate



INTER-OFFICE MEMORANDUM

DATE: 9 January 1995

TO: All UNAMIR Personnel

FROM: K. Nilsvang, Officer-in-Charge a.i.
Administration

SUBJECT: Security Plan

In his message of 16 December 1994 the SRSG requested all personnel to fill out Annexes 1 and 2 with information that will assist the Security Management Team in completing the security and evacuation plan for UNAMIR. To date, not one information sheet has been returned to this Office.

I would like to kindly request that all personnel fill out Annexes 1 and 2 of the SRSG's message and submit it to my office no later than Thursday 12 January 1994.

Filling out these forms and handing them should be done without delay as this is in the interest of your own personal security.

ANNEX I

INFORMATION OR SECURITY PLAN LISTING

UNAMIR ID N° _____

NAME: _____
(Family name) (Other names)

NATIONALITY: _____

COUNTRY/CITY OR HOME LEAVE: _____

DUTY STATION WITH UNAMIR: _____

TELEPHONE: _____

RESIDENTIAL ADDRESS AT DUTY STATION: (state quarters, floor, entrance,
type of building; attach location sketch to main road)

HOME TELEPHONE: _____

FUNCTION/TITLE: _____

DATE OF ARRIVAL AT DUTY STATION: _____

UN LAISSEZ-PASSER N°.: _____ EXPIRY DATE: _____

NATIONAL PASSPORT N°.: _____ EXPIRY DATE: _____

PARENT ORGANIZATION: _____

LOCATION OF PARENT ORGANIZATION: _____

EXPIRATION DATE OF CONTRACT WITH PARENT ORGANIZATION: _____

* DEPENDENTS PRESENT AT DUTY STATION : YES _____ NO _____

* SPOUSE: _____

* CHILDREN/DOB/SCHOOL (attach additional info. on a separate sheet)

* It should be noted that the presence of these groups in the UNAMIR mission areas runs contrary to UNAMIR administrative circular #13/94. If these individuals are present in the UNAMIR mission area, they are the sole responsibility of the staff member. Under no circumstances will UNAMIR be held liable for their security and safety.

CIVILIAN STAFF MEMBERS: SUBMIT TO CHIEF CIVILIAN PERSONNEL OFFICE

CIVPOL STAFF MEMBERS: SUBMIT TO CHIEF, CIVPOL PERSONNEL OFFICE

MILITARY STAFF MEMBERS: SUBMIT TO CHIEF MILITARY PERSONNEL OFFICE

AGENCY STAFF: SUBMIT TO UNDP FIELD SECURITY OFFICER

ANNEX 2

INVENTORY OF PERSONAL EFFECTS OF FURNITURE, HOUSEHOLD
EFFECTS, AUTOMOBILES AND VALUABLES

Note: Please complete this form in the following order:

I. FURNITURE AND HOUSEHOLD EFFECTS IN:

- A. Living Room

B. Dining Room

C. Bedroom No. 1

D. Bedroom No. 2

E. Bedroom No. 3

F. Bedroom No. 4

G. Office

H. Kitchen

I. Laundry

J. Balcony

K. Other rooms

L. Garage

II. AUTOMOBILE(S)

III. VALUABLES

IV. CLOTHING

Name: _____

Functional Title: _____ Grade/Rank: _____

Address: _____ Date of Inventory: _____

DESCRIPTION OF ITEM	PLACE OF PURCHASE	DATE OF PURCHASE	PURCHASE COST**		ESTIMATED REPLACEMENT COST
			LOCAL	US \$	

* IT IS THE STAFF MEMBER'S RESPONSIBILITY TO ADVISE THE DESIGNATED OFFICIAL OF ANY CHANGES IN THE INFORMATION GIVEN.

** STATE ONLY IN CURRENCY ACQUIRED.

ANNEX 2 (Cont'd)

Page _____ of _____

[illegible]

**** State only in currency acquired.**

CIVILIAN STAFF MEMBERS: SUBMIT TO SECURITY AND SAFETY UNIT

CIVPOL STAFF MEMBERS: SUBMIT TO CIVPOL PERSONNEL OFFICE

MILITARY STAFF MEMBERS: SUBMIT TO CHIEF MILITARY PERSONNEL OFFICE

AGENCY STAFF: SUBMIT TO UNDP FIELD SECURITY OFFICER

UNITED NATIONS

ASSISTANCE MISSION FOR RWANDA



UNAMIR - MINUAR

NATIONS UNIES

MISSION POUR L'ASSISTANCE AU RWANDA

30 December, 1994

Ref: MIR/GS/002/GEN

TO: All Civilian and Military Personnel
UNAMIR

FROM: Mark Kiejna,
Chief Claims

SUBJECT: Absence for Annual Leave.

Please be informed that during my absence from 03 January 1995
to 14 January 1995, Mr. Didier Pansiot will be Officer-in-Charge of the Claims Unit.



TO: ALL INTERNATIONAL CIVILIAN PERSONNEL

FROM: FORCE COMMANDER - (ASG)

DATE: 29 DEC 94

SUBJECT: FORCE COMMANDER (ASG) NEW YEARS' MESSAGE

1. The end of 1994 is just upon us, and I would be remised not to take this opportunity to reflect upon the year that is coming to an end.
2. Many of you were here before the traumatic events of six of April, and you have now returned to complete and rebuild this mission. Needless to say, the focus and aim of this mission have changed drastically since the initial mandate given to UNAMIR in the summer of 1993. One thing that has not changed, it is the need for all of us, civilian and military, to work together towards a common goal, the successful completion of our mission.
3. Two aspects of the mission are prevalent to UNAMIR; the political effort, trying to reconcile the world with Rwanda, and the military effort, trying to reconcile Rwanda with itself. In this duality of efforts your role is primordial, and must be played in unison with the effort of both offices; despite some differences in approach, the two components have continued to show good will and cooperation throughout the year. Many of us in the military are new to the UN environment, and are used to a more pragmatic approach, not comprehending the systematic way of the UN. With this in mind, it is important that you use your best judgement in guiding us through the UN administrative system, and find innovative ways to support our mission. Our goals must be commonly oriented towards the same objectives, and this can only be accomplished with the establishment of high-level cooperation among us.
4. To that end, I will personally undertake to establish yet better relations between the military, and the civilian staff. Under the overall leadership of our SRSG I find easy to suggest that all of us should make a similar pledge. It is time to turn a page in the UNAMIR book, and use the upcoming New year to renew our commitment to each other, and to the mission.
5. I wish all of you health, success and prosperity in the year 1995 and thank you for your support during 1994. Happy New Year.

