

MIR

G3 OPERATIONS / PLANS  
STANDARD OPERATING PROCEDURES

[1 DEC 1994] - 23 FEB 1995

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ASSISTANCE MISSION FOR RWANDA

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MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

**MILOB GP HQ**

File No 5000.7 ( PLANS )

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Date : 23 Feb 1995

Subject : UNAMIR FORCE SOPs

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UNITED NATIONS ASSISTANCE MISSION IN RWANDA

(UNAMIR)

STANDARD OPERATING PROCEDURES

(SOPS)

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ASSISTANCE MISSION IN RWANDA



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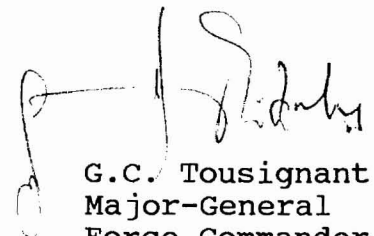
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KIGALI, 19 December 1994

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SOP AUTHORIZATION

1. Standing Operating Procedures stipulate the way in which the Military Division of UNAMIR will carry out various functions to fulfil its mandate in Rwanda.
2. These SOPs are intended to be concise and clear directions appropriate to the execution of standard tasks and functions in UNAMIR. They are not intended to be a substitute for good judgement and common sense. In addition, these SOPs are a living document and thus, from time to time, they will be changed or developed as required.
3. All commanders and staff officers are expected to be familiar with this document and to employ it in their daily tasks.

  
G.C. Tousignant  
Major-General  
Force Commander  
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## AMENDMENT RECORD SHEET

[illegible]

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ABBREVIATIONS USUALLY USED IN UNAMIR

1.	<b>A</b>	<b>ALPHA</b>
	AA	ANTI-AIRCRAFT
	ACCN	ACCOMMODATION/ACKNOWLEDGE
	A&P	ADMINISTRATION AND PERSONNEL
	AC	AIRCRAFT
	ACOS	ASSISTANT CHIEF OF STAFF
	ACOS A&P	ASSISTANT CHIEF OF STAFF ADMINISTRATION AND PERSONNEL
	ACOS LIAISON	ASSISTANT CHIEF OF STAFF LIAISON
	ACOS LOG	ASSISTANT CHIEF OF STAFF LIAISON
	ACOS LOG	ASSISTANT CHIEF OF STAFF LOGISTICS
	ACOS OPS	ASSISTANT CHIEF OF STAFF OPERATIONS
	ADC	AIDE-DE-CAMP
	ADL	ARMISTICE DEMARCATION LINE
	ADMIN	ADMINISTRATION
	ADO	ADMINISTRATIVE DUTY OFFICER
	ADS	ADVANCED DRESSING STATION/AIR DISPATCH SERVICE
	AE	ARMED ELEMENTS
	AFC	ACTING FORCE COMMANDER
	AHCC	ARMY HIGH COMMAND COUNCIL
	AK	AUTOMATIC KALASHNIKOV
	ALTN	ALTERNATE
	ALO	AIR LIAISON OFFICER
	AMB	AMBULANCE
	AMDT	AMENDMENT
	AMMO	AMMUNITION
	AMR	APPROX MAP REFERENCE
	AO	AREA OF OPERATIONS
	AOS	AREA OF SEPARATION
	APC	ARMoured PERSONNEL CARRIER
	APERS	ANTI-PERSONNEL
	APPROX	APPROXIMATELY
	ARTY	ARTILLERY
	ASAP	AS SOON AS POSSIBLE
	ASOSD	ASSISTANT SENIOR OFFICER STAFF DUTIES
	ATK	ANTI-TANK
	ATTN	ATTENTION
	AVG	AUGAS AVIATION GASOLINE
	AVN	AVIATION
2.	<b>B.</b>	<b>BRAVO</b>
	BATT	BATTALION
	BBTG	BROAD-BASED TRANSITIONAL GOVERNMENT
	BDRY	BOUNDARY
	BMR	BATTALION MOBILE RESERVE
	BOI	BOARD OF INQUIRY
	BR	BRIDGE
	BRIG	BRIGADIER

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BTY	BATTERY
BZs	BUFFER ZONE
3. C.	CHARLIE
CAL	CALIBRE
CAO	CHIEF OF ADMINISTRATIVE OFFICER
CAPT	CAPTAIN
CAS	CASUALTY
CASO	CHIEF AIR STAFF OFFICER
CC	CAMP COMMANDANT
CCNG	COMMAND COUNCIL OF THE NATIONAL GENDARMERIE
CCO	CHIEF COMMUNICATIONS OFFICER
CCPO	CHIEF CIVILIAN PERSONNEL OFFICER
CEO	CHIEF ENGINEER OFFICER
CEOSO	COMBAT ENGINEER & OPERATIONAL SECURITY
CF	CEASE - FIRE
CFL	CEASED - FIRE LINES
CFV	FIRE VIOLATION
CFO	CHIEF FINANCE OFFICER
CGS	CHIEF GENERAL SERVICES
CICO	CHIEF INFORMATION COORDINATING OFFICER
CLO	CHIEF LOGISTICS OFFICER/CHIEF LIAISON OFFICER
C MAINT O	CHIEF MAINTENANCE OFFICER
CMO	CHIEF MAINTENANCE OFFICER
CMPIO	CHIEF MILITARY AND PRESS INFORMATION OFFICER
CMPO	CHIEF MILITARY PERSONNEL OFFICER
CO	COMMANDING OFFICER
COL	COLONEL
COMM	COMMUNICATION
CONTICO	CONTINGENT COMMANDER
COS	CHIEF OF STAFF
COMDR	COMMANDER
COO	CHIEF OPERATIONS OFFICER
COY	COMPANY
CHO	CHIEF HUMANITARIAN OFFICER
CHP	CHECKPOINT
CMTO	CHIEF MILITARY TRANSPORT OFFICER
CP	COMMAND POST
CPIO	CHIEF PRESS INFORMATION OFFICER
CPO	CHIEF PROCUREMENT OFFICER
CSO	CHIEF SIGNALS OFFICER
C SUP O	CHIEF SUPPLY OFFICER
CTO	CHIEF TRANSPORT OFFICER
CTO	COMPENSATORY TIME OFF
CUNMO	CHIEF UN MILITARY OBSERVER (OGL)

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- |      |         |   |
|------|---------|---|
| 4.   | D.      | <b>DELTA</b>                            |
|      | DCLO    | DEPUTY CHIEF LOGISTICS OFFICER          |
|      | DCOO    | DEPUTY CHIEF OPERATIONS OFFICER         |
|      | DCUNMO  | DEPUTY CHIEF UN MILITARY OBSERVER (OGL) |
|      | DDM     | DATE OF DEPARTURE FROM THE MISSION      |
|      | DDF DET | DEFENCE DETACHMENT                      |
|      | DFC     | DEPUTY FORCE COMMANDER                  |
|      | DIR     | DIRECTION                               |
|      | DML     | DEMOLITION                              |
|      | DMZ     | DEMILITARIZED ZONE                      |
|      | DO      | DUTY OFFICER                            |
|      | DS      | DIRECT SUPPORT                          |
|      | DSOO    | DEPUTY SENIOR OPERATIONS OFFICER        |
|      | DSPO    | DEPUTY SENIOR PLANS OFFICER             |
|      | DTG     | DATE-TIME-GROUP                         |
|      | DVR     | DRIVER                                  |
| <br> |         |   |
| 5.   | E.      | <b>ECHO</b>                             |
|      | EDP     | ELECTRONIC DATA PROCESSING              |
|      | ENGR    | ENGINEER                                |
|      | EOD     | EXPLOSIVE ORDNANCE DISPOSAL             |
|      | EQPT    | EQUIPMENT                               |
|      | EOR     | EXPLOSIVE ORDNANCE RECONNAISSANCE       |
|      | ETA     | ESTIMATED TIME OF ARRIVAL               |
|      | ETC     | ESTIMATED TIME OF COMPLETION            |
|      | ETD     | ESTIMATED TIME OF DEPARTURE             |
|      | ETR     | ESTIMATED TIME OF RETURN                |
|      | EXPL    | EXPLOSIVE                               |
| <br> |         |   |
| 6.   | F.      | <b>FOX-TROT</b>                         |
|      | FC      | FORCE COMMANDER                         |
|      | FD      | FIELD                                   |
|      | FDLs    | FORWARD DEFENDED LOCATIONS              |
|      | FDO     | FORCE DUTY OFFICER                      |
|      | FFM     | FORCE FIRE MARSHALL                     |
|      | FHO     | FORCE HYGIENE OFFICER                   |
|      | FLT     | FLIGHT                                  |
|      | FM      | FREQUENCY MODULATED                     |
|      | FMN     | FORMATION                               |
|      | FMSO    | FORCE MEDICAL SUPPLY OFFICER            |
|      | FMR     | FORCE MOBILE RESERVE                    |
|      | FOD     | FIELD OPERATIONS DIVISION               |
|      | FPM     | FORCE PROVOST MARSHALL                  |
|      | FSC     | FIRE SUPPORT COORDINATOR                |
|      | FSO     | FIELD SERVICE OFFICER                   |
|      | FTIU    | FORCE TRANSPORT INVENTORY UNIT          |
|      | FWO     | FORCE WELFARE OFFICER                   |

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7.	<b>G.</b> GHANBATT GMT GP GS GSS	<b>GOLF</b> GHANAIAN BATTALION GREENWICH MEAN TIME (TIME ZONE ZULU) GROUP GENERAL SERVICE GENERAL SECURITY SERVICE
8.	<b>H.</b> HE HF HMG HOW HR HQ	<b>HOTEL</b> HIGH EXPLOSIVE HIGH FREQUENCY HEAVY MACHINE-GUN HOWITZER HOUR HEADQUARTERS
9.	<b>I.</b> ICRC ID IMREP IO	<b>INDIA</b> INTERNATIONAL COMMITTEE OF THE RED CROSS IDENTITY CARD IMMEDIATE REPORT INFORMATION OFFICER
10.	<b>J.</b> JSPU	<b>JULIET</b> JOINT SERVICES PORT UNIT
11.	<b>K.</b> KM (S) KPH KIA	<b>KILO</b> KILOMETRE (S) KILOMETRES PER HOUR KIGALI INTERNATIONAL AIRPORT
12.	<b>L.</b> LA LAW LOA LN LO LOGBATT LOG LOG OPS LP LT Lt LZ	<b>LIMA</b> LEGAL ADVISER LIGHT ANTI-TANK WEAPON LETTER OF ASSIST LIAISON LIAISON OFFICER LOGISTICS BATTALION LOGISTICS LOGISTICS OPERATIONS LISTENING POST LOCAL TIME LIEUTENANT LANDING ZONE
13.	<b>M.</b> MAINT MAR MA TO FC  MDR MEDEVAC MEO MG MIO	<b>MIKE</b> MAINTENANCE MARABITOUN MILITARY ASSISTANT TO THE FORCE COMMANDER MINE DETECTOR MEDICAL EVACUATION MILITARY ENGINEER OFFICER MACHINE GUN MG MILITARY INFORMATION OFFICER

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	MO	MILITARY OFFICER
	MOR	MORTAR
	MOVCON	MOVEMENT CONTROL
	MP	MILITARY POLICE
	MPV	MILITARY PATTERN VEHICLE
	MSG	MESSAGE
	MTO	MILITARY TRANSPORT OFFICER
14.	<b>N.</b>	<b>NOVEMBER</b>
	NET	NOT EARLIER THAN
	NLT	NOT LATER THAN
	NLP	NATIONAL LIBERAL PARTY
	NTR	NOTHING TO REPORT
15.	<b>O.</b>	<b>OSCAR</b>
	OFFR	OFFICER
	OC	OFFICER COMMANDING
	OIC	OFFICER-IN-CHARGE
	OPS O	OPERATIONS OFFICER
	OP	OPERATIONAL CONTROL
	OPI	OFFICER OF PRIME INTEREST
	OPORD	OPERATIONS ORDER
	OPS	OPERATIONS
16.	<b>P.</b>	<b>PAPA</b>
	PAX	PASSENGERS
	PB	PATROL BASE
	PCIU	PROPERTY CONTROL AND INVENTORY UNIT
	PERS	PERSONNEL
	PFLR-GC	POPULAR FRONT FOR LIBERATION OF RWANDA-GENERAL COMMAND
	PIO	PRESS INFORMATION OFFICER
	PKO	PEACE-KEEPING OPERATION
	PL	PLATOON
	PM	PROVOST MARSHALL
	POL	PETROL, OIL, LUBRICANTS
	POSN	POSITION
	PSO	PERSONAL STAFF OFFICER
	PSP	PROGRESSIVE SOCIALIST PARTY
	PTL	PATROL
	PZ	PICK-UP ZONE (HELICOPTERS)
17.	<b>Q.</b>	<b>QUEBEC</b>
	QM	QUARTERMASTER
18.	<b>R.</b>	<b>ROMEO</b>
	RDR	RADAR
	RB	ROADBLOCK
	RD	ROUND (S)
	RECCE	RECONNAISSANCE
	RPA	RWANDAN PATRIOTIC ARMY
	RPF	RWANDAN PATRIOTIC FORCE
	RPG	(ROCKET PROPELLED GRENADE)

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	RR	RECOILLESS RIFLE
	REP	REPORT
	RV	RENDEZVOUS
19.	<b>S.</b>	<b>SIERRA</b>
	SA	SENIOR ADVISER
	SAO	SENIOR ADMINISTRATIVE OFFICER
	SM	SMALL ARMS
	SBF	STAY BEHIND FORCE
	SDO	SENIOR DUTY OFFICER
	SDS	SIGNAL DISPATCH OFFICER
	SGT	SERGEANT
	SHOOTREP	SHOOTING REPORT
	SITREP	SITUATION REPORT
	SLO	SENIOR LIAISON OFFICER
	SMIO	SENIOR MILITARY INFORMATION OFFICER
	SOA	STAFF OFFICER ADMINISTRATION
	SOO	SENIOR OPERATIONS OFFICER
	SOSD	STAFF OFFICER STAFF DUTIES
	SOI	SUMMARY OF INCIDENTS
	SP	SELF-PROPELLED (GUN) SUPPLY POINT
	SPO	SENIOR PLANS OFFICER/SENIOR POSTAL OFFICER
	SQN	SQUADRON
	SRSG	SPECIAL REPRESENTATIVE OF THE SECRETARY-GENERAL
	SSO FOOD	SENIOR STAFF OFFICER FOOD
	SSO MAINT	SENIOR STAFF OFFICER MAINTENANCE
	SSO	SENIOR SECURITY OFFICER
	SSO SUP	SENIOR STAFF OFFICER SUPPLY
	SUP COY	SUPPLY COMPANY
20.	<b>T.</b>	<b>TANGO</b>
	TAC	TACTICAL
	TGT (S)	TARGET (S)
	TK	TANK
	TN	TRANSPORTATION
	TOW	TUBE LAUNCHED OPTICALLY TRACKED WIRE-GUIDED MISSILE (ANTI-TANK MISSILE)
	TP	TROOP
	TRG	TRAINING
	TTY	(RADIO) TELE-TYPE
	TPT COY	TRANSPORT COMPANY
21.	<b>U.</b>	<b>UNIFORM</b>
	UHF	ULTRA -HIGH FREQUENCY
	UNAVEM	UNITED NATIONS ANGOLAN VERIFICATION MISSION
	UNDP	UNITED NATIONS DEVELOPMENT PROGRAMME
	UNID	UNIDENTIFIED
	UNK	UNKNOWN
	UNMO	UNITED NATIONS MILITARY OBSERVER
	UNMOGIP	UNITED NATIONS MILITARY OBSERVER GROUP

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	UNTSO	UNITED NATIONS TRUCE SUPERVISION ORGANIZATION
	UNRWA	UNITED NATIONS RELIEF AND WORKS AGENCY
	UXO	UNEXPLORED ORDINANCE
22.	V.	VICTOR
	VEH	VEHICLE
	VHF	VERY HIGH FREQUENCY
	VIC	VICINITY
	VIREP	VIOLATION REPORT
23.	W.	WHISKEY
	WFZ	WEAPONS FREE ZONE
	WG	WORKING GROUP
	WGAL	WORKING GROUP ON ADMINISTRATION AND LOGISTICS
	WGO	WORKING GROUP ON OPERATIONS
	WGP	WORKING GROUP PROGRAMS
	WGT	WORKING GROUP ON TRAINING
	WO	WARRANT OFFICER
	WPFU	WORKING PEOPLE FORCES UNION
	WPN	WEAPON
	WSS	WEEKLY SITUATION SUMMARY
	WX	WEATHER
24.	X.	X-RAY
25.	Y.	YANKEE
26.	Z.	ZULU
	ZT	ZULU TIME (GREENWICH MEAN TIME)

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UNAMIR FORCE SOPS

PART ONE - INTRODUCTION

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**SECTION 1 - BACKGROUND OF PEACEKEEPING**

1. Each United Nations peacekeeping operation has its Standard Operating Procedures (SOPS), which contain a set of instructions for all aspects of its operations and administration. The SOPS are prepared by the Commander and his staff and are revised as necessary to keep them relevant.
2. Each mission's SOPS vary according to the specific requirements of the particular mandate, the concept of operations, and the political and military context within which the mission operates. Given the diversity of peacekeeping missions undertaken by the United Nations, it would be impossible to design one set of SOPS adequate to the needs of them all.
3. However, there are many procedures which have been found to be common to most peacekeeping operations conducted over the past four decades. For the sake of efficiency, and to maintain some sort of consistency among missions, it is important to try to keep to a common core of procedures. To this end, these SOPS draw on the lessons learned in other missions as much as possible.
4. These SOPS will be reviewed once a year and revised as necessary by the DFC and Chiefs of Branches.

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## SECTION 2 - HISTORICAL BACKGROUND

### Geographical Description

1. The landlocked Republic of Rwanda, in East Central Africa, is bounded on the North by Uganda, on the East by Tanzania, on the South by Burundi and on the West by Zaire. Rwanda lies on the great East African plateau. It is a small country with an area of 26,338 square kms. Prior to the crisis in the spring of 1994 it had an estimated population of 8 million.

### History and Government

2. Rwanda developed into a highly centralized Kingdom ruled by the pastoral Tutsi minority, which arrived in the 14th to 16th centuries. The agricultural Hutu majority, which reached the area in the 7th to 10th centuries, served the Tutsi in exchange for protection and the use of cattle. The area was a German protectorate from 1899 to 1916 and subsequently was part of Belgian-administered Rwanda-Urundi.

3. Many Tutsi were driven from Rwanda by the Belgians in the 1940s for advocating independence; even more fled to escape ethnic strife in 1959. In 1961, Rwanda abolished the monarchy and declared itself a Republic; its independence was not internationally recognized until July 1, 1962. Since independence, Rwanda's history has been marked by ethnic conflicts. Maj Gen Juvenal Habyarimaja took power in a bloodless coup in 1973 and continued to serve as president until killed in April of 1994. Prior to his death a new constitution had been worked out in an attempt to resolve the tensions between Hutu and Tutsi elements. It provided for a multiparty system headed by a premier but with executive power in the hands of a president, who was limited to two consecutive 5 year terms. On the 16th of March 1993 the Government of Rwanda and the Rwandese Patriotic Front agreed to hold talks to achieve a comprehensive peace agreement. The talks were supported by the Organization of African Unity and facilitated by the United Republic of Tanzania. A United Nations good will mission was launched to lend the support of the international community to the peace process.

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**SECTION 3 - UNAMIR MANDATE**

**Creation of UNAMIR**

1. In its resolution 812 (1993) of 12 March 1993, the Security Council invited the Secretary-General to examine, in consultation with the OAU, the contribution that the United Nations, could make to strengthen the peace process in Rwanda. The possibility of an international force under the aegis of OAU and the United Nations was also examined.

2. The Security Council, in its resolution 846 (1993) of 22 June 1993, established the United Nations Observer Mission Uganda-Rwanda (UNOMUR).

3. In the same resolution, the Security Council urged both the Government of Rwanda and the RPF to conclude a comprehensive peace agreement and also requested the Secretary-General to monitor the progress of peace talks which were being held at Arusha, United Republic of Tanzania. The Council further requested the Secretary-General to report on the contribution the United Nations could make to assist the OAU in the implementation of a comprehensive peace agreement and to begin contingency planning to meet the anticipated need.

4. In his report dated 24 August 1993, the Secretary-General informed the Council that a peace agreement between the Government of Rwanda and RPF had been signed in Arusha on 4 August 1993. The two parties agreed that the war between them had come to an end and declared that they would spare no effort to promote national unity and reconciliation. They also agreed that all the six protocols of agreement which they had concluded and signed during the Arusha talks would be attached to the peace agreement.

5. The Secretary-General submitted a reconnaissance report to the Council on 24 September 1993. The reconnaissance report outlined the functions that a neutral international force might carry out to facilitate the implementation of the Arusha peace agreement. The report also assessed the human and financial resources that would be needed.

6. The reconnaissance mission carried out a detailed survey of the armed forces belonging to each of the parties, including their respective structures and equipment, troop dispositions and relative strategic importance of the positions occupied. The reconnaissance team also received detailed briefings from the Commander of the Neutral Military

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Observer Group (NMOG II) on its present status and role in Rwanda. NMOG II had replaced a previous NMOG I force in August 1993 and was currently made up of personnel from OAU member countries. Both NMOG I and NMOG II had a mandate to monitor and supervise the implementation of a cease-fire between the two parties in a de-militarized zone.

7. The reconnaissance mission assessed the essential requirements of a monitoring mission in Rwanda. This included an assessment of the following areas: cease-fire compliance in the demilitarized zone (DMZ), establishment of cantonment and assembly areas for weapons and personnel, mine clearance, security of humanitarian aid efforts, return of refugees and displaced persons, disarming and demobilization of armed personnel and restructuring of the Rwandese Defence Forces and the Gendarmerie. The mission also considered arrangements that could enhance various humanitarian activities.

8. In the light of the signing of the Arusha peace agreement and, on the basis of the findings of the reconnaissance mission, the Secretary-General recommended, in his third report, that the Security Council authorize the establishment of a United Nations Assistance Mission in Rwanda, to be known as UNAMIR, with a mandate to contribute to the establishment and maintenance of a climate conducive to the installation and functioning of a transitional government.

9. The Security Council, having considered the report of the Secretary-General, adopted resolution 872 (1993) of 5 October 1993 by which the Council decided to establish under its authority the United Nations Assistance Mission in Rwanda (UNAMIR) for a period of six months. The Council decided to establish UNAMIR subject to the proviso that it would be extended beyond the initial period only if a review by the Council indicated substantive progress had been made towards the implementation of the Arusha peace agreement.

10. In the same resolution, the Security Council approved the proposal that the United Nations Mission Uganda-Rwanda (UNOMUR), which had been established by resolution 846 (1993), should be integrated into (UNAMIR). In addition, the Council welcomed the efforts of the OAU in helping to implement the Arusha peace agreement, in particular the integration of NMOG II within UNAMIR.

11. The Security Council further approved the proposal that the deployment and withdrawal of UNAMIR should be carried out in stages and noted in this connection that UNAMIR's mandate, if extended, was expected to terminate following national elections and the installation of a new government in Rwanda; events scheduled to occur by October 1995, but no later than December 1995.

