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28 December 1995

Distribution List

UNAMIR OPERATIONS AND SUPPORT LIQUIDATION INSTRUCTION 1/95

References: A. SRSG Memo dated 10 October 1995
B. UN Security Council Resolution 1029 (1995) dated 12 December 1995
C. UNAMIR HQ 4000.1/LOG-28/1 dated 13 Oct 95

AIM

1. The aim of this directive is to implement specific UNAMIR Liquidation policies and provide resource allocations to close down all UNAMIR elements, both civilian and military.

SCOPE

2. At reference B, the Security Council has directed that UNAMIR mandate will terminate with effect from 08 Mar 96 and that the mission is to liquidate within but not later than (NLT) the six week period immediately following. This UNAMIR Operations and Support Liquidation Instruction (OSLI) 1/95 will give effect to this policy and provide direction on those activities which will be required to effect the liquidation as well as provide resource allocations in the following categories:

- a. Mission reductions and liquidation as directed by UNNY and further rationalization as a repercussion of liquidation and resource depletion in other categories;
- b. Movement of personnel and materiel regardless of the means used;
- c. Materiel returns for both COE and UNOE;
- d. Personnel policies in effect during the liquidation of UNAMIR;
- e. Contractor use resulting from both infrastructure liquidation and as a consequence of liquidation and resource depletion in other categories;
- f. Military reductions resulting from liquidation activity as a distinct component of UNAMIR;
- g. Civilian reductions resulting from liquidation activities as a distinct component of UNAMIR;

- h. MILOB and CIVPOL reductions resulting from liquidation activities as distinct components of UNAMIR;
- i. Special liquidation policies to be in effect during the liquidation of UNAMIR; and
- j. Administration policies to be in effect during the liquidation of UNAMIR.

3. The underlying theme and objectives of this directive represent a conscious decision by UNAMIR to maximize its available liquidation resources in compliance with our operational and fiscal imperatives. The consequence of this decision is that the capacity of our support infrastructure will be drastically reduced, occasioning a shift towards a methodology which will streamline existing UNAMIR methods of operation, remove administrative impediments to liquidating the mission and provide the Liquidation Task Force (LTF) and its Liquidation Team (LT) with the resources and means to effectively complete its liquidation tasks within the limitations assigned by UNNY.

4. It is essential that all leaders and administrators recognize the resource management challenge presented by a liquidation of this magnitude. This OSLI will provide direction by linking objectives, resources and desired results.

LIQUIDATION STRATEGY

5. **Outlook.** There is a requirement for commanders and resource managers to look downstream in their operating plans, with a view to building-in flexibility and manoeuvre room as a precaution against inevitable changes.

6. **Compression of liquidation.** The confusion caused by the previous indication of a compressed liquidation is acknowledged as a factor which has impaired the ability of leaders and managers to assess the impact of reductions and make timely plans for its implementation. This directive will serve to provide a clear picture of the full liquidation programme using a time line which is more realistic.

7. **Speed of Execution.** The reduction plan contained in this directive is driven by UNNY's need to obtain cash savings over a pre-determined phase line. The heavy burden of personnel adjustments in the early portion of the programme along with the liquidation of infrastructure in the latter portion should allow for an orderly liquidation of the mission. The strategy to be adopted for the implementation of the liquidation will be based on:

- a. **Fastest possible achievement of reduction targets.** Where possible, commanders and resource managers shall take action to realize projected savings in advance of the phase-lines so far as it is coordinated through the LT; and
- b. **Eclipsing of reduction targets.** UNAMIR is burdened by inefficient and costly systems and infrastructure. The impact of this burden on liquidation activities is substantial. Commanders and resource managers are instructed and encouraged to surpass the targets contained in this directive, particularly as they apply to administrative systems, the closure of infrastructure and the thinning out of redundant command and control elements. Resource managers, as stewards of all UNAMIR resources

assigned to their area of responsibility, are expected to reallocate resources to stabilize and balance these liquidation structures and systems. In this respect, the LT is given full discretionary authority to arbitrate resource allocation issues.

8. UNAMIR will liquidate all outlying sectors beginning with sector 3 followed by sector 2, 5, 4 and 1. Each sector will be completely closed out prior to activating the next scheduled sector except for the installations in sector 4 and 5 which will be retained as Logistics Bases along with a UNAMIR caretaker element to provide security. The use of 20 foot sea containers will be the normal method of moving COE/UNOE in order to minimize security problems and simplify the transportation plan. The liquidation of all UNAMIR elements will be phased in accordance with (IAW) the liquidation schedule attached as Annex G. Each UNAMIR contingent or element will designate a rear party of approximately five personnel to cater to final administrative arrangements necessary for the liquidation. This operation will be executed in four phases as follows:

- a. **Phase 1.** UNAMIR contracting phase to incl all movement and support contracting in support of the liquidation. Special liquidation procedures will also be initiated in order to accelerate the liquidation process;
- b. **Phase 2.** Liquidation of all outlying sectors and the downsizing to our mandated strength of 1200 personnel along with a 200 person HQ by the end of Jan 96;
- c. **Phase 3.** Liquidation of all remaining UNAMIR assets NLT six weeks after the 08 Mar 96 end of the mandate; and
- d. **Phase 4 (Phase 2 onwards).** Movement of all UNAMIR materiel to final destinations and finalization of all liquidation activities.

9. **LTF.** The LTF will have as Co-Chairmen the ED and the A/FC with the CAO and COS as members and they will be responsible for all policy decisions relating to the liquidation process. It will be responsible for issuing all directives concerning the OSLI, deal directly with UNNY/FALD on related matters, monitor the liquidation process and resolve any liquidation issues which the LT bring to their attention. They will also be responsible to brief the SRSG and the Force Commander on the liquidation's progress.

10. **LT.** The LT will have as Co-Leaders the CISS and COS. They will be responsible to execute the liquidation plan. Through its members, they will be responsible to control and coordinate all aspects of its implementation. As such, they are responsible to the LTF for the complete day-to-day management of the liquidation process. They will also be responsible to brief the LTF on the progress of the liquidation as well as deal directly with UNNY on any working level related matters.

SPECIFIC TASKS.

11. **Liquidation Cell (LC):**

a. **Tasks:**

- (1) Develop activities checklist;

- (2) Act as the LT Management Board secretariat;
- (3) Report to the LT Co-Leaders;
- (4) Prepare the agenda for LT meetings;
- (5) Implement the OSLI;
- (6) Control and coord the liquidation process;
- (7) Control the day-to-day management of liquidation activities;
- (8) Coordinate the implementation of sequencing; and
- (9) Ensure security of the liquidation process; and

b. **Members.** OCISS, SO PLANS, G3 OPS, G4 LOG.

12. **Asset Management Group (AMG).**

a. **Tasks:**

- (1) Deploy COE/UNOE Out Survey Clearance Team;
- (2) Deploy comms decommissioning team;
- (3) Deploy generator decommissioning team;
- (4) Deploy accommodation and repair decommissioning team;
- (5) Coordinate/prepare COE/UNOE for shipping; and
- (6) Deploy and implement a donation/sale team; and

b. **Members.** Co-Leaders - FSO and CFSA. OCISS, SO PLANS, G4 LOG, SO SUP, SO MAINT, SO ACCN, SO TPT/MOV, FEO, CPCIU, CCO, CPO, CGEN, CBMES, DCO 95 CMSG.

13. **Property Control Group (PCG).**

a. **Tasks:**

- (1) Monitor the straight-line mechanism between disposing party / PSB / procurement;
- (2) Process the standard documentation - packing lists and customs documentation;
- (3) Process COE/UNOE UNAMIR clearance documentation; and

- (4) Monitor the execution of the disposition of COE/UNOE; and
 - b. **Members.** Co-Leaders - SO SUP and CPCIU. OCISS, SO PLANS, G4 LOG, SO TPT/MOV, CPO, CFO, CPSB, C MOV CON.
14. **Facilities Management Group (FMG).**
- a. **Tasks:**
 - (1) Survey UNAMIR rental/lease properties;
 - (2) Monitor the site-specific sign-overs;
 - (3) Process the standardized sign-over documentation;
 - (4) Deploy sign-over documentation team;
 - (5) Operate the container storage and vehicle park for liquidation effort; and
 - (6) Operate all remaining liquidation facilities; and
 - b. **Participants.** Co-Leaders - SO Accn and CBMES. OCISS, SO PLANS, G4 LOG, CFSA, CPO, CFO, Legal Officer.
15. **Transportation Management Group (TMG).**
- a. **Tasks:**
 - (1) Coordinate and provide all transport requirements for the liquidation;
 - (2) Ensure availability of all transport assets for the liquidation including contracting;
 - (3) Organize the return/re-deployment of COE/UNOE vehicle assets;
 - (4) Coordinate the movement of COE/UNOE eqpt within Rwanda;
 - (5) Arrange/manage all contractor movement of COE/UNOE;
 - (6) Coordinate all movement of military/civilian staff within Rwanda;
 - (7) Arrange/manage repatriation of military/civilian staff; and
 - (8) Process COE/UNOE eqpt and pax customs clearances; and
 - b. **Participants.** Co-Leaders - CO 95 CMSG and C MOV CON. OCISS, SO PLANS, G4 LOG, G3 PLANS, SO TPT/MOV, SO MAINT, G1, BRSC, CMC, CITMM, CCPO, CFO, CPO.

OBJECTIVES

16. **Personnel Adjustments - Military Component.** Adjustments to the military component of UNAMIR are described in detail at Annex B and G. Starting at D + 30, these reductions will be applied over a 67 day period, IAW the overall liquidation plan. This plan includes the completion of UNAMIR liquidation activities by D + 99.
17. **Personnel Adjustments - Civilian Component.** Adjustments to the civilian component of UNAMIR will occur as described in detail at Annex B and G. Reductions to local employees will be coordinated with the LC in keeping with the directives received by the LT.
18. **Facilities Rationalization.** A general assessment of the state of UNAMIR leased or rented facilities needs to be immediately initiated so as to be ready by D-Day. As the liquidation progresses, a gradual roll up of the facilities will occur and UNAMIR personnel will be re-assigned as required and as directed by the LT. This policy will only be activated once clear direction has been received from UNNY concerning D-Day.
19. **Facilities Maintenance Strategy.** Facilities and its accompanying maintenance will be rationalized so that all work of an operational, emergency and/or safety related nature, plus those constituting health hazards, continue. All outstanding Work Orders need to be reviewed by both CBMES and SO Accn and completed as soon as possible (ASAP).
20. Directed facilities adjustments are at Annex D and H, including site-specific data related to the liquidation milestones and facilities management policy guidance is at Annex D. These reductions have been incorporated in the liquidation model at Annex G.
21. **Streamlining of Command and Control (C²) System.** The policy basis for streamlining of the UNAMIR C² system calls for a reduction by at least one-third of the resources committed to HQ functions by D+30 and their functions subsumed by the Liquidation Core Group made up of the LTF, LT, LC and its sub-groups. It includes the elimination of two layers of HQs through the liquidation of MILOB and CIVPOL HQs by D+59. The Core Group will conclude operations in Amahoro on D+62 and transfer to Trafipro until D+94 IAW the Master Liquidation Schedule at Annex G.

DELIVERABLES

22. **Impact Assessment - Readiness.** The readiness levels and ability to retain an operational response capability must be maintained throughout the liquidation process. Conversely, the availability of resources to achieve the required readiness levels will be significantly reduced as the liquidation unfolds. The overall impact must be assessed in detail as soon as practicable so that corrective action can be taken and a cohesive plan developed. The initial assessment of the proposed tasks indicates that many of the tasks will be difficult to achieve based on projected constrained resource allocations. There is a requirement to review all of the stated and implied tasks to determine achievability and, as necessary, establish priorities within the available resource envelope. To that end, the G3 Ops and G3 Plans have conducted a detailed assessment of the security requirements and it is included at Annex A.
23. **Cost Capturing.** A disciplined approach to liquidation must be imposed

throughout UNAMIR. Every activity associated with liquidation must be carefully costed and rigorously controlled so as to maximize its value. As a result, all paperwork/activities which are related to the Liquidation must be clearly identified using the words "UNAMIR LIQUIDATION" somewhere in the header of the document. Under the current fiscal climate this will be essential to track activities and expenditures.

24. **C² Adjustment Strategy.** With the elimination of UNAMIR HQ by D + 30, a combined Military/Civilian UNAMIR Core Group will be formed to handle remaining liquidation activities. This group will be based in Trafipro until the final liquidation activity is initiated for the remaining units until D+94, at which time the Core Gp will move to the Meridien Hotel. The exact composition of the Core Gp is to be determined by the LT Co-Leaders but will include as a minimum the LC.

25. **Facilities Reduction Strategy.** The liquidation of facilities will temporarily increase the number of sites isolated from Kigali's main support structure. With drastically shrinking personnel resources, the support services provided by the existing network must be rationalized. Some process re-engineering of the provision of support must therefore occur within UNAMIR.

26. The following direction will apply to the implementation of liquidation directed reductions:

- a. The bottom line must be met IAW the phasing time lines at Annex G. There is no flexibility in this matter;
- b. Sector closures must take place not later than the announced time lines (sooner, if possible);
- c. The normal administrative and operational system in effect prior to the liquidation process being activated will be replaced by the LTF/LT structure contained within this instruction. They have the full authority and are delegated all required powers to effect the liquidation. As a general policy, they will also delegate this authority to the lowest possible level; and
- d. The flexibility of transferring funding between allotments will be limited and coordinated only through the LTF.

27. All UNAMIR elements must develop their own integral transition plans which will meet the stated liquidation directives retained as Annexes to this instruction. In order to provide as much flexibility as possible to the various liquidation groups, the maximum use of rental or contracting to supplant/supplement UNAMIR resources is authorized.

28. **Support Services Strategy.** The liquidation of facilities, as well as the severity of the reduction to the UNAMIR funding envelope, will impose significant and far-reaching constraints on our ability to provide support to the liquidation process. As a result, UNAMIR will:

- a. Implement a system which will fold in on Sector 1; and
- b. Reduce UNAMIR assets to the absolute minimum required to support our

dependencies only once executive direction from UNNY concerning the actual D-Day is received. This does not preclude a gradual thinning out of second and third line resources prior to the announcement, rather, it encourages it.

29. This will result in a number of changes in the way support is provided and these are identified at Annex F. Relative to the existing situation, there will be cases where the level of support or the responsiveness of that support is reduced. Nevertheless, UNAMIR will ensure the well-being of all dependencies on an equitable basis.

30. Annex B to E establishes the general parameters and principles that will govern the implementation of UNAMIR's support plans. Sector and HQ staffs must use these Annexes in conjunction with existing support SOPs to develop their own support plans and prepare for the liquidation. A copy of these plans are to be passed to the LC as soon as possible but no later than D + 5.

31. **Maintenance Strategy.** Contingents are to initiate a first line survey of vehicles and equipment assigned to them to determine their serviceability. All vehicles (UNOE or COE) which are found to be non-serviceable are to be recovered directly to Kigali as coordinated with 95 CMSG Log Ops. When liquidation commences, only serviceable vehicles and equipment are to remain in contingent locations. Specific details can be found at Annex F.

32. **Medical Strategy.** Medical support to UNAMIR will continue at level one, two and limited three until Phase 3 at D + 65. Level one support will be provided until D + 97 and a dedicated standby aeromedevac capability for the duration of Phase 3 will be established following NORMED's closure. 95 CMSG will provide an aeromedevac team and acute resuscitation capability to D + 97. Self care and the use of local facilities will apply during Phase 4 for emergencies. Specific details can be found at Annex F.

33. RAPs and 95 CMSG UMS will provide level one medical support until their contingents' depart. All medical equipment will be repatriated with contingents. Unused medical consumables will be turned in as UNOE for subsequent sale to the WHO who will redistribute them as required.

34. **Information Systems (IS) Strategy.** All tactical and non-tactical IS materiel will be relocated to Sector 1 once liquidation occurs IAW Annex C. UNAMIR detachments which are closing may be allowed to transfer those IS assets to other UN agencies, NGOs or to the local government as directed by the LT.

35. **Human Resource Management Strategy.** The effects of the liquidation will significantly reduce UNAMIR's available human resources between now and final close-out at D+97. Recognizing that local personnel and budget allocations will be the principal tools for the implementation of the liquidation, that personnel policy is for the most part controlled by UNNY, and that both military and civilian members deserve to be kept fully informed and be consulted about matters affecting their futures, our human resource management strategy will incorporate three principal elements:

- a. Allowance of maximum flexibility to the various groups/managers to achieve their liquidation targets in the manner which is best suited to the local circumstances;

- b. Close cooperation between the military and civilian components of UNAMIR as well as with UNNY who are responsible for the design and implementation of policies aimed at minimizing the impact of the liquidation on our people. A combined military and civilian reception and dispatch (R&D) Team will be created to coordinate this aspect of the liquidation plan. Details can be found at Annex C Appendix 1; and
 - c. Comprehensive, clear and timely communication to all personnel of liquidation programme objectives and its implementation methodologies as well as consultation at all levels with regard to the design of these methodologies where they affect UNAMIR's workforce.
36. **Human Resource Management Plan.** Details of the plan are found at Annex B.
37. **Welfare / Personnel Support Programmes (PSP).** It is anticipated that:
- a. The essential quantity and quality of PSP will be preserved until the final phase of the liquidation occurs; and
 - b. Adequate local control of PSP will be maintained and that all items will be returned for redistribution to other missions as coordinated by the AMG.
38. **Public Affairs Strategy.** UNAMIR will be pro-active in communicating these liquidation policies. It is particularly important to keep our internal audience well-informed, as well as those external audiences directly affected by the liquidation. Details are to be found at Annex F.

MILESTONES

39. Milestones for specific activities are contained in the appropriate annex. Critical staff coordination milestones are as follows:

SERIAL	DTG	EVENT
001	28 DEC 95	- ISSUE THE OSLI
002	02 JAN 96	- PHASE TWO INITIATED
003	02 JAN 96	- ISSUE TERMINATION NOTICES TO CIV PERSONNEL AND CONTRACTORS.
005	03 JAN 96	- DAILY INFORMATION COORDINATION (DIC) BRIEFING BY THE MEMBERS OF THE LT TO OCCUR AT 0800 HRS.
006	06 JAN 96	- PROGRESS REPORT and INFORMATION COORDINATION (PRIC) WEEKLY BRIEFING BY THE LT CO-LEADERS AT 0900 HRS.

COORDINATION AND APPROVALS

40. SRSB and Acting Force Commander retain approval authority for all policies and plans originating from this directive. Implementation of the liquidation shall be effected through the LT. In coordinating the liquidation, adjustments and strategies contained in this directive, the Chairmen of the LTF and Co-Leaders of the LT shall liaise closely with UNNY on resource allocations. UNAMIR OPIs listed below shall be responsible for the staffing of plans and monitoring of progress through the LC as follows:

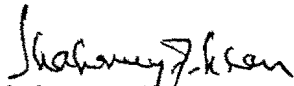
- a. Operations and Security - DCOS OPS;
- b. Transportation Management Group - C MOV CON and CO 95 CMSG;
- c. Master Liquidation Schedule and Operational Control and Coordination of the Liquidation - OCISS, SO Plans & G4 Log;
- d. Facilities Management Group - CBMES and SO Accn;
- e. Property Control Group - CPCIU and SO Sup;
- f. Assets Management Group - CFSA and FSO;
- g. Public Affairs Strategy - UNAMIR PAO; and
- h. Support Strategy - UNAMIR G4/C LOG O.

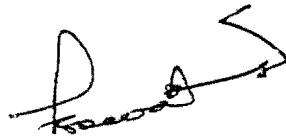
REPORTING

41. In addition to the critical staff coordination milestones listed above, the requirement to report progress on a daily basis has been confirmed. After the initial daily report, all subsequent meetings must provide:

- a. Information on Human Resources (military and civilian personnel). The actual numbers of civilian personnel laid off as a result of the liquidation. A running total of personnel remaining to repatriate within UNAMIR. Reporting on civilian personnel must include details of the category under which an employee is employed (ie. Expat, LN etc). Military personnel will be reported by type (i.e. MILOB, staff, contingent etc);
- b. Critical shortfalls and failure to meet milestones and/or assigned taskings;
- c. Proposed corrective action;
- d. Progress towards the achievement of directed liquidations must be specifically mentioned;

- e. Any one time costs encountered; and
- f. Activities which will require special approval/authorization of the LT Co-Leaders or of the LTF Co-Chairmen.