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

INTEROFFICE MEMORANDUM

TO: All Civilian and Military
Personnel, UNAMIR

DATE: 28 December 1994

FROM: Kimso Nilsvang
OIC, Administration

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

SUBJECT: Officer-in-Charge of GSS

During Mr. Abdoulaye Bah's absence on leave from 28 December 1994 to 3 January 1995, Mr. Mark Kiejna will be Officer-in-Charge of the General Services Section.



✓

INTER-OFFICE MEMORANDUM

DATE: 23 December 1994

TO: All UNAMIR Personnel

FROM: Kimso Nilsvang, Officer-in-Charge
Administration

SUBJECT: Acting arrangement

During the absence on annual leave of Mr. Danilo Carlos, Officer-in-Charge, Finance Section from 27 December 1994 to 9 January 1995, Mr. Prasert Kongrukgreaiyos will act as Officer-in-Charge of the Finance Section on his behalf.

Kindly extend to him your usual cooperation. Seasons greetings.



INTER-OFFICE MEMORANDUM

DATE: 21 December 1994

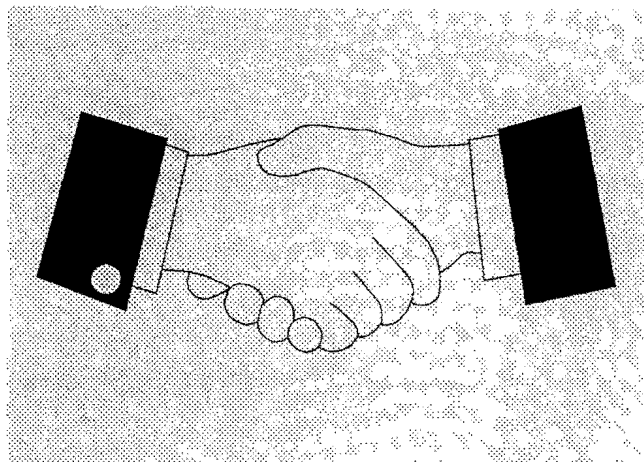
TO: **All UNAMIR Personnel**

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

SUBJECT: **Acting arrangement**

During my absence on home leave from 23 December 1994 to 25 January 1995, Mr. Kimso Nilsvang will officiate on my behalf as Officer-in-Charge Administration.

Kindly extend to him your usual cooperation. Seasons greetings.



UNITED NATIONS



NATIONS UNIES

ASSISTANCE MISSION FOR RWANDA

MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

DATE: 20 December 1994

TO: All UNAMIR Civilian & Military Staff

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

SUBJECT: Power Interruptions for Generator Maintenance
Wednesday 21 December 1994

Please be advised that for essential generator maintenance work, the electricity supply will be interrupted from 12.00 - 14.00 hrs. on Wednesday 21 December 1994 in Amahoro HQ and the Stadium.

We regret any inconvenience that this may cause and thank you for your usual cooperation.



December 17, 1994
Ref: MIS/EDP

**TO: All Civilian and Military Personnel
UNAMIR**

**FROM: Eric Dogbegah, Chief
MIS/EDP Section**

SUBJECT: Absence from mission area

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

UNITED NATIONS

ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES

MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

✓

16 December 1994

TO: All UNAMIR Civilian Staff Members

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

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

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

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

Thank you for your cooperation and compliance to the above.

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

UNITED NATIONS

ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES

MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

12 December 1994

TO: Chiefs of Sections/Unit

FROM: K. Nilsvang, Chief
Civilian Personnel Officer

A handwritten signature in dark ink, likely belonging to K. Nilsvang, is written over the printed name and title.

SUBJECT: Leaves during Christmas/New Year holiday seasons

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

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

Thank you for your kind cooperation.

cc: ED
CAO



INTER-OFFICE MEMORANDUM

DATE: 12 December 1994

TO: All UNAMIR Civilian Personnel

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

SUBJECT: Security Meeting

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

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

1-14
UNITED NATIONS



NATIONS UNIES ✓

UNAMIR - KIGALI

INTEROFFICE MEMORANDUM

To: ALL UNAMIR
Civilian and Military Personnel

5 December 94

From: Aly H. Golo
OIC Administration

Subject: OIC Transport Section

Please be advised that during the absence of the Chief Transport Officer on annual leave/R & R from 16 December 1994 through 11 January 1995, Mr. Valice E. Worrell will be the Officer-in-Charge of Transport Section.

UNITED NATIONS



NATIONS UNIES

UNAMIR - KIGALI

3 December 1994

To: SEE DISTRIBUTION

From: Norris Jorsling

Brian Seales

UNAMIR Welfare Club Athletic Committee

Subject: Ten Kilometre and Medley Relay Run

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

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

The Medley relay will take place at the Amahoro Stadium.

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

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

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

DISTRIBUTION

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

UNAMIR WELFARE CLUB "ATHLETIC WING"

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

10 KM AND MEDLEY RELAY

REGISTRATION FORM

DATE: SUNDAY 11 DECEMBER, 1994.

STARTING TIME: 0800 HRS

PLACE: AMAHORO STADIUM KIGALI

PLEASE COMPLETE THE APPROPRIATE SECTION

45 YEARS AND OVER : YES NO (CIRCLE ONE)

SEX : MALE/FEMALE _____

1) MILITARY

a) Name: _____

b) Contingent/Unit: _____

2) CIVILIAN (UNAMIR)

a) Name: _____

b) Section/Unit: _____

3) U.N. AGENCIES AND CONTRACTORS

a) Name: _____

b) Name of Agency/Contractor _____

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

a) TEAM'S NAME: _____

NOTE:

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

UNITED NATIONS

ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES

MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

6 December 1994

To: All UNAMIR International Civilian Staff

FROM: Ally H. Golo, OIC
Administration

SUBJECT: Information Circular No. 018/94

CORRIGENDUM

Information Circular No. 018/94
dated 1 December 1994, last paragraph page 1

Example 2:

should read:

"Staff member wishes to proceed on leave
(either outside or within mission area)
for the period 1 - 15 December 1994
(15 calendar days): His/her leave balance
is 6 days paid MSA and 4 days annual leave
with no payment of MSA.