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12. The initial tasks of Resolution 872, gave to UNAMIR the mandate:

- a. To contribute to the security of the city of Kigali within a weapons secure area established by the parties in and around the city of Kigali;
- b. To monitor observance of the cease-fire agreement, which called for the establishment of cantonment and assembly points and the demarcation of the new demilitarized zone and assembly zones;
- c. To monitor the security situation during the final period of the transitional government's mandate leading up to the elections;
- d. To assist with mine clearance, primarily through training programs;
- e. To investigate instances of alleged non-compliance with the provisions of Arusha Peace Agreement;
- f. To monitor the process of repatriation of Rwandese refugees and resettlement of displaced persons;
- g. To assist in the coordination of humanitarian assistance activities; and
- h. To investigate and report on incidents regarding the activities of the Gendarmerie and police.

RESOLUTION 918 (1994)

13. Subsequent to the assassination of President Habyarmana and the terrible events that unfolded in the days immediately following his death, the Security Council agreed to the evacuation of most of UNAMIR. In the chaos that swept Rwanda in the months of April and May, there seemed no other course open. However, it soon became apparent that UNAMIR would have a role to play in the event that hostilities came to an end. The Security council, at the urging of the Force Commander, MGen Dallaire, adopted the following resolution:

- a. REAFFIRMING all its previous resolutions on the situation in Rwanda, in particular its resolution 872 (1993) of 5 October 1993 by which it established the United Nations Assistance Mission in Rwanda (UNAMIR),

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- b. Strongly condemning the ongoing violence in Rwanda and particularly condemning the very numerous killings of civilians which have taken place in Rwanda and the impunity with which armed individuals have been able to operate and continue operating therein,
- c. Stressing the importance of the Arusha Peace Agreement to the peaceful resolution of the conflict in Rwanda and the necessity for all parties to recommit themselves to its full implementation,
- d. Commending the efforts of the Organization of African Unity (OAU) and its organs, as well as the efforts of the Tanzanian Facilitator, in providing diplomatic, political, and humanitarian support for the implementation of the relevant resolutions of the Council,
- e. Deeply concerned that the situation in Rwanda, which has resulted in the death of many thousands of innocent civilians, including women and children internal displacement of a significant percentage of the Rwandan population, and the massive exodus of refugees to neighbouring countries, constitutes a humanitarian crisis of enormous proportions,
- f. Expressing once again its alarm at continuing reports of systematic, widespread and flagrant violations of international humanitarian law in Rwanda, as well as other violations of the rights to life and property,
- g. Recalling in this context that the killing of members of an ethnic group with the intention of destroying such a group, in whole or in part, constitutes a crime punishable under international law,
- h. Strongly urging all parties to cease forthwith any incitement, especially through the mass media, to violence or ethnic hatred,
- j. Recalling also its request to the Secretary-General to collect information on the responsibility for the tragic incident that resulted in the death of the Presidents of Rwanda and Burundi,

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- k. Recalling further that it had requested the Secretary-General to make proposals for the investigation or reports of serious violations of international humanitarian law during the conflict,
  - l. Underlining the urgent need for coordinated international action to alleviate the suffering of the Rwandan people and to help restore peace in Rwanda, and in this connection welcoming cooperation between the United Nations and the OAU as well as with countries of the region, especially the facilitator of the Arusha peace process,
  - m. Desiring in this context to expand the mandate of UNAMIR of humanitarian purposes, and stressing the importance it attaches to the support and cooperation of the parties for the successful implementation of all aspects of that mandate,
  - n. Reaffirming its commitment to the unity and territorial integrity of Rwanda,
  - o. Recognizing that the people of Rwanda bear ultimate responsibility for national reconciliation and reconstruction of their country.
  - p. Deeply disturbed by the magnitude of the human suffering caused by the conflict and concerned that the continuation of the situation in Rwanda constitutes a threat to peace and security in the region,
14. Due to an unsubstantive progress:
- a. Demands that all parties to the conflict immediately cease hostilities, agree to a cease-fire, and bring an end to the mindless violence and carnage engulfing Rwanda,
  - b. Welcomes the report of the Secretary-General dated 22 May 1994 (S/1994/565),
  - c. Decides to expand UNAMIR's mandate under resolution 912 (1994) to include the following additional responsibilities within the limits of the resources available to it:



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- 1) To contribute to the security and protection of displaced persons, refugees and civilians at risk in Rwanda, including through the establishment and maintenance, where feasible, of secure humanitarian areas,
  - 2) To provide security and support for the distribution of relief supplies and humanitarian relief operations,
- d. Recognizes that UNAMIR may be required to take action in self-defence against person or groups who threaten protected sites and populations, United Nations and other humanitarian personnel or the means of delivery and distribution of humanitarian relief;
  - e. Authorizes in this context an expansion of the UNAMIR force level up to 5,000 troops;
  - f. Requests the Secretary-General, as recommended in his report, and as a first phase, immediately to redeploy to Rwanda the UNAMIR military observers currently in Nairobi and to bring up to full strength the elements of the mechanized infantry battalion currently in Rwanda.
  - g. Further requests the Secretary-General to report as soon as possible on the next phase of UNAMIR's deployment including, inter alia, on the cooperation of the parties, progress towards a cease-fire, availability of resources and the proposed duration of the mandate for further review and action, as required, by the Council;
  - h. Encourages the Secretary-General to accelerate his efforts, in conjunction with the Secretary-General of the OAU, to obtain from Member States the necessary personnel to enable deployment of the expanded UNAMIR to proceed urgently;
  - j. Invites Member States to respond promptly to the Secretary-General's request for the resources required including logistical support capability for rapid deployment of the UNAMIR expanded force level and its support in the fields;

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- k. Strongly urges all parties in Rwanda to cooperate fully with UNAMIR in the implementation of its mandate and in particular in ensuring its freedom of movement and the unimpeded delivery of humanitarian assistance, and further calls upon them to treat Kigali airport as a neutral zone under the control of UNAMIR;
- l. Demands that all parties in Rwanda strictly respect the persons and premises of the United Nations and other organizations serving in Rwanda, and refrain from any acts of intimidation or violence against personnel engaged in humanitarian and peace-keeping work;

14. Many member nations agreed to take contribute troops with the general idea being that the infantry battalions ought to come from the region while nations further afield would provide communications, logistics and materiel support. For a number of reasons, troops did not actually begin to arrive to beef up UNAMIR to carry out its new mandate until after the fall of Kigali. The slow response and the repeated press coverage of atrocities led to the French initiative, Operation Turquoise, which saw the deployment of approx 2500 French soldiers in the western area of Rwanda. They created a so called Humanitarian Protected Zone (HPZ) within which militias were disarmed, roadblocks taken down and army units were cantoned. The RPA succeeded in pushing up to the edges of the HPZ but restrained their troops there until the withdrawal of the French led coalition forces in late August 94. The RPA declared a unilateral cease fire and indicated a willingness to work with UNAMIR in the interests of national unity. The French operation gave UNAMIR time to build up its forces sufficient to be able to meet its mandate. At the time of writing, UNAMIR had reached a total military strength of approx 5500.

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**SECTION 4 - OPERATIONAL DIRECTIVES**

1. Periodically, the Force Commander will issue operational directives under his authority to deal with specific matters. These directives will carry the authority of SOPs and must have the widest possible distribution and adherence.

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SECTION 5 - SECURITY AND PROMULGATION

1. The UNAMIR SOPs are accorded with the minimum security classification of UN RESTRICTED. They will be issued to all and read by UN personnel only. The purpose of these SOPs is to underline responsibilities and procedures to be followed by all UN personnel in UNAMIR. Unauthorized disclosure of any form is strictly prohibited. However, if it is necessary to quote from the SOPs to non-UN personnel, this should be done by releasing an authorized extract rather than by giving out complete SOPs.

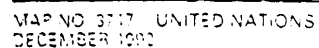
2. Copies of these SOPs are restricted to the necessary required number. Each copy of the SOPs will be numbered in serial out of the total numbers issued (eg copy number 20 of 180 copies). Subsequently the distribution will be made by the numbered copy only. All recipients are responsible for the care, custody and amendment of their copies.

3. All contingents/units/elements in UNAMIR are required to produce their own SOPs, and to ensure they are distributed and adhered to by all individuals under their command. Whenever necessary, the SOPs, or extracts of them may be translated into the unit's mother tongue.

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Security Council

Distr.  
GENERAL

S/RES/925 (1994)  
8 June 1994

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RESOLUTION 925 (1994)

Adopted by the Security Council at its 3388th meeting,  
on 8 June 1994

The Security Council,

Reaffirming all its previous resolutions on the situation in Rwanda, in particular its resolutions 912 (1994) of 21 April 1994 and 918 (1994) of 17 May 1994, which set out the mandate of the United Nations Assistance Mission for Rwanda (UNAMIR),

Having considered the report of the Secretary-General dated 31 May 1994 (S/1994/640),

Bearing in mind the statement made by the President of the Council on 3 May 1994 (S/PRST/1994/22),

Reaffirming its resolution 868 (1993) of 29 September 1993 on the security of United Nations operations,

Noting with concern that, to date, the parties have not ceased hostilities, agreed to a cease-fire, or brought an end to the violence and carnage affecting civilians,

Noting with the gravest concern the reports indicating that acts of genocide have occurred in Rwanda and recalling in this context that genocide constitutes a crime punishable under international law,

Reiterating its strong condemnation of the ongoing violence in Rwanda and, in particular, the systematic killing of thousands of civilians,

Expressing its outrage that the perpetrators of these killings have been able to operate and continue operating within Rwanda with impunity,

Noting that UNAMIR is not to have the role of a buffer force between the two parties,

Noting also that UNAMIR's expanded military component will continue only as long as and to the extent that it is needed to contribute to the security and protection of displaced persons, refugees and civilians at risk in Rwanda and to provide security, as required, to humanitarian relief operations,

Underscoring that the internal displacement of some 1.5 million Rwandans facing starvation and disease and the massive exodus of refugees to neighbouring countries constitute a humanitarian crisis of enormous proportions,

Reiterating the importance of the Arusha Peace Agreement as the basis for the peaceful resolution of the conflict in Rwanda,

Commending the countries which have provided humanitarian assistance to Rwandan refugees, as well as emergency aid to alleviate the sufferings of the Rwandan people, and those countries which have contributed troops and logistical support to UNAMIR, and reiterating the urgent need for coordinated international action in this respect,

Welcoming the cooperation between the United Nations and the Organization of African Unity (OAU) and the contributions of the countries of the region, especially that of the facilitator of the Arusha peace process, and encouraging them to continue their efforts,

Welcoming the visit to Rwanda and to the region by the United Nations High Commissioner for Human Rights,

Noting the appointment, pursuant to resolution S-3/1 of 25 May 1994 adopted by the United Nations Commission on Human Rights, of a Special Rapporteur for Rwanda,

Reaffirming its commitment to the unity and territorial integrity of Rwanda,

1. Welcomes the Secretary-General's report of 31 May 1994 (S/1994/640);
2. Endorses the Secretary-General's proposals contained therein for the deployment of the expanded UNAMIR, in particular:
  - (a) The immediate initiation of the deployment of the two additional battalions in phase 2 in close synchronization with phase 1;
  - (b) The continuation of urgent preparations for the deployment of the two battalions envisaged for phase 3; and
  - (c) Flexible implementation of all three phases to ensure effective use of available resources to accomplish the tasks listed in paragraphs 4 (a) and (b) below;
3. Decides to extend the mandate of UNAMIR, expiring on 29 July 1994, until 9 December 1994;

/...

4. Reaffirms that UNAMIR, in addition to continuing to act as an intermediary between the parties in an attempt to secure their agreement to a cease-fire, will:

(a) Contribute to the security and protection of displaced persons, refugees and civilians at risk in Rwanda, including through the establishment and maintenance, where feasible, of secure humanitarian areas; and

(b) Provide security and support for the distribution of relief supplies and humanitarian relief operations;

5. Recognizes that UNAMIR may be required to take action in self-defence against persons or groups who threaten protected sites and populations, United Nations and other humanitarian personnel or the means of delivery and distribution of humanitarian relief;

6. Demands that all parties to the conflict cease hostilities, agree to a cease-fire and immediately take steps to bring an end to systematic killings in areas under their control;

7. Welcomes the assurances of both parties to cooperate with UNAMIR in carrying out its mandate, recognizes that such cooperation will be essential to the effective implementation of the mandate, and demands that both parties adhere to those assurances;

8. Demands further that all parties cease forthwith any incitement, especially through the mass media, to violence or ethnic hatred;

9. Urges Member States to respond promptly to the Secretary-General's request for resources, including logistical support capability for rapid deployment of additional UNAMIR forces;

10. Requests the Secretary-General to ensure that UNAMIR extend the close cooperation it has with the Department of Humanitarian Affairs and the United Nations Rwanda Emergency Office also to the Special Rapporteur for Rwanda appointed by the United Nations Commission on Human Rights;

11. Demands that all parties in Rwanda strictly respect the persons and premises of the United Nations and other organizations serving in Rwanda, and refrain from any acts of intimidation or violence against personnel engaged in humanitarian and peace-keeping work;

12. Emphasizes the necessity that, inter alia:

(a) All appropriate steps be taken to ensure the security and safety of the operation and personnel engaged in the operation; and

(b) The security and safety arrangements undertaken extend to all persons engaged in the operation;

13. Commends the efforts of States, United Nations agencies, international organizations and non-governmental organizations which have provided

/...



humanitarian and other assistance, encourages them to continue and increase such assistance, and urges others to provide such assistance;

14. Welcomes the intention of the Secretary-General to establish a special trust fund for Rwanda and invites the international community to contribute generously to it;

15. Commends the tireless efforts of the UNAMIR Force Commander to prevent more innocent lives from being lost, and to bring about a cease-fire between the parties;

16. Commends also the efforts of the Secretary-General and his Special Representative to achieve a political settlement in Rwanda within the framework of the Arusha Peace Agreement, invites them, in coordination with the OAU and countries in the region, to continue their efforts, and demands that the parties undertake serious efforts to bring about political reconciliation;

17. Decides to keep the situation in Rwanda and the role played by UNAMIR under constant review and, to that end, requests the Secretary-General to report to the Council as appropriate, and in any case no later than 9 August 1994 and 9 October 1994, on progress made by UNAMIR in the discharge of its mandate, the safety of populations at risk, the humanitarian situation and progress towards a cease-fire and political reconciliation;

18. Decides to remain actively seized of the matter.

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UNAMIR FORCE SOPs

PART TWO

HEADQUARTERS

- SECTION 1 - CONCEPT
- SECTION 2 - COMMAND AND CONTROL
- SECTION 3 - ORGANIZATION
- SECTION 4 - STAFF DUTIES AND RESPONSIBILITIES
- ANNEX A - UNAMIR COMMAND AND CONTROL
- ANNEX B - ORGANIZATION OF FORCE HEADQUARTERS

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SECTION 1 - CONCEPT

1. This part of the SOPs lays down the command and control of UNAMIR and the detailed organizational structure of the Military Component HQ down to the Sector level. It also gives the various duties and responsibilities of the main staff at the Force HQ.

2. It comprises four section as follows:

- a. Section 1 - Concept
- b. Section 2 - Command and Control
- c. Section 3 - Organization
- d. Section 4 - Staff Responsibilities and Duties.

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SECTION 2 - COMMAND AND CONTROL

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

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

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

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

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

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SECTION 3 - ORGANIZATION

1. Depicted at the annexes are the following:
  - a. Annex A - Command and Control
  - b. Annex B - Outline Organization Force HQ
2. Detailed Organizations of the various units/elements/installations will be contained in subsequent SOPs of the units/elements/installations at the various levels.

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**SECTION 4 - STAFF RESPONSIBILITIES AND DUTIES**

1. This section describes the responsibilities of the FC and the principal staff officers in UNAMIR HQ Military Component. It also includes the duties of the staff officers in the offices of the FC and DFC/COS and those of the Camp Commandant. The responsibilities and duties of the Commanders and the staff in the other units and branches e.g. Engineers, Medical, Air Operations are contained in the SOPs covering each branch functional area.

2. The responsibilities and duties covered are:

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

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

4. **Duties of DFC/COS**

- a. Deputizes for the FC and assumes command in his absence.
- b. Carries out special assignments of cross-border or cross faction liaison.
- c. Co-ordinates military and civilian staff effort. All civilian staff co-ordinate their activities through him on all matters of importance with a military pertinence.
- d. Assumes responsibility for the co-ordination of briefings.

5. **Duties of COS**

- a. Carries out all operational tasks on behalf of the FC.
- b. Provides advice and suggestions on various aspects of the operations.
- c. Directs, supervises and co-ordinates the work of the Military Staff.
- d. Assumes responsibility for the issue of all major written staff work (e.g. Force SOPs, Policy Directives, Operational Directive, Plans, Orders, etc.).
- e. Ensures FC is kept informed of the on-going situation as required.

6. **Duties of DCOS Ops**

- a. Directs, co-ordinates and supervises the work of the Operational Branch.

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

7. Duties of G1/Chief Military Personnel Officer

- a. Directs, co-ordinates and supervises the work of the Personnel Branch.
- b. Defines the responsibilities of his subordinate staff officers.
- c. Accepts responsibility for all personnel activity such as rotations, personnel records, strength returns, staff lists, replacements, repatriations, injuries, illness, leave, ID cards, sports, welfare.
- d. Co-ordinates and directs , where necessary, personnel oriented elements within the Peacekeeping Operations (e.g. medical, military police).

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- e. Processes Boards of Inquiry (BOI) and Claims.
- f. Maintains supervision of progress or regress of privileges and immunities.
- g. Ensures accurate and timely submission of returns and reports.
- h. Maintains full knowledge of all developments in the personnel field, solving current issues, keeping DFC/COS and, if necessary FC, informed of important developments and forwarding appropriate proposals for decision by the FC.
- i. Disseminates pertinent information to other staff heads both military and civilian.

8. Duties of G2/Info.

- a. Coordinates the information collection plan as directed by the Force Commander's information requirements and the sources and agencies available to HQ UNAMIR.
- b. Collates and logs the information collected.
- c. Makes assessments as to the future intentions of factions as directed by the Force Commander's information requirements.
- d. Disseminates information in a timely and accurate manner.

9. Duties of G3 Plans.

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

10. Duties of G4

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

11. Duties of the Chief Liaison Officer

- a. Liaison with the Rwanda faction forces on matters which require mutual coordination.
- b. Responsible for Liaison with all UN Civil agencies, NGOs and Rwanda civilian administrations for briefings, and press conferences.
- c. Responsible for any special assignment/projects as directed by the FC.
- d. Acts as the Force focal point for all escort demands. All demands, if approved, will be forwarded to MILOB Gp HQ for implementation.

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- e. Supervises the daily activities of the Government and RPF Liaison staff, including their meetings with anyone outside of the strict military environment. He is to be informed of all such non-military meetings.
- f. Is the point of contact of the UNCIVPOL with the force.

12. Duties of the Military Assistant to Force Commander

- a. Acts as personal Staff Officer to the FC.
- b. Provides advice on the conduct of military operations within the context of Security Council Resolutions.
- c. Accompanies the FC on meetings and visits as required.
- d. Monitors and controls the flow of staff work affecting the Commander.
- e. Drafts matters of policy for staffing, and signs routine correspondence on the FC's behalf.
- f. Maintains close liaison with SRSG's and CAO's staff, HAC, CIVPOL and Milob HQ.
- g. Provides advice on protocol to the FC and his staff.
- h. supervises the FC's retinue.

13. Duties of the A/MA and Visits Officer

- a. Assists the MA and assumes his responsibilities in his absence. To this end he is to maintain a current understanding of the political and military situation and be prepared to give advice to the Commander.
- b. Principally responsible for the coordination of all visits to UNAMIR. Receives guidance from MA to FC prior to arranging a visit.
- c. Liaises with the sponsor officer over HQ UNAMIR controlled facilities and Command briefings and is responsible for the coordination of their delivery for visits by contributing states' military staff to their contingents.

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- d. For visits by UN, external political or military figures, liaises with the Chief Protocol Officer and coordinates the provision of the military and security aspect of the visit.
- e. On the provision of aircraft and security, operates under guidance from DCOS Ops.
- f. A/MA is to be assisted by a Visits Warrant Officer and supervises that officer's work.

14. Duties of Public Affairs Officer

- a. Responsible for providing the FC with advice on the public affairs impact and applications inherent in planned and implemented operations.
- b. Informs the FC on public affairs policy directives as they affect UNAMIR, and complies with them.
- c. Liaises closely with the UNAMIR Spokesman, and is authorised to brief press and media on the military aspects of UNAMIR's operations and the application of military force. In the course of this he anticipates and responds to media needs.
- d. Disseminates public affairs information to the military element of UNAMIR. Ensure that information for public dissemination is reviewed for compliance with security and policy requirements.
- e. Liaises with media representatives, to provide them access as appropriate, escorts and transport on such occasions as the military situation dictates.
- f. Prepares the public affairs portion of operational plans, orders and SOPs.

15. Duties of the Executive Assistant (EA) to the FC

- a. Prepared to undertake such special projects as the Commander requires. In this regard he is to maintain a working knowledge of all staff areas and the operational situation.
- b. Prepared to assume the responsibilities of other members of the Commander's Office in their absence.

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

- a. Performs those duties directed by the FC.

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- b. Responsible for the FC's well-being and security.
- c. Prepares and organises the FC's program.
- d. Organises and oversee the itinerary of any trip undertaken by the FC, and accompanies him when required.
- e. Assists the MA to the FC in the reception and hosting of visitors to the headquarters, and is responsible for the reception and hosting of visitors at the Commander's Residence.
- f. Assists in the coordination of protocol activities, as they affect the FC.
- g. Supervises the FC's other personal staff, including driver, bodyguard and house manager.
- h. Responsible for supervising the control and maintenance of the FC's vehicles, and for the prompt reporting of building defects at his Residence.

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

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

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

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

19. Duties of the Camp Commandant

- a. Co-ordinates generally with the UNAMIR Military HQ.
- b. Responsible for consolidating, printing, issuing and reviewing SOP's,
- c. Prepares and distributes minutes from FC's conferences, staff meetings as directed by the FC.
- d. Controls the Hq Conference Halls and co-ordinates its reservation by the branches/sections.
- e. Maintains files on all staff duties instructions.
- f. Co-ordinates SOP inputs.

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- g. Responsible for inventory/accounting for all equipment and furniture assigned to the staff of the Force HQ.
- h. Attempt to ensure adequate stationery supplies are readily available for use for staff duties.
- i. Responsible for security of the UNAMIR HQ under supervision of the DFC/COS with co-ordination of Chief Security Officer.
- j. Responsible for allocating office spaces for the staff of the Force HQ.
- k. Ensures adequate office equipment and furniture are readily available for use by Force HQ staff.
- l. Responsible for reliability of all facilities in the HQ edifice with electricity and water supply as well.