 Shaharyar Khan
 Special Representative
 of the Secretary General


 K.S. Sivakumar
 Brigadier
 Acting Force Commander

Annexes:

Annex A - Operations and Security
 Annex B - Transportation Management Group
 Annex C - Asset Management Group
 Annex D - Facilities Management Group
 Annex E - Property Survey Group
 Annex F - Support Policy
 Annex G - Master Liquidation Schedule
 Annex H - Site Specific Liquidation Schedules

Distribution List

Action

Sector 1// CO INDBAT/ MILOB Comds 1A & 1B/ CO 95 CMSG (5)/ CO GHANCOY 2
 CO MP COY/ Force Engr Coy/ Force Sigs Coy (2)//
 Sector 2// CO GHANCOY 1/ MILOB Comds 2A & 2B//
 Sector 3// CO MALICOY/ MILOB Comds 3A & 3B//
 Sector 4// CO MALAWICOY/ MILOB Comd 4//
 Sector 5// CO NICOY/ MILOB Comds 5A, 5B & 5C//
 MILOB HQ// CMO (2)//
 UNAMIR HQ// DFC/ [REDACTED] CAO/ DCOS Ops/ DCOS Sp/ CISS (2)/ ADCOS Sp/ CMPO/
 CCPO/ G2/ G3 Ops/ CSO/ G3 Plans (2)/ CFSA (2)/ C LOG O/ CPO/ CFO/ CCU/ CPSU/
 FSO/ CCO/ CMS/ SO PLANS/ OCISS/ G4 LOG/ SO TPT/MOV/ C MOV CON (2)/
 SO MAINT/ CITMM/ SO SUP/ SUMMO/ CPCIU/ FEO/ CBMES/ SO ACCN/ CMCO/
 SO FOODS/ CGEN/ CHAO/ FMO/ FPM//

Information

UNNY// FALD/ DPKO//
 UNAMIR HQ// AA SRSG/ MA FC//
 CONTRACTORS// B & R/ CHU/ NORMED//
 File (5)

**OPERATIONS RELATED ASPECTS OF LIQUIDATION
(SECURITY, CONTINGENCY, AIR SUPPORT AND ENGR PLANNING)**

GENERAL

1. The present mandate comes to an end on 08 Dec 95. In order to plan for the eventuality that the mandate does not get extended, a comprehensive staff planning has been evolved for the liquidation of UNAMIR. During the process of liquidation, it is anticipated that enhanced security measures would have to be adopted to ensure that the liquidation process is carried out smoothly and that there are no UNAMIR losses of men or materiel.

AIM

2. The aim of this Annex is to detail the operational concerns which need to be considered during the liquidation of UNAMIR.

ASSESSMENT OF SECURITY SITUATION DURING LIQUIDATION

3. Given the concept of operation, current indicators and warnings, the following two categories of security concerns arise:

- a. Military/insurgent actions; and
- b. Crime.

MILITARY/INSURGENT ACTIONS

4. If it occurs, the enforced repatriation of Rwandan refugees from Zaire may present complications as well as compel insurgents to increase their activities. Should hostile activities increase, we have no indicators to suggest that UNAMIR would be deliberately targeted (early warning and signals means notwithstanding).

5. **Mines/Booby Traps.** Past activities indicate that land lines of communication could be threatened. Based upon previous occurrences, anti-vehicle munitions may be planted during the hours of darkness on dirt roads, broken parts of pavement and soft shoulders of hard roads. Anti-personnel mines/booby-traps may be found around anti-vehicle ordnance in areas frequented by government sympathizers (for example local officials) or RPA. It is not anticipated that these would be deliberate attempts to target UNAMIR vehicles or personnel, however mines do not discriminate.

6. **Sabotage.** Sabotage activities have normally been aimed at interdicting C³I and targets whose destruction is detrimental to the recovery of Rwanda (i.e. electric power to factories). Ex-FAR appear to perceive UNAMIR as aiding the RPA. It is possible, therefore, that UNAMIR early warning/communications apparatus in active areas might be deliberately targeted in an attempt to interdict what may be a perceived part of the Rwandan C³I.

7. **Assassination/Murder.** There are no indicators to suggest that UNAMIR personnel will be actively targeted for military/political purposes.

8. **Cross-Fires/Opportunity.** The RPA is expected to maintain the current (if not improved) level of security in place today throughout Rwanda. If insurgents were to increase their activities, it is expected the RPA would deal with them quickly. In such a scenario, collateral damage by stray rounds or cross-fire is possible. Defeated Ex-FAR attempting to escape/exfiltrate might conceivably take UN hostages, if opportune, in order to evade capture by RPA.

9. **Conclusion.** Unless the Ex-FAR initiate increased hostilities, the threat from military/insurgent is unlikely to change from current levels.

CRIME

10. The threat of criminal acts, primarily theft, will quite likely exist and probably begin in earnest once it is learned that UNAMIR's mandate will not be extended. Based upon indicators and/or past UN experiences, the threat could come from any of these groups:

- a. Individuals acting out of opportunity;
- b. Organized crime;
- c. UN/UNAMIR personnel pilferage; and
- d. Sub-elements of host country.

11. It is unlikely that the threat to agencies destined to remain in Rwanda would increase with UNAMIR's liquidation, unless UNAMIR had been solely responsible for their security and similar or better security could not be established.

12. UNAMIR and its personnel are perceived to be a rich and lucrative target. The liquidation may compel individuals or groups to act before the chance to capitalize on this opportunity disappears.

13. **Pilferage/Internal Theft.** The liquidation of forces will see the loss of employment for most locally employed staff. Learning lessons from the recent draw-down of local staff (they were given their notice as their identity cards were removed), it would indicate that once they foresee their employment about to be terminated, it is likely that items of value, whether personal or UNAMIR property, will be taken. The liquidation also means that much material will be returned to the warehouses, presenting a problem of control over such a volume, thus facilitating pilferage. Based on past UN experiences, some UN/UNAMIR individuals are also likely to pilfer items. Those items on their charges would likely be reported as stolen. UN cost recovery procedures make this an attractive proposition (for example negligent loss of a \$2,000 laptop computer results in a cost recovery from the individual of about \$800). It should also be noted that UNAMIR/contract staff identity cards have been being stolen in recent past, possibly with the intent of using them in future theft related activities.

14. **Break-Ins.** Individuals or organizations, feeling this their last opportunity or heartened by a possible relaxation of security, may feel encouraged to rob the

offices as well as personal residences of UN/UNAMIR personnel.

15. **APCs.** Although unlikely, a security concern has been raised about the UN APCs still in Rwanda. The current government is asking for them, UNAMIR wants to ship them out, a costly proposition for UNAMIR. Unconfirmed reports show that these vehicles might become hijacked by "persons unknown" acting "unilaterally" and that they would unlikely resurface until well after any international UN presence was gone.

16. **Vehicle Thefts/Hijacking.** It is quite likely that attempts to steal vehicles will increase. It is probable that if a majority of these vehicles were slated to be left to the Rwandan government, then the RPA and Gendarmerie would make concerted efforts to prevent such thefts. Certain very high value items such as Volvo water-tankers or Kenworth tractors have quite likely already been targeted by potential thieves. This poses the greatest threat to UN/UNAMIR personnel as it will often involve direct confrontation between thieves and victims. The outward convoying of materiel also faces the threat of hijacking not only in Rwanda, but along the entire line of communication.

17. **Conclusion.** The best preventative security measures would occur **before** any announcement of the mandate's termination. The greatest threat to individuals would come from armed hijacking of vehicles. UN/UNAMIR assets are likely to become high priority targets for theft. Early reallocation of high value items (for example Volvo water tankers to an agency remaining in Rwanda) and relabelling with those agencies' logos may help. Personal awareness of personal asset security is to be stressed.

OVERALL ASSESSMENT

18. The RPA and the Gendarmerie have been emerging as a very credible domestic security apparatus within Rwanda. Ex-FAR military attempts are unlikely to succeed (unless provided with effective additional military support). It will be in the area of crime that the UNAMIR liquidation operation will face its greatest threats.

SEQUENCE OF LIQUIDATION

19. Priority of liquidation of sectors is sector 3,2,5,4 and 1 in that order. The allotted time frames for liquidation of the five sectors in UNAMIR's AOR, are as fol:

- a. **Sector 3.** D + 30 to D + 37 days;
- b. **Sector 2.** D + 30 to D + 42 days;
- c. **Sector 5.** D + 31 to D + 47 days;
- d. **Sector 4.** D + 37 to D + 53 days;
- e. **Sector 1.** D + 81 to D + 97 days (GhanCoy 2 will be liquidated in the period from D + 53 to D + 68 days); and
- f. The above time frames is tentative and subject to change depending on

the response of UNNY.

20. **Rear Parties.** Each contingent will designate a rear party of approximately five personnel to cater for final admin arrangements necessary for their liquidation.

21. **D-Day.** D-Day is the date when UNNY will pass executive direction to close the mission. It is assumed that liquidation will not commence before the expiry of the current mandate.

SECURITY ORDERS

22. **Security Teams.** A security team of a section strength will be despatched during the last stages of the liquidation, to each of the sectors from other units, so as to enable contingent personnel undergoing liquidation to carry out various closure responsibilities. These teams will be responsible for the perimeter security until all the accommodation has been handed over. These teams will be self-contained for transport, food, water, and bedding for a period of 15 days. The details of security teams to be provided are:

- a. **Sector 3.** MalawiCoy from first light D + 33 to D + 36;
- b. **Sector 2.** NiCoy from first light D + 38 to D + 41;
- c. **Sector 5.** GhanCoy 2 from first light D + 43 to D + 46; and
- d. **Sector 4.** INDBATT from first light D + 49 to D + 52.

23. **RRF.** In addition to the above security teams, each contingent will earmark a RRF of platoon strength to react to any unforeseen situation within its own AOR for the period of the liquidation.

24. **Security of KIA.** INDBATT will be responsible for the security of KIA till the last UNAMIR soldier leaves Rwanda. A platoon will be earmarked for this task. In addition, INDBATT will also earmark an RRF of about two sections strength for use within its AOR.

25. **Security of Convoys:**

- a. Convoys carrying UNAMIR stores to either DAR-ES-SALAAM or MOMBASA, the potential ports from where stores will be shipped put, will be escorted by MP Coy elements for which detailed instructions will be issued by DCOS Sp. In case armed escorts are required for these convoys, clearances will have to be obtained from the governments of Rwanda, Tanzania, Uganda and Kenya depending on the POE selected; and
- b. No viable threat is visualized to convoys carrying liquidated stores from contingent locations to Kigali. However in case of any requirement, adequate formed troops security will be provided to these convoys for which instructions will be issued by this HQ as and when required. Contingents will earmark security teams to escort their liquidated stores from their respective locations to Kigali, if the move is in the same time frame. Depending on the lift capability, security

teams may accompany the stores.

26. **Security Arrangements for Key Locs in Kigali.** The present security arrangements being provided to key locs in Kigali by INDBATT and GhanCoy 2, shall continue. By D + 65, security of certain UN installations will become redundant due to the pull out of UNAMIR assets and personnel (Hotel Chez Lando, UNICEF Building, B&R, HQ etc.) Necessary rearrangements of formed troops shall be carried out at that stage. In addition, a Container Storage and Vehicle Park (CSVP) area is being selected within Kigali, where approx 400 containers and an equal number of vehs will be located, prior to their transshipment to DAR-ES-SALAAM / MOMBASA. INDBATT will be prepared to provide approx a coy's worth of troops to secure this CSVP area on orders of this HQ. The LT is responsible for the acquisition and management of this area.

27. **Maint of Duty Ops Centre.** The Force HQ duty room will be manned 24 hrs by duty officers drawn from DCOS Ops and DCOS Sp branches until the Force HQ moves to Trafipro during phase 3 of the liquidation, around D + 63. DCOS Sp is requested to provide duty officers whenever required for this task.

CONTINGENCY PLANNING

28. The threat level discussed above is not likely to interrupt the process of liquidation. In case the security situation deteriorates, just before or during the liquidation process to the extent that withdrawal needs to be stopped, the HQ UNAMIR 'Security and Evacuation Plan' will be activated. The plan has been issued to all concerned and the sectors have theirs prepared. All stores and personnel, other than those evacuated by air from KIA, will be routed to the POE via KABALE in UGANDA or NYAMAHALE in TANZANIA, IAW the plan.

29. At this stage the liquidation will be conducted in the form of a tactical withdrawal to a Safe Haven (KABALE / NYAMAHALE). Withdrawal to the Safe Haven will be the preliminary stage of the liquidation process. It may continue from the Safe Haven depending on the instructions from UNNY. All are required to go through the Security and Evacuation Plan to be sure of what needs to be done IAW the various contingencies.

AIR SUPPORT FOR THE LIQUIDATION

30. G3 Air will provide two, and for emergencies, three helicopters in support of the liquidation process. As the intensity of movements of various teams increases in Phase II, priority of helicopter effort will shift from routine operations/admin sorties to their movement. The important aspect of putting in the demand 24 hrs earlier will be maintained to best utilise the effort.

31. Phased activities are:

a. **Phase 1 - (D to D+30):**

- (1) CASEVAC/MEDEVAC standby;
- (2) Movement of teams to the sectors in order to prepare contingents for the liquidation; and

- (3) Routine operational/admin sorties;
- b. **Phase 2 - (D+31 to D + 52):**
 - (1) Same as for phase 1; and
 - (2) The priority shifted to the movement of teams; and
- c. **Phase 3 - (D+52 to D+61):**
 - (1) Helicopter support for tying up loose ends in outlying sectors, if any; and
 - (2) Stop operations with effect from D+61.

ENGR SUPPORT

32. Engr tasks involved in the process of liquidation are as follows:
- a. Destruction of arms, ammunition and explosive material, whenever decided by the HQ. There are other items of the above mentioned categories which may have to be destroyed as part of the liquidation;
 - b. Destructions of materiel like expired rations;
 - c. Destruction of garbage in contingent locations;
 - d. Heavy Equipment in support of environmental clean-up;
 - e. Engr plants may have to be utilised at various places to either undo or improve the accommodation for handover;
 - f. Recovery of defence stores, if planned. However, contingents have been asked to consult the property owners concerning retention without recovery and their acceptance of this plan;
 - g. **Recovery of Other Stores.** These include stores like tents, weather havens, rubhalls and ablution units. A separate plan is being worked out for the dismantling of these items, as part of the AMG; and
 - h. Further engr support as tasked by the LT on a day to day basis.

TRANSPORTATION MANAGEMENT GROUP (TMG)

Reference: Document LIQUIDATION/STAFFPLAN/TN dated 23 Nov 95 -
Transportation Management Working Group.

AIM

1. The aim of this Annex is to govern all the transportation procedures in support of the UNAMIR liquidation process.

GENERAL

2. The OSLI defines the actions required to implement the liquidation process of UNAMIR. It directs that a TMG be formed to oversee all transportation aspects of the liquidation process. The ref outlines the structure of the TMG which will implement the transportation plan in order to conduct the withdrawal of all UNAMIR pers and eqpt from Rwanda to selected locations.

ASSUMPTIONS

3. The following assumptions are made in addition to those formulated in the HQ UNAMIR OSLI:
 - a. The liquidation will be conducted under favourable and calm security conditions;
 - b. There will be concurrent movement activities for pers and eqpt, both within and between sectors;
 - c. No interference will occur for the timely flow of pers and eqpt out of Rwanda; and
 - d. Some rules and regulations will be adapted to speed up the liquidation process and a delegation of authority to the lowest levels will occur in order to effect the withdrawal of pers and eqpt in a timely and efficient manner.

GENERAL

4. In order to account for all transportation activities, teams have been formed to develop and coordinate specific aspects of the transportation plan. Composition and tasks for the teams were outlined at the ref. These teams will be the central coordinator during the execution of the transportation plan. Contrary to the ref, a Tn Ops centre (TOC) will not be established. All ground transport and recovery requirements in support of the transportation plan will be channelled through the Liquidation Log Ops Centre (LLOC).
5. The TMG will be made up of an Eqpt Team, a Pax Team and a Customs Team.

CONCEPT OF MOVEMENT

6. The concept for movement will follow the four phases identified in the liquidation process as follows:

- a. **Phase 1.** Contracting phase for all modes in support of the liquidation. Concurrently, a comprehensive Mov order will be produced for each sector as shown at Appendices 3 to 7 to this Annex;
- b. **Phase 2.** Liquidation of outlying sectors. This phase will involve the transportation of pers and eqpt from sectors to Kigali and, for contingents, onward mov to national home locations. Road and air assets will be used for this phase;
- c. **Phase 3.** Liquidation of Sector 1. This phase includes the movement of pers and eqpt from Kigali to national home locations, to other UN missions or to UN storage sites. As applicable, COE and UNOE will be moved by road and/or rail to a Sea Point of Embarkation (SPOE); and
- d. **Phase 4.** Movement of all UNAMIR materiel to final destinations. This phase mostly involves the movement of COE and UNOE from the SPOE to selected destinations.

7. At times, the phases will overlap and consequently there will be simultaneous movement of pers and eqpt as required.

TASKS

8. The TMG is the central agency for the consolidated transportation planning/policies and for the provision of transportation services. The OSLI outlines the tasks for the Eqpt, Pax and Customs Teams established under the TMG. In addition, the fol tasks will apply throughout the liquidation process:

- a. All movement activities related to the liquidation process will be coordinated by the TMG. In this regard, the tasks of the TMG are:
 - (1) The implementation of the transportation plan for pers and eqpt as developed by the TMG;
 - (2) Mov con along the withdrawal routes;
 - (3) Coord all the agencies supporting the transportation plan;
 - (4) Comd all mov dets deployed in support of the transportation plan;
 - (5) Submit to the LLOC all road and MHE tpt requests in sp of the transportation plan;
 - (6) Act as tasking agent for air and rail movement assets; and

(7) Provision of mov advice to contingents; and

- b. **LLOC**. It will be responsible for the coord of all daily maint requirements of UNAMIR and will be the focal point for all road tpt/rec requests in sp of the transportation plan. As such, the LLOC will act as the tasking agent for all road assets in UNAMIR, whether integral or contracted.

9. Other key agencies involved in the transportation plan are listed below. Their responsibilities are outlined in the main document under the following headings:

- a. LC;
- b. AMG;
- c. PCG; and
- d. FMG.

MODAL CONCEPTS

10. **Resources**. The resources available to conduct the movement plan are as follows:

- a. UNAMIR air assets;
- b. Commercial chartered air assets;
- c. UNAMIR integral road assets;
- d. Commercial hired road assets;
- e. UNNY chartered ships;
- f. UNNY chartered planes;

11. **Air**. Air mov will be conducted under the fol arrangements:

- a. For sector Contingents, UNAMIR will provide its integral air assets to mov these contingents;
- b. For the Indian contingent, the procurement of air assets will be effected by UNNY;
- c. For the Canadian contingent, LOA procedures will be taken with the Canadian Government for provision of national air assets; and
- d. For the individual move of civilian staff, military staff, MILOBS and CIVPOL, arrangements will be made through the Pax Team for their travel arrangements.

12. **Road**. Through the LLOC, all avail resources will be utilized as follows:

- a. Contingent first line assets;
- b. 95 CMSG;
- c. B&R; and
- d. Contracted commercial assets.

13. Rail. This mode will be used if time is not a constraint to move eqpt to the SPOE.

14. Sea. The bulk of UNOE and COE will move to final destination via ships contracted by UNNY.

MOVEMENT OF PERSONNEL

15. A key factor in the movement of personnel will be the maximization of air transport resources as coord by the Pax Team IAW Appendix 1. This will lead to major cost saving in the repatriation of personnel from UNAMIR to their next destination. Accordingly, the TMG will be organizing airlift of contingent personnel as previously outlined. For cost efficiency reasons, MILOBS and CIVPOL personnel who have a contingent in UNAMIR will return to their home location with their contingent if feasible.

16. A detailed explanation of the march out process and other issues on pers mov are explained in Appendix 1 of this Transportation Plan.

MOVEMENT OF EQPT

17. The second and equally important element of the liquidation will be movement of eqpt as coord by the Eqpt Team IAW Appendix 2. This can be divided into two main categories, and is further amplified in the following instructions. The decision on which method of movement to be used will be made by the Eqpt Team. Eqpt will be despatched as fol:

- a. 20 foot ISO Containers;
- b. Floor cargo on aircraft;
- c. Vehicles self driven by a nominated contractor; and
- d. Vehicles carried as cargo by a nominated contractor;

18. The two types of eqpt to be moved are as fol:

- a. **COE**. Depending on the space available on UNAMIR integral support aircraft, some eqpt could be flown home to the contingent's country. All unit eqpt is to be prioritized. What cannot be airlifted will be moved out by road and sea; and
- b. **UNOE**. Arrangements will be made to airlift high value and sensitive items out of UNAMIR to their next UN destination. For the bulk of the UNOE, it will be moved by road to the SPOE and shipped from one of the east African ports.

19. Some vehicles may have to be moved as cargo. The Eqpt Team is to establish a comprehensive report showing both these and those vehicles which are unroadworthy and need to be transported out.

20. The plan for the movement of UNOE and COE is covered in greater detail in Appendix 2 of this Transportation Plan.

MOVEMENT OF AMMUNITION

21. A crucial element in the movement of eqpt will be the ammunition. Even though the established means of moving ammunition is by road to the SPOE and then by ship, due to political considerations, this concept is not feasible and therefore, the ammunition will either be destroyed or moved by air. Accordingly, there will be no movement of ammunition to an SPOE.