UNITED NATIONS

ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES

MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

6 December 1994

To: All UNAMIR International Civilian Staff

FROM: Ally H. Golo, OIC
Administration

SUBJECT: Information Circular No. 018/94

CORRIGENDUM

Information Circular No. 018/94
dated 1 December 1994, last paragraph page 1

Example 2:

should read:

"Staff member wishes to proceed on leave
(either outside or within mission area)
for the period 1 - 15 December 1994
(15 calendar days): His/her leave balance
is 6 days paid MSA and 4 days annual leave
with no payment of MSA.



ADMINISTRATIVE INSTRUCTION N°. 013/94

DATE: 5 December 1994

TO: All UNAMIR Military & Civilian Personnel

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

SUBJECT: Status of UNAMIR as non-family mission

It came to my attention that some dependents of UNAMIR military and civilian personnel are joining their spouse at the duty station in Kigali or elsewhere within Rwanda. Although I am aware that they are travelling at their own expense, I wish to remind the individuals concerned that dependents who travel to the mission area do so at their own risk, and the United Nations will not be held responsible for their welfare, living conditions or security.

In as much as one is aware of the argument that staff members take full responsibility for the safety of their dependents this will not apply at the time of any evacuation. In other words, one cannot see a situation when the United Nations will bear responsibility for the evacuation of a staff member but not of his/her dependents. As you may be aware this situation in actual fact happened during the relocation of members of UNAMIR personnel to Nairobi following the outbreak of the war in April 1994.

You were all fully informed prior to your departure to the duty station of the special status of UNAMIR being a non-family mission. This was also confirmed in the briefing note that you might then have received. Similarly, the guidelines for Governments contributing military and police observers state clearly that observers may not be accompanied by dependents during their tour of duty with UNAMIR.

In this connection, UNAMIR neither authorizes travel for such dependents on its transportation assets nor makes any other arrangements such as securing visas to facilitate their presence in the area. It will not allow security instructions to be circumvented. Therefore, I seek your utmost cooperation in this regard by requesting those concerned to kindly make arrangements to have their dependents leave the mission area of Rwanda immediately, failing which, this office may be obliged to inform FOD/DPKO accordingly.

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

DATE: 2 December 1994

TO: Abdul H. Kabia
Executive Director

FROM: Ally H. Golo
OIC Administration

SUBJECT: USE OF UNAMIR AIR ASSETS

Further to our conversation of yesterday morning, this memo is to confirm that all passengers travelling on UNAMIR air assets, with the notable exception of the guests of the SRSG and the Force Commander, as defined in Administrative Instruction No. 003/94, will be processed through my office. I will be processing requests of non-UNAMIR personnel in accordance with the request made by the government of Rwanda (copy attached). That is, only UNAMIR personnel, UN agency staff, and possibly NGO's cooperating with the U.N. will be permitted on board UNAMIR flights when fully justified. According to the document, requests for Rwandese government personnel other than dignitaries must be cleared through the Minister of Transport and Communication. Family members and children under 12 may not be permitted on UNAMIR flights.

cc: SRSG
FC
Air Operations
Movement Control
Flight Booking Center

SAMPLE COPY OF COVER LETTER.
EXEMPLE DE LETTRE DE COUVERTURE.

YOUR ORGANIZATION/VOTRE ORGANISATION.
FULL ADDRESS ADRESSE COMPLETE
PHONE NO : NO DE TELEPHONE

TO : ALLY GOLO OIC ADMINISTRATION.
UNAMIR - KIGALI

SIR YOU ARE REQUEST TO ASSIST MRS/MR NAME
OF TRAVELLER / NOM
WITH UNAMIR FLIGHT TO UNAIROBI ON DATE / DATE
PURPOSE OF HIS TRAVEL WHY / RAISON
YOUR ASSISTANCE IS HIGHLY APPRECIATED.

IT IS FULLY UNDERSTOOD THAT UNAMIR HQ WILL BE
REIMBURSED FOR THE TRAVEL EXPENSES, SOON AS THE
MATTER IS CLARIFIED.

IL EST ENTENDU QUE CETTE ORGANISATION PRENDRA
EN CHARGE TOUS LES FRAIS DE REMBOURSEMENT DU
PASSAGER A BORD DE L'AVION DE L'UNAMIR AUSSITOT
QUE LE MONTANT SERA FIXE PAR LES NATIONS UNIES.

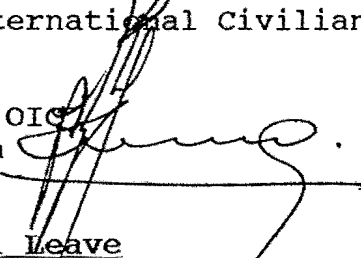
SIGNATURE



INFORMATION CIRCULAR NO. 018/94

DATE: 1 December 1994

To: All UNAMIR International Civilian Staff

From: Ally H. Golo, OIC
Administration 

Subject: Accrued Annual Leave

This circular issued in early 1994 is being reissued in order to draw the attention of all civilian staff members on the following procedure governing the accrual of annual leave while on assignment to UNAMIR.

Annual Leave

Staff member shall accrue annual leave while in full pay status at the rate of two and one half (2 1/2) days per month broken down as follows:

One and one half (1 1/2) days paid MSA leave for each completed month of mission assignment.

One (1) day annual leave with no payment of MSA.

Example 1

Staff member has been on assignment to UNAMIR for four months. During this period he/she will accrue following leave:

1.5 x 4 = 6 days with payment of MSA

1 X 4 = 4 days annual leave with no payment of MSA

Example 2

Staff member wishes to proceed on leave (outside mission area) for the period 1 - 15 December 1994 (15 calendar days): His/her leave balance is 6 days paid MSA and 4 days annual leave with no payment of MSA.

In this case:

For MSA payment purpose

1 - 15 December 1994 (i.e. 15 calendar days) MSA will be discontinued for 15 days, including week-ends and official holidays, if any, and staff member will receive MSA payment only for the 6 days he has accrued.

For Leave Purpose

1 - 15 December 1994 only working days (5 days/week) will be counted and deducted from the staff member's leave balance.

Accrued Annual Leave

For mission appointees, i.e. those staff members holding appointment limited to service with UNAMIR, any unused accrued annual leave balance remaining at the expiry of the appointment (up to a maximum of 60 days) will be commuted to cash and included by Headquarters in the final salary payment. It follows therefore that annual leave may not be taken in conjunction with your repatriation. Should you wish to avail of any accrued annual leave, you should therefore do so prior to the last day of duty.