20. Duties of Humanitarian Officer

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

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21. General Duties of Military Branch Heads

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

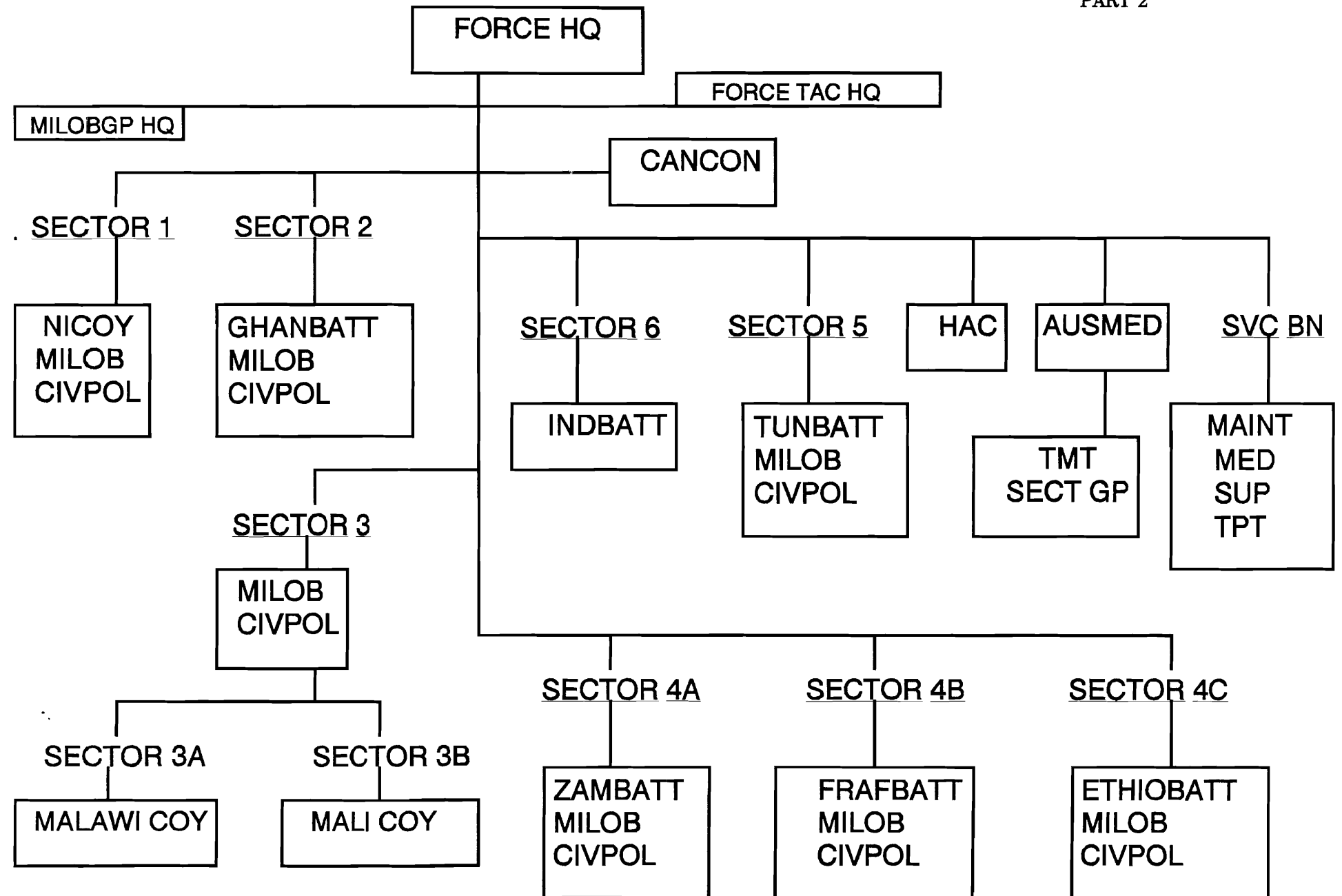
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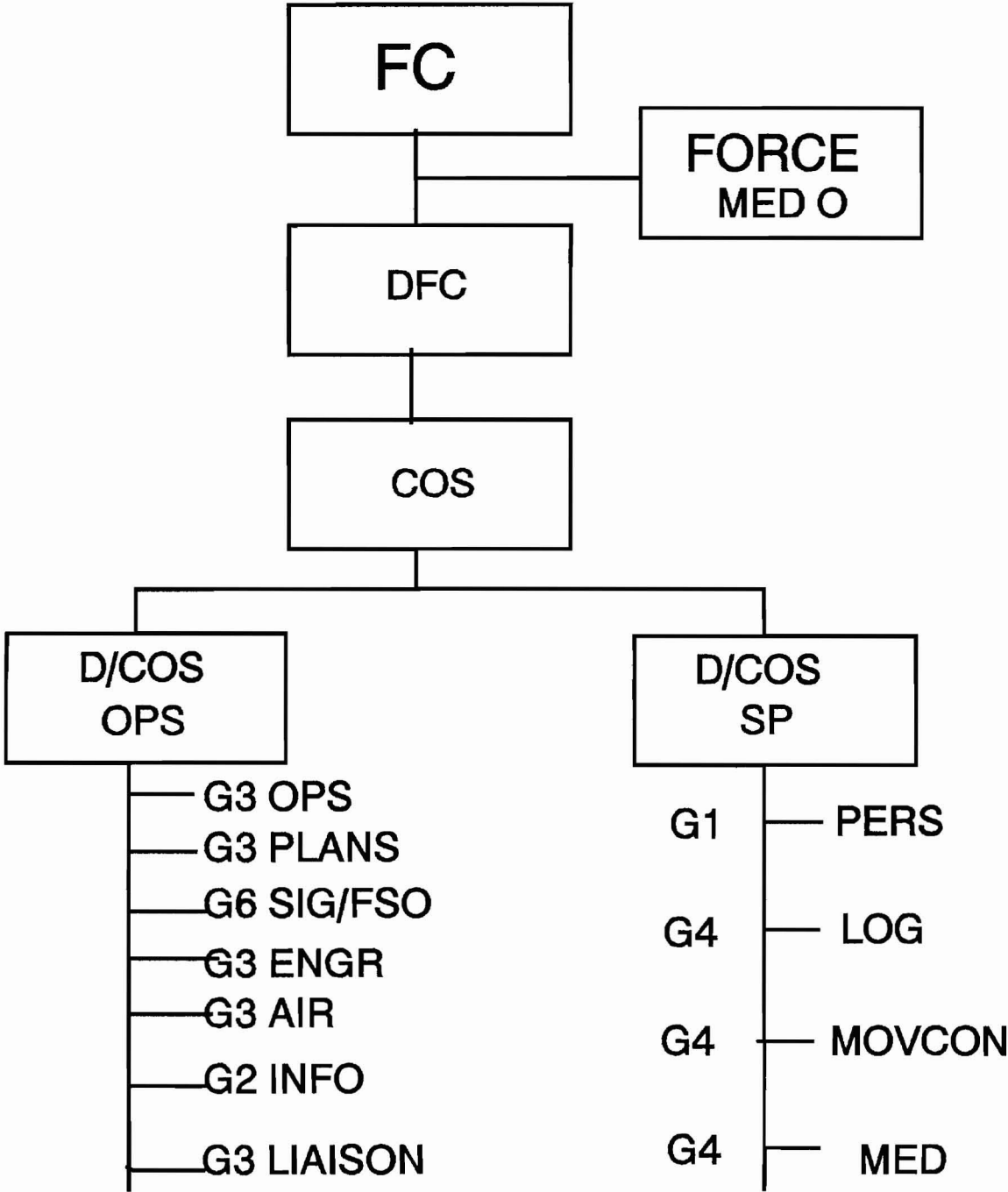
# UNAMIR COMMAND AND CONTROL

ANNEX A TO  
UNAMIR SOPs  
PART 2



# FORCE HQ ORG

ANNEX B TO  
UNAMIR SOPs  
PART 2



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UNAMIR FORCE SOPS

PART THREE

OPERATIONS

SECTION ONE	-	DUTIES AND RESPONSIBILITIES
SECTION TWO	-	UN INSTALLATIONS
SECTION THREE	-	SAFE HAVENS
SECTION FOUR	-	DISPLACED PERSONS CAMPS
SECTION FIVE	-	POSITIONS AND OBSERVATION POSTS
SECTION SIX	-	OPERATION OF UNAMIR CHECKPOINTS
SECTION SEVEN	-	PATROLLING
SECTION EIGHT	-	STANDARD OPERATING PROCEDURE FOR UNAMIR CONVOY ESCORT
SECTION NINE	-	ARMS, AMMUNITION AND EXPLOSIVES
SECTION TEN	-	MINES, BATTLEFIELD DEBRIS, EXPLOSIVE ORDNANCE, RECONNAISSANCE (EOR) AND EXPLOSIVE ORDNANCE DISPOSAL (EOD)
SECTION ELEVEN	-	UNAMIR SEARCH OPERATIONS
SECTION TWELVE	-	PROCEDURES FOR DEALING WITH RPA GROUND OPERATIONS AND INCURSIONS
SECTION THIRTEEN	-	COMPLAINTS
SECTION FOURTEEN	-	VOLUNTARY DISARMING OF MILITARY, PARAMILITARY, SELF - DEFENSE AND CIVILIAN FORCES
SECTION FIFTEEN	-	SECTOR OPERATIONAL GUIDANCE
SECTION SIXTEEN	-	SECURITY OF TROOPS
SECTION SEVENTEEN	-	RULES OF ENGAGEMENT
SECTION EIGHTEEN	-	OPERATIONAL INSPECTIONS AND INVESTIGATIONS
SECTION NINETEEN	-	REPORTING
SECTION TWENTY	-	RAPID REACTION FORCE

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PART 3 - OPERATIONS

SECTION 1 - DUTIES AND RESPONSIBILITIES

ORGANIZATION OF OPERATIONS BRANCH

1. General

- a. The staff duties of Ops Branch are to provide for and develop the plans, policies and directives to operationally carry out the command responsibilities of UNAMIR. In this regard its principal responsibilities include:

(1) Communication and Control of operational matters.

(2) UNAMIR operational planning.

(3) Supervision of the conduct of operations and selective training.

(4) Collection of military and other information valuable to UNAMIR mission and evaluation of military information.

(5) Operational tasking.

- b. The organization chart of Operations Branch is attached as Annex A to part 3. The Branch consists of eight cells as follows:

(1) Current Operations;

(2) Plans Cell;

(3) Military Information Cell;

(4) Air Operations Cell

(5) Signals Cell

(6) Liaison Cell

(7) Movement Control Cell

(8) Human Rights Commission Coord Cell

2. Deputy Chief of Staff Operations (DCOS Ops). The DCOS Ops is normally a Colonel and is the head of the Operations Branch. His overall duties and responsibilities are contained in para 5 of Part Two Section 2. Also he is the principal assistant to the Force Commander in matters pertaining to organization, planning, training, operations and military information.

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3. G3 Operations. The G3 Ops is normally a Lieutenant-Colonel. As deputy to DCOS Ops he is acting DCOS Ops (A\DCOS Ops) when the latter is absent and takes over all responsibilities of DCOS Ops. He is especially responsible for co-ordination of Ops Branch concerning:

- a. Co-ordination of Ops briefings;
- b. Co-ordination of Ops Conferences;
- c. Supervision of the work of Ops branch personnel;
- d. Maintaining liaison with Plans Branch concerning operational matters;
- e. Supervision of all major exercises and Ops;
- f. Review of the Ops Chapters in the SOP;
- g. Preparation of Ops Branch leave plan;
- h. Supervision and guidance of the use of Ops Branch vehicles.

OPERATIONS CELL

4. The Current Operations Cell contains three cells as follows:

- a. Senior Duty Cell;
- b. Force Ops Room;
- c. Force Duty Cell.

5. Senior Duty Offr (SDO) The SDO is normally a major and he is the head of the Current Operations Cell. He supervises the UNAMIR Ops Room activities and the Force Duty Cell. He is responsible for the efficient running of the Ops Centre on a Day/ Night basis and is especially responsible for:

- a. Maintenance of the Ops situation map;
- b. Supervision of filing system including all classified papers;
- c. Distribution of messages to officers concerned;
- d. Briefing about the current ops;
- e. Submission of Daily Situation Reports (SITREPS) to United Nations Situation Centre, New York - daily at 1200 hrs local the latest;

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- f. Submission of Weekly SITREPS to United Nations Situation Centre, New York on Tuesday at 1800 hrs the latest;
  - g. Preparation of special cable on incidents (SINCREPS) of immediate importance;
  - h. Receiving/handling INCREPS, SHOOTREPS;
  - i. Receiving medevac requests and supervising the execution of the medevac operation;
  - j. Ensuring that rostering of Duty Officers is completed;
  - k. Maintaining of statistics and graphs
  - m. Co-ordination of escort requests.
6. Force Duty Officer. The FDO is responsible for:
- a. Reception, registration, processing and further distribution of all messages.
  - b. Conveyance of messages intentionally received for this aim to all concerned and registration of them.
  - c. Co-ordination of information flow.
  - d. Management of allotted channel on the FM radio.
  - e. Supervising and coordinating the UNAMIR military information collecting activities such as incident reports(INCREPS), shooting reports(SHOOTREPS) and bomb blast reports(BOMBREPS).

PLANS CELL

7. The Plans Cell is responsible for the formulation of plans and contingency planning with respect to UNAMIR Ops. The cell is headed by a Lt-Col (G3 Plans) and assisted by two Majors (SO2 G3 Plans), a Captain (SO3 G3 Plans) and a Senior NCO (Clerk). The responsibilities of the G3 Plans include the following:

- a. Working in close co-ordination with the DCOS OPS and G3 OPS.
- b. Coordination of troop deployments and rotations.
- c. Preparation of estimates and plans for future operations.
- d. Up-dating of force structure to meet operational requirements.

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- e. Deployment of surveillance and night vision devices.
- f. Planning coordinating and monitoring of training activities of UNAMIR military personnel.
- g. Coordination with other UN and Humanitarian Organizations for long term planning.

**MILITARY INFORMATION CELL**

8. The G2 cell is headed by the Military Information Officer who is a Major and is assisted by a Captain and a Senior NCO. The G2 is responsible to the G3 Ops for all military information. The primary tasks of the G2 include the following:

- a. Supervising and coordinating the UNAMIR military information gathering activities.
- b. Processing data into useful information which includes recording, integrating, correlating, evaluating and interpreting information.
- c. Disseminating military information in the form of estimates, summaries and annexes, periodic reports, analysis of the area of operation, studies and maps.
- d. Estimating forces, capabilities and vulnerabilities and courses of action they are likely to pursue.
- e. Preparing information estimates, annexes, reports, summaries and briefings.
- f. Preparing and disseminating special reports of statistical nature and reports covering defined periods and operations relative to the forces.
- g. Maintenance of information on movements of refugees and displaced persons.
- h. Maintenance of information on mass graves.

**AIR OPERATIONS CELL**

9. The Air Staff is headed by the G3 Air who is normally a Sqn Leader. As a military cell head, he is responsible to the G3 Ops for the operational efficiency of the air personnel. The air staff works in close co-operation with UNAMIR Ops Branch. The primary tasks of the Air Ops cell are as follows:

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- a. Advise Force Commander or any other senior staff officer designated by him, on all matters related to aircraft.
- b. Arrange aircraft for the movement of UNAMIR personnel and cargo to and from the mission area in coordination with the civil Air Ops Officer in Nairobi.
- c. Arrange aircraft for any casualty/medical evacuation or in any other emergency.
- d. Receive air task request to use the helicopter, from units/users.
- e. Advise and assist the Force Commander to prioritise the demands for using the helicopters.
- f. Plan the helicopter missions to achieve maximum results with minimum fuel consumption.
- g. Task the helicopter unit.
- h. Arrange casevac/medevac mission by helicopter within the mission area in a shortest possible time.
- i. Arrange aviation fuel for the helicopter in coordination with the Logistic officer.
- j. Maintain close liaison with the Air Ops Center (AOC) in the airport and monitor the airport activities.
- k. Maintain close liaison with the MOVCON personnel and monitor passenger handling in the airport.
- l. Make all correspondences regarding air matters.
- m. Receive all movement requests from the individuals intending to travel out of Kigali by UN aircraft.
- n. Prepare passengers manifest.
- o. Get the passengers manifest cleared by LO RPA.
- p. Send the manifest to Nairobi Air Ops.
- q. Hand over the manifest to MOVCON (Air).
- r. Advise MOVCON in case of any crisis regarding the passenger handling in the airport.
- s. Obtain the flight schedule from Nairobi Air Ops.



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- t. Inform MOVCON and all passengers about the schedule.
- u. Obtain the list of the incoming passengers from Nairobi Air Ops.
- v. Arrange the clearance for the incoming passengers from LO RPA.
- w. Notify and arrange clearance from the LO RPA for the helicopter flying within Rwanda.

SIGNAL CELL

10. The functions of the signal cell includes the following:

- a. Coordination of all military communication in UNAMIR.
- b. Ensuring that comm equipment of formed units are kept at acceptable levels.
- c. Provision of Signal Despatch Service within UNAMIR AOR.
- d. Manning all comm equipment in UNAMIR OPS Room and all Formed Units Rear Links to UNAMIR HQ.

11. The cell is headed by the G6/Force Signal Officer and his responsibilities include:

- a. Advising the Force Commander, his staff and units on all matters affecting communication.
- b. Ensuring effective operation of communication equipment used by units.
- c. Coordinating with the Chief Communication Officer for developing plans for civilian pattern communication equipment employed in the UNAMIR AO.
- d. Provision of telephone extensions at unit locations and is also responsible for the installation of civilian pattern radios as base stations and in vehicles in liaison with the CCO.

ENGINEER CELL

12. The Force Engineer Cell deals with all engineer matters within UNAMIR AOR. The cell prioritizes, directs and coordinates the activities of all the engineer elements of the Force.

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13. The cell is also responsible for maintaining contacts with UN agencies on all civil engineering matters on behalf of the Force. The Force engineer cell is headed by the Force Engineer Officer whose duties are listed in SOP Part 5.

LIAISON CELL

14. Headed by the Chief Liaison Officer. He is responsible for maintaining liaison with the appropriate Rwandese Government authorities/officials through RPA liaison officers as well as with all other UN agencies and NGOs on matters of operational interest to UNAMIR. In addition to the above the chief liaison officer is responsible for those duties listed in SOP Section 2 to Part 2.

HUMAN RIGHTS COMMISSION COORD CELL

15. The need for a military officer to assist the Human Rights Commission in certain areas of their operations has been identified and a military coordinating officer(MCO) appointed accordingly. Is responsible to the DCOS OPS. Duties and responsibilities are further listed in SOP Section 2 to Part 2.

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## SECTION 2 - UN INSTALLATIONS

### GENERAL

1. All UNAMIR military and civilian camps, structures and equipment, deployed on Rwandan territory, belonging to the mission and necessary to fulfil its mandate.
2. UN Installations will be guarded by UNAMIR assigned elements.

### AIM

3. To define the status of UN Installations and clarify access to them.

### ACCESS

4. Access to these areas is restricted and only authorized individuals are allowed free access into UNAMIR installations.
5. Persons authorized to enter into UN areas.
  - a. All UNAMIR members (military and civilian pers) with ID cards issued by the office of the UNAMIR Chief Security Officer in FHQ.
  - b. UNAMIR local staff, issued with UNAMIR ID cards.
  - c. VIPs and other guests invited by UNAMIR chiefs of branches and in their company.
  - d. Other persons ready to substantiate the purpose of their visit at UN Installation after confirmation by the interested person from UNAMIR side.
  - e. For security reasons it is imperative that all visitors carrying weapons, except where authorised by DCOS OPS, must deposit them with guards at the entrance of all UNAMIR installations for collection on way out of the installations.
6. Permit's issuing procedure. Detailed procedure for issue if ID cards is described in SOP Part 8, Military Personnel, Section 6.
7. Visitors into important UN installations must possess visitor's cards or one time use permits issued by the office of the Chief of security.
8. Chief Security Offr should be OPI for coordination of all security regulations in FHQ.

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9. In the case of minor UN Installations it is the UNAMIR unit Comd/Section Manager/Guard responsibility to apply the above mentioned rules.

10. However, the following will be ensured:

- a. Names of all visitors will be recorded in a special register with their personal data indicating first name, second name, addresses of both home and place of work, the purpose for the visit and the name of UN personnel/ branch/ section to be contacted.
- b. Visitors will carry their special visitor's card, which should be fixed in a visible place on their clothes or one time use permits as the case may be.

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SECTION 3 - SAFE HAVENS

GENERAL

1. Safe Havens are specially selected buildings or places in the UNAMIR Area of Operation (AO) serving as a temporary accommodation for a large number of displaced persons who are to be repatriated to their original area of abode or transported to a Displaced Persons Camp, provided that absolute security is provided for these people in such places. These may include the following:

- a. Hotels;
- b. Dormitories;
- c. Schools; and
- d. Other blocks of apartments, which can be used as flats.

2. The number of safe havens depends on current needs ie, the number of people requiring security in the UNAMIR AOR.

AIM

3. To give guidelines on the selection and protection of Displaced Persons by UNAMIR units in Save Havens.

SELECTION

4. The selection of safe havens is to be undertaken by Sector Comds/unit comds in consultation with UNAMIR OPS and HAC. Save havens should provide shelter, security, food and medical care throughout the period of stay of the Displaced Persons.

SECURITY

5. Units providing Save Havens to Displaced Persons will ensure security of DPs by static guards and patrols. In extreme situations safe havens may have to be fenced to keep out unauthorized persons.

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SECTION 4 - DISPLACED PERSONS CAMPS

GENERAL

1. Displaced Persons Camps are usually set up to physically secure displaced persons and to provide them with all primary means necessary to live, for an indefinite period of time.
2. There are two types:
  - a. Unplanned. Established spontaneously by Displaced Persons on their marching routes, seeking some sort of refuge.
  - b. Planned. These are specially prepared and areas, very often set up by Humanitarian Relief Agencies with the assistance of the local authority.

AIM

3. The aim of this SOP is to provide guidelines on the protection of Displaced Persons Camps by UNAMIR.

SELECTION

4. Planned DP Camps are preferred as opposed to unplanned ones. Selection of sites should be undertaken by Humanitarian Relief Agencies with the assistance of MILOB and local authorities. Sites for DP Camps must be selected to offer security, easy access to fresh water, food, lavatories and medical care.

ORGANIZATION

5. DP Camps for administration purposes will be organized as follows:
  - a. Management Cell. Exercises control over the day to day administration of the Camp.
  - b. Reception Cell. The Reception cell will register all DPs that require sanctuary in DP Camps.
  - c. Logistic Cell. Needs of the DP Camp will be estimated by this cell. This will include food storage and distribution, and medical.

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SECURITY

6. Sector/Unit comds are responsible for the security of DP Camps in their sector, against acts of banditry and intimidation, through static and mobile patrols.

7. Lawless individuals in DP Camps will be arrested and handed over to the office of the prosecutor as per Directive on Handover of Persons Held by UNAMIR troops to Rwandan authorities.

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SECTION 5 - POSITIONS AND OBSERVATION POSTS

GENERAL

1. In fulfilling their mission, UNAMIR soldiers will be required to deploy the following:

- a. Positions;
- b. Observation Posts;
- c. Checkpoints; and
- d. Temporary positions.