22. To ensure the smooth transition of this sensitive cargo, the following directives will apply:

- a. When a contingent is moving via UNAMIR's integral chartered aircraft, the ammunition can be moved as a priority 3 cargo on the plane; and
- b. When contingents are moving via UNNY chartered aircraft, special arrangements are to be made to move the ammunition. The LT is

empowered to auth the destruction of all ammunition in the mission area.

CUSTOMS

23. The move of COE and UNOE out of Rwanda smoothly requires the assistance of all concerned and the utilization of set standards concerning customs clearances. The Customs Team has the mandate to oversee the customs clearance process. Precise instructions on the preparation of all documents required for customs clearance purposes will be issued by the PCG.

MOVEMENT ORDERS

24. Movement orders will be promulgated for each Sector. These movement orders will be released as appendices to the transportation plan five days before each Sector Movement Coordination Meeting.

ADMINISTRATION AND LOGISTICS

25. **Finance.** A finance system is to be established and implemented for the planned usage of commercial contractors. This system is to cover all of the financial aspects that will arise with the tasking of contractors. Accordingly the Eqpt Team will be required to monitor the expenditure of all tn related contracts. Every effort is to be made to establish standing offers for various key tn assets during phase 1. The TMG Co-Leaders are delegated the authority for emergency contracting of road assets through BRSC. At the completion of the operation or the contractors contract, a financial report for each contractor is to be raised.

26. **Transit Accn.** The Transit Camp (TC) will be fully maximized for the liquidation of UNAMIR. The Pax Team will ensure with the FMG that the TC capacity is not exceeded at any time. However, if a sector liquidation proceeds faster than planned, the FMG is to ensure that an adequate plan is in place to cover for this eventuality.

27. **Medical.** The medical plan is contained in Annex F.

28. **Rationing.** Whilst personnel are housed in the transit camp, they will be provided all facilities incl rations, water, accn including beds and ablutions.

29. **Vehicle Allocation.** During the liquidation there will be an increased requirement for light vehicles for the Eqpt Team to enable security and supervisory teams to oversee the operation. In order to do this and to deal with vehicle reliability problems the Eqpt Team is to be allocated four additional light vehicles (4x4 Four Runners).

COMMAND AND SIGNAL

30. **General.** The TMG has the overall responsibility for the development and execution of the tn plan. The Eqpt, Pax and Customs Teams will coordinate all movement activities related to the tn plan as directed by the TMG.

31. **Coordination Conference.** A coordination conference on the liquidation plan for each sector will be arranged by the LC.

32. **Monitoring of the Transportation Plan.** The Mov Dets operating under command of the Eqpt Team are to report on the liquidation progress on a daily basis to the Eqpt Team Operations Centre. The TMG will brief the LT daily.

33. **Amendments.** No amendments to the Transportation plan or the Sector Movement Orders are permitted without prior approval of the TMG.

34. **Communications.** Additional comms support in the form of hand held radios will be required by the deployed Eqpt Team Dets. The Eqpt Team is to liaise with the AMG for the issue of the extra items.

List of Appendices:

Appendix 1 - Movement of Personnel

Appendix 2 - Movement of Equipment

Appendix 3 - Mov Order Sector 3

Appendix 4 - Mov Order Sector 2

Appendix 5 - Mov Order Sector 5

Appendix 6 - Mov Order Sector 4

Appendix 7 - Mov Order Sector 1

Appendix 1
To Annex B
To 4000.1/LOG-28/1 (SRSG/FC)
Dated 28 December 1995

TRANSPORTATION MANAGEMENT GROUP (TMG)
MOVEMENT OF PERSONNEL (MOP)

AIM

1. This Appendix contains specific direction concerning the movement of UNAMIR personnel as part of the liquidation process.

GENERAL

2. The following instructions apply to UNAMIR personnel who are being repatriated from UNAMIR. So as not to encounter any problems with commercial airlines, various government agencies and UNAMIR aircraft during the liquidation operation, the following instructions must be clearly adhered to by all personnel concerned. These instructions supersede any other previous directives.

CONCEPT OF PASSENGER REPATRIATION

3. **Contingent Troops.** The movement of contingent troops will be organized by the Unit Movement Officer (UMO) and the Pax Team IAW the Master Liquidation schedule at Annex G. The troops will be repatriated by chartered aircraft provided from either UNAMIR or UNNY.
4. **MILOBS, CIVPOL Staff Officers.** To ensure that maximum cost savings are achieved, MILOBS who will be terminating their contracts, will not be transferred to another mission and who have a contingent troops aircraft departing for their country early in the liquidation, will be repatriated to their home country via the contingent aircraft. Should the contingent aircraft be scheduled later in the withdrawal, then a cost comparison will be undertaken to ascertain the cost difference between repatriating the persons via commercial means early or holding them until the departure date of the contingent plane.
5. **Civilian International Staff and UNV.** The Pax Team will book the cheapest route for all personnel once they have been cleared for movement.

MARCH OUT PROCEDURE

6. Air bookings for repatriation of MILOBS, CIVPOL and Staff Officers will commence once the approved repatriation form has been released by the Pax Team. For International Civ Staff and UNVs, the ticketing will commence upon receipt of the notification from the Pax Team. They will raise the PT8 - Travel authorization form. The Pax Team will also:
 - a. Arrange for a copy of the confirmed itinerary; and
 - b. Obtain the air ticket;
7. As far as possible the tickets will be issued in Kigali, prior to the departure

of the member. However in some cases this may not be achieved, and therefore tickets will be issued on arrival in Nairobi. Tickets will only be authorized for issue to the member once the march-out procedure has been completed. The Pax Team will also coordinate the shipment of personal effects.

BAGGAGE ENTITLEMENT

8. **Weight Allowance.** The following baggage entitlement applies for UNAMIR personnel being repatriated:

- a. **Contingent Troops.** 45 Kg accompanied air freight;
- b. **MILOBS and CIVPOL.** 20 Kg (normal airline entitlement) plus 100 Kg unaccompanied air freight or an extra 10 Kg of accompanied air freight (total of 30 Kg);
- c. **Staff Officers.** 20 Kg (normal airline entitlement) plus 25 Kg accompanied air freight;
- d. **UNVs.** 20 Kg (normal airline entitlement) plus 20 Kg accompanied air freight; and
- e. **International Civ Staff.** In addition to the 100 Kg unaccompanied shipment, if the flying time is less than nine hours, they are entitled to economy class travel with 20 Kg accompanied (the normal airline entitlement), plus 10 Kg for which they have to pay and claim reimbursement. Where the flying time is more than nine hours, they are entitled to business class travel with 30 Kg accompanied baggage or two pieces of luggage as allowed by the airlines.

9. **Volume Allowance.**

- a. IATA regulations in respect to the volume of pieces of luggage allow a maximum dimension of 40 cm x 40 cm x 80 cm per piece. Luggage which does not meet this criterion may be denied approval to move on the aircraft. The total volume allowance that UNAMIR permits is 0.62 cu meters. for the 100 Kg allowance; and
- b. With the exception of trunks which are government property and issued by the government of the individual concerned, oversized packages which are off-loaded by the airline will be sent as unaccompanied air baggage at the individuals expense.

PERSONAL EFFECTS

10. Air conditioners, office automation equipment, household effects (refrigerators, cookers, washing machines and furniture), and transportation equipment are **not** considered personal effects. The shipping of these items will be at the members' expense if the individual's volume and weight allowances are exceeded.

MOVEMENT OF PERSONAL EFFECTS

11. For the Movement of the 100 Kg of personal effects, the member's details

need to be provided to the Pax Team who will organize the UNAMIR contractor, Transintra, to come to the member's house, pack the consignment, and ship it to the nominated destination (door to door). The contractor will provide all the necessary packing materials.

CARRIAGE OF WEAPONS AND AMMUNITION

12. Only firearms and munitions issued by the government of the individual/contingent concerned will be moved by UNAMIR. Personal firearms, if carried by air, must be packed as cargo with the firing mechanism dismantled and carried by the individual. No ammunition will be carried as accompanied baggage on commercial aircraft unless prior arrangements are made through the Pax Team.

CUSTOMS REGULATIONS

13. The normal customs requirements and procedures will apply for the departure of all UNAMIR personnel. This means that the following items are prohibited to leave the country and move on the aircraft:

- a. Live animals;
- b. Artifacts of unique history;
- c. Property belonging to the government of Rwanda and its people;
- d. Salvaged war loot; and
- e. Live or expended ammunition except as specified at para 13.

IMMIGRATION & VISA PROCEDURES

14. Except for military personnel who are exempt by the SOMA, all remaining UNAMIR personnel must have a current and valid Rwandan visa on departure.

AIRPORT SERVICE CHARGE

15. **Non-Contingent Personnel.** On completion of the march-out procedure, a cash advance will be made to individuals by the Pax Team which will include money for the payment of the service charge at the airport.

16. **Contingent Personnel.** A cash advance for contingent personnel will be organized by the Pax Team to cover their departure.

UNAMIR IDENTITY CARDS

17. Personnel are permitted to retain their UN ID card however, UN security will be responsible for cutting the signature block from the bottom of each card during the departure procedures at the airport as coord by the Pax Team.

DEPARTURE TIME/DATE FROM KIGALI TO NAIROBI

18. If the commercial flight repatriating a UNAMIR member is scheduled to depart Nairobi after 1700 hrs, the member will take the UNAMIR flight (Kigali-Nairobi) on the same day. If the flight out of Nairobi is scheduled to depart before 1700 hrs, then the

member will be booked to arrive one day before, will be entitled to MSA and/or one night's accommodation in Nairobi.

UNAUTHORIZED POSSESSION OF UN PROPERTY

19. Any person illegally in possession of UN property will either be prevented from boarding an aircraft until such property is returned formally to the UN or have the items seized by UNAMIR prior to embarkation.

INDIVIDUAL RESPONSIBILITIES

20. Travel arrangements made by UNAMIR's Pax Team will be strictly adhered to. Once a ticket has been issued by the UNAMIR Pax Team, the UN will cease to be responsible in the event that the passenger:

- a. Misses the flight as a result of any or all of the fol:
 - (1) Failing to check-in at the prescribed time;
 - (2) Delays for failure to properly complete the personal and/or cargo documentation; and
 - (3) Being detained for illegal possession of UNAMIR property or by airport or government authorities for any misdemeanour and/or any unlawful act; and
- b. Decided to change the itinerary and, as a result of this change, the airline will not be able to accommodate the additional luggage allowance or the passenger misses a connection.

Appendix 2
To Annex B
To 4000.1/LOG-28/1 (SRSG/FC)
Dated 28 December 1995

TRANSPORTATION MANAGEMENT GROUP (TMG)
MOVEMENT OF EQUIPMENT (MOE)

AIM

1. This Appendix outlines the system for moving COE and UNOE by road from the outlying sectors of UNAMIR into Kigali, and for the move of these items within Kigali in support of UNAMIR's liquidation.

CONCEPT OF OPERATIONS

2. At the beginning of each sector's liquidation, a COE/UNOE Shipping Coordination Team (SCT) will deploy into the sector with the other liquidation teams. The Eqpt Team will issue a move order for the move of all the UNOE and COE, within that sector, back to Kigali. This order will detail the transport requirement for the liquidation of that sector. All transport requests for the move of equipment or supplies will be staffed through the SCT who will determine priorities of movement (in accordance with the liquidation plan), pass the transport requests to the Eqpt Team who will pass the task to the LLOC. The LLOC will pass the task to the 95 CMSG Tpt Pl who will either action the request, task either B&R or commercial contractor for its execution.

3. Most of the equipment and supplies that are moved out of the sectors will be transported by B&R or 95 CMSG. Some special or out size items may be moved by contractor. UNOE, serviceable vehicles, whether part of the heavy or the light fleet, will be returned to the Container Storage and Vehicle Park by the persons or unit that signed for them. Units that have vehicles to be returned that cannot be driven must backload them back to Kigali prior to their sector liquidation during the period D to D + 30. They are to submit a recovery request IAW Appendix 2 Flag B to the LLOC.

4. Although the move of equipment out of each sector will be planned in detail, there will inevitably be unforeseen requirements that will necessitate changes in the movement plan on an hour to hour basis. Given this, it will be important for all organizations involved in the move to maintain good communications with the LLOC and the Eqpt Team. Once the first sector has been closed, the plans for the remainder of the sectors can be further refined by the LC. The least flexible element in the movement plan is the airflow which must match the requirement ident at Annex G. Every effort must be made to avoid changing the schedule of the airflow unless absolutely necessary.

5. Close out will be a busy time for everyone in UNAMIR involved with transportation and movements. In order to avoid confusion, double tasking or missed tasks, it is imperative that the system for tasking transportation assets not be short circuited.

ORGANIZATION

6. There will be five organizations involved in the movement of equipment:
 - a. Eqpt Team and its detachments;
 - b. 95 CMSG, operating the LLOC and one heavy transport platoon;
 - c. CITMM, accounting for the UNOE vehicle fleet;
 - d. B&R, operating the primary UN heavy vehicle fleet; and
 - e. Miscellaneous commercial transport contractors, contracted on an as-required basis through the TMG.

EXECUTION

7. **Eqpt Team Tasks:**
 - a. Set the priorities for the movement of COE and UNOE in support of the Liquidation Transportation Plan, in accordance with the direction provided by the LT;
 - b. Monitor the flow of COE and UNOE being moved in support of the transportation plan;
 - c. Advise LLOC of any changes to the transport requirements detailed in the Sector Movement Orders;
 - d. Advise on the priorities of the passenger transport requests generated by the passenger movement plan; and
 - e. Establish the cargo lift requirement in each Sector for COE and UNOE;
 - f. Manage the ground transport and recovery resources of 95 CMSG, B&R and any additional contracted ground transport for movement within Rwanda; and
 - g. Manage the routine daily maintenance of UNAMIR, including transport and maintenance, while the liquidation plan is being executed;
 - h. Arrange any short notice contracts for ground transport within Rwanda that may be required during the liquidation process;
 - i. Receive and account for UN owned vehicles turned in by contingents and individual members of UNAMIR; and
 - j. Determine which vehicles are serviceable, can be driven to the SPOE and which vehicles are not and which will have to be transported by other means; and

COORDINATION

8. **Commercial Transport Contracts:**

- a. Contracts for commercial road transport will be under the control of the Eqpt Team and will be divided into two types:
 - (1) Contracts in support of international movement outside of Rwanda; and
 - (2) Contracts for road transport for use strictly within Rwanda;
- b. The current resources of 95 CMSG and B&R should be sufficient to meet the needs of the Sector transportation plans. If there is a requirement for additional commercial transport to be contracted; and
- c. The existing method of arranging for a commercial transport contract will not meet the need because of the lead time required, the Co-Leaders of the TMG are authorized to task B&R directly to arrange the appropriate contract. The commercial contractor will be tasked directly by the LLOC once the contract has been arranged.

9. **Transport Request Format.** The format at Flag A to this Appendix will be used for all transport requests related to the liquidation.

10. **Recovery Request Format.** The format at Flag B to this Appendix will be used for all recovery requests related to the liquidation.

11. **Transport Capacity.** The transport capacity within UNAMIR for sea containers (assuming 100% availability) is as fol:

a. **95 CMSG:**

- (1) Two Kenworth trucks and two Kenworth ttrs which can carry a total of four sea containers, if each sea container weighs less than 15 tons; and
- (2) Two HLVW PLS which can carry one sea container each, if each sea container weighs less than 15 tons;

b. **B&R.** Two Kenworths with two trailers which can carry a total of four full sea containers. Three M915 with hi-boys which can carry a total of six full sea containers; and

c. **MCC.** One Hammer truck which can carry one fully loaded sea container. The total one time lift capacity for sea containers is six sea containers weighing up to 15 tons, and five sea containers which are loaded to the maximum capacity of the sea container.

12. **Lift Capacity.** The total lift (crane) capacity is as fol:

a. **95 CMSG.** Two HLVW wreckers (with a very short reach) which can each lift one sea container weighing no more than five tons;

b. **Mov Con:**

Flag A
To Appendix 2
To Annex B
To 4000.1/LOG-28/1 (SRSG/FC)
Dated 28 December 1995

95 CMSG TRANSPORT REQUEST

CONTROL #: _____ DATE: _____

1. UNIT REQUESTING: _____

2. PERS CALLING IN REQUEST: _____

LL: _____
C/S: _____

3. LOAD: _____

4. DATE/TIME REQUIRED: _____

5. ESCORT REQUIRED: _____

6. CONTACT AT RV: _____

7. DESTINATION: SECTOR _____

LOCATION: _____

8. PURPOSE: _____

9. REMARKS: _____

10. EST TIME TO START: _____

11. EST TIME TO COMPLETION: _____

SIGNATURE: _____

Flag B
To Appendix 2
To Annex B
To 4000.1/LOG-28/1 (SRSG/FC)
Dated 28 December 1995

95 CMSG RECOVERY REQUEST

TASK CONTROL NUMBER: _____

A. REQUESTING UNIT/NGO: _____

B. CONTACT PERSON AND CALLSIGN / CHANNEL: _____

C. UNAMIR VEH NUMBER: _____ TYPE OF VEH: _____

D. NATURE OF BREAKDOWN: _____

E. CAN VEHICLE BE TOWED? YES: _____ NO: _____

F. ARE PAX/CREW WITH VEH? NO: __ YES: __ NUMBER OF PERS _____

G. LOCATION OF VEHICLE: _____

H. ROAD CONDITION: _____ PAVED: _____ DIRT: _____

I. RECOVERY DETAILS: _____

J. ARE MPs INVOLVED?: YES: _____ NO: _____ IF YES, IS
INVESTIGATION COMPLETED?: YES: _____ NO: _____

K. SECURITY INFO, IS THE AREA SAFE?: _____ LAND MINES: _____

L. ADDITIONAL INFO (IE, IS AMB REQUIRED? ARE MP REQR?): _____

TEAM ASSIGNED: TIMING: _____
(DATE/TIME)

1. _____ NOTIFIED: _____

2. _____ DEPARTED: _____

3. _____ ARRIVED: _____ RETURNED: _____

Flag C
 To Appendix 2
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 To 4000.1/LOG-28/1 (SRSG/FC)
 Dated 28 December 1995

KEY TMG PERSONNEL - COMMUNICATIONS LIST

<u>NAME</u>	<u>POSITION</u>	<u>TEL NUMBER</u>	<u>CALLSIGN</u>
<u>MOVEMENT CONTROL</u>			
Mr Kel Gleeson	Chief Mov Con	11097	DM1
Ms Jan McMillan	Chief MCC	11100	MC1
Mr Neil Gray	Ops MCC	11100	MC2
<u>95 CMSG</u>			
Log Ops		11713	L0
LCol Robert Primeau	CO	11799	L9
Maj Bill Webster	DCO	11799	L9A
Capt Stephanie Sieber	Ops O	11713	L0A
Capt Mike Bernardo	Log Ops O	11713	L0B
WO Linda Boyd	Ops Warrant Officer	11713	
MWO Leo Fraser	Tn Officer	11713	L1
Sgt René Fortin	Tn Tasking NCO	11713	L14
Sgt Jim Brumwell	Cargo NCO	11713	L11
<u>BROWN & ROOT</u>			
Mr Vic Sanders	Chief Despatcher	0-72803	BR37
<u>CONTAINER MANAGEMENT</u>			
Mr Scipion-Du-Chatenet	Container Manager	11718	HL1A
<u>HQ UNAMIR</u>			
Maj Syl Mongeon	G4 Log	11107	94D
Maj Pankaj Arora	SO Tpt/Mov	11117	94C
<u>AIR OPERATIONS</u>			
Mr Steve Smith	Air Ops	11714	W21
Maj Bill Sundman	Helicopter Ops	11161	93H
<u>TRAVEL UNIT</u>			
Mr Swamy		11716	DM4
<u>FREIGHT CONTROL UNIT</u>			
Mr Serge Smith		11774	DM2

Appendix 3
To Annex B
To 4000.1/LOG-28/1 (SRSG/FC)
Dated 28 December 1995

TRANSPORTATION MANAGEMENT GROUP (TMG)
MOVEMENT ORDER SECTOR 3

AIM

1. This Appendix outlines the system for moving Pax, COE and UNOE for all UNAMIR elements in Sector 3 as an integral part of UNAMIR's Liquidation.

CONCEPT OF OPERATIONS

TBI

2.

Appendix 4
To Annex B
To 4000.1/LOG-28/1 (SRSG/FC)
Dated 28 December 1995

TRANSPORTATION MANAGEMENT GROUP (TMG)
MOVEMENT ORDER SECTOR 2

AIM

1. This Appendix outlines the system for moving Pax, COE and UNOE for all UNAMIR elements in Sector 2 as an integral part of UNAMIR's Liquidation.