Other staff members (those on assignment from other duty stations) carry any accrued annual leave with them back to their official duty stations. Staff Rule 105.1(c) provides that annual leave may be accumulated, provided not more than twelve weeks (60 days) shall be carried forward beyond 1 January of any year. However, upon completion of a mission, any accumulation of annual leave which otherwise would have become subject to forfeiture during mission service may be utilized to cover all or part of an authorized period of post-mission leave. Any such leave not utilized within four months following departure from the mission area shall be forfeited.

Please also note that NO MSA PAYMENT could be effected for leave taken following completion of mission assignment and prior to your return to your official duty station or place of repatriation. For annual leave taken during the mission assignment, MSA is payable at the rate of one and one-half (1 1/2) days of MSA for each completed month of service with the mission.

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

TO: All Civilian and Military Personnel

FROM: Paul Ischlika
CSO/ASC

DATE: 29 November 1994

Ref.: UNAMIR/SO/063

SUBJECT: ABSENCE FROM MISSION AREA

Please be advised that I will be away from the Mission area as from 30 November 1994, and during my absence, Security Officer Joubert Winsle will act in my capacity.

Please extend to him your usual support and cooperation.

cc: SRSG



✓

TO: All UNAMIR
Military and Civilian
Personnel

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

SUBJECT: SECURITY AND SAFETY UNIT

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

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

cc: SRSG
FC
ED

UNITED NATIONS

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NATIONS UNIES

MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

INTEROFFICE MEMORANDUM

Date: 28 November 1994

To : All UNAMIR Civilian and Military staff

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

Subject : Re-opening of UNAMIR Post Office Box

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

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

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

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MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

DATE: 21 November 1994

TO: All Chiefs of Section/Unit

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

SUBJECT: Meeting - Division of Administration

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

The agenda of the meeting will be as follows:

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

Please be punctual.

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



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MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

TO: All Section/Unit Chiefs

DATE: 17 November 1994

REF.: PERSONNEL/NS

FROM: K. Nilsvang
CCPO

A handwritten signature in dark ink, appearing to read 'K. Nilsvang', written in a cursive style.

SUBJECT: Attendance Record Sheets (DSS forms)

We would appreciate receiving the attendance record sheets of all your local support staff by 24 November at the latest.

Thank you for your usual cooperation.

cc: SRSG's Office
CAO's Office
FC's office
FSA Sectors
MILOBS & CIVPOL
MILPOL
AUSTMED



UNAMIR - MINUAR

INTEROFFICE MEMORANDUM
MEMORANDUM INTERIEUR

17 November 1994

TO : Distribution List

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

SUBJECT : Visit of High Level Team
of Procurement Experts

1. UNAMIR will be visited by a seven member team of procurement experts over the period 22/23 November 1994. The visit will also extend to Nairobi, not covered here.
2. As firm details on travel into and out of Kigali are not yet established, timings for all meetings shown will necessarily need to be confirmed as further information is available.
3. For Protocol/Accommodation: Will require all three VIP rooms for the night of 22 November, including the placement of an additional single bed in each room. One additional room will need to be found for the seventh member of the team.
4. For CTO: Require one mini-bus and driver to pick team up from KIA and to be available for necessary transport within Kigali on 22/23 November.

2/.....

5. The team wish to speak to those involved in the procurement process in relation to the terms of reference, attached. It is not known at this time whether they wish to take a group approach, or speak to individuals, that will be determined on arrival of the team in Nairobi.

Distribution List:

Action:

PA to SRSG
MA to FC
DCOS Sp (for G4 staff)
CCLogO
CMCO
CSupO
OIC Proc
Protocol ✓
Accommodation
CTO
MovCon
STO

Info:

SRSG
FC
ED

TENTATIVE ITINERARY
of
PROCUREMENT EXPERTS

19 - 23 November 1994

19 November	Arrive Nairobi
20 November	Nairobi
21 November	Meetings with various procurement/finance staff.
22 November	A/R Depart for Kigali
	AM TBC. Meet with SRSG (30 minutes)
	AM TBC. Meet with FC (one hour)
	12:00 Lunch
	14:00 (TBC) Meet with DCOS Sp, CCLogO and staff.
	19:00 Dinner at BBC. Pay as you go. All involved invited to attend.
23 November	08:30 Wrap-up with SRSG
	09:30 Wrap-up with FC
	10:30 Wrap-up with OIC Admin.
	TBC Depart for Nairobi
	20:35 Depart Nairobi for New York

UNITED NATIONS
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UNAMIR - MINUAR

DATE: 17 November 1994

TO: All Chiefs of Section/Unit

FROM: Ally H. Golo, OIC
Administration

SUBJECT: UNAMIR Budget Submission

... Please find attached fax from Mr. Denis Beissel, Acting Director FOD in relation to the UNAMIR budget and the visit of Mr. Peter Goddard who will arrive the 22 November 1994. The fax raises a number of important questions that must be addressed during his visit. Please prepare a report that addresses any issues or questions that pertain to your Section/Unit.

All responses should reach this Office no later than noon on 21 November 1994.

Thank you.

UNITED NATIONS
COMM CENTRE
HEADQUARTERS

94 NOV 17

05 077

UNITED NATIONS



NATIONS UNIES

94 NOV 17 08 30

FIELD FINANCE AND BUDGET SECTION
FIELD OPERATIONS DIVISION, DPKO
UN Headquarters

MSF 7116 11

48275

IN 4849

OUTGOING FAX NUMBER:	DATE: 16 November 1994
TO: Mr. A. Golo Officer-In-Charge UNAMIR, Nairobi ATTN:	FROM: Denis G. Beissel Acting Director Field Operations Division UNHQ NEW YORK
FAX NUMBER: 3-3090	FAX NUMBER: (212) 963 0642
NUMBER OF TRANSMITTED PAGES: 1/2	FILE REFERENCE: FIN1/MIR/94-229
SUBJECT: UNAMIR BUDGET SUBMISSION	

As discussed yesterday, Mr Peter Goddard will travel to Rwanda in order to assist with completion of the UNAMIR budgets for the periods 10 December 1994 to 9 June 1995 and 10 June to 9 December 1995. His ETA Nairobi, ex flight LH580, is 20.50hrs 20 November 1994.

A number of items over which the ACABQ have expressed concern, and which must be addressed in the new submission, are given below:

- 1) The equipment tables used in A/49/375 dated 12 September 1994 require to be updated, in particular equipment lost/stolen/damaged will need to be shown as actual rather than as an estimate. A similar style of table will be used which will also give details of equipment budgeted for in the period 5 April to 9 December 1994 but not purchased (or funds obligated).
- 2) A review of the need to maintain both Entebbe and Nairobi (para 17 of A/49/501).
- 3) Full justification of all civilian staff (para 23 of A/49/501).
- 4) Full details of the movements of APC in light of the comments at paragraph 30 of A/49/501.