AIM

2. To provide guidelines for the deployment of UNAMIR troops in Positions, Observation Posts, Check Points and Temporary Positions.

DEFINITIONS

3. A Position. A position is a tactically sited location and permanently occupied by armed military members of UNAMIR from where they carry out various operational tasks such as checkpoints, roadblocks, observation and patrols. Each position has an area of responsibility.

4. Observation Post (OP). An OP is a permanently occupied position from which UNAMIR military personnel carry out their observation and reporting missions. A UNAMIR Op must also have the capability for patrolling and reacting to the observed threat.

5. Checkpoint. A checkpoint is a position on a road used as a means of controlling traffic, in order to enforce control measures. The main task of UNAMIR checkpoints is to prevent the infiltration of arms and to block armed incursions into UNAMIR AO.

6. Temporary posn/OPs/CHP. Temporary positions are occupied for a limited period of time for observation or traffic control duties. They are normally manned for only limited hours.

CONSTRUCTION

7. Marking and protection All positions must be well delineated, distinctively marked and provided protection for the occupants.



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8. Positions/OPs/CHPs should:
  - a. Be protected by a wall made of earth, gabions or T-Walls.
  - b. Be surrounded by an illuminated perimeter fence protected with barbed wire and/or concertina wires.
  - c. Be painted white with black UN markings on each side, visible from air and illuminated in the time of darkness.
  - d. Have a United Nations flag prominently placed at all times of the day and illuminated at night.
  - e. Have shelters capable of protecting all personnel from fire of small arms, LMG, HMG and shrapnel from indirect fire weapons.
  - f. Have line and radio communication to next higher HQ.
  - g. Have specific written orders.
  - h. Have specified minimum strength.
  - j. Have specified area of responsibility.
9. See Annex B for position and checkpoint layout.

SECTION 6 - OPERATION OF UNAMIR CHECKPOINTS

GENERAL

1. Check Point operation and manning are important features of peacekeeping operations. The following will be covered:

- a. Permanent Checkpoints;
- b. Mobile/Improvised Checkpoints;
- c. Searches and Security of Checkpoints; and
- d. Procedures for dealing with armed elements and RGF/RPA at Categories A, B and C checkpoints.

2. Guidelines for soldiers behaviour at CHPs are outlined in Annex C.

AIM

3. To provide guidelines on Check Point operations in UNAMIR AOR.

PERMANENT CHECKPOINTS

4. Permanent CHPs inside the UNAMIR AO will fall into one of three categories depending on their location and tasks:

- a. Category A: Defined as CHPs within the unit AO. The purpose of Category A CHP includes the following:
  - (1) Conduct searches of vehicles with the minimum disruption of traffic unless the operational situation dictates otherwise.
  - (2) Prevent the movement or deployment of explosives and long range weapons.
  - (3) Observe and report on any activities that may affect the operational situation in the UNAMIR AOR
  - (4) Be prepared to serve as a blocking position.
- b. Category B. Defined as CHPs on roads leading into unit/subunit AOR. Category B CHPs will undertake the following tasks:

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(1) Search all vehicles entering AOR to prevent the movement of all weapons, explosives and ammunition. (Unless suspicious, vehicles leaving the area should not be searched). Suspicious trucks carrying heavy loads that cannot be thoroughly searched should be followed to their destination and the unloading supervised by UNAMIR personnel.

(2) Be prepared to serve as a blocking position in case of an incursion by a large force.

(3) Observe and report on all activities that may impact on the operational situation in UNAMIR AO.

c. Category C: Defined as CHP within the unit AO. The mission of these CHPs is to:

a. Conduct searches of vehicles inside the area in accordance with the operational situation without causing unnecessary delays of traffic or harassment of the population;

b. Prevent weapons, ammunition and explosives being moved inside the area;

c. Be prepared to serve as a blocking force.

d. Close the road at the CHP between 2200 hrs and 0400 hours. Vehicles allowed to pass only after occupants have stepped out of their vehicle and vehicles have been thoroughly searched.

5. Carrying of arms by Non-UNAMIR personnel. The following Non-UNAMIR personnel are authorised to carry weapons within UNAMIR AOR:

a. Rwandan Army and Gendarmerie. As legitimate organs of the Rwandan Government, Rwandan Army and Gendarmerie are allowed to carry personal weapons in the AO.

b. Hunting weapons/pistols. Weapons used in hunting such as air rifles, bows and arrows, spears, knives and machetes (so long as they are for agricultural purposes) are allowed to be carried by Rwandan civilians in the AO.

6. Non-UNAMIR CHPs. The only groups of armed men allowed in the AO are those mentioned in paragraph 3 above. CHPs established by any group other than UNAMIR, RPA and Gendarmerie are unauthorized. Battalions will use their best efforts to ensure that such CHPs are peacefully dismantled.

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7. Communication. All UNAMIR CHPs will be equipped with adequate communication system to ensure continuous voice contact with the next higher HQ. Ideally, each site will be equipped with both land line and radio. However, the minimum requirement is the capability to report on the company/platoon net.

8. Blocking positions. All Category "A", "B", and "C" CHPs should be prepared to act as blocking positions in case of an incursion by a heavily armed superior force into the Area. In a Blocking role, CHP commanders should:

- a. Attempt to delay the incursion by all means possible (i.e. lay in obstacles and vehicles to block the road.
- b. Immediately notify higher HQ.
- c. Await further instructions.

**MOBILE CHECKPOINTS**

9. The vastness of Unit/subunit AOs makes it imperative that mobile check points are employed to effectively dominate AOs. Units are therefore encouraged to use mobile CHPs to augment permanent CHPs for the enhancement of control over the area.

10. Locations and timings of these mobile CHPs will be varied to avoid evasive action by unauthorised Armed Elements (AEs).

11. Communication. Mobile CHPs will maintain radio contact with their respective higher HQs at all times. This is necessary so that they can easily be relieved of pressure when the traffic is heavy. Signs reading "Mobile Checkpoint" written in Kinyarwanda, French and English will always be clearly displayed in the area of the vehicle. Mobile CHPs are not patrols showing a UNAMIR presence. They are separate operations with a definite CHP mission. They can of course be combined with patrolling, depending on the area they are deployed.

**COORDINATION**

12. Each battalion will pursue a vigorous CHP policy in its AO ensuring that routes cover tracks as well as new roads which do not have permanent CHPs.

13. Mobile CHPs should be coordinated by battalions Ops. Depending on the allocation of armoured vehicles within the unit, each individual Coy could undertake such activity in their own area but it is more likely that a single element (i.e. Recce Coy) be tasked with the mission for the whole AO. This is a prerogative of the unit.

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14. Battalion Ops will maintain a separate mobile CHP register and brief/debrief the CHP before and after each mission.

**CATEGORIES**

15. Mobile CHPs can be either Category A, B, or C depending on where they are deployed but it would be normal to follow a Category B policy as they cover areas not normally checked, where there may be a high level of potential infiltration of weapons and a low traffic density.

**STRENGTH**

16. This is a unit responsibility but ideally the strength of the CHP should be at least a section with two armoured vehicles. Personal weapons and the APCs should provide enough protection. Ancillary equipment such as signposts, wire barriers, mobile vehicle stops, etc. should be carried in the vehicles.

17. Method of operation The mobile CHP/patrol should leave base after a briefing by the unit Ops Officer. The briefing should include:

- a. Routes out and back. These should be varied constantly to avoid interdiction or planned attack.
- b. The number of CHPs required, the position of deployment and the average time in place.
- c. Instructions on communications, report lines, etc. and
- d. Special instructions.

18. The following guidelines will be considered when establishing a CHP:

- a. CHPs should be established at varying times and for irregular periods of time.
- b. Site should offer good radio communications at all times with the higher HQ in order to:
  - (1) Call on Battalion Mobile Reserve (BMR) as back-up if necessary.
  - (2) Redeploy the CHP should a problem arise elsewhere.

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- c. CHPs should not be visible to approaching vehicles from a long way off to avoid them taking alternative routes. They should however, be sited such that adequate warning is given to approaching vehicles to avoid accidents. Proper use of terrain features is necessary.
- d. If possible, the CHP should be sited on an incline which will slow down traffic.
- e. CHP locations should be different each time a specific route is given. Routes should not be specific to given days. Routes in given areas should be varied if possible.
- f. Once a CHP has been in position for the planned period of time, it should redeploy to its next location and so on, until it arrives back at base for debrief.

19. Security of CHPs. All CHPs should provide adequate security for its personnel. Dismounted soldiers who are detailed to search vehicles must be given the same protection as they would get on a permanent CHP. This security is provided by:

- a. The proper deployment of the CHP in order to give it a tactical advantage over the vehicle to be checked.
- b. Use of makeshift barriers.
- c. Use of armoured vehicles to block the road.
- d. Use of main armament of armoured vehicle to cover troops involved in checking and searching.
- e. In some cases, where terrain and strength of patrol allow, a dismounted covering group could occupy a suitable position to give additional cover to the whole CHP.

20. Searches at CHPs The following guidelines will be observed when UNAMIR troops conduct a search at a CHP:

- a. Due care must be taken to avoid damage to vehicles and property.
- b. All unauthorized arms, ammunition and explosives found are to be confiscated.
- c. Small vehicles normally require only one searcher, however this will be increased to two or more for large vehicles such as trucks and buses.

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- d. At a minimum, each time a vehicle is searched, the sentry will systematically check the trunk, the engine compartment, and the under-carriage. Suspicious vehicles must be thoroughly searched.
- e. Beasts of burden (cows, etc) should be searched.
- f. Coffins in funeral convoys should not be searched.
- g. Officials of the Rwandan Government (recognized or identified by ID-card) should not be searched, ie, personnel from the Rwandan Army, Gendarmerie and Rwandan Internal Security Forces.
- h. Personal Searches. At the discretion of the battalion commander, personal searches may be authorized if the situation warrants. In all cases, personal searches will be conducted in a dignified manner taking care not to publicly embarrass or humiliate the individual being searched. Women will only be searched with metal scanners if female military personnel are not available.
- g. Flexibility. Each CHP will increase the number of personnel conducting vehicle searches during periods of heavy traffic. This will eliminate as much inconvenience to the local population as possible, consistent with the operational situation at the time.

PROCEDURES

21. In static CHPs, care will be taken during construction and/or improvement to provide control of approaching vehicles. Each sentry conducting a search will be covered by another sentry. The search area should also be covered by a sentry inside the position. The procedures outlined below must be understood by all troops deployed on CHP duties:

- a. Procedures for searching suspicious vehicles. All occupants will be asked to get out of the vehicles and stand or sit at least five meters clear from the vehicle. The driver of the vehicle will be asked if there are any arms, ammunition or explosives in the vehicle. He will accompany the searcher.

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- b. Procedures for sentries manning CHPs at night.  
For security reasons all Category B and C CHPs will be closed at night between 2200 hrs LT and 0400 hrs LT. Obstacles will be placed across the road at the CHP to prevent vehicles from breaking through the CHP especially in emergencies and preplanned operations. The checkpoint has to be manned in the time of night restrictions and ready to be opened in case of emergencies.
- c. PROCEDURES FOR DEALING WITH ARMED ELEMENTS.  
UNAMIR personnel will:
- (1) Deny the entry of long range weapons and explosives.
  - (2) Conduct random searches of vehicles entering.
  - (3) Confiscate long range weapons, ammunition and explosives being transported.
  - (4) Observe and report on any activities that may affect the operational situation in the UNAMIR AO.
  - (5) Inform personnel that they are prohibited from entering UNAMIR AO if they are transporting long range weapons.
  - (6) If they insist on free passage with weapons:
    - (a) Attempt to negotiate.
    - (b) Tell them that they may enter the AO without the long range weapons.
    - (c) Alert higher HQ.
  - (7) If these efforts fail:
    - (a) Issue a verbal warning to the armed elements.
    - (b) Provide a show of force with all personnel in position.
    - (c) Begin to lay in obstacles.
    - (d) If these fail and armed personnel attempt to break through the position:
      - i. Fire a warning shot near the vehicle or personnel.



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ii. Fire at the vehicle to prevent it from moving.

iii. Report incident to higher headquarters.

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SECTION 7 - PATROLLING

GENERAL

1. Patrolling is an essential military response to many of the operational problems faced by UNAMIR.
2. The large area of operations cannot be covered only by observation posts and checkpoints and UNAMIR's presence should be seen in the most remote and isolated areas of the AO.
3. The planning and conduct of patrols in their respective areas of operations is the responsibility of unit comds.
4. UNAMIR Ops has over-riding responsibility in the following areas:
  - a. Coordination of patrol programs of all units.
  - b. Standardization of planning and reporting procedures.
  - c. Advice and guidance on patrolling principles.
  - d. Tasking of patrols in specific areas and times.
5. When coordination is considered necessary, a conference on patrols, involving all Ops Offrs will be arranged by UNAMIR Ops.

AIM

6. To give guidelines on patrolling in UNAMIR area of operation.

OBJECT OF PATROLLING IN UNAMIR AOR

- a. To cover areas not catered for by existing OPs and CHPs.
- b. To gain information of various parties and their activities in the AO.
- c. To indicate UNAMIR presence to the local population.
- d. To provide a physical link between adjoining but isolated posts.
- e. Carry out mobile "snap" checkpoints on roads and tracks not covered by permanent positions.

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- f. Insert "blocking patrols" along possible infiltration lanes.
- g. Carry out observation from isolated temporary OPs;
- h. Provide protection for parties and local population.

CONDUCT

7. Patrolling should be conducted by day and night, both in towns and villages. In both cases rules of operations are the same but the graduation of difficulties is different.

8. Patrolling in the city is more dangerous in view of concentration of elements which are reluctant to political and military situation stabilization.

9. The patrols undertaken by UNAMIR units include: foot patrols, mobile patrols and mobile check points.

FOOT PATROLS

10. The minimum strength of a foot patrol should be one section.

11. When patrolling the area of responsibility in close vicinity of own position the strength can be smaller.

12. Guidelines for planning are:

- a. Patrol paths to be based on existing mine cleared tracks.
- b. High visibility measures to be taken in areas where considered necessary.
- c. Radio contact with control HQ.
- d. Reporting procedures of progress to be utilized.
- e. Tactical formation to be used.
- f. Reinforcement plan by controlling HQ.

13. Foot patrols by night are authorized only in areas where they can be safely conducted.

14. "Blocking positions" of infiltration may be an integral part of such patrols.

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**MOBILE PATROLS**

15. The guidelines are the same as those laid down for foot patrols.
16. The minimum strength should consist of two vehs.
17. Armoured or soft skinned vehs can be used.
18. All vehs must fly the United Nations flag, which should be illuminated by night.
19. Units whose AOs are very sensitive are restricted to night patrolling by armoured vehs only.

**MOBILE CHECKPOINTS**

20. Each Bn/Coy will plan for and operate mobile CHPs each day to augment permanent CHPs and to enhance control over the area.
21. These CHPs will consist of no less than four soldiers and are to be established on all roads within the AO.
22. The locations and times of these CHPs should be varied so that they are not predictable. They should be in radio contact with their HQ.
23. Signs written in Kinyarwanda ("Bariyeri"), in French ("Post de Control") and in English ("Checkpoint") will always be clearly displayed in the area of the vehicle.
24. They can of course be combined with patrolling, depending on the area they are deployed.
25. Bn/Coy Ops will maintain a separate mobile CHP patrols register and brief/debrief the CHP patrols before and after each mission.
26. A mobile check point is a unit responsibility and ideally the strength should be at least a section with two armoured vehs. Personal weapons and the veh should provide protection.
27. Ancillary equipment such as signposts, wire barriers mobile veh stops, etc. should be carried in the vehs.
28. The mobile CHP patrol should leave base after thorough briefing by the unit Ops offr. The briefing should include:
  - a. Routes out and back. These should be varied constantly to avoid interdiction or planned attack;

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- b. The number of mobile CHP patrols required, the position of deployment and the average time in place;
- c. Instruction on comms, report lines; and
- d. Special instructions.

29. In choosing a CHP location, the following guidelines should be considered:

- a. CHPs should be established at varying times and for irregular periods of time.
- b. Good comms is an essential element of CHP operation. An excellent site with poor comms is in fact not a site at all. Comms are necessary to:
  - (1) Maintain contact with controlling station (normally Bn/Coy Ops).
  - (2) Call on Bn Mobile Reserve (BMR) as back-up.
  - (3) Allow the CHP to be redeployed should a particular problem arise elsewhere.
- c. CHPs should not be visible to approaching vehs from along way off to avoid them taking alternative routes.
- d. CHPs should, however, be sited so that they give some early warning to approaching vehs and so avoid accidents; Proper use of terrain features is a necessary requirement.
  - (1) If possible, the CHP should be seated on an incline which will slow down traffic;
  - (2) CHP location should be different, each time a specific route is given;
  - (3) Routes should not be specific to given days;
  - (4) Routes in a given area should be varied if possible;
  - (5) Once a CHP has been in position for the planned period of time, it should redeploy to its next location and so on, until it arrives back at base for debrief.

30. PATROL BRIEFING AND DEBRIEFING FORM is contained in Annex D.

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31. Security and Searches at a mobile CHPs. For security and searches at a CHP see SECTION 6 - SOP on UNAMIR CHPs.

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**SECTION 8 - STANDARD OPERATING PROCEDURE FOR UNAMIR  
CONVOY ESCORT**

**GENERAL**

1. The humanitarian crisis in Rwanda makes it imperative that UNAMIR ensures that transportation of humanitarian aid, as well as displaced persons, are conducted with utmost security and to use force if necessary to accomplish humanitarian assistance tasks. Escort duties will therefore form an essential element of UNAMIR operation.

**AIM**

2. The aim of this SOP is to provide guidelines to all UNAMIR Military Component, Civilian staff and non UNAMIR UN agencies about mission, task and duties of escorts and responsibilities of various HQs/staff in relation to escort duties.

**DEFINITIONS**

3. Militias. This element refers to armed irregular troops which may or may not be directed.

4. INTERAHAMWE. This element refers to militias of a specific political organization who may or may not be directed. With regards to the Rwandan conflict, these elements may very well be armed.

5. Bandits. This element involves armed civilians responding to no fixed authority who are using the conflict to further their economic interests.

6. UNMO. An unarmed military member of UNAMIR responsible for monitoring military activities of all opposing forces within UNAMIR AOR.

7. Displaced Persons. This term refers to the Rwandese citizens who have been pushed out of their homes due to the fighting and are either in displaced persons camps or in hiding. These persons are considered to be in danger if they are perceived by one faction as supportive of the other.

8. Refugees. This term refers to persons who seek refuge in other countries.

9. Foreign Nationals. This term refers to citizens of other countries who are within the borders of Rwanda.

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10. Humanitarian Assistance. This term refers to provision of the basic necessities specifically dedicated to easing the suffering of displaced persons. These needs include health, food, water, and security. It also includes cargo provided by the ICRC, UN agencies, Non Governmental Organizations (NGO), and all personnel employed by these agencies.

11. Convoy. For the purposes of UNAMIR a convoy refers to a planned road movement of goods or persons under the armed protection of UNAMIR troops.

12. Roadblock. A roadblock is any obstruction deliberately put on a road with the specific purpose of stopping a UNAMIR convoy. It is considered a hostile act endangering the mission of UNAMIR and the lives of all persons involved with the convoy.

13. Self Defence. Action to protect self or other personnel when faced with an instant and overwhelming need leaving no choice of means and no time for deliberations.

14. Hostile Intent. Hostile intent is an action which appears to be preparatory to an aggressive action against personnel or equipment of peace keeping forces and or property under their responsibility.

15. Hostile Act. A hostile act is any aggressive action against personnel or equipment of peace keeping force and or property under their responsibility. When deciding on appropriate reaction by peace keeping forces, it has to be kept in mind that the use of armed forces is only permitted in the presence of an attack or imminent attack.

**PERSONS ENTITLED TO ESCORT**

16. Escorts will be provided to following categories of persons depending on the areas they visit and on the threat/security situation:-

a. UNAMIR Personnel

(1) UNAMIR VIPS to include the SRSG, FC, and CAO.

(2) UNAMIR Staff Officers.

b. BBGNU/RPA Officials

(1) The President, the Prime Minister and the members of the cabinet of Broad Based Government of National Unity (BBGNU) or any other transitional arrangement that may be put in place in the future.



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(2) Chief of Army and Chief of Gendarmerie of RPA

(3) Chairman of the RPA and senior members of the central committee of RPA.

- c. Un Agencies and Members of the Diplomatic Corps. UN Agency Officials and members of the diplomatic corps involved in the various stages of UNAMIR operations or the peace process.
- d. UNAMIR Visitors. Foreign dignitaries, UN NY officials making an official visit in UNAMIR area of operation.
- e. Humanitarian Aid Convoys. Will be escorted only on request by the UN/NGO agency involved.
- f. Pressmen. International press officials, TV journalists etc.

17. HQ UNAMIR may review this list from time to time and include or exclude personnel entitled to escort, depending on the mission commitments and security threat.

**TYPES AND STRENGTH OF ESCORTS**

18. UNMO Escort. UNMOs will provide unarmed escorts. Each UNMO Escort will consist of 2 teams. Each team will consist of 2 UNMOs with one 4 x 4 transport.

19. Armed Escort. UNAMIR formed contingents will provide armed escort. One escort will consist of two transports with roughly half a section to one section (depending on the security situation) with personal weapons and authorized ammunition.

20. RPA Escort. Escorts provided by the RPA for the movement/protection of their officials will be called RPA escort. RPA escorts will have the following restrictions on their movements except where authorised by the DCOS OPS or any other UNAMIR personnel of equivalent rank and above:

- a. RPA Escorts will not be allowed to move into the security perimeter of UNAMIR armed contingents/cordons/defensive positions;
- b. Not allowed to enter into UNAMIR offices or premises;
- c. Escorts will be guided to rest areas where they will keep their weapons under a sentry of their own party.

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CONVOY OPERATIONS

21. Convoy Tasking. A convoy tasking will not normally be conducted by a force smaller than a mechanized company. However, UNMOs will escort convoys and reinforcement from additional elements ie formed troops, may be employed depending on the threat.

22. Convoy composition. The following basic principles will be adhered to when conducting a convoy:

- a. Cargo carrying vehicles may be required to assist the convoy in navigation.
- b. Where security the situation warrants and formed units are used, two APCs with an infantry section between every four cargo carrying vehicles should be used.
- c. Where opposing forces exist, armed elements of the opposing forces will assist with the protection of UNAMIR convoys as they move through areas under their control;
- d. UNAMIR troops will travel in vehicles carrying displaced persons to provide local protection if necessary.
- e. A reserve must be established to react to the unexpected.

UNAMIR ESCORT DEMAND PROCEDURE

23. UNAMIR Personnel. All branches/HQs requiring escorts will place their demands to Ops Branch, HQ UNAMIR at least 48 hours in advance in writing. (See Annex E)

24. Non-UNAMIR Personnel. Non UNAMIR personnel entitled to escort will put in requests at least 48 hours in advance stating the following:

- a. Organization/Agency asking for escort.
- b. Destination.
- c. Purpose.
- d. Details of Persons and Vehicles to be escorted:
  - (1) Number of persons.
  - (2) Number of vehicles. State the type of load when carrying humanitarian relief.
- e. Date and time of departure.
- f. Date and time of return.