CONCEPT OF OPERATIONS

TBI

2.

Appendix 5
To Annex B
To 4000.1/LOG-28/1 (SRSG/FC)
Dated 28 December 1995

TRANSPORTATION MANAGEMENT GROUP (TMG)
MOVEMENT ORDER SECTOR 5

AIM

1. This Appendix outlines the system for moving Pax, COE and UNOE for all UNAMIR elements in Sector 5 as an integral part of UNAMIR's Liquidation.

CONCEPT OF OPERATIONS

TBI

2.

Appendix 6
To Annex B
To 4000.1/LOG-28/1 (SRSG/FC)
Dated 28 December 1995

TRANSPORTATION MANAGEMENT GROUP (TMG)
MOVEMENT ORDER SECTOR 4

AIM

1. This Appendix outlines the system for moving Pax, COE and UNOE for all UNAMIR elements in Sector 4 as an integral part of UNAMIR's Liquidation.

CONCEPT OF OPERATIONS

TBI

2.

Appendix 7
To Annex B
To 4000.1/LOG-28/1 (SRSG/FC)
Dated 28 December 1995

TRANSPORTATION MANAGEMENT GROUP (TMG)
MOVEMENT ORDER SECTOR 1

AIM

1. This Appendix outlines the system for moving Pax, COE and UNOE for all UNAMIR elements in Sector 1 as an integral part of UNAMIR's Liquidation.

CONCEPT OF OPERATIONS

TBI

2.

ASSET MANAGEMENT GROUP (AMG)

AIM

1. The aim of this Annex is to detail the Asset Management Group's responsibilities throughout UNAMIR's liquidation.

GENERAL

2. UNAMIR has issued this OSLI to implement the liquidation process of UNAMIR. It directs that an Asset Management Group (AMG) be formed to oversee all asset aspects of the liquidation process. The tasks and participants of this AMG are outlined in the main document. Some participants have been added to ensure that all aspects have been considered. FSO and CFSA were appointed as co-chairmen. It is pertinent to mention that the task of the Asset Mgt WG will be very extensive and involving. Hence, proper and deliberate planning and staff work will be the key to success.

CONCEPT

3. For the purposes of the AMG, the liquidation process is divided in three stages:

- a. Stage 1 - Planning Stage. This stage has already been initiated. This stage will mainly involve the development of the Asset Mgt plan and all related staff checks and preparations;
- b. Stage 2 - Preparation Stage. This stage will be from D-Day to D + 30. All preparatory action including documentation and preliminary work to ensure the smooth completion of tasks as shown at Annex G; and
- c. Stage 3 - Execution Stage. This stage will commence on D + 30 however, this time line may be shortened if the TMG can obtain an earlier aircraft for the sector 3 move and reduce phase 1.

4. Specific teams will be created to coordinate specific aspects of the plan. Each team leader will be responsible for structuring his team as appropriate to execute his tasks.

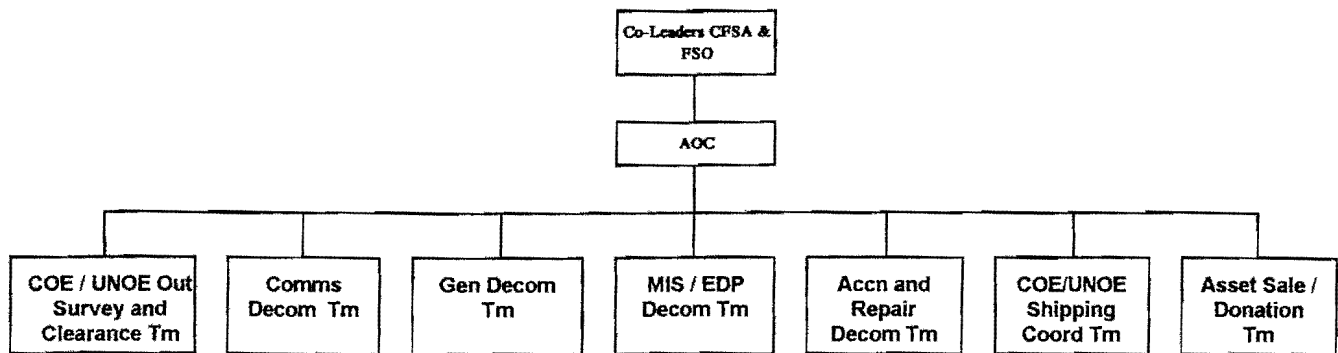
5. During the planning stage, each team will report to the co-chairman and will develop the plans related to their specific areas of responsibilities. During the preparatory and execution stage, the Asset Ops Centre (AOC) will be responsible for coordinating all AMG activities. The AOC will be formed on D-Day. Through the AOC each team will ensure the efficient and timely execution of their part of the AMG plan.

6. Effective and detailed planning is essential at the preliminary stage by respective Team Leaders. Flexibility and a positive approach within reasonable

parameters will be adopted to ensure effective and timely execution.

GROUPINGS AND TASKS

7. The schematic of the grouping of Asset Mgt Group is as given below :



8. **Co-Leaders.** Mr Joseph Lombardo, CFSA and Maj AV Malhotra, FSO have been appointed as Co-Leaders of the AMG. Their main task is to coordinate and oversee the development and execution of the AMG plan.

9. **AOC.** The AOC will be activated on D-Day to coord the execution of the AMG plan and the establishment of each team.

10. **COE/UNOE Out Survey and Clearance Team (OSCT):**

- a. **Team Co-Leaders.** CPCIU, SO SUP;
- b. **Members.** CCO, CGEN, CMIS, Site Log O, PSB rep, DCO 95 CMSG and a BMS rep; and
- c. **Liquidation Action Plan.** As given at Appendix 1.

11. **Comms Decommissioning Team (CDT):**

- a. **Team Co-Leaders.** CCO, Ops O Sig Coy;
- b. **Members.** Sector Log O/Sig O, Sect FSA; and
- c. **Liquidation Action Plan.** As given at Appendix 2.

12. **Generator Decommissioning Team (GDT):**

- a. **Team Leader.** CGEN;
- b. **Members.** Site Log O, Sect FSA, Technicians Gen Unit; and
- c. **Liquidation Action Plan.** As per Appendix 3.

13. **MIS/EDP Decommissioning Team (MEDT):**

- a. **Team Leader.** CMIS;

- b. **Members.** EDP Technicians, Sect FSA, Site Log O; and
 - c. **Liquidation Action Plan.** As per Appendix 4.
14. **Accommodation and Repair Decommissioning Team (ARDT):**
- a. **Team Co-Leaders.** CBMES, FEO;
 - b. **Members.** Sect Log O, SO Maint, SO Accn, Claims Asst, Legal Offr, Sect FSA and a BMS Engineer; and
 - c. **Liquidation Action Plan.** As per Appendix 5.
15. **COE/UNOE Shipping Coord Team (SCT):**
- a. **Team Co-Leaders.** CMCC, DCO 95 CMSG;
 - b. **Members.** CPO, SO Sup, SO Tpt/Mov; and
 - c. **Liquidation Action Plan.** As per Appendix 6.
16. **Asset Sale/Donation Team (ASDT):**
- a. **Team Co-Leader.** CPO, CFO;
 - b. **Members.** CCO, CGEN, CMIS, D/SUMMO, Legal Offr; and
 - c. **Liquidation Action Plan.** As per Appendix 7.

CONCLUSION

17. The detailed AMG action plan is to serve as an important document to allow UNAMIR personnel to be prepared for the liquidation activities as laid out in Annex G and H. Detailed comprehension, co-operation and timely actions are considered essential for smooth and successful implementation of the Plan.

List of Appendices:

Appendix 1 - COE/UNOE Out Survey and Clearance Team
Appendix 2 - Comms Decommissioning Team
Appendix 3 - Generators Decommissioning Team
Appendix 4 - MIS/EDP Decommissioning Team
Appendix 5 - Accommodation and Repair Decommissioning Team
Appendix 6 - COE/UNOE Shipping Coord Team
Appendix 7 - Asset Sale/Donation Team

ASSET MANAGEMENT GROUP (AMG)
COE / UNOE OUT SURVEY AND CLEARANCE TEAM (OSCT)

AIM

1. This Appendix outlines the system for performing the out-survey and clearance of all UNAMIR elements as ident in Annex G as an integral part of UNAMIR's Liquidation Plan.

CONCEPT OF OPERATIONS

2. The OSCT is to organise the on site dismantling of UNAMIR assets and its subsequent liquidation by implementing the disposal procedures laid out by the Property Control Group Instruction at Annex E.

3. **Composition**

- a. **Team Co-Leaders.** CPCIU, SO SUP; and
- b. **Members.** CCO, CGEN, CMIS, PSB rep, Site Log O, DCO 95 CMSG.

4. **Organisation.** A Site Extraction Team (SET) of nominated personnel will be co-ordinated by the OSCT. The designated members of the SET (to be nominated in writing to the Co-Leaders by D+15) will be:

- a. **BMS.** A team for the decommissioning of all on site BMS equipment including generators, electrical and is to include an accommodation officer;
- b. **CITMM.** A mechanic to effect write-off and perform an initial out survey of COE and UNOE vehicles and eqpt;
- c. **PSU.** A specialist to prepare all cases to be processed on site by the OSCT;
- d. **PSB.** Two members of the PSB and/or additional representatives as appointed by LT . They are delegated authority from the Board to make immediate decisions for the disposal of written off equipment;
- e. **95 CMSG.** A Return Team to catalogue all returns of UNOE;
- f. **CFSA.** Site FSA to assist in and provide advice on the liquidation of all sites;
- g. **Claims Unit.** One staff member;
- h. **Procurement.** One staff member; and

- i. **MP Coy.** One investigator.

5. **Tasking:**

- a. **Inventory Control.** All Self Accounting Units to forward the following to the Co-Leaders on D-Day:
 - (1) Consolidated inventories on floppies using a standardized format TBI; and
 - (2) Documentation regarding the movement of their equipment to be used for updating of the central data bank. Responsibility for equipment and issue of PT 107 and all other requested documentation remains with the units;
- b. **Out Survey Meeting.** A meeting of all OSCT personnel and contingent reps to be held on D+3 to discuss all relevant aspects and confirm the procedures and documentation to be used as part of the liquidation;
- c. **Liquidation Procedures:**
 - (1) Write off action of any equipment (UNOE or COE) will be completed 15 days prior to the main body's departure date. The SET will be made available to each contingent to complete this activity;
 - (2) All Sections/Units will provide a complete master list of all UNOE at each site to the OSCT Co-Leaders by D+15. Discrepancies are to be supported by WOVs or return vouchers; and
 - (3) Items identified for write-off prior to packing by the SET will be written off by the OSCT;
- d. **Container Requirements:**
 - (1) The TMG Eqpt Team to ensure that all containers for the repatriation/return of COE and UNOE are placed in their respective locations by the Container Manager, NLT 15 days prior to the final departure dates;
 - (2) All containers to be moved by the TMG to and from each loc to Kigali within three days of units leaving their designated areas IAW the schedule at Annex G; and
 - (3) All sites are to prepare Packing/Manifest lists, as appropriate, which are to be certified by SET for each container. Each container is to be secured with padlocks and properly sealed in the presence of the SET and is to be certified by them;
- e. **Scrap Yard.** A secure scrap facility is to be made available in Kigali

by FMG to house all items designated for disposal when it cannot be disposed of on site;

- f. **SET Action at Site Locs.** The SET will be deployed by the OSCT at each site five days prior to the departure of their main body from their site. All COE which is to be repatriated should be made available as outlined in the Out Survey Meeting held on D + 3 as fol:

(1) **Out Survey of COE:**

- (a) Site Log O are to ensure the cleanliness and serviceability of all COE prior to loading into containers;
- (b) The SET is to effect the locking and sealing of all containers;
- (c) SET to ensure that no ammunition, weapons, weapon part, UNOE or personal effects are included; and
- (d) Final Out Survey Document will be collected by the CO of the unit along with a copy to be sent to the rear party at the PCIU office at Trafipro;

(2) **Tasks.** OSCT to ensure:

- (a) Locking of all containers with COE by the SET prior to despatch;
- (b) That the Manifest List for each container is accurate;
- (c) Submit a copy of manifest list for each container to the OSCT and the TMG SCT; and
- (d) Forward keys of each container to SCT; and

(3) **Return of UNOE.** A Return Team (RT) will be deployed to each site loc seven days prior to the departure of their main body from Kigali. The RT can be expected to be in each site locs for a period of five days IAW the schedule laid out at Annex G. All UNOE to be returned must be made available as outlined in the Out Survey Meeting. The RT will not handle any stores belonging to BMS as these will be dealt with by the BMS sub team member. The fol actions will be carried out:

- (a) The cleanliness and serviceability of UNOE stores to be ensured by each site Log O;
- (b) The RT to ensure that the Packing Lists are correct for all Containers with UNOE;
- (c) Once packed with UNOE, each container to be locked and secured by RT for deployment to Kigali;

- (d) BMS equipment will be packed and returned by a work team supplied by the BMS sub-team;
 - (e) UNOE equipment including of EDP, Transport Spare parts, Comms, Generators and BMS to be accounted for on site by the respective sections;
 - (f) A Clearance Certificate for the return of all UNOE will be completed on the ground by the SET. Finance Clearance is to be performed and handed over to OSCT IAW the schedule laid out at Annex G; and
 - (g) Final Out Survey documents will be issued by the OSCT only after obtaining all Clearance Certificates;
- g. **OSCT Responsibilities.** The return of all UNOE stores will remain the responsibility of the OSCT staff. Once the issue of whether or not the mandate will be renewed is resolved, no further equipment will be issued except consummables or as authorized by the LC. In only exceptional circumstances will additional equipment be issued. The OSCT are to:
- (1) Provide a complete list of all UNOE (General Services Category) at each site loc within 15 days from the announcement of liquidation;
 - (2) Provide a RT to go to each of the contingent locations for a period of up to five days. The RT is responsible for ensuring that all equipment on the list presented at the Out Survey Meeting is accounted for and returned;
 - (3) The RT are responsible for:
 - (a) Locking of the containers with UNOE prior to their dispatch;
 - (b) Ensuring that the PACKING LIST for each container is correct;
 - (c) Ensuring that a copy of the PACKING LIST for each container is returned to the applicable warehouse;
 - (d) Accounting for all non installed equipment from other sub-teams and ensuring they are returned to the warehouse for collection; and
 - (e) Passing the keys for each container to the SCT; and
 - (4) Once the containers are returned to the warehouse, they are to be emptied of all UNOE stores. Should any non-line items not retrieved on site by the other sub-teams a detailed list of all these items are to be forwarded to the respective sections, advising them that they are ready for collection;

h. **Warehouse Staff Responsibilities:**

- (1) On D-Day D/SUMMO is to provide the OSCT a complete list of all non-expendable and special items held in the General Services Category in view of reconciliation with the UNAMIR databank;
- (2) Establish a full cost inventory of all line items held in the warehouse. Cost of all items should be obtained by working in conjunction with the OSCT Procurement sub-team;
- (3) Provide the Property Survey Board (PSB) with a complete breakdown of all line items, with costs when required, to confirm disposal policy. The disposal policy will be IAW that laid down in the OSLI;
- (4) Once the disposal policy has been confirmed by the PSB sub-team, arrange for disposal of all line items designated, in the manner specified by the OSLI and the ASDT;
- (5) Arrange with the TMG Eqpt Team to have enough containers made available to pack any line items not designated for disposal locally;
- (6) During Phase One (D to D+30) of the liquidation, all warehouse line items that are to be transported out of theater are to be packed. Different classes of supplies are not to be mixed in containers wherever possible. A reasonable amount of supplies are to be kept to meet UNAMIR elements' op needs until the liquidation is complete;
- (7) Provide packing materials such as cartons, tape, bubble wrap to all sites in sufficient quantity and in a timely manner;
- (8) Ensure that there are sufficient packing materials for the packing of all UNOE stores to be returned;
- (9) It is the SET's responsibility to ensure that whatever UNOE stores due for transportation are correctly packed;
- (10) By the end of Phase One (D+30), no further issue of stores will be made to contingents outside of Kigali. All site Log O are to ensure that they carry enough reserves of all line items to see their contingent through to their repatriation date;
- (11) The loading of all containers with UNOE will be under the supervision of the SET who will prepare and forward all PACKING LISTS;
- (12) The PACKING LIST for each container scheduled to be dispatched to other missions is to contain all the required information and be correct and legible;

- (13) Copies of all PACKING LISTS for all containers holding UNOE are to be sent to the OSCT and to the Eqpt and Customs Teams of the TMG for clearance and forwarding purposes;
- (14) All the containers with UNOE are to be locked prior to their being shipped; and
- (15) Arrange with the SCT for the shipment of containers from site locs. Priority for such transport requests will be assigned by the TMG;

i. **Procedures for Self Accounting Units (Transport, Comms, EDP and BMS):**

- (1) Self Accounting Units will be responsible for the packing and documentation of own equipment;
- (2) They will ensure they coord their container requirements with the Eqpt Team of the TMG to meet their needs;
- (3) All containers are to have a relevant Packing List enclosed. These will be forwarded to the OSCT (for databank insertion) and the TMG (for customs forwarding and clearing); and
- (4) They will be responsible for forwarding any additional documentation to the final destinations; and

j. The Transit Management Facilities Team (TMFT) will be responsible for the establishment of a secure Container Storage and Vehicle Park (CSVP) area ;

k. The TMG Customs and Eqpt Teams are to ensure that all UNOE containers are accompanied by a Packing List and that all COE containers have a Manifest List. Standard customs procedures will be followed in accordance with the FCU documentation produced on 26 Nov 95.

6. **Delegation of Authority.** The on site PSB sub-team is vested with the authority to make recommendations for disposal of all items on behalf of the Local Property Survey Board and to authorize disposal activity. Should the PSB sub-team be unavailable on site, the SET leaders are delegated the same powers so that no delays are incurred.

7. **Documentation.** All documentations as specified at Annex E will be used to action the liquidation.

Appendix 2
To Annex C
To 4000.1/LOG-28/1 (SRSG/FC)
Dated 28 December 1995

ASSET MANAGEMENT GROUP (AMG)
COMMS DECOMMISSIONING TEAM (CDT)

AIM

1. This Appendix outlines the system for decommissioning comms assets as an integral part of UNAMIR's Liquidation.

CONCEPT OF OPERATIONS

2. **Composition.**

- a. **Team Co-Leaders.** CCO and Ops O Sig Coy;
- b. **Members.** Site Log O/Sig O, Sect FSA.

COMMUNICATION PLANNING

- 3. The following underlying principles are to be fol:
 - a. Only one site is to be liquidated at any given time;
 - b. Generally, no overlapping of site liquidations to occur;
 - c. The following comms support will be provided to all site HQs during the liquidation:
 - (1) VHF Radio;
 - (2) HF Radio; and
 - (3) INMARSAT-C (Hard Copy); and
 - d. No telephone facility will be provided except RWANDA TEL (if existing).
- 4. A total of three mobile comms dets, self contained for 10 days, will be created by the CDT for the liquidation. The composition of the mobile dets are given at Flag A.
- 5. Mobile dets will reach the site under liquidation as per the liquidation schedule Annex G and relieve existing the static comms det. The details of the sequence of events are given in the comms liquidation schedule at Flag B.
- 6. The comms eqpt in the various sites will be closed down by the CDT.
- 7. The security for the CDT will be the responsibility of the OSCT.

8. Since security for the FM transmitter and radio repeaters at Mt Karongi is imperative there will be a requirement to provide a replacement for the NiCoy security team after their withdrawal. This aspect needs to be addressed by the LC.

9. The mobile det will fall back along with the rear party of each site.

List of Flags:

Flag A - Composition of Mobile Dets

Flag B - Comms Liquidation Schedule

Flag A
To Appendix 2
To Annex C
To 4000.1/LOG-28/1 (SRSG/FC)
Dated 28 December 1995

COMPOSITION OF MOBILE DETS (DCM TOYOTA BASED)

1. **Pers:**
 - a. 1 x JCO; and
 - b. 3 x OR.
2. **Comms Eqpt:**
 - a. INMARSAT - A/M;
 - b. INMARSAT - C;
 - c. RS HC (Simplex RTT);
 - d. RS HB;
 - e. VHF Motorola Base Station;
 - f. Bty 12V qty 6; and
 - g. Bty charger 500 W.
3. **Adm eqpt:**
 - a. Diesel;
 - b. Tentage;
 - c. Rations for 10 days;
 - d. Water for 10 days;
 - e. Personnel weapon;
 - f. Stove (with kerosene); and
 - g. Pers bedding and eqpt.