SRSG

C/PA

A

C/PA

C/PA

- 5) *Details, by contingent, of COE abandoned (para 31 of A/49/501).*
- 6) *Locations and ratios of all equipment in relation to the numbers of personnel (paras 33 and 34 of A/49/501).*
- 7) *Justification of the vehicles at paragraph 35 of A/49/501.*
- 8) *Detailed explanations of tasks actually carried out under contractual services (Brown and Root) and those which will be carried out in the future. Also the tasks carried out by the engineers supplied by the UK and the relationship to the services supplied by contractors (paras 40 to 44 of A/49/501).*
- 2/2

Regards.

MSF 7116 11

Drafted by: PG

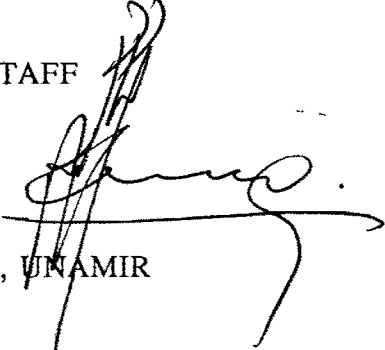
Authorized by: *[Signature]* Amu A. Dossa

UNAMIR - MINUAR

INTEROFFICE MEMORANDUM
MEMORANDUM INTERIEUR

17 November 1994 

TO : ALL UNAMIR STAFF

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

SUBJECT : CHANGE OF CBES

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



INTER-OFFICE MEMORANDUM

MEMORANDUM INTERIEUR

To: See Distribution List

Info: MA/FC

From: AMA/FC & VISITS O

Date: 15 November 1994

Subject: NIGERIA CDS AND SENIOR MINISTER VISIT - 16 NOVEMBER

1. Regretfully, I am giving you less than twenty-four hours to provide support to a very significant visit. The NIGERIAN CDS, Minister of Foreign Affairs, The Ambassador to Zambia and several other highly placed Nigerians will be visiting UNAMIR tomorrow.
2. On behalf of the Nigerian Force LCol I am requesting the following support:
 - a. Helicopter transport for up to ten people to visit NICOY HQ in BYUMBA and the independent Platoon in KIBUNGO, this has ben coordinated;
 - b. Ground Transport for the same maximum of ten people to be brought from KIA at approximately 09:30 to the Rwanda Government Building to meet with National Officials; transport to AMAHORO Hotel at 10:30 for meeting with the FC at 11:00 and ground transport at 12:15 from UNAMIR HQ to the Heliport; at approx 16:30 the group would need to be shuttled from the heliport to the air terminal so that they can depart for LUSAKA; and
 - c. The CPO, in conjunction with either the ED or SRSG needs to coordinate this visit with Rwanda's BBGNU. The Nigerian CDS is very interested in meeting with the National leaders as soon as his delegation arrives. If desired, the SRSG may wish to meet this group during the same time as the FC.
3. I trust that the spirit of cooperation built up over the brief period since my arrival will not me tested too much by this very short notice request that I received this morning.

DISTRIBUTION LIST

<u>Action</u>	<u>Information</u>
CPO	SRSG
CTO	CAO
G3 Air Ops	FC
ADC to FC	

UNITED NATIONS



NATIONS UNIES

INTEROFFICE MEMORANDUM

TO: All Military and Civilian Chiefs of
Section/Unit

DATE: 9 November 1994

FROM: Abdoulaye Bah, OIC
GSS

SUBJECT: Absence from Mission Area

This is to inform you that during my absence on home leave from 10 November to 28 November 1994, Mr. Mark Kiejna will be Officer-in-Charge of the General Services Section.

cc: Dr. A.H. Kabia
Mr. A.H. Golo



INTER-OFFICE MEMORANDUM

MEMORANDUM INTERIEUR

To: Chief Protocol Officer

Info: MA/FC

From: AMA/FC

Date: 8 November 1994

Subject: REQUEST FOR VIP QUARTERS AT BBC

Appt #25

1. I am writing in my capacity as the Force Commander's (FC) Visits Officer, and I am requesting that you reserve suites in the BBC for visiting senior officers from two separate delegations.

2. Lieutenant Colonel (LCol) Andersson, the UNHQ NY PK Desk Officer for Rwanda will be visiting the G3 Operations and Plans Staff during the period 20-26 November. I am requesting, on behalf of LCol Brimlow (G3 Plans) that LCol Andersson be granted one of the room for the period of his stay.

3. During the period 23-25 November, the Canadian Chief of Defence Staff (CDS) and some (number to be determined) of his most senior staff will be visiting with the Canadian Contingent and the FC. He has extended the invitation to have the CDS to stay in his house and I am requesting that the remainder of the visiting staff be booked into the VIP accommodation in the BBC.

4. If a conflict arises between the two overlapping visits, I am sure that LCol Brimlow and I can sort it out. Should you agree to my request, I would appreciate receiving the requested keys from you on the morning of the respective arrivals.