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- g. Any other information relevant to the escort.

25. Staff Procedure. Following staff procedure shall be observed in various HQs for detailing escorts.

- a. Ops Branch/Duty Offr HQ UNAMIR will receive requests for escorts from all UNAMIR and non UNAMIR agencies as mentioned in para 23 and 24 (either directly or through the Ops Room /Liaison Cell)
- b. Ops Branch, HQ UNAMIR will task either of the following HQs for detailing escorts:
  - (1) To MILOB HQ for UNMO escorts for movement within UNAMIR AOR.
  - (2) To Kigali Sector 6 Comd for armed escort during movement from Kigali to other areas when the security situation demands.
  - (3) Formed units will provide armed escorts for convoy moves initiated from their Sector to other sectors when required.

ESCORTING RESPONSIBILITY

26. UNMO Escort.

- a. MILOB HQ is responsible to detail escorts for movement within UNAMIR AOR. All escort tasking will originate from HQ UNAMIR.
- b. MILOB HQ is responsible to provide escorts for movement of persons/convoys coming from Uganda (Gatuna border) to all sectors when requested.
- c. Sector 6 UNMOs are responsible for providing escorts to all personnel mentioned in para 16b within Kigali.

27. Armed Escorts. Requirement of armed escort will depend on the level and type of threat. HQ UNAMIR (Ops Branch) will decide when, where and who will need armed escorts except for movement of the SRSG and the FC where security situation is not certain. Strength will be decided by the Personal staff. Escort will be provided by Sector 6.

TASKS/RESPONSIBILITIES OF UNAMIR ESCORT

28. UNMO Escort. MILOB HQ will be responsible to issue mission and tasks to the UNMO escorts. UNMO escorts however must ensure the following:

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- a. UNMO teams should halt at all checkpoints manned by the RPA or gendarmerie and give their identity as well as the identity of persons they are escorting when requested. Escorts will move only when permitted by the persons manning the check point.
- b. UNMO teams must have UN ID cards and UN headgear. The UN flag must be properly hoisted on the escort vehicle.

29. Armed Escort. Sector HQs detailing armed escorts will issue missions and tasks. Detailed briefings to the escort commander will include the following:

- a. Mission.
- b. Destination.
- c. Persons/convoy to be escorted.
- d. Time out and expected time in.
- e. Rules of engagement.
- f. Dress and UN ID. Escort must be in possession of UN ID cards, must wear UN headgear, vehicles must have visible UN markings and should have UN flag.
- g. Conduct. Escort should stop at all check points manned by RPA military or Gendarmerie, give their identity as well as the identity of persons they are escorting when requested. Escorts will move only when permitted by the persons manning the checkpoint.

30. Responsibilities of the Convoy Commander. The commander of the sub-unit tasked with the convoy will be the Convoy Commander if he is military and senior in rank to the Escort Commander. However, where the escort commander is the senior most military commander, the escort commander will be at the same time the convoy commander. The convoy commander is to ensure that the following preparations are made:

- a. The convoy commander is to be briefed on the security situation by the escort commander.
- b. Exchange information, discuss convoy movement and confirm the route.

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- c. Prior to departure, agree to convoy procedures including speed, spacing, position of the UNAMIR escort vehicles within the convoy, communication and action to be taken in the event of coming under hostile action (this information must be relayed to all drivers in the convoy). In the event of injury to a driver which results in the vehicle stopping, it is the responsibility of the escort commander to render assistance.
- d. Ensure all vehicles are prepared for the convoy.
- e. Thoroughly brief all troops and conduct a rehearsal if possible.
- f. Conduct a reconnaissance of the embarkation point and if possible the route over which the convoy will pass.
- g. Conduct a net check with all vehs prior to the commencement of the operation.

31. Duties of the convoy commander. In addition to preparations for the move, the convoy commander is responsible for the following during the conduct of the convoy:

- a. Maintain convoy discipline throughout the convoy.
- b. Advise the control station of the progress of the convoy.
- c. Ensure that all vehicles remain with the convoy.

32. Preparation of vehicles. When the convoy consists of cargo carrying vehicles escorted by APCs the vehicles will be prepared as follows:

- a. APC.
  - (1) One roll of concertina wire will be carried on the trim vane to be used to protect and control Embarkation/ Disembarkation points or Neutral Areas.
  - (2) Strips of barbed wire along the sides of the APC to dissuade persons from climbing on vehicles.
  - (3) Verification of all tracks.
  - (4) A first aid kit will be carried.

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b. Cargo Carrying Vehicles.

(1) One roll of concertina wire will be carried on the trim vane to be used to protect and control Embarkation/ Disembarkation points or Neutral Areas.

(2) Side windows and cargo bay will be protected with wire against stones and/or grenades.

(3) Sandbags against sides of cargo area to protect passengers.

(4) Sufficient fuel to make the journey.

(5) Must carry a first aid kit.

33. Convoy deployment. The convoy will deploy as follows:

a. Advance Group This force will work in cooperation with the convoy commander. They deploy forward of the convoy to ensure that road blocks are open and to deploy troops to keep blocks open as the convoy passes through.

b. Outriders/Scouts. This force will be based on two APCs each carrying a section of infantry men. They will move behind the Advance Group ahead of the convoy main body. On encountering any threat to the convoy, they will provide advance warning to the convoy commander and deploy to fire positions to engage the threat with their main armament.

c. Convoy commander's APC. The convoy commander will be the Officer Commanding the sub-unit conducting the convoy. He will be accompanied in his APC by a UNMO capable of speaking the language of the Opposing Force. This vehicle would also contain the company commander's headquarters troops as close protection.

d. Convoy Packet. A convoy packet consists of an APC and four cargo carrying vehicles. It is organized as follows:

(1) Protection Group. This consists of an APC with a section of infantrymen.

(2) Convoy Vehicles. Four vehicles carrying humanitarian goods or displaced persons. Each vehicle will also have two infantrymen providing close protection in the cargo area and one infantryman covering forward.

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- e. Ambulance. An ambulance will travel with the convoy and will deploy forward to assist casualties once the danger area is passed. Every effort must be made to keep casualties with the convoy. The ambulance must remain with the convoy. If available helicopters will be dedicated to evacuate casualties.
- f. Rear Guard/Reserve. This force will be based on a minimum of two sections mounted in APCs. They will be responsible for covering the rear of the convoy. They will be prepared to move forward on order to assist the convoy should it experience difficulty.
- g. Opposing Force Follow Up. This force will work in cooperation with the convoy commander. They will deploy to the rear of the reserve. They will confirm roadblocks and retrieve elements deployed by the Opposing Force Advance Party.
- h. Helicopter. Helicopters will maintain surveillance/overwatch along the convoy route if available. In addition, helicopters will be used for Medivac.

34. Actions of troops in a convoy operation. The following actions are to be carried out by troops involved in convoy operations:

- a. APCs will cover allotted arcs depending on the direction of threat.
- b. Troops manning heavy machine guns/main armaments will traverse within their assigned arcs. They will aim the armament at anyone on the route carrying anti armour weapons. If deployed against a threat they will take up positions which take maximum advantage of their heavy machine guns/main armament.
- c. Sections mounted in APCs will be visible and will cover to the sides of the convoy. They will aim against anyone threatening the convoy enroute.
- d. One member of each vehicle will be designated to watch ahead for unexploded ordnance on the road and for dangerous conditions.
- e. When moving through towns one member of the vehicle will be tasked with covering second story windows if applicable.
- f. Troops mounted in the cargo area of trucks will cover to the rear and prevent hostile forces from gaining access.

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- g. A spare vehicle will move with the convoy to effect a transfer of displaced persons in the event of a breakdown.
- h. In the case of a disabled vehicle blocking the route it will be pushed aside by a follow on vehicle.
- i. No vehicle is to overtake another vehicle in the convoy without the authority of the convoy commander.
- j. At no time should the convoy stop unless ordered by the commander or in an emergency.
- k. The normal rules of engagement will apply throughout the operation.

35. Counter Actions in the Event of Hostile Actions.

UNAMIR troops should always be aware to the fact that hostile actions could be directed at them at any time and anywhere. There are two categories of hostile action:

- a. Direct Fire. Normally referred to fires from small arms (SA).
- b. Indirect Fire. Normally confined to mortar or artillery fire of varying calibre.

DIRECT FIRE

36. This would normally be SA fire aimed at or near the convoy (including crossfire between factions). The safety procedures are as follows:

- a. While moving, increase speed to leave the area but attempt to maintain spacing between vehicles.
- b. If possible, never stop when under fire. You will become an easier target and endanger not only your own life but that of others in the convoy.
- c. While mobile if the convoy is caught under direct aimed fire (fire for effect) use Rules of Engagement and extricate from the spot as quick as possible. Remember in such occasions never stop the convoy and engage in the battle.
- d. Under no circumstances should a vehicle be Separated from the convoy. Even if it happens try to get out from the spot and go to a safe area. After the hostility, regroup and resume the journey.



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- e. In the case of harassment the escort has to provide maximum security/protection to the personnel on the convoy and avoid escalation. If required turn around and reorganize on a safe spot.
- f. Drivers are required to move out of the danger area at best speed, rather than stopping and running for cover when caught under effective fire. Drivers caught in a disabled vehicle should automatically seek cover under the vehicles and await escort APC pick them up, if the rush of indirect fire is high convoy should stop until the threat has reduced.
- g. If the vehicle stops due to some mechanical fault immediately get out of the vehicle and take cover. After the hostility recover the vehicle if possible.
- h. If stationery take cover but remember that if instructed to abandon vehicle, take cover. In escorting vehicles if possible, always leave vehicles with engine running. Get out of the area as soon as it is safe to do so. Radio silence should be imposed with only essential radio traffic permitted.
- i. When out of danger area, apply first aid if necessary and assess the damage. The convoy leader is then to report by the best means to the UNAMIR Ops Room.
- j. If required, carry out casualty evacuation from the danger area when it is safe to do so.
- k. When ordered to leave a hostile area, leave the injured until it is safe to return to the area and re-establish the convoy.
- l. After end of hostilities assess the damage ASAP and report to the escort commander.
- m. When accompanied by a UNAMIR escort always follow the instruction of the escort commander.

INDIRECT FIRE

37. Generally this is the fire from mortar or artillery. The safety procedures for this type of hostile action are the same as that for direct fire. However the killing area in terms of shrapnel for mortar and artillery projectiles (depending on the impact zone) can be large. When taking cover move well away from the impact zone and look for hard cover if possible.

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**COORDINATION**

38. G3 Ops will coordinate and provide direction to the convoy when necessary. However the response to many situations will be done by the unit who will be in the best position to coordinate and act in the fastest possible time.

39. The unit responsible for a specific AOR is in the best position to determine the security requirement at any given time in that Sector and as such will be responsible to determine the escort requirement in the sector. The unit is also responsible for further security and protection of the convoy and will recommend to the convoy commander all security procedures necessary for convoy moves in his sector. Where a sector commander is responsible for providing escort to a convoy he will ensure adequate communications and that the escort commander is thoroughly briefed.

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SECTION 9 - ARMS, AMMUNITION AND EXPLOSIVES

GENERAL

1. UNAMIR troops in the performance of their duties are expected to confiscate unauthorized arms in their sectors and are also required to take custody of weapons, ammo and other munitions voluntarily surrendered by locals/Armed Elements.

AIM

2. The aim of this SOP is to outline procedures for UNAMIR troops in handling munitions confiscated, found or voluntarily handed in by locals to UNAMIR troops.

DISPOSAL

3. The procedure for the disposal of seized/surrendered weapons/munitions by UNAMIR troops/units is as follows:

- a. UNAMIR troops will ensure that all weapons/munitions confiscated by or surrendered to UNAMIR troops will be made safe and with small arms magazines taken off. Weapons will be forwarded to their higher HQ for safe custody.
- b. Units/Independent Subunit HQs will inform UNAMIR HQ Ops of all confiscated weapons in their custody and will make the necessary arrangement to transport the mentioned weapons and ammo to the UNAMIR logistics base.
- c. Receipt and Storage. Log Branch UNAMIR HQ has overall responsibility for receipt and storage of all arms and ammunition until appropriately disposed by UNAMIR HQ OPS on authorization by the FC.

4. Explosives and Dangerous Ammunition. Small quantities of explosives and dangerous ammunition either found, voluntarily handed-in or confiscated should be destroyed in situ soonest by EOD experts. EOD teams will request guidance from UNAMIR OPS in the event of seizure or discovery of large quantities of munitions.

DOCUMENTATIONS.

5. Receipt of all confiscated arms and ammunition will be recorded in triplicate on proforma at Annex F. This proforma will assist EOD in compiling the Weekly Summary of Confiscated Weapons Munitions (See Annex G).

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ORDNANCE DISPOSAL

6. Procedures for dealing with war debris, improvised explosives devices (IED) and other missiles, are outlined in Section 10 - Explosive Ordnance Reconnaissance (EOR) and Explosive Ordnance Disposal (EOD).

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**SECTION 10 - MINES, BATTLEFIELD DEBRIS, EXPLOSIVE  
ORDNANCE RECONNAISSANCE (EOR) AND EXPLOSIVE ORDNANCE  
DISPOSAL (EOD)**

**GENERAL**

1. UNAMIR area of operations is contaminated with old mines and battlefield debris. Roadside bombs, and other kinds of explosive devices are found almost daily. Personnel should take all necessary precautions to avoid injuries and casualties caused by explosive devices.

**AIM**

2. To provide guidance on Explosive Ordnance Disposal in the UNAMIR AOR.

**DEFINITIONS**

3. Explosive Ordnance Disposal Incident. An EOD incident is the suspected or detected presence of unexploded explosive ordnance or damaged explosive ordnance, which constitutes hazard to operations, installations, personnel or materials.

4. Explosive Ordnance Reconnaissance (EOR). Reconnaissance involving the investigation, detection, location, verification, identification, marking and reporting of suspected unexploded explosive ordnance (UXO) in order to determine further action.

5. Improvised Explosive Device (IED). An IED is an improvised device incorporating any chemical and/or explosive, which is designed to kill or injure personnel, or to destroy or damage property.

6. Access Procedure. The actions undertaken to accurately locate and gain access to a device. It includes the route by which you approach a device and the means by which you gain entry to the device.

7. Render safe procedures. Those procedures and techniques used to disrupt and separate the essential components of a device in order to prevent an unacceptable detonation.

**MINE AWARENESS**

8. Units will ensure that all personnel under command are made aware of mines as follows:

- a. Personnel will assume that only areas specifically cleared by UNAMIR engineers and checked regularly are mine-free;

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- b. Personnel will only move in these areas which are known to be mine free and if practicable clearly marked.
- c. Any suspected object should be reported, not touched.
- d. Troops should be aware of the parties' mine-marking techniques.
- e. The collection of war souvenirs is strictly forbidden.
- f. Personnel should be taught to recognize mines, RSBs, bombs, cluster-bombs and other battlefield debris.

**COLLECTION OF INFORMATION**

9. The MILOBS and battalions are responsible for collecting information on minefields in their areas of operation. Collected information will be sent to Force Engineer Officer at UNAMIR HQ, who is responsible for distributing all necessary information about mines and UXOs to units.

**EOD ACTION**

10. EOD action can be considered under two headings:

- a. Conventional Munitions Disposal (CMD). Actions which are carried out to remove an EOD incident as described above, or the disposal of unsafe or unserviceable explosive ordnance.
- b. Improvised Explosive Device Disposal (IEDD). is the access and render safe procedures used to remove any IED as described above. All IEDD actions should use remote or semi remote means. Hand entry into an IED must never be used in IEDD. Use of remote handling equipment and EOD kit is recommended.

11. EOR action will be carried out only by trained personnel under one of the following headings, depending on the threat analysis:

- a. Specialist Route Clearance Teams (SRCT): Such teams carry out clearance along routes before those routes are used by UNAMIR personnel or vehicles, when the risk is considered to be low. SRCT are made up of trained infantry personnel.
- b. Engineer Specialist Search Teams (ESST). These teams will carry out:

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- (1) Route clearance where the threat has been identified as serious;
- (2) The clearance of incident control point for IEDD. They may also isolate devices and clear safe routes to IEDs for EOD personnel.

DISPOSAL

12. All units and sub units with EOD disposal capability are responsible for their disposal in their respective AOR. However, upon finding explosive devices, the actions listed below will be taken when the unit is unable to clear devices through the use of their internal resources:

- a. Contact UNAMIR OPS and request assistance;
- b. Close off the area, when necessary, to all personnel and traffic;
- c. Establish guards at safe distances and erect a warning sign stating "DANGER - UNEXPLODED DEVICE" in Kinyarwanda, French and English;
- d. Maintain security until arrival of an EOD team.

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## SECTION 11 - UNAMIR SEARCH OPERATIONS

### GENERAL

1. From time to time UNAMIR may have to undertake search operations in the AO either to retrieve weapons or rescue a UNAMIR personnel. The guidelines below aims at large scale search operations. The principles are relevant also to small scale search operations.

### AIM

2. To provide guidelines for search operations by UNAMIR.

### AUTHORITY FOR SEARCHES.

3. Search operations will only be conducted when absolutely necessary. This is particularly true in built up areas where search of occupied dwellings is anticipated. Clearance from UNAMIR HQ must be sought before search operations on a large scale are conducted. In emergency situations the authority may rest with the Sector commander.

### COMMAND AND CONTROL.

4. Command and control of large scale search operations will be vested in a Tactical HQ deployed from UNAMIR HQ. This will always be the case where more than one unit/element is deployed. In emergency situations where one unit is involved the unit concerned will provide the command and control element.

### CONDUCT

5. Cordon and search operations will usually be conducted in the following areas:

- a. Unpopulated areas, (e.g. open countryside, farms etc). UNAMIR may conduct the complete operation;
- b. In populated areas (e.g. towns, villages, houses etc.). The actual search will normally be conducted by authorized Rwandan authorities with UNAMIR in a support role.

6. A large scale cordon and search operation will comprise the following elements:



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- a. OUTER CORDON. An outer cordon will be deployed on roads and tracks leading to the search area. The outside cordon's tasks will be to stop AEs escaping from the search area or from going into the search area from outside. The outer cordon will normally be provided by mobile elements who will operate mobile CHPs although existing UNAMIR positions can also be used if suitably located. Checkpoints operated along the outer cordon line will normally be Category 'B'.
- b. INNER CORDON. A tight inner cordon will be deployed around the area to be searched, tasked with stopping all movement into and out of the search area. The inner cordon line will normally be dismounted in a ground holding role.
- c. SEARCH PARTIES. Search parties will be either from UNAMIR or Rwandan authorities or a combination of both. They will be accompanied by their own security party.
- d. SPECIALIST ELEMENTS. Depending on the circumstances, other specialist elements may be deployed (e.g. mine clearing teams etc.).
- e. ADDITIONAL GUIDELINES. During the search phase, UNAMIR personnel will:
  - (1) Be thorough but polite and firm.
  - (2) Not destroy or damage property.
  - (3) Photograph any confiscated arms, ammunition or explosives.
  - (4) Dispose of ammunition, firearms and explosives to Unit HQ/UNAMIR HQ.
  - (5) Repair any property damaged by UNAMIR as soon as possible (preferably before departure from the area).
  - (6) Be reasonable.

LIAISON

7. Particularly when the search involves inhabited areas a liaison phase will be necessary. This will take place once cordons are in place but before the proper search begins. Liaison operation will be used to inform the local inhabitants about the reason for the search. Throughout the search operation they will remain in contact with the local inhabitants to receive any complaints after the operation is ended. Liaison personnel can be drawn from the following elements or a combination of elements:

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- a. Local leadership, etc.
- b. Authorized personnel.
- c. Sector MILOB.
- d. Unit interpreters.
- e. Liaison Branch officers.
- f. Military Police.

REPORTS.

8. On completion of the operation a full report should be submitted to UNAMIR OPS. The following should, as a minimum, be included:

- a. Why the search operation was carried out.
- b. Where the search operation was carried out.
- c. When the search operation was carried out.
- d. UNAMIR troops involved and their deployment.
- e. Liaison element involved and the deployment.
- f. Resistance encountered during the search (including incidents away from search area, e.g. at outer cordon etc).
- g. Local population reaction to search.
- h. The results of the search operation.

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SECTION 12 - PROCEDURES FOR DEALING WITH RPF GROUND  
OPERATIONS AND INCURSIONS

GENERAL.

1. The size of a UNAMIR reaction force to any such operation will depend on the size of the force involved in the ground operation. The principles, however, are the same whether the UNAMIR reaction force is drawn from platoon, company or battalion.

AIM

2. To provide guidelines to UNAMIR troops on how to respond to RPF ground operations.

TYPES OF OPERATIONS

3. The type of ground operations envisaged include:
- a. Punishment patrols involving harassment of villagers, destruction or burning of houses, looting by undisciplined elements of the RPA etc;
  - b. Search operations.

GUIDELINES

4. The following guidelines are imperative prior to operation:
- a. Preplanning.
  - b. Early warning.
  - c. Quick reaction into target village.
  - d. Diffusion of situation through negotiation, moral persuasion or show of force (eg. photography, notes, etc.)
  - e. Escalation of UNAMIR response from section to platoon, to company, then to battalion as the case may be.
  - f. While the above steps are undertaken, political means of persuasion/protest at UNAMIR HQ or United Nations, New York will be exploited if necessary.
5. Assessment and Forward Planning. A good assessment of villages in the AO should ensure good forward planning. It would ensure UNAMIR presence in the village before the arrival of the RPA troops.

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UNAMIR ACTION DURING RPA GROUND OPERATIONS

6. IMMEDIATE ACTION. The initial UNAMIR reaction once unruly RPA troops are seen approaching a village is to get a UNAMIR presence into the village as quickly as possible. Ideally UNAMIR troops should be in the village before the RPA troops arrive even though they may be completely outnumbered by the RPA. This avoids the situation where the RPA get into the village first, place a cordon and deny UNAMIR access.

7. REPORTING. Reporting should then start through Coy/Batt HQ to UNAMIR OPS. Periodic reports should continue to be sent building up the information on the operation. Such reports should be directed towards building up a complete picture of the operation and should answer such questions as:

- a. Timings;
- b. Village;
- c. Strength/composition of RPA force;
- d. Routes taken into the village by RPA force;
- e. RPA activity;
- f. UNAMIR action.

This information must be updated and other additional information passed as the operation develops.

8. ESCALATION. Based on strength, composition and action of RPA, there will be a controlled increase in UNAMIR presence to monitor RPA activity.

9. Liaison. Negotiations with commander of RPA will be started by UNAMIR commander in the village. Negotiation by UNAMIR will be taken up by the senior officer on the spot as reinforcements arrive.

10. Follow-up. UNAMIR action in the village should be:

- a. To monitor and report on the ongoing incident;
- b. Continue negotiations;
- c. Dispatch patrols to follow RPA parties operating inside the village;
- d. Take notes/photographs openly to bring moral pressure to bear on the RPA.
- e. Intervene or attempt to intervene if property is being destroyed or taken away.

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- f. Render humanitarian assistance to villagers by offering aid, protection etc.

11. Special Instructions. Should UNAMIR personnel arrive at village after cordon is placed and RPA deny them entry, UNAMIR should try to enter village by another route. Failing this they should start negotiations to gain access to village and to deploy troops to locations from where they can monitor RPA activity and take action.