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COMMUNICATIONS LIQUIDATION PLAN

	SATELLITE	VHF	RURAL SHOOT	LAND LINES	REMARKS
04 Jan		1. Close down comms at Byumba. 2. Mov back to Kigali.	1. Close down rural shoot at Byumba. 2. Mov back to Kigali.		
05 Jan		1. Mov to Gikongoro. 2. Close down comms at Gikongoro.			
06 Jan	1. Mov to Gikongoro. 2. Dismantle VSAT at Gikongoro.	1. Close down comms at Gikongoro. 2. Mov back to Kigali along with main body.			1. Mob det 1 estb comms at Gikongoro.
07 Jan	1. Dismantle VSAT at Gikongoro.				
08 Jan	1. Mov VSAT from Gikongoro to Kigali along with rear party of MaliCoy.	1. Mov to Kibuye.			1. Mob det 1 to mov back to Kigali from Gikongoro along with rear party of MaliCoy.
09 Jan	1. Mov to Kibuye.	1. Close down comms at Kibuye.			
10 Jan	1. Close down VSAT at Kibuye.	1. Mov from Kibuye to Kigali.			
11 Jan	1. Mov VSAT from Kibuye to Kigali along with rear party.				

	SATELLITE	VHF	RURAL SHOOT	LAND LINES	REMARKS
12 Jan		1. Close down VHF comms at Ruhengeri. 2. Mov back to Kigali.		1. Instruct RWANDATEL to close down at Ruhengeri WEF 12 Jan.	
13 Jan		1. Mov to Shagasha.			
14 Jan		1. Close down comms for MaliCoy. 2. Reprogram radios of NiCoy.			
15 Jan		1. Mov back to Kigali along with main body of MalawiCoy.			
25 Jan		1. Mov to Kibungo. 2. Close VHF comms of GhanCoy.			
26 Jan	1. Mov to Kibungo. 2. Dismantle VSAT.	1. Mov from Kibungo to Kigali along with main body of GhanCoy-1.			1. Mob det 1 to estb comms at Kibungo.
27 Jan	1. Dismantle VSAT at Kibungo.				
28 Jan	1. Mov VSAT from Kibungo to Kigali along with rear party of GhanCoy-1.				1. Mob det 1 to mov back from Kibungo to Kigali along with rear party of GhanCoy-1.
24 Feb	.	1. Close down comms at tpt Wksp Light.			
03 Mar		1. Close down comms at Butare.	1. Close down rural shoot link Butare-Kigali.	1. Instruct RWANDATEL to close down at Butare WEF 04 Mar.	

	SATELLITE	VHF	RURAL SHOOT	LAND LINES	REMARKS
04 Mar		1. Close down comms at Gitarama.	1. Close down Kigali-Gitarama link.	1. Instruct RWANDATEL to close down at Gitarama WEF 05 Mar.	
05 Mar		1. Close down comms at Gisenyi.	1. Close down comms at Gisenyi.	1. Instruct RWANDATEL to close down at Gisenyi WEF 06 Mar.	
09 Mar	1. Dismantle VSAT at Nyundo.				1. Mob det 1 to estb comms at Nyundo. 2. Mob det 2 to estb comms at Shagasha.
10 Mar	1. Dismantle VSAT at Nyundo. 2. Mov VSAT from Nyundo to Kigali along with UNOE.	1. Close down comms at Nyundo.			
11 Mar	1. Mov to Shagasha.	1. Mov to Shagasha.	1. Mov to Shagasha.	1. Reel back line to prefect Cyangugu.	1. Mob det 1 to mov back to Kigali along with rear party of NiCoy (Nyundo).
12 Mar	1. Dismantle VSAT at Shagasha.	1. Close down comms at Shagasha.	1. Close down Shagasha-Cyangugu link.		
13 Mar	1. Mov VSAT from Shagasha to Kigali along with rear party of NiCoy.	1. Close down comms at Cyangugu.	1. Mov back to Kigali.		1. Mob det 2 to mov back to Kigali along with rear party of NiCoy (Shagasha).
14 Mar	1. Estb VSAT link to NY at Trafipro. 2. INMARSAT M and C to be stand by.	1. Mov back to Kigali. 2. Close down comms at Kibungo (MILOBS). 3. Close down comms at Engr Coy and MILOB HQ.	1. Close down rural shoot at Engr Coy.		

	SATELLITE	VHF	RURAL SHOOT	LAND LINES	REMARKS
16 Mar	1. Close down comms at Mt Karongi.	1. Close down comms at GhanCoy-2 loc. 2. Close down comms at Mt Karongi.	1. Close down comms at Mt Karongi.	1. Instruct RWANDATEL to close down tel at Amahoro bldg.	
17 Mar		1. Close down comms at CHU.	1. Close rural shoot at Canadian Helicopter unit.		
20 Mar	1. Close down all comm at Amahoro bldg.	1. Close down comms at Sig Coy. 2. Close down comms at Transit Camp. 3. Close down comms at Amahoro bldg. 4. Close down comms at Comms Compound.	1. Close down rural shoot Force Sig Coy-Amahoro. 2. Close down comms at transit camp.	1. Close down comms at transit camp.	
25 Mar		1. Close down comms at NORMED. 2. Close down comms at B & R. 3. Close down comms at Tpt Wksp Heavy.			
17 Apr	1. Close down VSAT at Trafipro. 2. Estb comms for Core Gp at Meridien.	1. Close down comms at 95 CMSG. 2. Close down comms at INDBATT. 3. Close down comms at MP Coy. 4. Estb comm for Core Gp.	1. Close down comms at Mt Rebeiro.	1. Instruct RWANDATEL to close down all UNAMIR ext.	
25 Apr	1. Close down Core Gp comm.	1. Close down comm for Core Gp.			

ASSET MANAGEMENT GROUP (AMG)
GENERATOR DECOMMISSIONING TEAM (GDT)

AIM

1. This Appendix outlines the system for generator decommissioning as an integral part of UNAMIR's Liquidation.

CONCEPT OF OPERATIONS

2. **Composition:**

- a. **Team Leader.** CGEN;
- b. **Members.** Site Log O, Sect FSA, Gen Mechanics.

3. The team will comprise of one x Mechanic and one x Electrician Field Service. The team will ensure Generators are disconnected and withdrawn at each site with the change over switch and, in some locs, will ensure that ELECTROGAZ power is restored. This excludes camps where tow Generators are installed. MILOB, NGOs and other UN agencies will be decommissioned IAW the master liquidation schedule at Annex G. Should there be a donation of generators, there may be a reshuffle of generators to meet camp requirement.

4. The generator unit will be self sufficient and conduct gen withdrawal using its integral Crane Truck.

5. All equipment returned will be prepared for shipment, donation or as otherwise instructed by the ASDT IAW the direction contained in the OSLI.

6. The liquidation of each site locs will be completed as per the master liquidation schedule at Annex G. The details are:

- a. **Sector 3 Gikongoro.** Two x Generators of two tons each;
- b. **Sector 2B Kibungo.** Two x Generators of two tons each;
- c. **Sector 5B Gisenyi.** Two x Generators of two tons each;
- d. **Sector 4 Shagasha.** Two x Generators of two tons each;
- e. **Sector 1B Gitarama.** Two x Generators of one ton each;
- f. **Sector 3B Butare.** One x Generator of one ton;
- g. **Sector 2A Byumba.** Two x Generators of one ton each;
- h. **Sector 5C Kibuye.** One x Generator of 700 Kg;

i. **Mt Karongi**. Two x Generators of one ton each; and

j. **Kigali**. TBI:

- (1) MILOB HQ;
- (2) MP COY;
- (3) CIVPOL HQ;
- (4) ENGR COY;
- (5) GHANCOY 2;
- (6) CHU;
- (7) TPT WKSP - BUTARE;
- (8) TPT WKSP LIGHT;
- (9) SIGS COY;
- (10) COMMS COMPOUND;
- (11) NORMED;
- (12) TRANSIT CAMP;
- (13) MERIDIEN;
- (14) CHEZ LANDO;
- (15) BELGIUM VILLAGE;
- (16) BROWN AND ROOTS;
- (17) TPT WKSP HEAVY;
- (18) Remaining KIGALI Locs;
- (19) 95 CMSG; and
- (20) INDBATT.

ASSET MANAGEMENT GROUP (AMG)
MIS / EDP DECOMMISSIONING TEAM (MEDT)

AIM

1. This Appendix outlines the system for MIS / EDP asset decommissioning as an integral part of UNAMIR's Liquidation.

CONCEPT OF OPERATIONS

2. **MEDT Composition:**

- a. **Team Leader.** CMIS; and
- b. **Members:**
 - (1) Mr. Wade Bowers - EDP Stores Supervisor;
 - (2) Mr. Alan Edwards - EDP Technician;
 - (3) Mr. Robert Raado - EDP Technician;
 - (4) Mr. Randolph Tebbs - EDP Assistant;
 - (5) Mr. Denys Rucyaha - MIS Assistant;
 - (6) Mr. Gulam Habib - EDP Technician;
 - (7) Site Log O; and
 - (8) Sect FSA.

TASKS

3. The primary tasks to be carried out during phase 2 to 3 is the retrieval of EDP equipment from all UNAMIR sites to a central warehouse location in Kigali, the verification of their immediate condition, performing on site write offs and the removal of issued eqpt from the charge of individual site managers. This will allow the SET to issue clearance certificates and effect site liquidation/closure.

4. These tasks are divided between the above listed personnel as follows:

- a. CMIS and Mr. Wade Bowers to lead the MEDT team assisted by Mr. Gulam Habib to form part of the task force visiting each site to retrieve equipment. Also, they are to take immediate records of items retrieved, missing or found in damaged condition;
- b. Mr. Alan Edwards and Mr. Robert Raado to run technical checks on

the condition of equipment received to determine the requirement for write-offs and inform the team leaders who will initiate the write-off vouchers on site. EDP/MIS eqpt will be written-off as required IAW the procedures laid out by the AMG and the OSLI.

- c. All write-offs will be carried out on site in the sectors and clearance certificates for EDP equipment will be issued once the equipment has been checked;
- d. Mr. Randolph Tebbs and Mr. Denys Rucyaha are to update the global record of EDP assets with all relevant details as equipment is retrieved and their conditions verified. All MIS/EDP staff available on the ground will participate in the refurbishment and packing of equipment retrieved which is still usable, not obsolete and are economical to ship. This will also include the packing and physical arrangement of equipment in containers for shipment; and
- e. Mr. Wade Bowers and Mr. Alan Edwards are responsible for the final condition of equipment packed in containers for shipment.

LOCATION OF EDP EQUIPMENT

5. Retrieval of EDP equipment to be carried out by the MEDT in all sectors of UNAMIR's operation. Final refurbishment and packing for shipment to be done at a central location in Kigali.

6. A list of the exact location of EDP equipment within UNAMIR broken down by site is attached as Flag A to this document.

7. IAW Annex G, the retrieval of EDP equipment from each site will be as fol:

- a. Sector 3 - D +31;
- b. Sector 2 - D + 36;
- c. Sector 5 - D + 41;
- d. Sector 4 - D + 46; and
- e. Sector 1 - D + 21.

8. The indicated timings for retrieval of EDP equipment would allow sufficient time for them to be checked to enable clearance certificates to be issued before the departure of UNAMIR elements. This schedule is carefully timed to avoid abrupt shutdown of computer operations in the sectors and does not preclude thinning out of EDP assets prior to the established schedule. In all cases, op concerns will take precedence over administrative requirements.

ASSETS REQUIRED

9. Assets to be retrieved from each site constitute computers, monitors, UPS', computer mouses, printers, cables and any other form of EDP equipment or

peripheral that has been issued.

10. The main means of retrieval of EDP equipment will be by road. In exceptional circumstances, arrangements may be made through the AMG for helicopter support. Transport in the form of two 4X4 Four Runners is to be provided to the MEDT on D + 3 to cart equipment. As necessitated by the type of handling required for EDP equipment, one additional vehicle is to be assigned to EDP Stores for transporting equipment within Kigali.

11. Requirement for containers is to be projected by the MEDT Team Leaders to the TMG Eqpt Team by D + 5.

REQUIREMENT FOR ON SITE TEAMS

12. MIS/EDP will not have any teams residing in the sectors or staying overnight. All EDP equipment to be retrieved into Kigali on scheduled days.

List of Flags:

Flag A - List of EDP Equipment by Site.

Flag A
To Appendix 4
To Annex C
To 4000.1/LOG-28/1 (SRSG/FC)
Dated 28 December 1995

LIST OF UNAMIR EDP EQPT BY SITE

1. Flag A includes a general listing of all major UNAMIR EDP assets broken out by site. A specific listing of all of the EDP eqpt database will be provided to the AMG IAW the direction contained in the OSLI.
2. Site listings of EDP eqpt are:
 - a. Sector 3:
 - (1) Site 1; and
 - (2) Site 2;
 - b. Sector 2:
 - (1) Site 1; and
 - (2) Site 2;
 - c. Sector 5:
 - (1) Site 1;
 - (2) Site 2; and
 - (3) Site 3;
 - d. Sector 4:
 - (1) Site 1; and
 - (2) Site 2;
 - e. Sector 1:
 - (1) MILOB HQ;
 - (2) MP COY;
 - (3) CIVPOL HQ;
 - (4) ENGR COY;
 - (5) GHANCOY 2;
 - (6) CHU;

- (7) TPT WKSP - BUTARE;
- (8) TPT WKSP LIGHT;
- (9) SIGS COY;
- (10) COMMS COMPOUND;
- (11) NORMED;
- (12) TRANSIT CAMP;
- (13) MERIDIEN;
- (14) CHEZ LANDO;
- (15) BELGIUM VILLAGE;
- (16) BROWN AND ROOTS;
- (17) TPT WKSP HEAVY;
- (18) Remaining KIGALI Locs;
- (19) 95 CMSG; and
- (20) INDBATT.

ASSET MANAGEMENT GROUP (AMG)
ACCOMMODATION AND REPAIR DECOMMISSIONING TEAM (ARDT)

AIM

1. This Appendix outlines the system to be used by the ARDT as an integral part of UNAMIR's Liquidation.

CONCEPT OF OPERATIONS

2. **Composition:**

- a. **Team Co-Leaders.** CBMS and FEO; and
- b. **Team Members.**
 - (1) Sector FSA;
 - (2) Site Log O;
 - (3) SO Maint;
 - (4) SO Accn;
 - (5) Legal Officer;
 - (6) Claims Assistant; and
 - (7) BMS Engineer.

TASKING

3. **Tasks - Stage 1.** (Pre D-Day). Forming of the team and identification of specific tasks.
4. **Tasks - Stage 2.** (D Day to D+30):
 - a. Verification of location of properties and assets. This task has already been partially completed by the FMG;
 - b. Negotiations with legal owners/legally appointed representative of the owner, concerning the return of hired or leased properties;
 - c. Check against the inventory, earmark UN engineering/BMS assets for donation/sale/repair/recovery and pass the donation/sale list to the ASDT for action;
 - d. **Defence Stores.** Develop a plan for the recovery/disposal of defence

stores at each location. This will require a physical inspection of these assets on ground to ensure that the proper engr plant eqpt is made avail during phase 2 and 3 of the OSLI;

- e. Major repair of all UN assets as well as hired/leased properties. This will involve the identification of the agency to perform the repairs and also require negotiations with the owners concerning repairs. The work will have to be done in conjunction with FMG; and
- f. Consider requests for cleaning/clearing of areas occupied by UNAMIR troops/MILOBS. This will also include identifying solutions to any environmental problems as well.

5. **Tasks - Stage 3.** (D+ 30 Onwards). Physical dismantling and minor repair of UN Engineering/BMS Assets which are required to be recovered. This task will be done by the ARDT.

SCHEDULING

6. Time Schedule for Stage 2:

- a. Sector 3 - D Day to D+ 3;
- b. Sector 2 - D+ 3 to D+ 7;
- c. Sector 5 - D+ 7 to D+ 11;
- d. Sector 4 - D+ 11 to D+ 15;
- e. Sector 1 - D+ 15 to D+ 19; and
- f. After D+ 19, compiling of data will be done and all documentation will be completed by D+ 21.

7. Time Schedule for Stage 3:

SECTOR/ LOCATION	REPAIR AND HANDOVER ACCN	DISMANTLING WEATHER HAVENS RUBHALLS	DESTRUCTION TRANSFER OF MATERIAL	ENVIRONMENTAL CLEAN UP	REMARKS
Sector 3	D+32 To D+36	D+34 To D+36	By D+ 35	By D+ 36	
Sector 2	D+ 37 To D+41	D+39 To D+41	By D+ 40	By D+41	
Sector 5	D+ 40 To D+ 46	N/A	By D+ 45	By D+ 46	
Sector 4	D+49 To D+52	D+ 49 To D+ 52	By D+ 51	By D+52	
CIVPOL MILOB & MP Coy	D+52 To D+53	N/A	D+52	D+52	
Force Engr Coy	D+61 To D+62	D+61 To D+62	D+61	D+61	
GhanCoy 2	N/A	D+66 To D+67	By D+65	N/A	

SECTOR/ LOCATION	REPAIR AND HANDOVER ACCN	DISMANTLING WEATHER HAVENS RUBHALLS	DESTRUCTION TRANSFER OF MATERIAL	ENVIRONMENTAL CLEAN UP	REMARKS
INDBATT Elms	D+ 64 To D+ 65	D+ 61 To D+ 62	N/A	By D+ 61	
CHU	D+63 To D+64	N/A	By D+63	By D+ 63	
Force Sig Coy	D+ 64 To D+71	N/A	By D+ 70	By D+ 70	
Comms Compound	D+81 To D+ 83	N/A	By D+ 81	By D+ 82	
NORMED	D+ 73 To D+74	N/A	By D+ 73	By D+ 73	
Transit Camp	N/A	D+73 To D+77	By D+ 77	By D+ 75	
B&R Camp	D+86 To D+ 87	N/A	By D+ 87	By D+ 87	
Tpt Wksp BUTARE	D+ 37 To D+ 37	N/A	By D+ 36	By D+ 36	
Tpt Wksp Light	D+ 42 To D+ 45	N/A	By D+ 43	By D+ 44	
Tpt Wksp Heavy	D+ 86 To D+ 89	N/A	By D+ 87	By D+ 88	
95 CMSG	D+ 93 To D+ 97	D+ 93 To D+ 96	By D+ 96	By D+ 96	
INDBATT and Core Gp	D+ 95 To D+ 97	D+ 93 To D+ 95	By D+ 96	By D+ 96	

DELEGATION OF AUTHORITY

8. There is a requirement for a to delegation of authority to the ARDT in order to speed up the work as well as to avoid lengthy paper work. This authority is delegated as fols:

- a. A comprehensive list of all assets recommended to be sold/ donated has been sent to UNNY for approval. In addition, the AMG is delegated the authority to write off any items up to and including the maximum value authorized for the CAO. Items of a higher value are to be referred to the LT for decision; and
- b. There are likely to be representations made by the owners of hired/ leased accommodations regarding repairs to be carried out to the various facilities. The ARDT is empowered to take decisions on site which will enable the repairing agencies to complete the job within the time line established at Annex G. This will also allow the ARDT to negotiate a settlement with the owners regarding various repairs. As a result, all appropriate signing authorities are delegated to the ARDT through the AMG Co-Leaders.

Appendix 6
To Annex C
To 4000.1/LOG-28/1 (SRSG/FC)
Dated 28 December 1995

ASSET MANAGEMENT GROUP (AMG)
COE / UNOE SHIPPING COORDINATION TEAM (SCT)

AIM

1. This Appendix outlines the system to be used to coord on site Tn requirements during the liquidation of Pax, COE and UNOE as an integral part of UNAMIR's Liquidation Plan.

CONCEPT OF OPERATIONS

2. **Composition:**

- a. **Team Leader.** CMCC and DCO 95 CMSG; and
- b. **Members.** CPO, SO Sup, SO TPT/Mov.

3. The movement of Pax, COE and UNOE stores from each site loc will be coord by the SCT IAW the direction contained in Annex B.

PERSONNEL INVOLVED

4. There will be a number of personnel involved in the movement of Pax, COE and UNOE from the site locs depending on the amount or type of Pax, COE and/or UNOE to be moved and the mode of transport to be used for their forwarding. The requirement will be coord by the COE and UNOE OSCT IAW Annex C and its Appendix 1. As a result, the main agencies involved for the movement of COE and UNOE are:

- a. COE and UNOE OSCT;
- b. CDT;
- c. GDT;
- d. MEDT; and
- e. ARDT.

RESPONSIBILITIES

5. As part of Annex B, a movement instruction appendix will be issued detailing the assigned responsibilities and specific requirements required for each sector's and their internal site's liquidation. The TMG Eqpt Team will be responsible for the overall movement of equipment while the Pax Team will be responsible to coord the move of all pax.

DEPLOYMENT PLANNING DATA SHEETS (DPDS)

6. The Eqpt Team members will visit all sites as soon as possible and complete DPDS for each site. The COE DPDS will detail all COE, including personal luggage. The UNOE DPDS will be prepared by the AMG sub teams as required.