5. For your action.

P.T. Campbell
Major
Visits Officer



INTER-OFFICE MEMORANDUM

07 November 1994

TO: All UNAMIR personnel

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

REF: Administration Instruction BRSC contract dated 28 Sept 94

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

Aim

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

Background

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

UNAMIR support services contract

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

Request procedures

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

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

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

Work Order Requests

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

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

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

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

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

Work orders inquiries

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

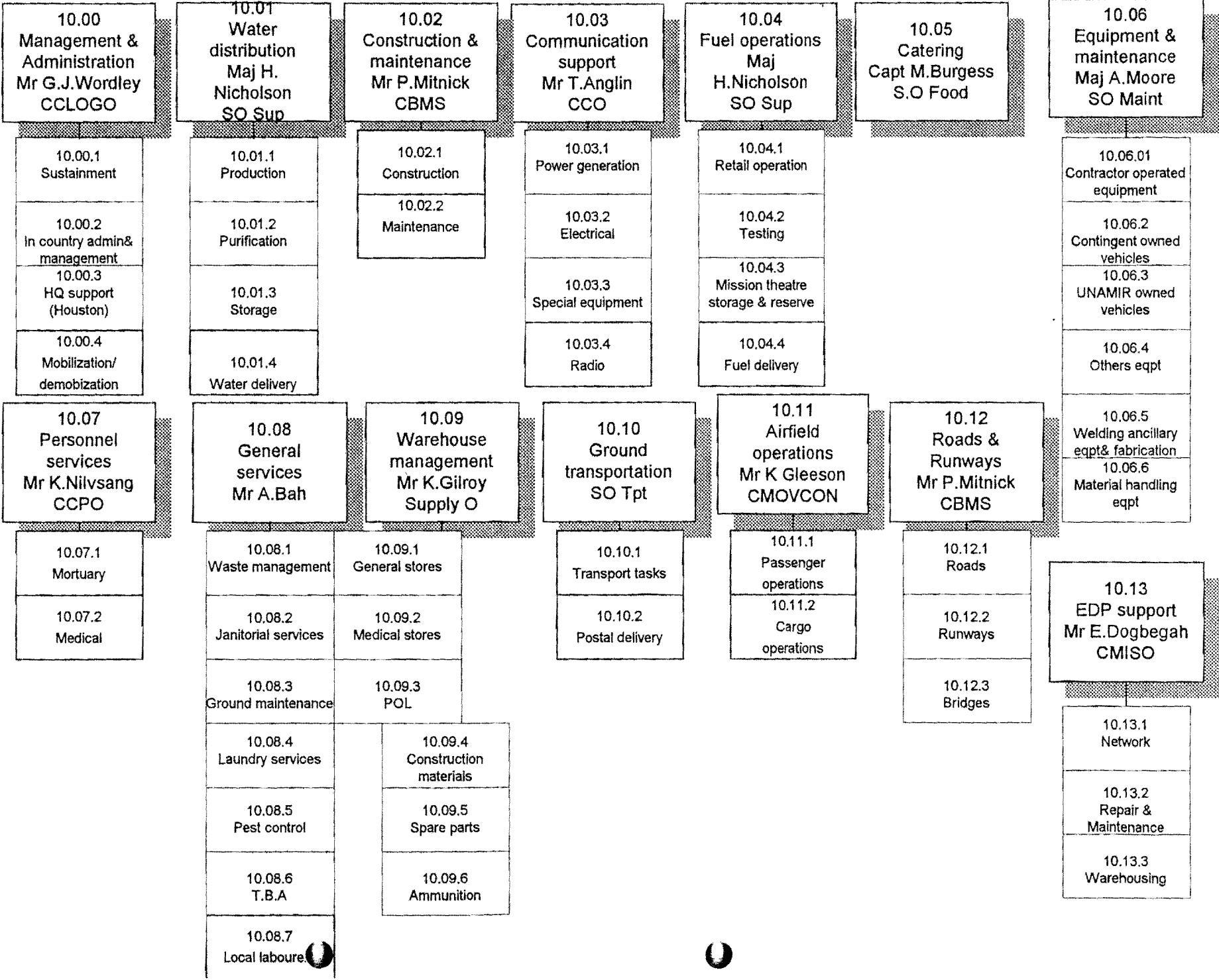
LIST OF ANNEXES

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

BRSC/CIRC_NOT/CIRC_NOT.002

SUBTASK BREAKDOWN STRUCTURE FOR WORK ORDER REQUEST

ANNEX 'A' TO CIRCULAR BULLETIN #4
DATED 07 NOVEMBER 1994



MINOR REQUEST
BROWN & ROOT SERVICES CORPORATION

Annex B to circular bulletin #2

dated on 7 Nov 94

REQUESTOR

DATE OF REQUEST	_____	ID NUMBER	_____
NAME OF REQUESTOR	_____	TEL / CALL SIGN	_____
SECTION / BRANCH	_____		_____
LOCATION OF WORK	<input type="checkbox"/> UNAMIR HQ AMAHORO	ROOM NUMBER	_____
	<input type="checkbox"/> BELGIAN VILLAGE		
	<input type="checkbox"/> CHEZ LANDO HOTEL		
	<input type="checkbox"/> MERIDIAN HOTEL		

DESCRIPTION OF DISCREPANCY

BRSC

BRSC NUMBER	_____
WOR NUMBER	10. . . -

LIST OF MATERIALS USED (receipt # is available)

REMARKS / COMMENTS

TOTAL OF LABOUR HOURS

CERTIFICATION

(When work's completed)

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

Note1 : one minor repair per request

Note2: minor requests examples: Install new padlock; Repair a window; Change light; Fix a toilet problem; Cleaning.

When completed BRSC send a copy to CMC

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Annex C to circular bulletin #2
dated 7 Nov 94

NATIONS UNIES
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UNAMIR - MINUAR

WORK ORDER REQUEST

CMC# _____

DATE OF REQUEST: _____ WORK LOCATION: _____

Description of work (attach sheet if necessary):

Point of Contact: _____ Phone/Call sign: _____

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

Requested Completion Date: _____

SUBTASK MANAGER (only)

Subtask WO number: _____

Comments:

Subtask Order Manager: _____ Date: _____

CONTRACT MANAGEMENT CELL (only)

Work Order Number: 10. . .0-

Cost estimate:

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

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

☐ No cost estimate required

Action:

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

☐ Begin work immediately

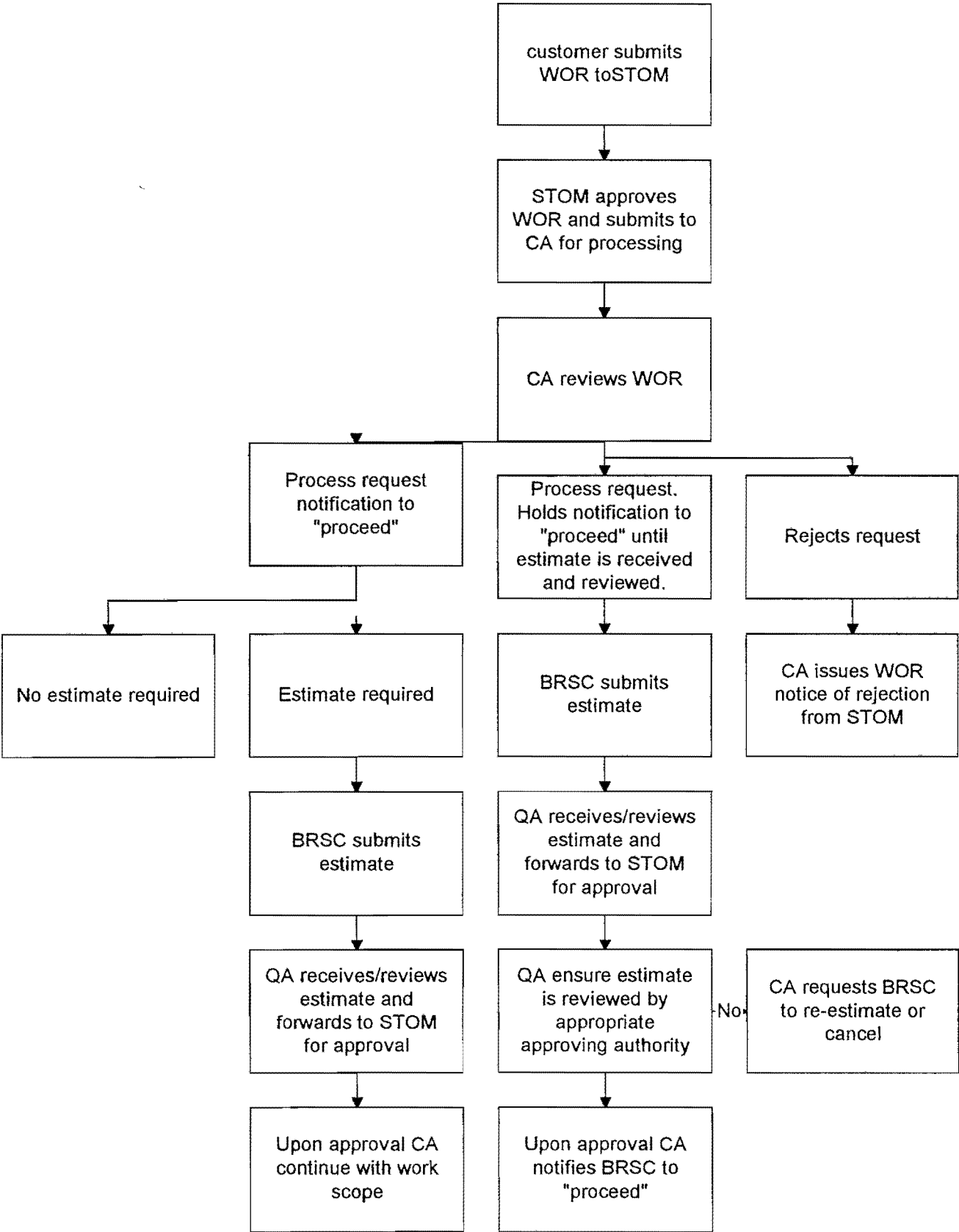
Comments:

AUTHORIZED BY: _____ Date: _____

CERTIFIED AUTHORITY: _____ Date: _____

WOR PROCESS FLOW

Annex D to circular bulletin # 2
dated 07 Nov 1994



UNITED NATIONS

ASSISTANCE MISSION FOR RWANDA



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MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

INTEROFFICE MEMORANDUM

TO: All military and civilian chiefs of section/unit

FROM: A. Bah, oic
General Services

DATE: 9 November 1994

SUBJECT: Replacement of the Registry supervisor

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

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

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



UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA

NATIONS UNIES
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UNAMIR - MINUAR

DATE: 9 November 1994

TO: All UNAMIR HQ Staff

FROM: Jolly Golo, OIC Administration

A large, stylized handwritten signature in black ink, likely belonging to Jolly Golo, is written over the 'FROM' line.

SUBJECT: Power Interruptions for Electric Repair
Sunday 13 November 1994

Please be advised that electrical repairs will be carried out in the Rotunda area which is occupied by Military Operations, on Sunday 13 November 1994 between the hours of 08.00 and 17.00 as a continuation of the project to upgrade the wiring system at the Amahoro HQ Complex.

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

Thank you for your usual cooperation.



UNAMIR - MINUAR

INTEROFFICE MEMORANDUM

DATE: 6 NOVEMBER, 1994

TO: ALL SECTION/UNIT CHIEFS
DIVISION OF ADMINISTRATION AND MANAGEMENT

FROM: MR. A. H. GOLO
OIC/ADMINISTRATION

SUBJECT: RELATIONSHIP BETWEEN MILITARY AND
ADMINISTRATIVE STAFF

I am in receipt of a memo from the Force Commander which expresses dismay at the lack of understanding that has grown between his staff and their civilian counterparts. This came as a surprise to me as I was not made aware of the magnitude of the situation. It is my intention to review this situation with the Force Commander with a view to ensuring increased levels of understanding and cooperation between all UNAMIR personnel.

The relationship between the military and the administration, as well as all other UNAMIR components, is of paramount importance to me and to the smooth functioning of the mission on a daily basis. I would be grateful for an account of any instance where there was a disagreement/lack of understanding that may have arisen, hampering the smooth implementation of projects or routine tasks. This should include dates, full documentation and an account of how the situation was resolved, citing the relevant military branch/unit concerned. If no situation of discordance between your section/unit and the relevant military branch/unit exist, please so indicate. Reports should be submitted to my office by no later than close of business on Tuesday November 8, 1994.

The integration meetings that are currently being held, as emphasized by Mr. Medili, Director DPKO, are testimony to the priority the Force Commander and myself give to the smooth flow of information and ideas between the military and ourselves. It is up to each one of you as Section or Unit Chief to use your initiative and good judgement to ensure that the momentum of the integration meetings carries on to the implementation and post-implementation stages and that the administrative side of the Mission performs to its maximum potential.

cc: SRSG
FC
ED
DFC/COS



INTEROFFICE MEMORANDUM

27 October 1994

TO: All military and civilian chiefs of sections/units

FROM: A. Bah, oic, General Services

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

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

cc: Mr. A. Golo
Mr. Hailé Yeshanew



UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA

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UNAMIR - MINUAR

TO: All Section Chiefs

DATE: 27 October 1994

FROM: K. Nilsvang
CCPO

REF: LOC/PERS.NS

SUBJECT: Evaluation of short-term staff

Reference is made to our memorandum of 10 September 1994 (copy attached), in which you were informed of the requirement to evaluate the local staff of your respective section at the end of October, date at which their initial contract is due to expire. You were also requested to prepare job descriptions to match each of the encumbered posts. In order to assist us in determining whether or not all the contracts should be renewed at the end of October for a further one-month period, we are annexing an evaluation form to be duly completed for all your local support staff. Please return them by 4 November at the latest.

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

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

Thank you for your cooperation.