NOTE: See Annex H

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## SECTION 13 - COMPLAINTS

### GENERAL

1. In the course of carrying out its function, UNAMIR will receive complaints either from the RPA or from sections of the local population regarding its operation. Detailed action to be taken on the receipt of various types of complaints must be determined in relation to the terms of reference of the mission.

2. Generally, complaints should be made in writing by the local commander and receipt acknowledged by the liaison cell. When an investigation is indicated, all essential assistance should be requested from the complaining side including guides, map references, witnesses, interpreters and physical evidence. Finally complaints should be officially handed over to the CLO and investigated by MILOBS.

### ACTION ON RECEIPT OF COMPLAINT

3. On receipt of a complaint, the liaison officer receiving the complaint will allot a complaint serial number and complete the form at Annex I-1 which should then be forwarded to the Force HQ together with a copy of the original complaint.

4. Liaison Officers may also report by radio, relaying the same information that is contained in Annex I. In this situation the Force HQ Duty Officer will record the information on the form at Annex I-2.

### COMPLAINTS REGISTER

5. To ensure that action is taken on all complaints received, the Force HQ will maintain a **COMPLAINTS REGISTER** with the headings shown on the sample.

### RESPONSIBILITY

6. The Force HQ will be responsible for completing all action on the complaints, during a one week period. G3 Ops is the OPI in dealing with complaints.

### INVESTIGATIONS

7. When incidents are observed by military observers or other members of UNAMIR, Force HQ will decide whether or not an investigation is warranted. When complaints are received and an investigation is necessary, Force HQ must comply unless the complaining side fails to provide sufficient information or to give assistance as may be required to complete the investigation.

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CONDUCT OF INVESTIGATIONS

8. Having decided to conduct an investigation the Officer-in-Charge (OIC) should proceed as follows:

- a. Check the complaint to ensure all the necessary information has been given, e.g. locations, details of alleged action, dates and times;
- b. Arrange for any assistance required from the formation making the complaint, e.g. guides, interpreters and witnesses;
- c. Notify any other section or branch concerned with the investigation and request any necessary assistance; and
- d. Assign military observers to conduct an investigation patrol. Particular attention in briefing the patrol should be given to the following:
  - (1) Military observers must know and understand the aim of the investigation.
  - (2) Military observers must know of the assistance to be provided by all parties and other sections or branches in conducting the investigation;
  - (3) They must be aware of any special administrative arrangements required for the investigation.
  - (4) Watch over the progress of the investigation and offer any assistance or advice which may be necessary;
  - (5) Supervise the completion of the investigation report; and
  - (6) Forward the completed report, including comments to the Force HQ.

9. Having been detailed to conduct an investigation patrol, military observers should proceed to the area of the incident, collect evidence, and prepare their report. For the purpose of an investigation, evidence can be considered as being of three types as follows:

- a. MATERIAL EVIDENCE This type of evidence forms the basis of the investigation. When it is possible to obtain material evidence, conclusive findings can often be made.

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- b. **VERBAL EVIDENCE** Verbal evidence can only be considered reliable when it is given by a completely impartial witness, e.g. military observer, or when it is corroborated by witnesses from the opposite side. In all other cases, verbal evidence by itself cannot be considered conclusive.
- c. **CIRCUMSTANTIAL EVIDENCE.** This type of evidence can only be considered conclusive when it is corroborated by reliable verbal or material evidence. It should however be included in the investigation report.

**PREPARATION OF INVESTIGATION REPORTS**

10. Investigation report must be clear, concise, and accurate. They should include:

- a. The aim of the investigation, specifically what must be proved or disapproved should be stated clearly;
- b. The time and date of the investigation of the incident must be included;
- c. Locations visited in the area of the incident should be listed;
- d. Evidence should be arranged in chronological order where possible;
- e. Witnesses's statement should be attached where applicable;
- f. Opinions and assumptions must not be included in the body of the investigation report;
- g. Sketches should be used to clarify difficult or confused situations. The scale of the sketch and the direction of North must always be indicated on the sketch;
- h. Findings must be based on facts established during the investigation. Avoid opinions based on evidence not included in the investigation report. If a fact is pertinent, it must be stated in the evidence; and
- j. Reports should be prepared with the events in proper (normally chronological) sequence and end with a summary of important facts and findings.



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SECTION 14 - VOLUNTARY DISARMING OF MILITARY,  
PARAMILITARY, SELF DEFENSE AND CIVILIAN FORCES

GENERAL

1. Given the current situation in Rwanda, as both the RGF and the RPF attempt to hold as much of the country as possible, it is inevitable that UNAMIR will become involved with individuals from all factions that have had enough of the fighting. As a result, UNAMIR will encounter individuals who wish to give themselves up to our forces either at UNAMIR installations, Humanitarian aide stations or to UNMO's.

AIM

2. The aim of this SOP is to describe the UNAMIR policy and procedures regarding the disarming of individuals and the control of all weapons seized.

DEFINITIONS

3. Armed Forces. The organized armed forces are considered to be the RPA, Gendarmerie and the RGF.

4. Paramilitary Forces. Paramilitary forces commonly referred to as Militia are groups organized like but not part of the official armed forces. Current examples are:

- a. Interahamwe (Militia) including fighting squads from the following parties;
- b. MRND;
- c. CDR party youth; and
- d. MDR.

5. Self-Defense Groups. Generally, self-defense groups are loosely organized, possessing little training and are usually formed to protect their village or town.

6. Armed Civilians. Civilians armed with either, stolen or officially issued weapons. They have received little or no formal training. They have taken up arms to protect themselves, their families and their homes.

7. Displaced Persons. Rwandan citizens who have been forced or who have fled from their normal place of residence. They remain displaced persons as long as they remain within the borders of Rwanda.

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8. Weapon Any lethal object which can be used to cause physical harm to an individual. This includes firearms, grenades, machetes, bows and arrows, knives, swords, bayonets, spears, batons, clubs etc.

9. Force. Force is the use of physical means to impose one's will. It must be understood that the whole ethic of peace-keeping is that the mandate be achieved with the minimum use of military force.

10. Self-Defense. UNAMIR personnel are authorized to use their wpns in self-defense only. Self-defense includes resisting attempts by forceful means to prevent UNAMIR from discharging its duties:

- a. Accordingly, UNAMIR pers are authorized to use their weapons to defend themselves against direct attacks or threats on their lives; and
- b. To resist attempts such as disarming of UNAMIR personnel, forcing of UNAMIR positions, forced entry into UNAMIR positions.

11. UNAMIR Installations. All UNAMIR military and civilian camps and equipment, deployed on Rwandan territory, belonging to the mission and necessary to fulfil its mandate. UN Installations are to be guarded by UNAMIR assigned elements. Access to these areas is restricted and access is conditioned by separate UNAMIR regulations.

12. Check Points. A manned point used as a means of controlling movement and checking vehicles and pedestrians in order to enforce control measures, orders and regulations pertinent to the cease-fire agreement. These may be static or mobile.

13. Road Block. A static or mobile check point which closes the road for veh movement. A road block must have signs reading "Road block" in English, French and Kinyarwanda and also be clearly visible from a distance by an approaching veh.

POLICY

14. UNAMIR policy is:

- a. All individuals or groups who approach a UNAMIR installation or checkpoint with the stated intention of giving up themselves and their weapons, or are found to have weapons on their person shall be treated in accordance with Protocol I, Part iii of the GENEVA CONVENTION RELATIVE TO THE TREATMENT OF PRISONERS OF WAR which states:

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(1) Any member of the armed forces of a conflict is a combatant and any combatant captured by the adverse Party is a prisoner of war;

(2) To be recognized as such, the armed forces of a Party to a conflict must be organized and under a command responsible to that Party for the conduct of its subordinates, even if that Party is represented by a government or other authority not recognized by the adverse Party; and

(3) The status or treatment of prisoner of war is extended to various categories of persons who do not come under the definition given above, or who are not combatants. The following are thus also entitled to the status of prisoner of war:

(a) Those taking part in a levy en masse, that is, when the inhabitants of a non-occupied territory spontaneously take up arms on the approach of the enemy to combat invasion without having had time to organize themselves as laid down under para (2) above, if they carry their arms openly and respect the laws and customs of war; and

(b) Persons authorized to follow the armed forces without directly being part of them.

b. For the purposes of the UNAMIR mandate, all groups and armed civilians taking part in the conflict in Rwanda are considered to fall into the definitions listed above. Therefore, those individuals found with weapons will be considered to be combatants and after appropriate negotiations will be turned over to the faction that claims them as prisoners of war.

c. In all cases these persons or groups will be kept separate from the general population to ensure the safety of those found with weapons and to ensure the safety of the general population of unarmed displaced persons.

PREPARATION

15. It is expected that all individuals or groups ready to hand-over their weapons will likely approach UNAMIR Installations or to other locations where UNAMIR troop presence is visible such as at Checkpoints, and Road Blocks.

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16. It is imperative, therefore, that all UNAMIR commanders responsible for the security of their assigned compounds and all team leaders appointed to man checkpoints or roadblocks be prepared to conduct this operation. The following prior preparation is required:

- a. To find an appropriate area that can be guarded. It should be separated from the general population of displaced persons as far as possible and out of sight;
- b. To select and train individuals in the procedures regarding the handover of weapons;
- c. To have all necessary forms for handover available, (Annex J); and
- d. To have reserve forces on stand-by for emergencies or if help is required to guard the compound.

SECURITY

17. For security reasons, it is imperative to be vigilant and to take appropriate precautionary measures, in proportion to the number of people still armed in the vicinity of the UN Installation. Individuals or groups still waiting to be disarmed must be under observation at all times.

PROCEDURE

18. Make Contact with Group Leader. It is important to come into contact with a leader/comd of individuals to be disarmed. He should be used to keep the group waiting to be disarmed informed regarding the necessary procedures to be followed and to keep them under control throughout the procedure. If a leader cannot be identified, at least one soldier must be designated to keep the group informed and to maintain order.

19. Conduct Disarmament Outside the UNAMIR Installation. If it is possible, the disarmament process must be carried out outside of the UNAMIR Installation;

20. Reception. An appropriate number of reception points must be set up. The number of reception points will depend on how many people are waiting. Such reception points must be well organized in order to maintain high efficiency. At least three soldiers should be appointed to one reception point;

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21. Displaced Persons. The main body of displaced persons must stay sufficiently far away from the UNAMIR installation to ensure that the reception point does not become over crowded. (The necessary orders should be given by comd/leader of the group);

22. Approach. The reception centre will receive individuals one at a time. The soldiers responsible for registration must write in all the necessary details on the **CONFISCATION FORM** (Annex J-1). An official **RECEIPT** must then be given to the individual who has given up his weapon (Annex J-2). The **DETAINEE LIST** (Annex J-3) must be completed. After completion of the registration and handover of the weapon, the individual must be escorted to the guarded area. He must not be allowed to rejoin the other armed individuals or the unarmed displaced persons; and

- a. The completed confiscation forms will be delivered to UNAMIR Force HQ operations.
- b. The completed list of detainees will be delivered to UNAMIR Force HQ operations and Humanitarian Cell.

23. Weapons. The soldier responsible for checking weapons must inspect the weapon carefully, removing the magazine and clearing the chamber. The soldier will then give the weapon data to be registered. Finally, the weapon is to be secured in a guarded location. Weapons, ammunition, grenades etc. must be stored separately for final handover to Force HQ.

**PROCEDURE FOR THE HANDOVER OF PRISONERS**

24. Faction Claiming Prisoner. The faction claiming the prisoner must provide in writing the following assurances:

- a. That Protocol One, Part III of the **GENEVA CONVENTION RELATIVE TO THE TREATMENT OF PRISONERS OF WAR** will be followed;
- b. They will provide the location at which the prisoner of war will be held; and
- c. Permit the International Committee of the Red Cross (ICRC) to monitor the Prisoner of War camp.

25. UNAMIR Responsibilities. UNAMIR Force HQ (Humanitarian Cell) will ensure that the following actions take place:

- a. Ensure that a representative from the ICRC is present during the handover;

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- b. Ensure that, if available, there is media coverage to cover the handover;
- c. Ensure that the ICRC and the Humanitarian Assistance receive a copy of the **CONFISCATION FORM** (Annex J-1);
- d. Ensure that the ICRC and the Humanitarian Assistance Cell receive copies of **DETAINÉE LIST** (Annex J-3); and
- e. Arrange a location for the handover that is agreeable to both UNAMIR and the faction claiming the prisoner.

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SECTION 15 - SECTOR OPERATIONAL GUIDANCE

GENERAL

1. The vastness of UNAMIR AOR necessitates effective use of manpower resources to provide security within its AOR.
2. The general concept of operations therefore is based on concentrating resources where they are needed most, utilizing various categories of check points, observation points and patrols to dominate AOR.
3. Check points will cover the main traffic arteries while observation posts will cover the assessed infiltration routes/entry points for armed elements and Rwandan refugees respectively. Narrow roads and tracks which can not be covered by permanent check points will be subjected to vigorous patrolling both mounted and dismounted including the establishment of mobile checkpoints utilizing, among others, armoured vehs.

AIM

4. To provide guidelines in the conduct of security operations in UNAMIR AOR.

SECURITY OPERATIONS

5. In fulfilling their mission, UNAMIR soldiers are expected to:
  - a. Establish, observation posts, check points and road blocks.
  - b. Guard UN installations.
  - c. Undertake cordon and search and patrol tasks.
6. Observation Posts (OPs). Specially selected points throughout the country which allow for the best visibility of surrounding area in terrain held by opposing forces and used primarily to monitor any military troop movements, reinforcing of positions or cease-fire violations. The distance between individual OPs should be not greater than 10km. OPs are to be manned on permanent basis. OPs should be equipped with binoculars, night-vision devices, maps, compass, radio and line comms with HQ. OPs must also have the capability for patrolling and reacting to the observed threat.
7. Type of OPs. Depending on terrain conditions and intensity of operations the following types of OPs will be deployed by UNAMIR troops:

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- a. Permanent;
- b. Temporary; and
- c. Unmanned.

8. Check Points. A manned point used as a means of controlling movement and checking veh and pedestrians in order to enforce control measures, orders and regulations pertinent to a cease-fire agreement/ cessation of hostilities between warring factions and to prevent infiltration of arms. These may be static or mobile.

- a. Static Check Points. Troops/UNMOs are permanently located at fixed points. These will normally be important road junctions, at the entrances/exits to controlled areas etc. A static check point is manned on a permanent basis. It must have both radio and line comms with a HQ.
- b. Mobile Check Points. Static check points may not be enough to cover an area of operation. In this case, mobile check points are necessary. A mobile check point will have a minimum of a section strength (10 men) with two UN vehicles. It will usually be established at varying times and at varying places based on an irregular schedule. It must have radio comms with a base/unit's HQ.

9. Road Block. A static or mobile check point which closes the road for vehicle movement. A road block must have signs reading "Road Block" in English and Kinyarwanda and be clearly visible from a distance by an approaching vehicle.

10. UN Installations. All UNAMIR military and civilian camps and equipment, deployed on Rwandan territory, belonging to the mission and necessary to fulfil its mandate. UN Installations will be guarded by UNAMIR assigned elements. Access to these areas is restricted and access is conditioned by separate UNAMIR regulations.

11. Cordon. UNAMIR may have to carry out cordon operations to search for weapons, ammunition or explosives. Prior permission for UNAMIR FHQ is needed to carry out a cordon and search operation. Cordon must be done with sufficient troops and a reserve.

12. Patrolling. Patrolling will forms an essential part of dominating a unit AOR. This will be undertaken by UNAMIR formed troops, UNMOs and local authorities. Depending on terrain conditions and the complexity of the military situation foot, vehicle/APC mounted, air and river/lake patrols will be conducted in UNAMIR AOR.



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a. Aim of Patrolling

- (1) To confirm /verify/supervise an incident, agreement or cease fire violation;
- (2) To obtain information about terrain, topography etc;
- (3) To locate and confiscate arms, ammo, explosives etc.
- (4) To show a UN presence.
- (5) To provide protection for NGOs or the population, and in particular for displaced person.
- (6) To prevent infiltration of unwanted elements into selected and controlled area/zone.

b. Strength. Under no circumstances should a foot patrol be less than section strength (10 men), while a vehicle patrol or river/lake patrol should be less than two vehicles or boats.

c. Security. Security of UN patrols depends on how much they know about the area of their operation. However, the following aspects need consideration:

- (1) Patrol routes should be free of mines. Only routes known to be absolutely free from mines may be patrolled. DO NOT undertake patrolling in suspected mined areas.
- (2) Ensure that UN signs/marks in the form of UN flag and UN head-gear are clearly visible during patrolling.

d. Escort Duties. In UNAMIR the following types of escort will be undertaken:

(1). UNMO Escort. This will be an unarmed escort composed of military observers. In case of any suspicion of danger the escort shall be augmented by an armed escort from a UNAMIR unit. Unarmed escorts shall be normally provided to VIPs, NGOs and other visiting persons, provided that there is no threat.

(2) Armed Escort. Armed escorts will be composed of soldiers from a UNAMIR unit. They will be provided to humanitarian relief operations' convoys, UN convoys or to VIPs of all warring factions in Rwanda.

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(3) Authority of Detailing Escorts. FHQ shall have the sole authority to detail escorts.

- e. UN Convoys. UN Convoys will be conducted for UNAMIR deployment and is necessary for fulfilment of its mandated tasks in an area of operation assigned.
- f. Investigations. Investigation Teams are composed of UNMO and UN CIV POLs and will be employed to clarify all cases of cease-fire violations and incident reports and will submit relevant reports to FHQ.
- g. Committees for Civic Matters. These Committees comprising specially selected groups of staff personnel from UNAMIR components designated for humanitarian assistance will be established and deployed in sectors at the disposal of the locals for solving important civic matters.
- h. Humanitarian Recce Teams. Personnel of UNAMIR units and UNMOs which will be tasked for collecting all data regarding displaced persons' concentrations as well as refugee camps and road infrastructure to be used for food transportation purposes.
- i. Secured Area Establishment. An area such as a refugee camp/safe haven, where access of the opposing forces would be controlled and regulated by UNAMIR forces. Within the secured area there must be sufficient security for UNAMIR military and civilian components.
- j. Refugee Camps/Safe Havens Protection. In order to provide protection to refugee camps against acts of lawlessness particularly acts of ethnic cleansing, UNAMIR units will provide the necessary security in Displaced persons and Refugee camps.

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SECTION 16 - SECURITY OF TROOPS

GENERAL

1. Each Commanding Officer is responsible for the security of personnel under his command. This includes members of other units who are attached. All Commanding Officers must ensure that an awareness of security is emphasized at all levels of command and that all activities conducted by the unit take security measures into account early in the planning stage and not as an after-thought.

AIM

2. The aim of this SOP is to provide guidelines on security of troops while in UNAMIR AOR.

SECURITY MEASURES

3. Security of Positions. UNAMIR positions should be tactically sited in order to enhance security and simplify engineering efforts. Basic security measures within base should be employed and fully integrated with engineer fortification resources. Posts should have a coordinated plan for defence. Positions should be constructed as follows:

- a. UNAMIR positions and observation posts should provide protection to personnel against direct fire of small arms, LMGs and HMGs and against splinters of heavy weapons.
- b. Positions should have adequate shelters for all personnel and should be stocked with water and ration packs for at least 10 days. Shelters should be equipped with line/radio communications in constructed.

4. Security of the personnel. The Unit Commander should ensure that all personnel under his command are:

- a. Armed in accordance with their appointment:
- b. Wear fragmentation jackets and helmets when exposed:
- c. Move on foot in groups of not less than three outside camp:

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5. Movement Within UNAMIR AOR. Restriction and control of United Nations vehicular traffic in the AOR is necessary to reduce the risk of hijack and other threats to United Nations personnel. While single vehicles may move within the AOR, at least two vehicles are recommended in high risk areas. Movement within Bn AOR is the prerogative of the Commanding Officer. He should however be guided by the security situation in his AOR.

6. Convoy travel (i.e. at least two vehicles)

- a. Each vehicle will carry at least two personnel.
- b. Each convoy will have at least four armed personnel.
- c. Each convoy will have at least one vehicle on the Force Comd Net. For internal travel by battalion vehicles within their AO, the ideal situation is that they should have a radio on the Battalion net.
- d. Proper convoy procedures must be adhered to with each vehicle keeping the vehicle following in view.
- e. No predictable travel pattern will be established.
- f. Movement during hours of darkness will be for operational reasons only and will always be in APC or at least two vehicle strength. Actual size/strength will be decided by relevant authority.
- g. Convoys will report in person to the HQ controlling their movement. The convoy commander will inform HQ of the time of departure, the registration numbers of the vehicles involved in the convoy, the route to be taken including stops and the approximate time of arrival at destination. None of this information will be given over the air for security reasons. On arrival the convoy commander will inform his controlling HQ by telephone.
- h. Where HQ of formations, operate a report line system, codes should be used so that identification of individuals or individual units is not divulged by messages passed by radio.

7. Single vehicle travel

- a. The vehicle will carry at least two personnel including driver.

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- b. The vehicle will have two armed personnel including the driver.
- c. The vehicle will be equipped with Motorola radio on Force Comd Net. For travelling within their own sectors vehicles will ideally be on the battalion comd net.
- d. No predictable travel pattern will be established.
- e. The occupants of a single vehicle travel will report in person to the HQ controlling their movement. The person in the vehicle will inform the HQ of his time of departure, the vehicle number, his route including stops and the approximate time of arrival at his destination. None of the above information will be given on the air for security reasons. Where his controlling HQ operates a report line system, codes will be used so as not to divulge identity of individuals. On arrival at destination the controlling HQ will be informed.
- f. Single vehicles will not travel during hours of darkness. APC excepted.

8. Control system

- a. All vehicles in the AO must be controlled by the relevant HQ. In the event of threatened hijack or other serious situation developing, UNAMIR OPS must be able to assure the safety of all United Nations personnel. Timely passage and receipt of urgent messages will depend on a good communications system and it is imperative that nets do not get choked with traffic.
- b. The sector HQs have the responsibility of monitoring and ensuring safe movement of UNAMIR vehicles in their AOR. As a rule of thumb no vehicle should be out of communication for more than twenty minutes.
- c. In the event of serious incidents, information on impending operations or other events in the UNAMIR AO which require a restriction to be imposed on non-operational movement in the affected area, the Senior Duty Officer/Duty Officer will initiate an all stations call on the Force Command Net and on all Motorola Channels informing all UNAMIR personnel on the restriction of movements in the affected area.