7. On receipt of the COE DPDS the SCT will decide on the tn modes to be used to move eqpt from the site locs to the Container Storage and Veh Park (CSVP) area in Kigali and send all requests for tn support directly to the Eqpt Team LLOC. At the same time the TMG will liaise with FALD UNNY on the repatriation of COE and Contingent Pax to home locs and the movement of UNOE to other destinations.

8. The movement of UNOE will occur throughout phase 1 to 4 dependent on avail vessel and air charter. It is important to note that the movement of COE and UNOE must occur IAW the schedule established at Annex G so as to not create a backlog in Kigali. Materiel will not be in long term storage except as auth by the TMG.

MODAL DECISION

9. A modal decision for the move from the Site to either the CSVP or warehouse area will be made by the Eqpt Team based on the fol:

- a. Time Frame;
- b. Equipment to be moved. ie: sensitivity of the equipment, amount to be moved etc including it's depreciated value;
- c. Available Tn assets;
- d. Security situation;
- e. Whether the shipment is COE or UNOE; and
- f. Destination.

PACKAGING/MOVEMENT OF EQUIPMENT

10. There is limited MHE in theatre therefore this is a major restriction on our capability to move equipment and affects the mode of tn to be used for the movement of materiel. As a general rule and in keeping with the OSLI direction, UNOE/COE will be moved in 20 foot ISO containers.

11. IAW the policy laid out at Annex B Appendix 2, the general tn concept to be fol by the SCT and Eqpt Team is:

- a. COE moved using air modal assets from the CSVP area to its final destination will be moved directly to KIA. Processed COE can commence being moved as soon as it is avail for movement (ie the out survey is complete and it has been coord with the SCT). COE moving by sea will be moved using containers.
- b. UNOE moving by Air will generally be moved in 20 foot ISO

containers from the CSVP area to its final destination. The movement of UNOE from the warehouse loc to the CSVP area will be coord with the Eqpt Team.

- c. All UNOE items will be transported to the various self accounting warehouses for repackaging and re-stuffing into containers for subsequent transport to their final destinations;
- d. BMS stores, EDP, Gen and Comms eqpt will move to their respective compounds for manifesting and re-stuffing to their final destinations either using their integral allocated tn assets or as coord with the on-site SCT IAW the direction set out at Annex C; and
- e. Serviceable COE and UNOE tn assets will be self driven to the CSVP area and handed over to the TMG Eqpt Team in preparation for forwarding to their final destinations IAW the procedures laid out at Annex B Appendix 2.

12. UNOE/COE which is to be moved from the site loc will be packaged as fol:

a. COE and UNOE from Site loc to Kigali:

- (1) OSCT will clear COE and UNOE items for movement;
- (2) on site manpower will be used to stuff containers as long as they are avail;
- (3) SCT will supervise the stuffing of containers to ensure proper weight distribution;
- (4) The preparation of a Manifest List (COE) or a Packing List (UNOE) will be done by the OSCT and assisted by the SCT as necessary;
- (5) Containers will be sealed and locked by the SCT;
- (6) SCT will coord the requirement for tn lift with the OSCT and the LLOC as required and establish an estimated date of movement for all pax and materiel. All materiel going by air are to be moved directly to KIA;
- (7) SCT is to be provided the keys and four copies of either the Manifest Lists or Packing Lists; and
- (8) The OSCT is to ensure that one copy of the manifest is placed inside the container and that one is attached to the outside of the container using a system approved of by the Eqpt Team;

- b. Movement of Comms, EDP and Gen Eqpt. This materiel will be moved directly to the appropriate warehouse, using either the CDT, GDT and/or MEDT's integral tn assets, where they will be consolidated and restuffed into containers for transshipment. The Eqpt

Team will be contacted when they are ready for movement;

RESPONSIBILITIES

13. Responsibilities of the SCT are as fol:
 - a. Coordinating the movement of Pax, UNOE and COE from the Site locs to Kigali;
 - b. Confirming container requirements in conjunction with the OSCT;
 - c. Ensuring all items are packaged correctly for movement at the site;
 - d. Coord the tasking of all tn assets as required in support of site liquidation;
 - e. Establishing the SCT as required;
 - f. Clearing items for movement by road;
 - g. Providing Movement Control along the Lines of Communication;
 - h. Advising on, documenting of and checking of Dangerous Cargo for movement;
 - i. Processing all pax for movement;
 - j. Act as central point of contact for all TMG matters on site.

Appendix 7
To Annex C
To 4000.1/LOG-28/1 (SRSG/FC)
Dated 28 December 1995

ASSET MANAGEMENT GROUP (AMG)
ASSET SALE / DONATION TEAM (ASDT)

AIM

1. This Appendix outlines the system to be used for the selling and donation of all UNAMIR and COE assets as an integral part of UNAMIR's Liquidation.

CONCEPT OF OPERATIONS

2. **Composition:**

- a. **Team Leaders.** CPO and CFO; and
- b. **Members.** CCO, CGEN, D/SUMMO, Legal Offr.

TASKS.

3. The fol tasks are assigned to the ASDT:
- a. Identify assets for sale/donation;
 - b. Secure an on site holding area for all UNOE/COE that is to be sold;
 - c. Coord all administrative requirements with the AMG as required;
 - d. Prepare all related documentation to effect the sale/donation of UNOE/COE; and
 - e. Implement the sale/donation programme to meet the time lines established at Annex G.

TIMINGS

4. Since UNNY is the Authority that will decide what categories of UNOE will be sold/donated, and the extent of the sales, the timing of identification/sale/donation of UNOE will be determined at a later stage. Contingents will decide which COE will be donated but this will be coord with the ASDT so that all sales/donations occur as part of this programme and within the time line ident at Annex G.

DELEGATION OF AUTHORITY

5. The on site COE/UNOE OSCT are delegated the authority to sell/donate items of a permanent fixture nature which will only be disposed of on site. No items will be brought back to Kigali for sale/donation.

DOCUMENTATION

C7-1/2 C:\DATA\SOLOG\CLOSURE\OSLI-ANX.C7

6. One copy of documents as shown at Annex E in connection with any temporary custody, destruction or any write-off action must be forwarded to Procurement Section by the ASDT.

FACILITIES MANAGEMENT GROUP (FMG)

AIM

1. The aim of this Annex is to provide the special policies necessary to close out all UNAMIR facilities as part of the UNAMIR Liquidation Plan.

GENERAL

2. The OSJI directs that a FMG be formed to oversee all UNAMIR facilities close out forming part of the liquidation process. The tasks and participants for this WG are outlined at ref. CBMES and SO Accn were appointed as Co-chairmen.

CONCEPT

3. For FMG purposes, the liquidation process is divided into three stages:
 - a. **Stage 1 - Planning Stage.** This stage is ongoing and mainly involves the development of the facilities liquidation plan and the preparation of the required database;
 - b. **Stage 2 - Execution Stage.** This stage begins on D-Day.
4. In order to account for all facilities related activities, teams will be formed to coordinate specific aspects of the Liquidation Plan. Each team Co-Leader will be responsible for structuring his team in order to execute their tasks for which they are solely responsible.
5. During Stage 1, each team will report to the Coordination Team / Co-Leaders and will develop the plans for specific areas of responsibilities. During the Stage 2, the Co-ordination Team / Co-Leaders will be responsible for coordinating all facilities liquidation activities. Through the Co-ordination Team / Co-Leaders, each team will ensure the efficient and timely execution of their part of the plan.
6. The Coordination Team will synchronise the activities of its various teams and will ensure the liaison between each team and Co-Leaders. If for any reasons the Co-Leaders are not available, the Co-ordination Team will take over their responsibilities.
7. Innovation, flexibility and cooperation will be essential to ensure the effective execution of the Liquidation Plan. Procedures, rules and regulations will be adjusted in order to expedite operations and a full delegation of authority from the CAO is granted. Also, normal lines of responsibilities will be adapted to fit peculiar requirements of the liquidation process.

GROUPINGS AND TASKS

8. Co-Leaders. CBMES (Mr M. Lessanu) and SO Accn (Capt Norbert

Steiner) have been appointed as Co-Leaders of FMG. Their main task is to execute the Facilities portion of the Liquidation Plan.

9. **Delegations of Authority:**

- a. Co Leaders of the FMG are granted the authority to decide whether the amount of repairs to be performed at UNAMIR's expense and/or the amount of money to be paid to compensate for any obligations which UNAMIR may have towards the owners. They are also entitled to sign the Fac Hand - Over Documentation attached as Appendices;
- b. Co-Leaders of the Accn / Repair Decom Team (ARDT) have the authority to decide whether BMS assets are to be recovered, destroyed, written off or donated and also have procurement authority to locally purchase materials for repairs necessary to close out a facility; and
- c. Co-Leaders / Coordination Team also have the complete authority over the issues listed at para a and b.

10. **Coordination Team:**

- a. **Team Co-Leaders.** BMS (Eng M. Sobec) and CFSA;
- b. **Tasks - Stage 1.** Forming the teams and developing tasks for them;
- c. **Tasks - Stage 2.** Supervising the evacuation process for the liquidation of facilities and synchronising all team activities.

11. **Facilities Survey Team:**

- a. **Team Co-Leaders.** BMS (Accn) and CFSA;
- b. **Members.** SO Accn, BMS (Eng Alan / Andrew), B&R (5-6 pers.), Sector FSA , Legal Officer and CO Engr Coy;
- c. **Tasks - Stage 1.** Validate the facilities liquidation time lines ident at Annex G;
- d. **Task - Stage 2:**
 - (1) BMES (Accn), SO Accn, Sector FSA survey and prepare a list of all living and office Accn as well as other facilities which are due to liquidate NLT D + 15;
 - (2) BMS (Accn), SO Accn, Sector FSA, Legal officer, BMS (Engr) will design standardised documentation to assist in the survey. It shall include the fol:
 - (a) A copy of the rental contract with all available details (location, owner, occupancy, time of occupancy, the amount of rent and other stipulated obligations);
 - (b) An engr report with a list of damages and a list of possible

repairs along with an assessment of probable costs;

- (c) All claims against a facility must be included in the file to enable the team to evaluate their validity on site;
- (d) Handover forms prepared in a tri-lingual format (Kinyarwandease, English and French);
- (e) Decide on the possible compensation to be provided should the costs of repairing the facility be prohibitive or not adviseable;
- (f) Include site specific recommendation in preparation for the signing over of the facility;
- (g) A Verification of the status of payment for both rent and utilities; and
- (h) Bbecome the sign-over team of the ARDT tasked with handing over facilities during Phase 2 and 3 of the liquidation.

12. **Transit Management Facilities Team (TMFT).**

- a. **Team Co-Leaders.** OC B Coy (Transit Camp Cmdr) and BMS (Eng);
- b. **Members.** SO Accn, BMS (ACCN), OC Eng Coy, OC GhanCoy 2, Camp Cmdt (Amahoro), 95 CSMG rep, Procurement rep and FCU;
- c. **Tasks - Stage 1:**
 - (1) The TMFT is to be operational by D + 15. Co-Leaders in liaison with TMG Pax and Eqpt Team will develop and permanently update a plan of occupancy for personnel and equipment during the liquidation process. Maps must provide the number of living Accn as well as forecast their potential for use as a CSVP. The following locs must be surveyed:
 - (a) Transit Camp;
 - (b) B&R Camp;
 - (c) Trafipro;
 - (d) Log Base;
 - (2) Validate the time lines ident at Annex G;
 - (3) Contract for and obtain a CSVP which can be activated on D-Day;
 - (4) The TMFT is to prepare the facilities for receiving personnel,

vehs and equipment. Liaison with the TMG will be required to ensure that all aspects of design are incorporated to ensure full use of the new facility is obtained;

- (5) Manage all liquidation facilities to cater to all transiting personnel and equipment requirements during the liquidation process;
- (6) Maintain all facilities in good condition to be able to receive personnel and equipment in the approved transit schedule. This is to include the provision of living quarters, bed, rations and water for all transiting personnel as well as the required security of all liquidation facilities; and
- (7) Liaise with the TMG Eqpt and Pax Teams concerning the requirement for and the time table for transiting military and civilian personnel and for the quantity of equipment in transit during all Phases of the liquidation.

PROPERTY CONTROL GROUP (PCG)

AIM

1. This Annex will lay out the UNAMIR property policies and procedures which are to be followed during UNAMIR's liquidation.

GENERAL

2. The policies and procedures outlined in this annex will be implemented by the AMG and its sub-teams. It is envisaged that the establishment of a SET will facilitate the process and provide the necessary focal point under the Co-Leadership of CPCIU and SO Sup. Specific team composition and tasks can be found at Annex C Appendix 1. The Site Extraction Team (SET) designated members are to be passed in writing to the Co-Leaders by D + 15:

DELEGATION OF AUTHORITY

3. The SET have the authority to direct the disposal of all items on behalf of the Local Property Survey Board. Should the PSB sub-team be unavailable on the ground, the decision will be made by the SET Co-Leaders.

INVENTORY CONTROL

4. As of D + 3, all self accounting units must provide the COE/UNOE OSCT with their consolidated inventory on diskette using the format already established by CPCIU for UNAMIR. All documentation regarding movement of their equipment is to be forwarded to the OSCT immediately for updating the central data bank. Responsibility for the equipment and the issue of PT 107 and all other requested documentation remains with the CDT, GDT, MEDT and ARDT respectively.

SCRAP YARD

5. The FMG, ASDT and the Procurement Section are to arrange for a suitable secure UNAMIR scrap facility to be made available in Kigali, which will house all items designated for storage or disposal. The ASDT is to arrange for the sale of all items to be disposed of locally in line with the OSLI direction.

LIQUIDATION PROCEDURES

6. The last date for any write off action of any or all COE or UNOE eqpt will be fifteen days prior to the main body departure date from the site. Write-Off action WILL NOT take place after this date unless auth by the OSCT. The SET will be made available to each contingent to complete this action.
7. All UNAMIR warehouse or self accounting units are to provide a complete list of all UNOE in each site and contingent location, to the OSCT NLT D + 15. This will include EDP, Transport, BMS, Gen and Comms eqpt. Once this list is

compiled by the OSCT, it will be forwarded to each contingent or MILOB location and Site FSAs for verification and must be returned NLT D + 18. This list will be the master list for the return of all UNOE from the sites. Any discrepancies must be supported by documentation ie: return vouchers or WOVs.

8. 95 CMSG and the warehouse staff are to determine what UNAMIR stocks can be written-off in order to minimize shipping requirements prior to packing. The OSCT is to be contacted to arrange for the write-off procedures to be initiated. It is projected that all write-off for UNAMIR Kigali based elements will be completed by the end of Phase 2 (D + 50).

OUT SURVEY MEETING

9. All Phase 2 and 3 elements will have a meeting with the OSCT on D + 3. This meeting is to be attended by 95 CMSG warehouse personnel as it will ensure that the on site Out Survey elements will be carried out swiftly and accurately. The OSCT will inform all elements of their responsibilities and confirm all of the necessary documentation required for the liquidation at this meeting.

CONTAINER REQUIREMENTS

10. All Phase 2 and 3 elements are to ensure that the TMG has their requirements for containers to effect their liquidation as soon as possible from the date of issue of this instruction but NLT D + 2. The requirement is to identify both COE and UNOE stores that will need to be returned to the warehouse.

11. Containers will be delivered by the TMG to each site as soon as MHE and the containers are available:

- a. The TMG shall coord the delivery of all containers to arrive sufficiently early. All containers are to be at each site within 15 days of the units final departure date and NLT the time lines laid out at Annex G;
- b. Containers which are to be picked up will be the responsibility of the TMG Eqpt Team IAW Annex B. This operation must be completed NLT the time lines laid out at Annex G; and
- c. No container is to move from the contingent location unless it is secured with a padlock and accompanied by a Packing or Manifest Lists properly certified by the SET.

SET ACTION AT CONTINGENT LOCATIONS

12. The SET will be deployed to each site IAW the schedule laid out at Annex G. The SET can expect to be at the contingent locations for a period of five days and must be self contained for their needs. All COE/UNOE identified during the Out Survey Meeting of D+3 is to be repatriated without exception. This is to be confirmed during each of the coord conf to be held on site by the LC IAW the schedule laid out at Annex G. The fol policies will apply:

a. **Out Survey of COE:**

- (1) As each container is filled with COE, it will be locked and secured by the OSCT for deployment to Kigali. All COE must be clean and serviceable prior to entry into the containers. The responsibility for the cleanliness and serviceability of all stores rests with the site Log O;
- (2) Any COE that is required to be kept out until the last minute will only be Out Surveyed when it actually enters the containers. If necessary the last container will only be secured on the day that the main body moves to Kigali;
- (3) The SET team are to ensure that no ammunition, weapons, weapon parts, UNOE or Personal Effects are included in these containers; and
- (4) The SET are responsible for the fol:
 - (a) The locking of all the containers with COE prior to dispatch;
 - (b) That the Manifest List for each container is correct;
 - (c) A copy of the Manifest List for each container is returned to the OSCT and the SCT of the AMG;
 - (d) Keys for each container are provided to the SCT of the AMG; and
 - (e) The final Out Survey document preparation which will be collected by the unit CO at the OSCT/PCIU offices as shown at Annex H on the last day of the "Out-Survey Documents".

b. **Return of UNOE:**

- (1) A RT provided by the SET will be deployed to each site loc IAW the schedule laid out at Annexes G and H. The RT can expect to be at the contingent locations for a period of five days. All UNOE to be returned must be made available as outlined in the Out Survey Meeting held on D + 3 and confirmed during the coord conference in each site loc IAW Annex G. The ARDT will handle all stores that belong to BMS and the CDT, GDT and MEDT will handle all of their related stores
- (2) As each container is filled with UNOE, it will be locked and secured by the SET for deployment to Kigali. The SET are to ensure that there is a correct Packing List for all containers with UNOE. All UNOE must be clean and serviceable prior to entry into the containers. The responsibility for the cleanliness, serviceability and correct packing of all stores rests with the site Log O;
- (3) BMS equipment will be packed and returned by a the ARDT;
- (4) Any UNOE that is required to be kept out until the last minute will only be entered in the Packing List when it actually enters the containers. If necessary the last container will only be secured on the day that the main body moves to Kigali;
- (5) All UNOE equipment including tn spare parts but excluding EDP, Gen, Comms and BMS will be returned in this manner to the warehouse at Trafipro. This equipment will be re-routed to the respective sections for final disposal and packing;
- (6) Clearance Certificates for the return of all UNOE will be completed on the ground by the SET. Finance clearance is to be completed separately by the site CO in Trafipro. **THE CLEARANCE CERTIFICATE IS NECESSARY TO OBTAIN FINAL OUT SURVEY DOCUMENTS FROM THE OSCT.**
- (7) That the Packing List for each container is correct and a copy for each container is returned to the warehouse;
- (8) All non installed equipment from other sections is to be accounted for and returned to the warehouse for their collection; and
- (9) The RT are to pass the keys for each container to the SCT who will subsequently pass them to the warehouse; and

RESPONSIBILITIES

13. The return of all UNOE stores will remain the responsibility of the OSCT warehouse staff. No further equipment will be issued beyond D-Day except consummables. In only exceptional circumstances will additional equipment be

issued as auth by the LC. All site Log O are to ensure that they carry enough reserves of all line items to see their contingent through to their repatriation date. The OSCT are to provide a complete list of all UNOE (General Services Category) at each site loc to the SET NLT D + 15.

14. On D-Day D/SUMMO is to provide the OSCT a complete list of all non-expendable and special items held in the General Services Category in order to reconcile it with the PCIU databank. They will also establish a full cost inventory of all line items held in the warehouse. Cost of all items must be obtained by working in conjunction with the Procurement Section.

15. The SET must provide the OSCT with a complete breakdown of all line items with costs when required, to determine disposal policy. Disposal policy will be as directed by the OSLI and the LTF.

16. Once the disposal policy is determined, the OSCT will arrange for the disposal of all line items designated.

17. The OSCT will arrange with the TMG to have enough containers made available to pack any line items not designated for disposal locally. Use of containers arriving from contingent locations can be an additional source of these containers as coord with the TMG Eqpt Team.

18. During Phase One (D to D+30) of the liquidation, all line items that are to be transported out of theater are to be packed while only a reasonable amount of supplies are to be kept out for elements remaining in Kigali.. Different classes of supplies are not to be mixed in containers wherever possible.

19. The OSCT will provide packing materials such as cartons, tape, bubble wrap to all sites in sufficient quantity and time as demanded by either the TMG, AMG or site Log O. The OSCT will also ensure that there are sufficient packing materials for the packing of all UNOE stores in Kigali.

20. It is the SET's and SCT's responsibility to ensure that whatever UNOE stores due for transportation are correctly packed.

21. All non line items returned to the warehouse are to be cleared from the warehouse shortly after arrival and forwarded to the respective section.