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

UNITED NATIONS
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

TO: All Section Chiefs

DATE: 10 September 1994

REF.: LOC/PERS/NS

FROM: A.R. Diallo
CCPO

AR

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

SUBJECT: Job Description for Local Staff

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

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

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

RAPPORT CONCERNANT LE PERSONNEL
ENGAGÉ POUR DES PÉRIODES DE COURTE DURÉE

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

_____	_____	_____	_____
(Nom et prénoms)	(Département)	(Division)	(Section)

Qualité : _____ Date de l'entrée en fonctions : _____

Catégorie et classe : _____ Période sur laquelle porte le présent rapport : _____

Attributions et tâches assignées : _____

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

- | | |
|--|--------------------------|
| 1. COMPÉTENCE TECHNIQUE ET PROFESSIONNELLE | <input type="checkbox"/> |
| 2. QUALITÉ DU TRAVAIL | <input type="checkbox"/> |
| 3. RENDEMENT DU TRAVAIL | <input type="checkbox"/> |
| 4. PONCTUALITÉ | <input type="checkbox"/> |
| 5. INITIATIVE | <input type="checkbox"/> |
| 6. SENS DES RESPONSABILITÉS | <input type="checkbox"/> |
| 7. RAPPORTS AVEC AUTRUI | <input type="checkbox"/> |

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

Remarquable ☐ Supérieure ☐ Satisfaisante ☐ Inférieure ☐ Insuffisante ☐
à la moyenne à la moyenne

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

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

C. Autres observations.

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

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

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

Date : _____ Signature du notateur : _____

Date : _____ Signature du chef de la Division : _____

OBSERVATIONS DU BUREAU DE LA GESTION DES RESSOURCES HUMAINES

Date : _____ Signature : _____

UNITED NATIONS



NATIONS UNIES

ASSISTANCE MISSION IN RWANDA

MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

DATE: 18 October 1994

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

FROM: ALLY H. GOLO
Officer-in-Charge
Administration

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

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

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

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

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

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

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

In the meantime the Constitution of the Recreation and Welfare Club will be circulated.

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UNAMIR - MINUAR

DATE: 26 October 1994

TO: All Chiefs of Section/Unit

FROM: Ally H. Golo, OIC
Administration

SUBJECT: Meeting of all Section/Unit Chiefs

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

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



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UNAMIR - MINUAR

TO: All Chiefs of Section/Unit

DATE: 24 October 1994

REF.: LOC/PERS/NS

FROM: K. Nilsvang
CCPO

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

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

Thank you for your cooperation and prompt action.

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

HQ UNAMIR

FROM: COL K. O'KELLY, DCOS SP

TO: SEE DISTRIBUTION LIST

DATE: 19 OCTOBER 1994

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

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

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

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

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

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

6. REGARDS.

DISTRIBUTION:

CMC
OIC BROWN AND ROOT
ENCLOSED STAFF LIST

ENCLOSURE:

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

2856

MEMORANDUM

1000-5 (CC)

15 Oct 94

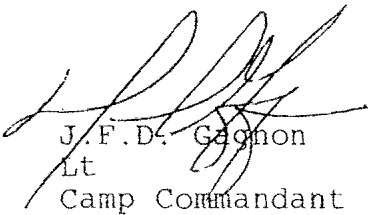
Distribution List

GATE CONTROL UNAMIR HQ

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

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

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


J.F.D. Gagnon
Lt
Camp Commandant
11152

DISTRIBUTION LIST

List A
List B
List c
List D
List E



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UNAMIR - MINUAR

DATE: 7 October 1994

TO: All UNAMIR HQ Staff

FROM: Ally Golo, OIC Administration

A large, stylized handwritten signature in black ink, likely belonging to Ally Golo, is written over the 'FROM' line.

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

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

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

Thank you for your usual cooperation.



✓

A: Chefs d'Unités/de Sections

DATE: 6 octobre 1994

DE: K. Nilsvang
CCPO

REF: PERSONNEL/NS

OBJET: Demandes de congé

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

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

Merci de votre coopération.

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



UNITED NATIONS
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MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

TO: All Unit/Section Chiefs

DATE: 06 October 1994

FROM: K. Nilsvang
CCPO

REF: PERSONNEL/NS

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

SUBJECT: Request for leave of absence

It was brought to my attention that certain local staff have taken long leave of absence without advising Personnel Section in writing. Please note that as SSA appointees, the local staff are not entitled to any kind of special leave. You are therefore required to ensure that proper authorization is given prior to their departure otherwise this unauthorized leave will be considered as abandonment of post and their contract terminated accordingly. In order to avoid any misunderstanding, you are requested to inform Personnel Section immediately of such absences and the monthly attendance record sheet (DSS form) properly noted for financial deductions.

As far as International Staff are concerned, we would like to reiterate the importance of receiving copies of signed Movement of Personnel forms (MOP) on a more regular basis after they have been processed.

Thank you for your usual cooperation.

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

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UNAMIR - MINUAR

TO: All Unit/Section Chiefs

DATE: 06 October 1994

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

REF: PERSONNEL/NS

SUBJECT: Chief Civilian Personnel Officer (CCPO)

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

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

Thank you for adhering to the above instruction.

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

UNITED NATIONS

ASSISTANCE MISSION FOR RWANDA



UNAMIR - MINUAR

NATIONS UNIES

MISSION POUR L'ASSISTANCE AU RWANDA

cl

TO: Dr. Abdul Kabia
Executive Director

DATE: 04 October 1994

FROM: Ally H. Golo
OIC/ADM.

SUBJECT: Incident involving a Local Staff - Mr. Alfred Rusigariye

As you are aware, the above-mentioned staff member was forcibly taken away from UNAMIR compound on 22 September 1994 by RPA soldiers, corroborated by two Nigerian soldiers. A fax was sent to the UN Security Coordinator, Mr. Benon Savan, informing him of the incident. In addition, Personnel Section wrote a memo to the FC on the same subject on 23 September 1994, seeking a full investigation into this incident. So far, we have not received any official reaction from the FC's office and New York is still waiting for the complete report.

As this matter involves a violation of UN premises and, in accordance with the UN Security guidelines, a note verbale should be addressed to the Rwandese Government to protest against this breach of the Organisation's privileges and immunities.

Thank you for keeping the Administration informed of any action you deem necessary to take in respect of this subject matter.

CP
Please discuss
with the Legal
Division and revert
to me.
HPK
9/10

Re 7/10/
CP
Letter sent
to Foreign Office
by SAS G

UNITED NATIONS

ASSISTANCE MISSION FOR RWANDA



UNAMIR - MINUAR

NATIONS UNIES

MISSION POUR L'ASSISTANCE AU RWANDA

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*CP
Please discuss
with the Legal
Adviser and revert
to me.
HAK
G10*

*Re 7/10/
CP
[Signature]*