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9. HIJACK

- a. The risk of hijack is ever present in UNAMIR AO. Events have demonstrated that United Nations personnel are potential targets. It is imperative that immediate actions be taken by UNAMIR in the case of hijack. The keynote should be one of rapid reaction by all relevant personnel.
- b. Initial alert. Reaction can only be efficient if it is initiated by a timely and accurate alert. This alert should be passed by the potential victim if the situation allows or by any witness to the incident. It should be passed by the fastest means available and this message and subsequent traffic pertaining to it will be given absolute priority by operations, duty officers etc. The following is the hijack message text:
  - (1) "HIJACK" "HIJACK" "HIJACK"
  - (2) Incident location: A Grid Reference is the most useful indicator but this may not always be possible. Other simple indicators may be utilized (e.g....km N/S/W/E/ of UN posn...road junction.....km west of....village etc.
  - (3) Information on hijackers: If available, details such as number of hijackers, vehicle colour, make, registration number, and description of hijackers, if armed etc. Direction of flight of hijackers etc.
- c. Emergency procedures. The following procedures will apply:
  - (1) The SDO/DO will initiate an immediate all stations call on the Force Command net to all Sectors/Unit HQs including sector MILOBS, e.g "ALL STATIONS, THIS IS ZERO, HIJACK! HIJACK! HIJACK! AT 1100Z ONE XXXX SOLDIER AT XXX TAKEN BY 4 AES IN A BROWN MERCEDES TOWARDS XXXX";
  - (2) The acknowledgement by all stations on the force command net is necessary. The Message will be repeated if there is any doubt that all units have not received and understood the full text:
    - (a) Alert 93 HOTEL on Force coord net(CH 7), to put a heli on immediate standby;
    - (b) Report to CLO/RPA LO.
    - (c) Report to G3 OPS/DCOS OPS.

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(3) Action by Unit/Sector HQs.

- (a) Repeat message through own means to all sub-units;
- (b) Immediately reinforce all CHPs.
- (c) Put BMR on immediate standby;
- (d) Contact local authorities;
- (e) The Battalion in whose AO the hijack has taken place sends immediately a mobile patrol to gain and maintain contact with the hijacked vehicle. Immediate hot pursuit is essential.
- (h) Put a helicopter on immediate standby;
- (i) If available, task a second helicopter as back-up.

d. Follow-up action. Follow-up action will be taken as outlined:

(1) DCOS OPS/G3 OPS. Will be responsible for the following:

- (a) Coordinating the search operations following instructions issued by FC.
- (b) Organizing a cordon line around the area in which the presence of the hijacker is suspected;
- (c) Will lift or decrease the traffic restrictions imposed under emergency reactions at CHPs outside cordoned area.

(2) BATTS/Units in the AO:

- (a) Once initial traffic restrictions are lifted they will conduct searches of all non United Nations vehicles CHP. All CHP to be Category B until status is lifted by UNAMIR OPS.
- (b) Set up new CHPs on roads and tracks not monitored by permanent CHPs;
- (c) Continue flow of pertinent information to UNAMIR OPS.
- (d) Keep close contact with local leadership.

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(3) Liaison Branch:

- (a) Send a Liaison Officer to establish contact with the relevant parties/RPA.
- (b) Continue flow of pertinent information to UNAMIR OPS.

(4) MILOB GP HQ

- (a) Alert MILOB in all Sectors to look out for the hijacked vehicle.
- (b) Establish contact with local leadership in collaboration with formed units in sectors.

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SECTION 17 - RULES OF ENGAGEMENT

6 Oct 94

OPERATIONAL DIRECTIVE NO. 02

RULES OF ENGAGEMENT

PART I

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

2. These UNAMIR ROE are provided for UN Forces operating under the auspices of UN Security Council Resolution 925 dated 8 June 1994, which states in paragraph 4 that:

"... the consolidated mandate of UNAMIR includes the following:

- (a) To contribute to the security and protection of displaced persons, refugees and civilians at risk in Rwanda, including through the establishment and maintenance where feasible, of secure humanitarian areas;
- (b) To provide security and support for the distribution of relief supplies and humanitarian relief operations; and
- (c) To act as an intermediary between the parties in an attempt to secure their agreement to a ceasefire;..."

Paragraph 5 of the resolution particularly recognizes that:

"UNAMIR may be required to take action in self-defence against persons or groups who threaten protected sites and populations, United Nations and other humanitarian personnel or the means of delivery and distribution of humanitarian relief." Therefore circumstances could arise where the use of force by UNAMIR personnel could be necessary and justified.

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PART II

DEFINITIONS

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

- a. Force. The use of physical means to impose one's will. Military force is the use of the physical means provided by formed, armed and disciplined bodies of troops under unified command to achieve the same end and generally implies the potential to use significant levels of violence.
- b. Self-Defence. The use of force to protect:
  - (1) oneself and the personnel in one's unit,
  - (2) other UNAMIR military or civilian personnel,
  - (3) non-UNAMIR humanitarian aid personnel,
  - (4) displaced persons, refugees and civilians in sites or among populations under the protection of UNAMIR forces, or
  - (5) other UN-authorized military or civilian personnel, against a hostile act or hostile intent, where there is no other choice or time for deliberation.
- c. Hostile Act. A hostile act is an attack or other use of force against those entities listed in paragraph 3.b. above.
- d. Hostile Intent. Hostile intent is the threat of the imminent use of force against those entities listed in paragraph 3.b. above.
- e. Minimum Force. The minimum degree of authorized force which is necessary, reasonable and lawful in the circumstances.
- f. Collateral Damage. Damage to persons or property adjacent to, but not part of an authorized target.

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- g. Non-deadly force. Any physical means of forcing compliance that does not pose a risk of death or serious bodily harm to the individual against whom the force is directed. This is usually through the use of physical force short of the use of firearms or other deadly weapons. Examples include: pushing and lesser forms of striking or hitting, and physically or mechanically restraining persons. Warning shots are non-deadly force, even though they involve the use of firearms.
- h. Deadly Force. This is the ultimate degree of force. Deadly force is that level of force which is intended or is likely to cause death or serious bodily harm regardless of whether death or serious bodily harm actually results.

PART III

INSTRUCTIONS ON THE USE OF FORCE

APPLICABILITY

4. The ROE stated in this directive apply to all personnel provided by nations participating in UNAMIR under the provisions of UN Security Council Resolution 925 dated 8 June 1994. These ROE are written in the form of either prohibitions or permissions. Issued as prohibitions, they are orders not to take specific actions. Issued as permissions they are guidance to commanders that certain specific actions may be taken if they are judged necessary to achieve the aim of the mission.

COMMANDERS' RESPONSIBILITY

- 5. Commanders at all levels are required:
  - a. to have this directive translated and disseminated to every subordinate under their command; and
  - b. to ensure that every subordinate under their command understands the contents of this document.

AUTHORIZATION LEVELS FOR THE USE OF FORCE

- 6. The use of deadly force for the different types of weapons will be authorized as follows:
  - a. Force Commander or His Delegate:
    - (1) heavy support weapons (ie. rocket launchers, artillery pieces, light mortars, etc.); and

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(2) heavy machine guns or cannons ( .50 cal, 20mm, etc.);

- b. In situations which are life threatening to UNAMIR troops, members of their unit or those they are ordered to protect, soldiers may use the following weapons:

(1) medium machine guns (i.e. FN MAG, M60, etc.)

(2) light machine guns; and

(3) all personal weapons on automatic or single shot fire.

- c. In situations which are not life threatening to soldiers, members of their unit or those they are ordered to protect, the use of deadly force for different types of weapons will be authorized as follows:

(1) Sector Commanders:

(a) medium machine guns (i.e. FN MAG, M60, etc.),

(b) light machine guns; and

(c) all personal weapons on automatic fire.

(2) Battalion Commander Down to NCO Level at the Scene of a Threat.

(a) Personal weapons for single shot fire.

NOTE: Commanders should be aware when using weapons of the principles of military necessity and proportionality.

PRINCIPLES FOR USE OF FORCE

7. When an incident occurs that requires the use of force, the following principles will be adhered to:

- a. if possible, negotiation and warnings must be exhausted before any use of force is initiated;
- b. only the minimum non-deadly and deadly force consistent with achieving the immediate aim shall be employed;
- c. except where authorized under paragraph 11, the escalation of force procedures pursuant to paragraph 14 must be exhausted before the use of any deadly force is initiated;

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- d. deadly force is justified only under conditions of extreme necessity and as a last resort when all lesser means have failed or cannot reasonably be employed;
- e. escalation of the level of violence is to be minimized;
- f. collateral damage is to be minimized;
- g. the use of force in retaliation is prohibited; and
- h. use of force shall be controlled by the on-scene commander and is to cease once the aim has been achieved.

**AUTHORITY TO USE FORCE**

8. Force may be used as follows:

- a. Non-Deadly Force. UNAMIR personnel are authorized to use non-deadly force in the following circumstances:
  - (1) in self-defence ( as defined in paragraph 3.b.) against unarmed aggression;
  - (2) against unarmed attempts at infiltration or envelopment of UNAMIR units, compounds or locales;
  - (3) when UNAMIR premises are violated in unarmed attempts to steal UNAMIR property or property under the protection of the UN;
  - (4) when unarmed attempts are made to abduct or detain UNAMIR civilian or military personnel; and
  - (5) when unarmed attempts are made to prevent UNAMIR personnel from carrying out their responsibilities as ordered by their commanders.
- b. Deadly Force. UNAMIR personnel are authorized to use deadly force in the following circumstances:
  - (1) in self- defence (as defined in paragraph 3.b.) against persons committing a hostile act or exhibiting hostile intent;
  - (2) to protect from damage or destruction, property or installations belonging to or under the protection of UNAMIR, including protected sites and the means for the distribution and delivery of humanitarian relief:

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- (a) which have been designated by the unit Commanding Officer, in consultation with the Force Commander, as essential to the success of the UNAMIR mission,
  - (b) which justify protection through the use of deadly force, and
  - (c) where there is no way to prevent the damage or destruction;
- (3) to overcome forcible attempts to prevent UNAMIR Force discharging its duties, when authorized by the Force Commander;
- (4) to resist armed attempts to disarm, abduct or detain UNAMIR military or civilian personnel;
- (5) to resist armed attempts to compel UNAMIR personnel to withdraw from protection areas they were ordered to occupy by the Force Commander or his delegate; and
- (6) to resist armed attempts to cut off a UNAMIR force.

**AUTHORITY TO SEARCH AND DETAIN**

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

10. Authority to Detain. Individuals shall only be detained if they commit a hostile act, display hostile intent or carry out any activity which would require that force be used against them under paragraph 8.

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

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12. Any individual detained shall be turned over as soon as possible to appropriate civilian police authorities as designated by the Force Commander. Any weapons seized from detainees shall be confiscated or rendered militarily ineffective.

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

**CHALLENGE AND ESCALATION PROCEDURES**

14. Except where a response is required in accordance with paragraph 15, the following procedures are to be followed:

- a. Verbal or Visual Warning. Warn the aggressor to stop the activity, which in normal circumstances, should follow the following sequence:
  - (1) depending on the circumstances, a warning may be given orally, by a sign or by illumination (ie, hand-held red flares, search-lights, etc.). The issuance of a warning should also be passed up the chain of command with continuous Situation Reports;
  - (2) repeat the verbal or visual warning as many times as is necessary to ensure understanding or compliance;
- b. Charge Weapons. If authorized under State B of ROE No.2 (paragraph 15 refers);
- c. Non-Deadly Force. If warnings are ignored, employ minimal non-deadly force;
- d. Warning Shots. If the threat continues, employ aimed warning shots in a safe direction so that there is no danger of personal injury or collateral damage;
- e. Deadly Force. If minimal non-deadly force is either not feasible or fails, on order and under the control of a superior, minimal deadly force, such as single aimed shots, may be used until the threat is removed;
- f. Escalation of Deadly Force. Escalatory weapons fire with other weapons systems shall only be on the order of the appropriate commander in accordance with paragraph 6.

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OPENING FIRE WITHOUT WARNING OR ESCALATION

15. The only circumstance under which it is permissible to open fire without warning or escalation is if an attack by an aggressor comes so unexpectedly that even a moments delay could:

- a. lead to death or serious injury to UNAMIR personnel or to other UN-authorized military or civilian personnel;
- b. lead to death or serious injury to persons who are under the protection of UNAMIR; and
- c. lead to the immediate damage or destruction of UNAMIR property in the circumstances described in paragraph 8.b.(2).

PROCEDURE DURING FIRING

16. Any use of firearms as a means of applying deadly force, shall be aimed fire, ie, fired at the centre of the visible mass of the target. Fire must be controlled and will not be indiscriminate. Automatic fire and firing of support weapons will only be used as a last resort and only as authorized under paragraph 6. Fire for effect will only continue as long as it is necessary to achieve the immediate aim. Through fire control orders, the commander on the scene will indicate and control the fire, preferably directed at the leaders or instigators of the threat. Regular situation report will be forwarded through the chain of command.

17. Whenever possible, each escalation in the use of force should be authorized by the chain of command of UNAMIR. A request in clear by radio for authorization to fire can have a calming effect on its own. Permission to use higher level of force must be obtained from the appropriate commander in accordance with paragraph 6. The on-scene commander is responsible for assessing the situation and taking action appropriate to the situation.

PROCEDURE AFTER FIRING

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

- a. Medical. Any wounded, including those fired upon by UNAMIR personnel will be given first aid, if such an action can be done without further endangering the lives of UNAMIR personnel.
- b. Recording. Details of the incident will be recorded, including:
  - (1) date, time and place of firing;

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- (2) unit and personnel involved;
  - (3) the events leading up to the firing;
  - (4) why UNAMIR personnel opened fire;
  - (5) who or what was fired on;
  - (6) the weapons fired; and
  - (7) the apparent results of the firing.
- c. Reporting. The above information and the current situation will be reported through the chain of command to Force HQ ATTN Force Commander and Deputy Chief of Staff Operations.

PART IV

RULES OF ENGAGEMENT

19. Rule No. one:            Authority to Carry Arms
- a. State A: No authority; and
  - b. State B: Authority granted to carry weapons.
20. Rule No. Two:            Status of Weapons
- a. State A: Weapons will be carried with loaded magazines.
  - b. State B: Weapons will be carried, charged and made safe.
21. Rule No. Three:            Response to Hostile Intent or Hostile Act without the Use of Fire
- a. State A: Observe and report but will withdraw in order to preserve own force.
  - b. State B: Stay in place. Make contact and establish liaison with opposing force(s) and/or local authorities concerned.
  - c. State C: Observe and Report. Stay in place. Warn aggressor of intent to use force and demonstrate resolve by appropriate means without opening fire.
  - d. State D: Observe and Report. Stay in place. Warn aggressor of intent to use force and demonstrate resolve by appropriate means. Demonstrative use of fire is authorized.

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

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

23. Rule No. Five:        Intervention and Warning Shots

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

24. Rule No. Six:        Control of Weapons Systems

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

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

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

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PART V

CONCLUSION

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

27. Amendments to this directive will be issued as required and as approved by the UN.

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SECTION 18 - OPERATIONAL INSPECTIONS AND INVESTIGATIONS

OPERATIONAL INSPECTIONS

1. The operational readiness of the troops is the responsibility of the unit commanders. However, operational inspections are to be carried out by UNAMIR HQ Operations Branch to ensure the standardization of the operational activities of units. Inspections are to be made on a regular basis. In addition to the regular inspections, officers of the Operations Branch when travelling in the AO are to carry out inspections at irregular intervals at unit positions.

2. The inspections should cover the following:

- a. Deployment.
- b. Manning level.
- c. Surveillance equipment.
- d. Security.
- e. Plans and orders.
- f. Operational procedures and drills.
- g. Training.

OPERATIONAL INVESTIGATIONS

3. An operational investigation is one carried out by Force HQ or unit HQs into any special operational occurrence. It will normally evolve from:

- a. A particular serious operational incident requiring further detailed appraisal;
- b. A request by one of the parties about the operational behaviour/reaction of UNAMIR military personnel.

4. Such incidents may or may not be subject for boards of inquiry at a later stage.

5. Operational investigations are normally held against the background of a serious or potentially serious incident. As such they are very important and, if properly handled, can defuse potentially explosive situations and maintain good relations between UNAMIR and the parties.

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6. An operational investigation can be initiated by UNAMIR HQ or by a unit. It can also be requested by one of the parties or offered to one of the parties to defuse a potentially serious or threatening situation. If this is requested at unit level and involves a purely local incident, it may be carried out at that level. Normally the operational investigation will be instituted by FC, DFC or DCOS OPS, depending on the seriousness of the incident.

7. An operational investigation will be carried out by at least two suitably qualified officers of different nationalities. OPS/MILOB team may be tasked to carry out operational investigations. The investigation team must be properly briefed and be given written terms of reference.

8. The team must carry out the investigation with speed, efficiency, discretion and courtesy. They will be strictly impartial and will not accept any pressure from the parties concerned. Nor will they deliver any information on the results of the investigation to the parties without prior approval of UNAMIR OPS. The investigation will not be affected by personal opinions, but facts and professional conclusions.

9. The investigation will be carried out at the scene of the incident or as close to it as possible. The team will take notes, hear witnesses, make sketches and maps, take photographs, tag material evidence items with serial numbers, DTG, Grid References etc. The team will maintain communication with the headquarters throughout the investigation.

10. Report. At the conclusion of the investigation a written report will be submitted to the convening authority. This report will form the basis of a report to UN HQ, New York and, if necessary, to the parties. The report will include:

- a. Terms of reference.
- b. Broad description of the background to the investigation.
- c. Actions of investigation team.
- d. Statements of witnesses.
- e. Maps, physical evidence, sketches, photographs, etc.
- f. Conclusions.

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## SECTION 19 - REPORTING

### GENERAL

1. Reports by MILOBS will consist of reports on incidents, meetings, Special reports and Weekly reports. These reports by MILOBS are designed to provide UNAMIR battalions, MILOB GP HQ and UNAMIR OPS with information on incidents or developing trends.
2. All reports compiled by sector MILOBS will be submitted to MILOB GP HQ and copied to UNAMIR HQ and sector HQs concerned.
3. To be of value, the accuracy and factual content of reports must be beyond dispute. The facts are checked against reports from units (INCREPS) and information ascertained through thorough teams' investigations.

### REPORTS ON INCIDENTS

4. When an incident is reported, normally to MILOB GP HQ and UNAMIR HQ through SITREPS or incident reports (INCREPS), a report is then to be submitted to UNAMIR HQ after the facts have been ascertained. The report may be the basis of a protest if the situation requires a protest.

### REPORTS ON MEETINGS

5. Meetings with parties such as RPA/RGF must be reported in the form of minutes of a meeting.

### SPECIAL REPORTS

6. Units/Independent Coys/MILOB will submit special reports including reports on verification of incidents and events to UNAMIR HQ as required. See Annex K.

### WEEKLY REPORTS

7. Weekly reports from sector MILOBS will be made to keep UNAMIR HQ informed of significant events within the Sectors. A copy of the report must be given to the sector HQ concerned.

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OPERATIONAL REPORTING

8. By its very nature current operations deals with reports on operations conducted by the RPA/RGF/MILITIA or with events which may have a bearing on them. Such reports must be timely to be effective. It is stressed that reporting of operational incidents is everybody's business.

9. There are many potential reporting sources other than operational units. These include:

- a. LOG escorts.
- b. Unit convoys.
- c. MP patrols.
- d. Staff Offrs, etc. travelling in UNAMIR AOR.
- e. MP Detachment.

10. The mentioned sources must initiate reporting on operational matters which they may witness. Very often these reports contribute vital information necessary for action at a higher level. Reports should be sent by radio if assessed as immediately important. A written report should be submitted on return to base. In addition to informing UNAMIR OPS, it can often be useful to also inform the unit on the ground.

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**SECTION 20 - INSTRUCTIONS ON USE OF RAPID REACTION FORCE**

**GENERAL**

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

**AIM**

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

**COMPOSITION**

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

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

**COORDINATING INSTRUCTIONS**

5. The RRF will be at 30 minutes NTM and reinforcement of troops as follows:

- a. First reinforcement section at 60 min NTM.
- b. Reinforcement section 2 at 90 min NTM.
- c. Assy area - RRF location.

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

**TASKS**

7. The RRF will not be deployed for more than 12 hrs. The force may act as a stop gap and should be withdrawn as soon as the threat for which they were deployed no longer exists to free them for other RRF tasks. The RRF may be deployed to undertake the following at short notice:

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

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

**REPORTING**

6. When UNAMIR assistance is required at the site of an incident, UNAMIR HQ OPS will be contacted on Channel 7 or 8 and the following information will be passed to the Force Duty Officer to facilitate decision making regarding deployment of the RRF.

- a. Brief description of incident.
- b. Location of incident (Grid Ref necessary).
- c. Suggested loc for RV with RRF.
- d. Strength of trespassers/intruders, whether armed or unarmed. If armed, type of weapons and dispositions at incident site.
- e. Possible routes to incident site.
- f. Comms arrangements if different from CH 7 or 8.
- g. Any cas to UN/NGO personnel.