PROCEDURES FOR SELF ACCOUNTING UNITS

22. All self accounting units (Tn, Comms, Gen, EDP and BMS) will be responsible for the packing and documenting of their own equipment. They are to ensure that they demand the required quantity of containers from the TMG to meet their needs. All units are to ensure that the containers being forwarded have the relevant Packing List enclosed. Copies of all packing lists for each container are to be forwarded to the OSCT (for databank insertion) and the TMG Eqpt Team (for forwarding and clearing). No container will be accepted into the CSVP run by the FMG without a properly completed Packing List. These units will also be responsible for forwarding any additional documentation to the relevant locations.

FREIGHT CONTROL UNIT

23. The FMG Transit Management Facility Team (TMFT) are responsible for the establishment of a secure area for the storage of containers that are ready for forwarding. No container will be accepted into this yard without a valid PACKING LIST (UNOE) or MANIFEST LIST (COE). These lists are to be retained for use by the TMG Customs Team and have all the avail information requested on them. Standard customs procedures are to be followed by FCU in accordance with their documentation produced on 26th November 1995.

DOCUMENTATION

24. Below is a list of all the documents required to carry out all of the functions required in the liquidation. These documents need to be filled out accurately and legibly:

- a. **Write Off Voucher (WOV)**. For write-off action of all UNOE and COE equipment (for COE the use of one WOVS for each category of equipment is required). A Write-Off Voucher Annex to be used when more than five items are to be written off;
- b. **Board of Survey Form**. Lists all items for write off to be inspected by the OSCT Board of Survey;
- c. **PCC**. Provisional Condemnation Certificate for write off of technical items;
- d. **Manifest List for COE**. To list the contents for all COE containers;
- e. **Packing List for UNOE**. To list the contents for all UNOE containers whether moving to Kigali or out of the Mission;
- f. **Handover/Takeover Certificate**. This is to be used for any/all equipment that is to be re-issued to Rear Party personnel or handed over to other UN agencies. A signature is required on the attached list;
- g. **Temporary Custody Certificate**. To be used in the donation of any/all equipment to other persons or agencies outside of UNAMIR. A signature is required on the attached list;
- h. **Clearance Certificate**. To be signed by a representative of the OSCT to attest that all UNOE has been returned by the site; and
- i. **Destruction Certificate**. Certifying that all equipment designated for destruction has been destroyed. A signature certifying that the destruction has occurred is required;

List of Appendices:

Appendix 1 - Write Off Voucher (WOV)
Appendix 2 - Board of Survey
Appendix 3 - Provisional Condemnation Certificate
Appendix 4 - Manifest for COE
Appendix 5 - Packing List for UNOE
Appendix 6 - Handover/Takeover Certificate

Appendix 7 - Temporary Custody Certificate
Appendix 8 - Clearance Certificate
Appendix 9 - Destruction Certificate



Appendix 1

To Annex E

To 4000.1/LOG-28/1 (SRSG/FC)

Dated 28 December 1995

WRITE-OFF VOUCHER (WOV)**PART I**

Requesting Unit: _____

WOV: _____

Location: _____

Date: _____

TO : OSCT Co-Leader

Request authority to temporarily adjust unit ledger for items listed until final authorisation for Write-Off is received. Reasons for the Write-Off are (include a summary of the incident, including date, time and location):

Reason: _____

Location of incident:

Date:

Time:

Part No.	Description	Cat It No	Qty	Unit Price US \$	If COE Date in	Total Cost US \$

PART II

TO: Commanding Officer. Authority granted to adjust unit ledger by the quantities of items listed.

OSCT Co-Leader_____
Date

PART III

Write-Off approved.

Disposal Action: UNAMIR LIQUIDATION

Item: _____

ref: UNAMIR LIQUIDATION/SB/MINS _____

CASE No.: _____

UNAMIR Liquidation Team, for CAO

Date: _____

PART 5 -ANNEX A TO WOV NO.: _____

[illegible]

Appendix 2

To Annex E
To 4000.1/LOG-28/1 (SRSG/FC)
Dated 28 December 1995

BOARD OF SURVEY
ITEMS FOR WRITE-OFF

OWNED BY: _____ LOCATION: _____ WOV NO. _____

UNOE / COE:

*** In case of COE state date of entry. In case of UNOE, state date of receipt in the column "DESCRIPTION"**

ITEM NO.	STOCK NO. DECAL NO.	IF COE CATEGORY / ITEM NO. DATE OF IN -SURVEY	DESCRIPTION DATE OF ENTRY / RECEIPT	QTY	UNIT VALUE	TOTAL VALUE	RECOMMENDATIONS

COE/UNOE OSCT
Member

OSCT TENTAGE
EXAMINER
SO ACCN

UNIT LOG OFFICER

OSCT Co-Leader

Appendix 3
To Annex E
To 4000.1/LOG-28/1 (SRSG/FC)
Dated 28 December 1995

PROVISIONAL CONDEMNATION CERTIFICATE
(WRITING-OFF TECHNICAL INVENTORIED ITEMS)

Date: _____ PCC No.: _____

SECTION I - GENERAL INFORMATION

1. Originator: _____ 2. User Unit: _____
3. Work Order No.: _____ 4. Unit Service Request No.: _____

SECTION II - DESCRIPTION OF MATERIEL TO BE CONDEMNED

5. Description: _____
6. Make: _____ 7. Model: _____ 8. Country of Origin: _____
9. Registration / Decal No. UNAMIR: _____ 10. Serial No.: _____
11. Material owned by: _____ 12. Year of Manufacture: _____
13. Hours of Operation on entry to UNAMIR: _____ (Actual / Estimated)
14. Date Material placed into UNAMIR Service: _____ (Actual / Estimated)
15. Duration of UNAMIR Service: _____ (Actual / Estimated)
16. Hours of Operation at time of PCC: _____ (Actual / Estimated)
17. IN - SURVEY: Date: _____ Category: _____ Line Item No.: _____
18. OUT - SURVEY: Date: _____ Category: _____ Line Item No.: _____

SECTION III - FINANCIAL DATA

19. Original Purchase Price US \$: _____ (Actual / Estimated)
20. Estimated Value at Time of PCC US \$: _____ (Actual / Estimated)
21. Scale of Depreciation Used: _____ 22. Cost of Repairs US \$: _____

SECTION IV - FOR ACCIDENT DAMAGE ONLY

23. MP Report No.: _____ Report Sent to: _____ Date: _____
24. If No Investigation Made Give Reasons and Suspected Cause of Damage: _____

SECTION V - EXAMINER'S RECOMMENDATIONS

26. Recommendations for Disposal: _____

27. Reasons for Recommendations: _____

(NAME) (APPOINTMENT) (DATE)

SECTION VI - CONTINGENT RECOMMENDATIONS

28. The Contingent AGREES / DISAGREES with the Recommendation for Condemnation and Disposal as per Section V. If Contingent Disagrees, See: _____ (attached)

(NAME) (APPOINTMENT)

SECTION VII - PROPERTY SURVEY BOARD DECISION

29. Decision: _____

UNAMIR LIQUIDATION PSB MINS/: _____ ITEM: _____ OF: _____

CASE NO. _____

30. Disposal Action: _____

(Name) (APPOINTMENT) (Date)

Appendix 4
To Annex E
To 4000.1/LOG-28/1 (SRSG/FC)
Dated 28 December 1995

MANIFEST LIST FOR COE ONLY
CONTINGENT: _____

CONTAINER NO (DECAL and/or ID NO) _____

[illegible]

Appendix 5
To Annex E
To 4000.1/LOG-28/1 (SRSG/FC)
Dated 28 December 1995

PACKING LIST FOR UNOE ONLY

SECTION: _____ **PACKING LIST NO.:** _____ **DATE:** _____
CONTAINER NO.: (ID and/or DECAL NO.): _____ **SEAL NO:** _____ **DESTINATION:** _____

DECAL / STOCK	DESCRIPTION	QTY	UNIT DEP VALUE	TOT DEP VALUE	SERIAL NO	REMARKS



Appendix 6
To Annex E
To 4000.1/LOG-28/1 (SRSG/FC)
Dated 28 December 1995

CERTIFICAT NO.: _____

Date: _____

HANDOVER / TAKEOVER CERTIFICATE

CERTIFICAT DE CESSION / REPRISE

This certificate is established to attest that has
handed over to: _____ the UN equipment as per the
attached list.

A survey has been carried out for internal agreement.

Ce certificat est établi pour attester que a
cédé l'équipement, dont la liste est jointe, à: _____.

Un inventaire a été établi pour agrément.

NAME and SIGNATURE of the
CONSIGNEE

NAME and SIGNATURE of the
CONSIGNOR



Appendix 7
To Annex E
To 4000.1/LOG-28/1 (SRSG/FC)
Dated 28 December 1995

CERTIFICATE No: _____

DATE: _____

TEMPORARY CUSTODY CERTIFICATE

**THIS DOCUMENT CERTIFIES THAT THE ATTACHED LIST OF ITEMS
HAS BEEN PLACED IN THE TEMPORARY CUSTODY OF:**

NAME & SIGNATURE
of the CONSIGNEE

NAME & SIGNATURE
of the CONSIGNOR



Appendix 8
To Annex E
To 4000.1/LOG-28/1 (SRSG/FC)
Dated 28 December 1995

CLEARANCE CERTIFICATE

This certificate is established to attest that _____
has returned all the UN equipment in its/their possession before leaving
UNAMIR on the _____.

Ce certificat est établi pour attester que _____ a
retourné tout l'équipement des Nations Unies en sa/leur possession avant de
quitter la MINUAR le _____.

SECTION / UNITS	SIGNATURE
Transport Section:	
Communications Section:	
MIS / EDP:	
BMS:	
Generator Unit:	
Property Control Unit:	



Appendix 9
To Annex E
To 4000.1/LOG-28/1 (SRSG/FC)
Dated 28 December 1995

DESTRUCTION CERTIFICATE

DATE: _____
CERTIFICATE No. _____

Item	Description	Qty	Value	Total	Decal / Serial	Method of Destruction

Page ____ of ____.

LOGISTICS OFFICER

OSCT Co-Leader

COE/UNOE OSCT Member

AIM

1. This Annex contains specific direction to UNAMIR support elements concerning the quantity and level of support to be given to all UNAMIR elements as a result of UNAMIR's Liquidation Plan.

GENERAL

2. The level of support to all dependancies must remain throughout the liquidation time line. As a general rule, the existing level of support must be maintained throughout the liquidation process although as each site within UNAMIR liquidates and we reconfigure to our end state posture, a gradual and permanent weening of support to agencies outside of Kigali will occur.

SERVICE AND SUPPORT

3. **Supply.** Normal supply procedures will be used to demand all materiel using the Q1 demand form. Approval auth for all classes of materiel will not change as a result of the liquidation.

4. **Fuel.** Bulk fuel will continue to be provided to all sites IAW the schedule laid down at Annex G and H. These deliveries will be terminated at a pre-arranged time to ensure that all of the fuel within each given site is used up prior to that site's liquidation. Should additional fuel be required, sites will submit their requests through the LLOC who will provide POL using either jerry cans or 45 gal drums. For those Kigali based elements drawing fuel from SS Kigali, Iveco, Log Base or Trafipro, the liquidation plan will see the closure of each of the sites once fuel reserves are used up. Deliveries will be ceased IAW the schedule laid out at Annex G and they will be allowed to make issues until their stocks are used up. They will close as fol:

- a. Iveco;
- b. SS Kigali;
- c. Log Base; and
- d. Trafipro.

5. **Maintenance.** The maint, repair & rec policies and procedures to be undertaken prior to and during the liquidation are as fol:

- a. **Recovery of Unserviceable COE and UNOE.** All UNAMIR elements are to carry out a first line survey of vehicles and eqpt assigned to them to determine their serviceability. A list of items which are considered irreparable is to be submitted to the TMG Eqpt Team. The submission is to include all pertinent details concerning the unserviceable vehicles or eqpt (description of the item to include the "Brand Name", the Serial/Decal number, model, year of manufacture,

year of purchase and any other necessary information, including ownership of the veh/eqpt [COE or UNOE]);

- b. Upon receipt of the unserviceable veh and eqpt listing from all UNAMIR elements, the Eqpt Team will recover all unserviceable vehs from the site locs to Kigali. As a general rule, vehs and eqpt remaining in site locs are those able to move unaided regardless of their ownership (COE or UNOE);
- c. **Segregation of Maintenance Assets.** Maintenance Officers are to make inventories of all UNOE and COE maintenance eqpt and spare parts. UNOE, once removed from that sites' charge will be move to the Kigali warehouse where it will be picked up by the CITMM. Inventories are to be submitted to the Eqpt Team and SO Maint who will retain them on file;
- d. **Equipment Write-Offs & Disposal.** Procedures for the condemnation of vehs and eqpt are to follow the procedures at Annex E. Technical UNOE and COE shall not be combined on the same WOV and/or Provisional Condemnation Certificate (PCC) as they must be identified and accounted for separately; and
- e. **Repair, Recovery & Maint During Movement.** The TMG Eqpt Team is to ensure that one Hvy Wrecker is put on standby throughout the liquidation to take care of any possible breakdowns during the move from each site. The Eqpt Team will also ensure that an MRT is avail as required.

6. **Transportation.** The tpt policy for the period prior to and during liquidation will be as fol:

- a. **Prior to Liquidation.** The existing policies concerning the provision of tpt support will continue. The highlights are:
 - (1) Contingents will continue to forward the availability states of their first line tpt to SO Tpt on a weekly basis. A redistribution of first line holdings of medium cargo vehicles will occur as the liquidation progresses as directed by the LC;
 - (2) The normal delivery procedures of bulk fuel to site locs will continue as org through the LLOC; and
 - (3) All requests for first and second line tpt will be passed to the Tpt Cell 95 CMSG through the LLOC who will detaileither their own or B & R tpt for the task;
- b. **During Liquidation:**
 - (1) **Normal Operations.** These will continue to be in effect unless a site is in the process of liquidating at which time the deployed Shipping Coordination Team (SCT) will be responsible to handle all tpt requests IAW Annex C Appendix 6;

- (2) The SCT, a sub-component of the AMG will coord with the Eqpt Team and detail the tpt requirements for the liquidation of that sector. All liquidation site tpt requests will be staffed through the SCT who will determine priorities of movement and pass the task to the 95 CMSG Tpt Pl through the LLOC. The Tpt Cell in turn will action the request, task either B & R or a commercial contractor for its execution. The Tpt Cell will ensure that a percentage of tpt resources are kept as a reserve. It will need to be ready to deploy at short notice to cater for unforeseen requirements.

7. **Rations.** The fol ration policy will be in effect for the liquidation:

- a. **Fresh Rations.** The Contractor currently has a 30 day reserve of Fresh Rations in theatre. UNAMIR elements will consume all on site rations IAW the schedule laid out at Annex G and H. Rations will cease one week prior to the AMG liquidation teams arriving on site. The disposal of surplus rations is to be coord through the ASDT as required;
- b. **Combat Rations.** All contingents are to hold seven days of the Force Commander's reserve of CRPs. Once fresh rations are consumed, sites are auth to begin consuming their holdings of CRP. At the time of writing, the total in-theatre holdings of 1st Line CRPs are 20,142. 2nd Line holdings of CRP are 18,854 which represents 10.8 days. In order to reduce this amount we will continue the policy of consuming one day's CRP for every six days of fresh rations until the liquidation of the mission is completed;
- c. **Bottled Water.** The Force Commander's reserve of bottled water contains 1st Line holdings of 50,777 liters and 2nd Line holdings of 89,452 liters. Once bulk deliveries are ceased and consumed, sites are authorized to use the FC's reserve in their loc. Additional deliveries of bottled water are auth to provide the 15 liters per person per day auth for use by UNAMIR personnel. Site Log O will be responsible to demand the required stock from the LLOC;
- d. **Bulk Water.** Normal deliveries of bulk water will continue IAW the schedule laid down at Annex G and H. Bladder pick is to be coord to meet the schedule. Site COs are auth to donate any remaining bulk water to local charities as coord with the ASDT; and
- e. As a general rule, all sites which have Bottled water and CRP are to consume them prior to their move to Kigali. Elements of the AMG may also draw water and rations from the site Log O while performing the liquidation. Site Log O and the AMG are to coord their requirements in advance. CRP with longer expiration dates are to be switched with ones nearing their expiration date as these have to be consumed before that date.

MEDICAL SUPPORT

8. **Medical Concept.** The overall concept of med ops for liquidation will be

to maintain second and limited third line capability until D + 65. A reduction in capacity will commence with NORMED's downsizing. Medevac capability will continue until Phase 3 complete.

9. **PHASE 1 (D to D + 30):**

- a. Finalize the warehouse inventory.
- b. Surplus to requirement medical consumables will be transferred to the WHO for reimbursement and appropriate redistribution. This is to be completed by D + 30;
- c. The local destruction of all medical consumables expiring between D + 30 and D + 97 and including a minimum period of 30 days beyond the missions projected liquidation date is to be effected as coord by the AMG;
- d. Discontinuation of humanitarian activities and the care of non-entitled personnel will occur at D + 15. NORMED will then downsize to 20 pers;
- e. Second / third line holding capacity will be decreased to five beds at D + 15. Holding policy will not change beyond five days;
- f. UNANIR dental support will be provided by INDBATT from D + 15;
- g. Casevac / medevac policy will not change during this period; and
- h. Sectors will turn in all medical consumables in excess of their 30 day requirement. All medical equipment will be repatriated with the contingents.

10. **PHASE 2 (D + 30 to D + 52):**

- a. Independent companies will provide limited level one care and in-transit med support for their move to Kigali. Unit level emergency medical equipment will be turned over to Movcon on arrival at the transit camp for inclusion on the return flight. Interim support prior to their departure will be provided by NORMED;
- b. The level one holding policy is to be downgraded to zero except for the INBATT RAP who are auth a two day holding policy. Level two / three holding policy will remain five days; and
- c. Casevac / medevac policy no change for this phase.

11. **PHASE 3 (D + 49 to D + 97):**

- a. Level two / three capability will cease at D + 65. The holding policy will be reduced to two days at D + 55 for all facilities;
- b. Level one care will be provided by 95 CMSG UMS and INBATT RAP up to D + 97. A medevac team will be provided by 95 CMSG UMS

up to D + 97. The level one holding policy will be two days. A zero holding policy is to be implemented from D + 93;

- c. The final disposition of all bio-hazardous waste through the Kigali Central Hospital will continue;
- d. Dedicated standby aeromedevac aircraft is to be provided in Kigali from D + 65 to D + 97 by the TMG. The minimum requirement is for a two stretcher capacity at 60 min notice to move;
- e. The contract with the Netherland Red Cross to supply safe blood is to be continued to D + 97 with the quantity reduced to 10 units after D + 65; and
- f. Expanded first aid kits with a variety of medications and instructions for use by the Core Group is to be issued by 95 CMSG UMS after D + 90.

12. **PHASE 4.** Remaining UNAMIR elements to utilize existing local facilities for all emergency care and arrangements to transfer them to the Nairobi University Hospital as soon as feasible to be as coord by the Pax Team of the TMG.

PUBLIC AFFAIRS POLICY

13. **General.** To avoid undue criticism of UNAMIR during the liquidation phase, we must be upfront, clear and vocal about what assets UNAMIR will leave in Rwanda and what will go to other missions. Already, the government has issued declarations of wish lists of assets it wants left behind. It is imperative that no false promises are made to the government in this regard. Also, any assets we do leave in Rwanda will benefit the Rwandese people and should be publicized as "UNAMIR's contribution towards the ongoing rehabilitation and reconstruction of the country".

14. **Public Environment.** The perception that UNAMIR is a "fat cat" with lots of assets to leave in Rwanda has limited validity in relation to the UN and "our" world, but has some validity in comparison to what the Rwandese have and what they want from us. When we liquidate, the Rwandese will look to us for "donations", not fully understanding the context of UN mission liquidation. Therefore, we must make clear the policy of liquidation ASAP, and inform the Rwandese of what we can and cannot do as early as possible, bearing in mind that unless we leave everything, there will be some sour grapes. This can be minimized by an early pro-active information campaign to minimize surprises.

15. **Target Audiences.** The fol are the designated target audiences:

- a. Rwandan Government Officials;
- b. Rwandan local population and local UNAMIR workers (both in Kigali and at military sites throughout the country);
- c. UNAMIR employees (international) so that they too will not create any false expectations; and

- d. local (emphasized) and international media.

16. **Public Affairs Mechanisms and Messages.** In accordance with UN comms strategies and guidelines, UNAMIR must clearly develop the means to inform it's target audiences of the mission's liquidation policy. A detailed backgrounder on UN liquidation policies should be published, adapted to the UNAMIR situation and widely distributed amongst the targeted audiences. This will boost public awareness of what will happen and dissuade any false hopes.

17. The fol are projected key messages which will clearly state:

- a. the liquidation policy and reason behind it;
- b. emphasize what assets will be left behind and how they can be used to the maximum benefit of the recipient, drawing on lessons learned during the UNAMIR tour; and,
- c. how the policy is one of the UN not UNAMIR per se.