**RESPONSIBILITIES**

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

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

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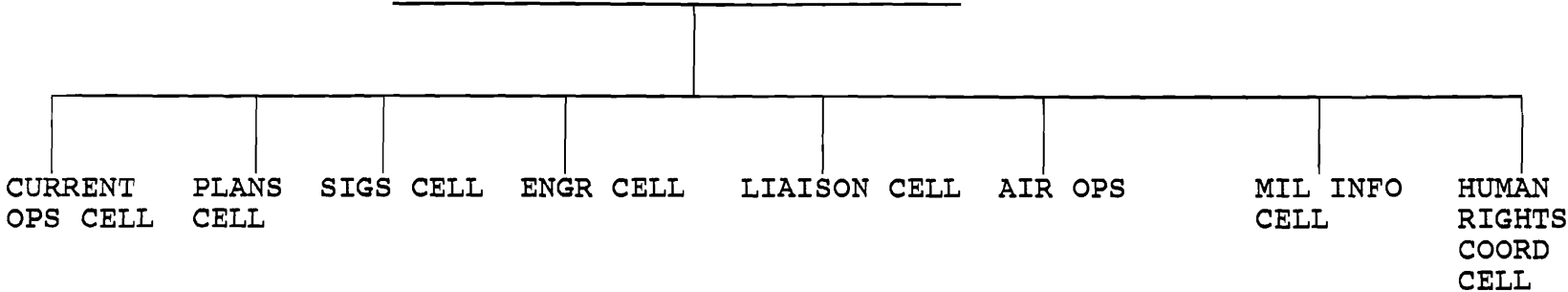
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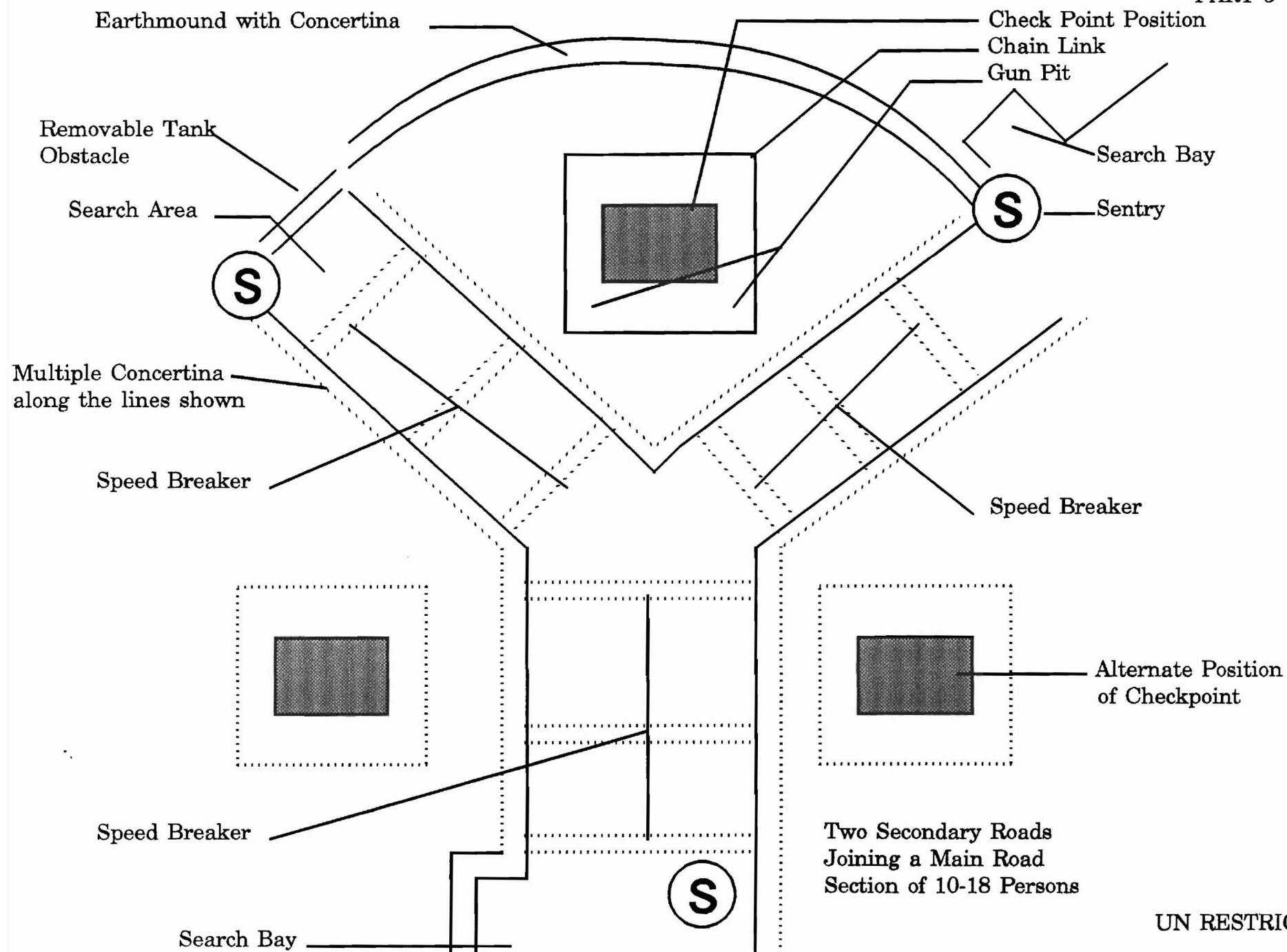
8. RRF COMMANDER. The success of the operation will largely depend on the briefing given to participating troops and the timely intervention by the RRF. The RRF comd will do the following:

- a. Brief troops about the nature of the task/impending operation. This may be done while on the move.
- b. Determine route out and route in. Selected route must be the fastest to the incident site, avoiding as many RPA CHPs as possible.
- c. At RPA CHPs, RRF convoys will stop and negotiate for no more than 5 minutes after which the RRF commander is obliged to continue with the mission.
- d. Submit After Action Report to the Force Duty Officer.

ORGANISATION CHART FOR OPS CELL



## LAYOUT UNAMIR CHECK POINT POSITION



**GUIDELINES FOR SOLDIERS' BEHAVIOUR AT CHECKPOINTS**

<b><u>DO</u></b>	<b><u>DO NOT</u></b>
1. <b><u>SIMLE</u></b> when approaching the vehicle and talking to the driver.	Do not show disrespect or that you perhaps dislike him.
2. Speak to the driver and and let him speak to the passengers.	Do not speak to a female regardless of her age.
3. <b><u>REQUEST</u></b> him to do what you want him to do.	Do not put your head or arm in through the side window or open the door without permission.
4. Speak naturally and not louder than needed.	Do not shout or show that you may be impatient.
5. When searching a person, do it with extra courtesy. Use scanners whenever possible.	Do not search female personally or tell her to put her hands up. Do not point a weapon directly towards her unless you must for security reasons.
6. Whatever happens at the CHP, stay calm, and do the best you can to be polite even if you are offended.	Do not get involved in excited argument about any matter. Do not use <b><u>FORCE</u></b> unless force is against you and then use minimum force only.
7. Always maintain a high standard of dress and military bearing.	Do not become careless or sloppy in appearance.

(SECRET WHEN COMPLETED)

PATROL BRIEFING AND DEBRIEFING FORM

1. **Type of Patrol:** Foot/Mobile/Mobile CHP  
(Strike out as applicable)
2. **Composition**  
(names of patrollers/UNMOs) \_\_\_\_\_
3. **References** (Complaints, previous reports or other documents should be listed) \_\_\_\_\_
4. **Date and Time of Departure** \_\_\_\_\_
5. **Date and Time of Returned** (To be completed on return of patrol) \_\_\_\_\_
6. **Special Radio Instruction** (If applicable) \_\_\_\_\_
7. **Notifications** IAW operations in the forward areas (if required)  
Date \_\_\_\_\_ Time \_\_\_\_\_  
Date \_\_\_\_\_ Time \_\_\_\_\_  
Date \_\_\_\_\_ Time \_\_\_\_\_
8. **Route** \_\_\_\_\_
9. **Patrol Tasks**

<u>Assigned</u>	<u>Results</u>
(Detailed tasks of patrols should be listed normally in the form of questions to be answered)	(To be completed at debriefing)
a. ....	a. ....
b. ....	b. ....
c. ....	c. ....

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ANNEX D

10. Remarks (additional information IAW mode of conduct on patrol should be listed here).

Briefing completed:.....	Debriefing completed:.....
(Briefing Offr)	(Debriefing Offr)
Acknowledged:.....	Certified:.....
(OC Patrol)	(OC Patrol)
Time/date:	Time/date:

(SECRET WHEN COMPLETED)

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ANNEX E TO  
UNAMIR SOPs  
PART 3

SECURITY/ESCORT TASK FORM

UN F1

TO: MILOB GP HQ, SHQ

FROM: UNAMIR HQ

INFO: DCOS OPS, (one of factions)

DATE:

TASK NO: \_\_\_\_\_

ALPHA: REQUESTED BY: \_\_\_\_\_

BRAVO: DESTINATION: \_\_\_\_\_

CHARLIE: PURPOSE: \_\_\_\_\_

DELTA: DETAILES OF PERSONS BEING ESCORTED:

OUT

IN

ECHO: DATE/TIME OF DEPARTURE: \_\_\_\_\_

FOXTROT: PLACE OF DEPARTURE: \_\_\_\_\_

GOLF: DATE/TIME OF RETURN: \_\_\_\_\_

HOTEL: MISC: \_\_\_\_\_

INDIA: ATTACHED DOCUMENTS: \_\_\_\_\_

NAME/SIG OF OIC: \_\_\_\_\_ DATE: \_\_\_\_\_

ACKNOWLEDGEMENT

UNM F1

ALPHA: TASK NO: \_\_\_\_\_

BRAVO: TASK ACCEPTED/REFUSED/DELAYED: \_\_\_\_\_

CHARLIE: REASON: \_\_\_\_\_

DELTA: NAME/SIG OF OIC: \_\_\_\_\_

ECHO: DATE/TIME: \_\_\_\_\_

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ANNEX F TO  
UNAMIR SOPs  
PART 3

CONFISCATION FORM

1.	CHP:.....	DTG:..... (B) .....
2.	Wpn by type and Srl No:..... .....	
3.	Magazines:.....	
4.	Ammo/Expl:.....	
5.	Other Items:.....	
6.	Other Info:.....	
	a. Name:.....	
	b. Faction:.....	
	c. Village:.....	
	d. Veh License No:.....	
7.	Map Reference (if found):.....	
8.	Individual taking name (print):.....	
Signature:.....		
Copies: 2 copies forwarded with wpns to UNAMIR Force HQ		

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ANNEX G TO  
UNAMIR SOPs  
PART 3

(To be issued)

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ANNEX H TO  
UNAMIR SOPs  
PART 3

COMPLAINT REGISTER

1. Listed below are explanation for each of the headings contained in the Complaint Register:

- a. Ser. A numerical listing of the events. They would normally be in sequence and chronological order.
- b. Complaint No. These are the allotted numbers assigned to each complaint as it is received. This number should be recorded on each subsequent document that is related to the complaint or investigation to ensure that no information is lost. Numbers are allotted as follows:  

(1)	Force HQ	-	1 to 1000.
(2)	RGF LO	-	1001 to 2000.
(3)	RPF LO	-	2001 to 3000.
(4)	CMO	-	3001 to 4000.
(5)	CHAC	-	4001 to 5000.
- c. Date Received. The date that the complaint is received, either by radio or verbally from the LO's.
- d. Reported by. The individual who actually reported the complaint or incident.
- e. Particulars of Complaint. A very short description of the complaint or incident.
- f. Investigation Required. This will normally be decided by the Deputy Chief of Staff Operations or Sector Commander.
- g. Date Complaint Sent to HQ. The date that the written complaint is received by the HQ. It should normally be accompanied by Annex J. (page 1).
- h. Names/CS of Investigations. The names and callsigns of the military observers tasked to investigate.
- j. Date Assigned. The date the military observer team was tasked with the investigation.
- k. Date Investigation Completed. The date that the investigation is completed.
- l. Date investigation Sent to HQ. The date that the HQ actually receives the written report.
- m. Action Completed. This indicates when all follow up action has been taken, e.g. letters of protest.
- n. Remarks. Any notes of explanation that may be required.

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REPORT OF COMPLAINT RECEIVED

1. COMPLAINT SERIAL NO: DATE:
2. SECTOR/LO:
3. DATE AND TIME RECEIVED:
4. COMPLAINT ATTACHED CONTAINING:
- |  |     |    |
|--|-----|----|
| a. Date and Time of alleged incident.                    | Yes | No |
| b. Place of alleged incident, including grid references. | Yes | No |
| c. Circumstances of alleged incident.                    | Yes | No |
5. IS AN INVESTIGATION REQUIRED: Yes No
6. COMMENTS OR PROPOSED ACTION: (When sent by radio this section should contain a summary of the incident)

CONFISCATION FORM

1.	CHP:.....	DTG:.....	(B).....
2.	Wpn by type and Srl No:..... .....		
3.	Magazines:.....		
4.	Ammo/Expl:.....		
5.	Other Items:.....		
DETACH HERE - (ONLY TOP PORTION IS GIVEN TO THE OWNER)			
6.	Other Info (N/A if found)		
	a.	Name:.....	
	b.	Faction:.....	
	c.	Village:.....	
	d.	Veh License No:.....	
7.	AMR (if found):.....		
8.	Individual taking name (print):.....		
Signature:.....			
Copies:   Original to owner, 2 Copies forwarded with wpns to BN HQ			

OFFICIAL RECEIPT

Date: \_\_\_\_\_

Place: \_\_\_\_\_

Name: \_\_\_\_\_

Weapon Serial No: \_\_\_\_\_ Type: \_\_\_\_\_

Ammunition:      Quantity: \_\_\_\_\_ Type: \_\_\_\_\_

Other Items Found: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_  
Signature of OIC

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## ANNEX I

DETAINEE LIST

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ANNEX J TO  
UNAMIR SOPs  
PART 3

SPECIAL REPORT FORM

TO: MILOB GP HQ  
FROM: SENIOR MILOB  
INFO: UNAMIR HQ (OPS)  
SUBJECT: Special Report Concerning\_\_\_\_\_

1. Task  
a. Task\_\_\_\_\_  
b. Ordered by\_\_\_\_\_
2. Facts  
a. When\_\_\_\_\_  
b. Where\_\_\_\_\_  
c. What\_\_\_\_\_  
d. Who\_\_\_\_\_  
e. Why\_\_\_\_\_

3. Conclusions

\_\_\_\_\_  
Major/Team Leader Major

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ANNEX K TO  
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PART 3

**LIST OF INSTALLATIONS AND NICKNAMES**

<b><u>LOCATION</u></b>	<b><u>NICKNAME</u></b>
1. UNAMIR HQ (Amahoro Hotel)	HOME RUN
2. Kigali Airport/Warehouse	POT BELLY
3. Amahoro Stadium (CANCON/BRITCON)	PALM WINE
4. 500 man transit camp	BIG HOUSE
5. Log Base (Rwandex)	GOOD HOPE
6. Communications compound	CAPE FEAR
7. MAN Diesel compound	SNAKE CHARM
8. Kigali Central Hospital	RED RAIN
9. Belgian Village (UNAMIR staff)	SINGLE FILE
10. MT compound (Workshop)	WILD WEST
11. UNICEF Bldg (UNAMIR)	IVORY TOWER
12. UNDP Bldg (UNHCR)	COW LEG
13. Hotel Meridien (MILOBs)	HIP BONE
14. Military Academy	LOW BROW
15. MILOB GP HQ/CIVPOL HQ	COLD SHOWER
16. IVECO compound (Brown & Root)	BIG HAMMER
17. Chez Lando (UN civilians)	LONG JUMP
18. TRAFIPRO COMPOUND	APPLE PIE
19. Spare	TOM THUMB
20. Spare	LIGHT HOUSE
21. Spare	CRAZY HORSE

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UNAMIR FORCE SOPs

PART FOUR

AIR OPERATIONS

SECTION 1 -	AIR OPERATIONS
ANNEX A -	AIR TASK REQUEST FORM
ANNEX B -	AIR TASK MESSAGE
ANNEX C -	MISSION REPORT (MISREP)
ANNEX D -	OPSUM
ANNEX E -	GENERAL RELEASE FROM LIABILITY

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UNAMIR FORCE SOPs

PART FOUR

AIR OPERATIONS

GENERAL

1. The air support for UNAMIR is provided by a commercial firm under contract with 3 Canadian Bell 212. In addition one Spanish military CN-235 is also available for UNAMIR tasking. When operating under UN responsibility these aircraft are called "United Nations Aircraft" and are placed under command of the FC. The SO2 G3(Air) is responsible for the coordination, planning and execution of UNAMIR rotary air operations. Civilian Air Operations is responsible for the supervision of all air assets and for ensuring that operations are correctly tasked and flown in accordance with the UN mandate for the Mission.

TASKING PRIORITY

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

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

TASK REQUESTS AND FORMATS

3. Units are to bid for helicopter support using an AIR TASK REQUEST form at least 24 hours in advance. All requests will be considered in order of priority and merit by SO2 G3(Air) and scheduled in accordance with aircraft availability. The task will have to be recommended by SO2 G3(Air) and approved by both the FC, through DCOS Ops, and OIC Administration, through Civilian Air Ops. The format for an air task request is at Annex A.

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4. An **AIR TASK ORDER** will be produced by G3 (Air) specifying the exact nature and detail of the task. This form will be signed by SO2 G3(Air) and copied to Air Ops. It will then be sent to the helicopter unit by cease work on the day before the task is due to be flown. The format for an air task order is at Annex B.

5. On completion of any helitask a **MISREP** (mission report) is to be completed and sent to G3 Air within 3 days. The form should not only provide task debrief statistics, but should also highlight any shortcomings or problems encountered during the task. The format for a Misrep is at Annex C.

6. A weekly task summary or **OPSUM** is to be provided to G3 Air Ops from the helicopter flight commander, providing overall hours flown over that week. It should also include any forecast change to the serviceability and flying rate capability of the detachment. Should aircraft be detached to forward operating bases (FOBs), then those aircraft details are to be included in the summary. An example of an Opsum is at Annex D to this SOP.

**DUTIES AND RESPONSIBILITIES**

7. SO2 G3(Air) is responsible to DCOS Ops and Air Ops for the efficient running of UNAMIR Air Operations within the Mission Area. In particular SO2 G3 (Air) is responsible for the following:

- a. Advising the FC on the use of Support Helicopters (SH) within the Mission Area.
- b. Advising all UNAMIR units/sections on the use of air resources.
- c. Staffing matters involving SH and air assets within UNAMIR.
- d. Liaising and coordinating with the Rwandese Civil Aviation Authority.
- e. Liaising and coordinating air assets with the civilian Air operations Officer in UNAMIR, including providing timely information on tasking and mission profiles.
- f. Writing and updating all relevant air SOPs and directives in cooperation with Air Ops.
- g. Tasking and supervising SH assets within the Mission area.
- h. Maintaining and updating an HLS register within the Mission area.

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AIRCRAFT CAPABILITIES AND LIMITATIONS

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

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

9. Listed below are the planning data for the CN - 235.

To be Issued.

TASK CAPABILITIES

10. Helicopters may be tasked within the Mission area for the following operations:

- a. CASEVAC/MEDEVAC/Search and Rescue (SAR).
- b. Transportation of VIPs.
- c. Troop deployment and redeployment.

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- d. Recce.
- e. Surveillance and Border Patrols.
- f. Resupply.
- g. Top Cover for convoys.

CASEVAC AND MEDEVAC

11. CASEVAC is the emergency transportation of injured personnel, who may be in imminent danger of death. UNAMIR medical SOPs define and determine the methods to be used to CASEVAC a casualty, this includes a standardized format for casualty requests. When a request for a CASEVAC mission is received by the HQ Duty Officer, he will carry out the following actions:

- a. Notify the Force Medical Officer (FMO), callsign M93 on channel 7, SO2 G3(Air) callsign 93H on channel 7 and Air Ops, callsign WZ1 on channel 11.
- b. Determine all the details of the incident in accordance with Annex A to the medical CASEVAC SOP and pass them to the FMO, SO2 G3 (Air) and Air Ops.
- c. Inform DCOS Ops about the progress of the incident.

12. The FMO will carry out the following actions:

- a. Gather as much information as possible about the incident.
- b. Determine whether a helicopter CASEVAC is appropriate.
- c. If a helicopter CASEVAC is necessary, despatch the Aero Medical Evacuation (AME) Team to the helicopter site immediately and inform SO2 G3(Air) of the medical implications of flying the casualty.
- d. Arrange for an ambulance to pick up the casualty once recovered by the helicopter. The helicopter will land in front of the ATC tower at Kigali Airport with the casualty(ies).

13. The SO2 G3(Air) will carry out the following actions:

- a. Alert the SAR/CASEVAC standby helicopter crew.
- b. Brief the crew with as much information about the detail and location of the incident as possible.

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- c. Monitor the progress of the mission until completion on VHF radio from the HQ. Air Ops may be able to operate a Flight Watch on HF radio from UNAMIR HQ.

SAR MISSIONS

- 14. A SAR mission will be implemented for any aircraft within the Mission area that is either overdue or transmits a MAYDAY call. Overdue action will be taken for any aircraft, 1 hour after its specified endurance is reached. If a helicopter on task fails to land at its designated location, overdue action will be taken 1 hour after its last reported ETA.
- 15. A SAR mission is to be requested via SO2 G3(Air) and Air Ops:
  - a. For fixed wing aircraft by ATC/AOC.
  - b. For helicopters by the Flt Cdr of the helicopter unit.
- 16. The Mission has a very limited SAR capability at night due to aircraft limitations and inhospitable terrain.
- 17. A SAR mission can be implemented for missing vehicles/personnel along a briefed route, should no other means be available.
- 18. Should the SO2 G3(Air) not be available, Air Ops or in extremis the HQ Duty Officer may task a helicopter for a SAR/CASEVAC/MEDEVAC mission directly.

HELICOPTER LANDING SITES

- 19. Helicopter landing sites (HLSS) should be chosen with the following criteria in mind:
  - a. A clear open area, free of obstructions and loose material.
  - b. The minimum dimensions are 35x35m, cleared to ground level. An HLS for night use should be at least 100x50m.
  - c. Clear approach and departure paths.
  - d. Slope should be minimal and should not exceed 7 degrees by day and 3 degrees by night.
  - e. The site should be as secure as possible, especially if an aircraft is to shut down there for some time.
- 20. A record of HLSS will be held in Air Ops and at the helicopter detachment operations room.

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#### MARKING HLSs

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

- a. The site should be marked with a large white H in the centre, individual landing points within a large HLS may then be marked by secure marker panels or by marshallers.
- b. The helicopter will try to approach into wind and a windsock, flag or smoke will assist the pilot in determining the wind direction. Smoke should not obscure the HLS when the helicopter is on its approach.
- c. A night landing site should be well lit and clearly designated. In an emergency the area may be illuminated by using crossed vehicle headlights placed 35m apart downwind of the landing point (see diagram 1).

Figure 1. Night  
Emergency HLS  
Lighting.

#### NIGHT OPERATIONS

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

23. The Bell 212 is not equipped with Night Vision Goggles (NVG) and therefore has a limited ability to conduct rescue missions at night. There are 2 Forward Looking Infra Red (FLIR) devices available, that may be fitted to the helicopter for a night search mission. FLIR is also very useful for conducting searches for casualties over water.

24. Helicopters with an enhanced altitude capability have been requested to overcome the pressure altitude limitation of the Bell 212 when carrying passengers. It should be noted that large pressure variations can seriously harm injured personnel in certain circumstances.

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TROOPING DRILLS

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

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

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

RESTRICTED AREAS

28. Overflying the VULCANO RESERVE and the AKAGERA NATIONAL PARK is not permitted below 500 feet (AGL).

PERSONNEL AUTHORIZED TO EMBARK UN AIRCRAFT

29. Personnel authorized to embark in UN aircraft are listed in para 5. of UNAMIR Administrative Instruction, Other non-UN individuals, with special authorization, shall sign a : "GENERAL RELEASE FROM LIABILITY" form as shown in Annex E.

AIR TASK REQUEST FORM

1. IDENTITY OF APPLICANT

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

2. FLIGHT REQUEST

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

3. SIGNATURE OF APPLICANT\_\_\_\_\_APPOINTMENT\_\_\_\_\_  
\_\_\_\_\_

4. RECOMMENDATION BY SO2 G3(Air).\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Signature  
SO2 G3(Air)

5. FLIGHT AUTHORIZATION

Comments:\_\_\_\_\_

Comments:\_\_\_\_\_

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

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

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ANNEX B TO  
UNAMIR SOPs  
PART 4

AIR TASK MESSAGE

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

Signature  
SO2 G3(Air)

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ANNEX C TO  
UNAMIR SOPs  
PART 4

MISSION REPORT(MISREP)

- A. Task Number.
- B. Date flown.
- C. Hours flown.
- D. Passengers carried.
- E. Freight uplifted.
- F. Problems encountered (if any).
- G. Suggestions or recommendations (if any).

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ANNEX D TO  
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PART 4

OPSUM

- A. Period of OPSUM.
- B. Total hours flown.
- C. Total fuel used.
- D. Total fuel remaining.
- E. Aircraft available for tasking during the period.
- F. Forecast availability of aircraft for next period.
- G. Flight safety incidents or hazards (if any).
- H. Flight Commander's comments.

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ANNEX E TO  
UNAMIR SOPs  
PART 4

GENERAL RELEASE FROM LIABILITY ON ACCOUNT OF USE OF UN  
HELICOPTERS

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

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

\_\_\_\_\_(Passenger)

\_\_\_\_\_(Date)

\_\_\_\_\_(Aircraft commander)

\_\_\_\_\_(Witness)

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