18. The mechanisms by which we will achieve success are to include:

- a. The use of highly publicized and well distributed internal documentation - aimed at the local UNAMIR workers and UNAMIR international staff - military and civilian;
- b. an adapted version of sub-para a for distribution to Government officials and ministries which must provide very clear and frank discussions with such officials from the start in which nothing is promised unless it can be delivered;
- c. the use of such tools as Radio UNAMIR, news releases, background briefings, meetings, etc. to ensure that only one message is provided on a timely basis to the targeted audience.

19. **Appointment.** The UNAMIR Public Affairs Officer (PAO) is appointed the Liquidation PAO. This officer will also act as the contact point for all media (local and international) queries regarding the liquidation process of which there will likely be moderate interest. The benefits of Public Affairs activities are often underestimated. Coordinating Public Affairs is an extremely dynamic activity that requires flexibility based on a solid information foundation on which to build. The key to success for this public affairs activity will be as fol:

- a. Providing clear, frank and honest statements based on fact, regarding what can and cannot be left in Rwanda; and
- b. Providing highly publicized and well distributed liquidation policy documents to the media explaining why we can donate some materiel and why we cannot provide the rest;

COMMAND AND SIGNALS

20. **Reports and Returns.** Normal reports and returns will continue to be required throughout the liquidation process. In addition, each site will be required to provide an after action report to the LT on the liquidation one day prior to their departure from the mission area. It is to be signed by the senior representative of the liquidated element.

21. The LT will coord all aspects of the liquidation through the LC and its various Groups.

UNAMIR MASTER LIQUIDATION SCHEDULE

AIM

1. This Annex contains the time lines involving specific liquidation activities as a result of UNAMIR's liquidation.

GENERAL

2. The Master Liquidation Schedule attached as Appendix 1 is based on a D-Day system which will allow UNAMIR the flexibility to address all facets of the liquidation in a modular fashion. It is based on four phases, Phase one being the main contracting timeframe for the establishment of mov contractors as well as allowing us to initiate preparatory activity for all subsequent phases. Phase two is the liquidation of all outlying sectors while Phase three liquidates all remaining Kigali based elms of the mission. Phase four straddles all of the previous phases in one form or another depending on the availability of transportation assets to handle the task of moving UNOE and COE out of theater. The max use of concurrent activity will allow the most efficient use of limited resources and allow us to meet, or even exceed, projected liquidation timelines.

3. Each of the activities ident in the Master Liquidation Shedule has been further annotated highlighting the principle agency responsible for each specific activity. It must be noted that this shedule will be subject to change on an ongoing basis and as such can be considered a **Living Document**. Only members of the LC are auth to amend the doc as auth and coord with the LT. Questions are to be directed to the G4 Log HQ UNAMIR should clarification be required on the Appendix.

List of Appendices:

Appendix 1 - Master Liquidation Schedule
Appendix 2 - UNAMIR Liquidation Time Lines

MASTER LIQUIDATION SCHEDULE - PHASE TWO

APPENDIX 1
TO ANNEX G
TO 4000.1/LOG-28/1 (SRSG/FC)
DATED 28 DECEMBER 1995

SER	ACTIVITY		SECTOR 3		SECTOR 2	SECTOR 5		SECTOR 4	SECTOR 1				REMARKS
			MALICOY	MILOB	MILOB	MILOB	MILOB	MALAWICOY	MP COY	86 CM8G	GHANCOY 1	ELMS INDIAN	
			GKONSORRO	BYUMBA	KIMUYE	RUMWENGERI			REDUCTION	ROTATION		CONTINGENT	
1	COORD OF LIQUIDATION PROCESS		02-Jan	02-Jan	03-Jan	08-Jan	08-Jan	10-Jan	11-Jan	18-Jan	22-Jan	27-Jan	
2	MOV SEA CNTRS TO SITES		30-Dec					08-Jan		N/A	21-Jan	N/A	
3	CEASE WATER SUPPLY		27-Dec	31-Dec	29-Dec	03-Jan	03-Jan	01-Jan	10-Jan	N/A	17-Jan	N/A	CONTINGENTS AUTH BTL WATER AFTER CONSUMING BULKIES
4	CEASE POL SUPPLY		28-Dec	31-Dec	29-Dec	03-Jan	03-Jan	05-Jan	10-Jan	N/A	18-Jan	N/A	POL TKS MOV WITH GEN CEASE UNAMR DELIVERY AT D
5	CEASE FRESH RATS DEL		26-Dec					03-Jan		N/A	17-Jan	N/A	CONTINGENTS AUTH CBT RATS AFTER CONSUMING FRESHIES
6	OUT SURVEY OF COE	FROM											
		TO	03-Jan					11-Jan		17-Jan	23-Jan	N/A	
7	OUT SURVEY DOCS	FROM						14-Jan		23-Jan	25-Jan		
		TO	05-Jan										
8	PACKING AND DOCUMENTATION COMPLETED	FROM						14-Jan		23-Jan	25-Jan		
		TO	06-Jan							N/A	28-Jan	N/A	
9	BOARDS OF INQUIRY / WRITE OFFS	FROM	08-Jan	08-Jan	05-Jan	11-Jan	08-Jan	18-Jan	13-Jan	26-Jan	28-Jan	N/A	
		TO	09-Jan	09-Jan	06-Jan	12-Jan	12-Jan	17-Jan	14-Jan	28-Jan	29-Jan		
10	UNOE CLEARANCE	FROM	06-Jan	07-Jan	04-Jan	08-Jan	09-Jan	15-Jan	12-Jan	20-Jan	26-Jan	N/A	
		TO				10-Jan	10-Jan	18-Jan		22-Jan	27-Jan		
11	PICK UP WATER CONTAINERS	FROM	04-Jan	06-Jan	05-Jan	11-Jan	13-Jan	14-Jan	12-Jan	N/A	24-Jan	N/A	
		TO											
12	PICK UP POL CONTAINERS	FROM	08-Jan	08-Jan	05-Jan	11-Jan	13-Jan	15-Jan	12-Jan	N/A	28-Jan	N/A	AT FINAL CLOSURE UNITS TO USE 40 GAL DRUMS
		TO						16-Jan					
13	PICK UP COMMS EQPT	FROM	04-Jan	07-Jan	04-Jan	08-Jan	12-Jan	12-Jan	12-Jan	N/A	24-Jan	N/A	
		TO	05-Jan			10-Jan		15-Jan			26-Jan		
14	PICK UP GENERATORS	FROM	08-Jan	08-Jan	05-Jan	11-Jan	13-Jan	15-Jan	12-Jan	N/A	28-Jan	N/A	
		TO											
15	PICK UP DEF STORES	FROM	08-Jan	08-Jan	05-Jan	11-Jan	13-Jan	15-Jan	12-Jan	N/A	28-Jan	N/A	
		TO											
16	MOVE COE		06-Jan					15-Jan		N/A	26-Jan	N/A	
17	MOVE UNOE		07-Jan	07-Jan	04-Jan	11-Jan	11-Jan	18-Jan	12-Jan	N/A	27-Jan	N/A	
18	MOV WPNS AND AMMO CNTRS TO KIGALI		05-Jan					14-Jan		N/A	25-Jan	N/A	
19	ADVANCE PARTY MOV TO TRANSIT CAMP		05-Jan					14-Jan		N/A	25-Jan	N/A	
20	MOVE PAX TO KIGALI (LESS REAR PARTIES)		06-Jan					15-Jan		N/A	26-Jan	N/A	
21	REPAIR & HAND OVER ACCOM	FROM	08-Jan	07-Jan	04-Jan	10-Jan	12-Jan	18-Jan	11-Jan	N/A	28-Jan	N/A	
		TO	08-Jan	08-Jan	05-Jan	11-Jan	13-Jan		12-Jan		28-Jan		
22	DISMANTLING WEATHER HAVENS/RUBHALLS	FROM	06-Jan							N/A	28-Jan	N/A	
		TO									28-Jan		
23	DESTRUCTION/TRANSFER OF MATERIEL		07-Jan	07-Jan	06-Jan	11-Jan	13-Jan	16-Jan	12-Jan	23-Jan	28-Jan	N/A	

24	ENVIRONMENTAL CLEAN UP	FROM	07-Jan	08-Jan	05-Jan	11-Jan	13-Jan	16-Jan	12-Jan	N/A	27-Jan	N/A	
		TO	08-Jan					17-Jan					
25	RETURN UN VEHs TO HVY (IVECO) WKSP		07-Jan					18-Jan		N/A	27-Jan	N/A	
26	HAND OVER CONTINGENT VEHs		07-Jan					16-Jan		N/A	27-Jan	N/A	
27	CUSTOM SEC CHECK PAX		07-Jan					16-Jan		26-Jan	27-Jan	28-Jan	
28	REAR PARTY/SECUR TM RETURNS		08-Jan	08-Jan	05-Jan	11-Jan	13-Jan	17-Jan	12-Jan	N/A	28-Jan	N/A	
29	CUSTOM SEC CHECK COE	FROM	07-Jan					16-Jan		N/A	28-Jan	N/A	
		TO	12-Jan					21-Jan			02-Feb		
30	CUSTOM SEC CHECK UNOE	FROM								N/A			
		TO											
31	MOV MAIN PAX TO HOME LOCS FROM KIA		08-Jan					17-Jan		26-Jan	28-Jan	30-Jan	
32	DESPATCH REAR PARTIES		14-Jan					22-Jan		N/A	03-Feb	N/A	
33	MOV OF COE TO POE	FROM											
		TO											
34	MOV OF UNOE TO POE	FROM											
		TO											
35	RES DAY		08-Jan					18-Jan		N/A	28-Jan	31-Jan	
36	SECUR TM MOV TO LOC		04-Jan					12-Jan		N/A	24-Jan	N/A	
37	DISPOSAL OF SCRAP	FROM											
38		TO											
39	CEASE OPS FROM									N/A	N/A	N/A	
40	MOV HQ TO TRAFIPRO												
41	CORE GP & REAR PTY MOV TO MERIDIEN												

MASTER LIQUIDATION SCHEDULE - PHASE THREE

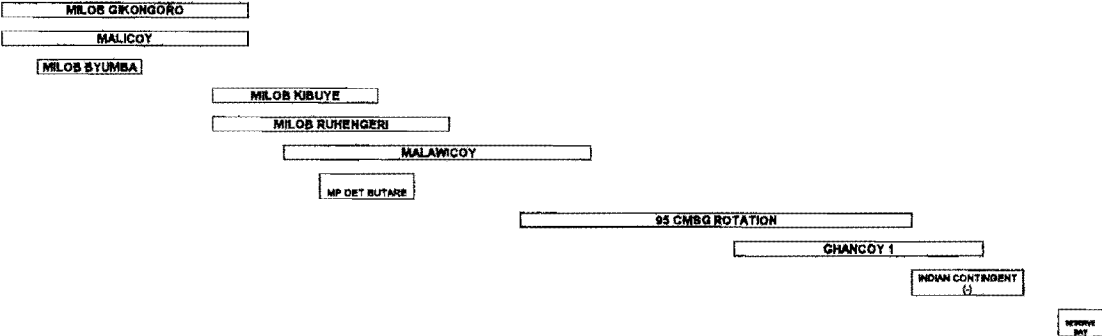
APPENDIX 1
TO ANNEX G
TO 4000.1/LOG-28/1 (SRSG/FC)
DATED 28 DECEMBER 1995

SER	ACTIVITY	SECTOR 3 (NEW)		SECTOR 2 (NEW)		SECTOR 5 (NEW)		SECTOR 4 (NEW)		SECTOR 1 (KIGALI)														REMARKS	
		MLOB BUTARE	TPT WKSP BUTARE	MLOB GITARAMA	NICOY NYUNDO	MLOB GISENYI	NICOY SHAGASHA	MLOB CYANGUGU	MLOB HQ	MLOB KIBUNGO	ENGR COY	GHANCOY 2	CHU	TPT WKSP LIGHT	BIGB COY	COMMS COMPOUND	NORMED	TRANSIT CAMP	B & R	TPT WKSP HWY	86 CM89	IND BATT & MP COY	CORE GP TMG MOV CON		
1	COORD OF LIQUIDATION PROCESS	01-Mar	01-Mar	01-Mar	04-Mar	04-Mar	10-Mar	10-Mar	13-Mar	13-Mar	05-Mar	14-Mar	09-Mar	03-Feb	17-Mar	17-Mar	24-Mar	28-Mar	25-Mar	18-Mar	08-Apr	09-Apr	N/A		
2	MOV SEA CNTRS TO SITES				05-Mar		08-Mar				02-Mar	13-Mar	07-Mar	31-Jan	18-Mar	15-Mar	23-Mar	N/A	23-Mar	14-Mar	05-Apr	06-Apr	N/A		
3	CEASE WATER SUPPLY	25-Feb	25-Feb	25-Feb	23-Feb	27-Feb	23-Feb	06-Mar		07-Mar	09-Mar	N/A	10-Mar	N/A	17-Mar	14-Mar	25-Mar	25-Mar	21-Mar	22-Mar	02-Apr	04-Apr	N/A	CONTINGENTS AUTH BTL WATER AFTER CONSUMING BLK RES	
4	CEASE POL SUPPLY	25-Feb	25-Feb	25-Feb	23-Feb	27-Feb	23-Feb	06-Mar		07-Mar	N/A	N/A	13-Feb	N/A	N/A	N/A	N/A	25-Mar	14-Jan	14-Jan	N/A	N/A	N/A	POL TKS MOV WITH GEN CEASE UNAMIR DELIVERY AT D	
5	CEASE FRESH RATS DEL				28-Feb		28-Feb				01-Mar	N/A	N/A	N/A	13-Mar	N/A	28-Mar	N/A	17-Mar	18-Mar	14-Apr	14-Apr	N/A	CONTINGENTS AUTH CBT RATS AFTER CONSUMING FRESH RES	
6	OUT SURVEY OF COE	FROM			05-Mar		11-Mar				08-Mar	15-Mar	N/A	N/A	20-Mar	N/A	N/A	N/A	N/A	N/A	11-Apr	12-Apr	N/A		
		TO			08-Mar						12-Mar	17-Mar			23-Mar						17-Apr	17-Apr	N/A		
7	OUT SURVEY DOCS	FROM			10-Mar		13-Mar				13-Mar	18-Mar	N/A	N/A	24-Mar	N/A	N/A	N/A	N/A	N/A	18-Apr	18-Apr	23-Apr		
		TO			11-Mar		14-Mar				14-Mar	19-Mar			25-Mar						19-Apr	19-Apr			
8	PACKING AND DOCUMENTATION COMPLETED				09-Mar		11-Mar				13-Mar	18-Mar	15-Mar	28-Feb	24-Mar	03-Apr	27-Mar	27-Mar	09-Apr	09-Apr	18-Apr	18-Apr	23-Apr		
9	BOARDS OF INQUIRY / WRITE OFFS	FROM	04-Mar	04-Mar	05-Mar	10-Mar	06-Mar	13-Mar	14-Mar	15-Mar	15-Mar	15-Mar	20-Mar	12-Mar	28-Feb	28-Mar	04-Apr	27-Mar	27-Mar	09-Apr	09-Apr	18-Apr	18-Apr	23-Apr	
		TO	05-Mar	05-Mar	06-Mar	11-Mar	07-Mar	14-Mar	15-Mar	16-Mar	16-Mar	16-Mar	21-Mar	13-Mar	01-Mar	27-Mar	08-Apr	28-Mar	28-Mar	11-Apr	13-Apr	19-Apr	19-Apr		
10	UNOE CLEARANCE	FROM	03-Mar	02-Mar	04-Mar	08-Mar	05-Mar	11-Mar	13-Mar	14-Mar	14-Mar	13-Mar	18-Mar	10-Mar	04-Feb	24-Mar	21-Mar	25-Mar	N/A	28-Mar	19-Mar	09-Apr	10-Apr	22-Apr	WKSP CLOSURE STARTS ONE WEEK PRIOR TO CEASE OPS
		TO		03-Mar		09-Mar		12-Mar							24-Feb		03-Apr	28-Mar		08-Apr	08-Apr	11-Apr	11-Apr		
11	PICK UP WATER CONTAINERS	FROM	03-Mar	03-Mar	04-Mar	05-Mar	05-Mar	08-Mar	13-Mar		14-Mar	11-Mar	N/A	18-Mar	27-Feb	19-Mar	16-Mar	27-Mar	27-Mar	03-Apr	03-Apr	04-Apr	06-Apr	N/A	
		TO																							
12	PICK UP POL CONTAINERS	FROM	04-Mar	04-Mar	05-Mar	11-Mar	06-Mar	13-Mar	14-Mar	15-Mar	15-Mar	16-Mar	N/A	17-Mar	28-Feb	N/A	N/A	N/A	27-Mar	10-Apr	12-Apr	11-Apr	11-Apr	N/A	AT FINAL CLOSURE UNITS TO USE 40 GAL DRUMS
		TO																							
13	PICK UP COMMS EQPT	FROM	03-Mar	03-Mar	04-Mar	10-Mar	05-Mar	10-Mar	13-Mar	14-Mar	14-Mar	14-Mar	16-Mar	17-Mar	24-Feb	15-Mar	16-Mar	25-Mar	20-Mar	25-Mar	25-Mar	17-Apr	17-Apr	22-Apr	
		TO						12-Mar								20-Mar	20-Mar								
14	PICK UP GENERATORS	FROM	04-Mar	04-Mar	05-Mar	11-Mar	06-Mar	13-Mar	14-Mar	15-Mar	15-Mar	16-Mar	N/A	17-Mar	28-Feb	25-Mar	06-Apr	25-Mar	27-Mar	10-Apr	12-Apr	19-Apr	19-Apr	22-Apr	
		TO																							
15	PICK UP DEF STORES	FROM	04-Mar	04-Mar	05-Mar	11-Mar	08-Mar	12-Mar	14-Mar	15-Mar	15-Mar	N/A	17-Mar	25-Feb	25-Mar	05-Apr	N/A	28-Mar	10-Apr	12-Apr	19-Apr	19-Apr	N/A		
		TO														08-Apr									
16	MOVE COE				09-Mar		12-Mar				13-Mar	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
17	MOVE UNOE	04-Mar	04-Mar	05-Mar	10-Mar	06-Mar	13-Mar	14-Mar	15-Mar	15-Mar	13-Mar	N/A	11-Mar	25-Feb	25-Mar	04-Apr	27-Mar	N/A	09-Apr	09-Apr	N/A	N/A	N/A	N/A	
18	MOV WPNS AND AMMO CNTRS TO KIGALI				09-Mar		12-Mar				N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
19	ADVANCE PARTY MOV TO TRANSIT CAMP				08-Mar		N/A				15-Mar	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	CORE GP MOVE TO TRAFFIC AT D + 63
20	MOVE PAX TO KIGALI (LESS REAR PARTIES)				09-Mar		12-Mar				15-Mar	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
21	REPAIR & HAND OVER ACCOM	FROM	03-Mar	03-Mar	04-Mar	09-Mar	05-Mar	12-Mar	13-Mar	14-Mar	14-Mar	15-Mar	N/A	17-Mar	25-Feb	18-Mar	04-Apr	27-Mar	01-Apr	09-Apr	09-Apr	16-Apr	18-Apr	N/A	
		TO	04-Mar	04-Mar	05-Mar	11-Mar	06-Mar	13-Mar	14-Mar		15-Mar	16-Mar		18-Mar	28-Feb	25-Mar	06-Apr	28-Mar		10-Apr	12-Apr	20-Apr	20-Apr		
22	DISMANTLING WEATHER HAVENS/RUSHALLE	FROM						11-Mar			15-Mar	20-Mar	N/A	N/A	24-Mar	N/A	N/A	27-Mar	N/A	N/A	16-Apr	16-Apr	N/A		
		TO						13-Mar							21-Mar	25-Mar			31-Mar		19-Apr	18-Apr			
23	DESTRUCTION/TRANSFER OF MATERIEL	04-Mar	04-Mar	05-Mar	10-Mar	06-Mar	12-Mar	14-Mar		15-Mar	15-Mar	19-Mar	17-Mar	25-Feb	24-Mar	04-Apr	27-Mar	31-Mar	10-Apr	10-Apr	16-Apr	19-Apr	23-Apr	LT WKSP VEH TRANSFERS WONT OCCUR UNTIL HWY WKSP CLOSURE	
24	ENVIRONMENTAL CLEAN UP	FROM	04-Mar	04-Mar	05-Mar	10-Mar	06-Mar	12-Mar	14-Mar		15-Mar	14-Mar	N/A	17-Mar	25-Feb	24-Mar	04-Apr	27-Mar	28-Mar	09-Apr	09-Apr	16-Apr	19-Apr	N/A	
		TO									15-Mar				27-Feb		05-Apr		28-Mar	10-Apr	11-Apr	20-Apr			

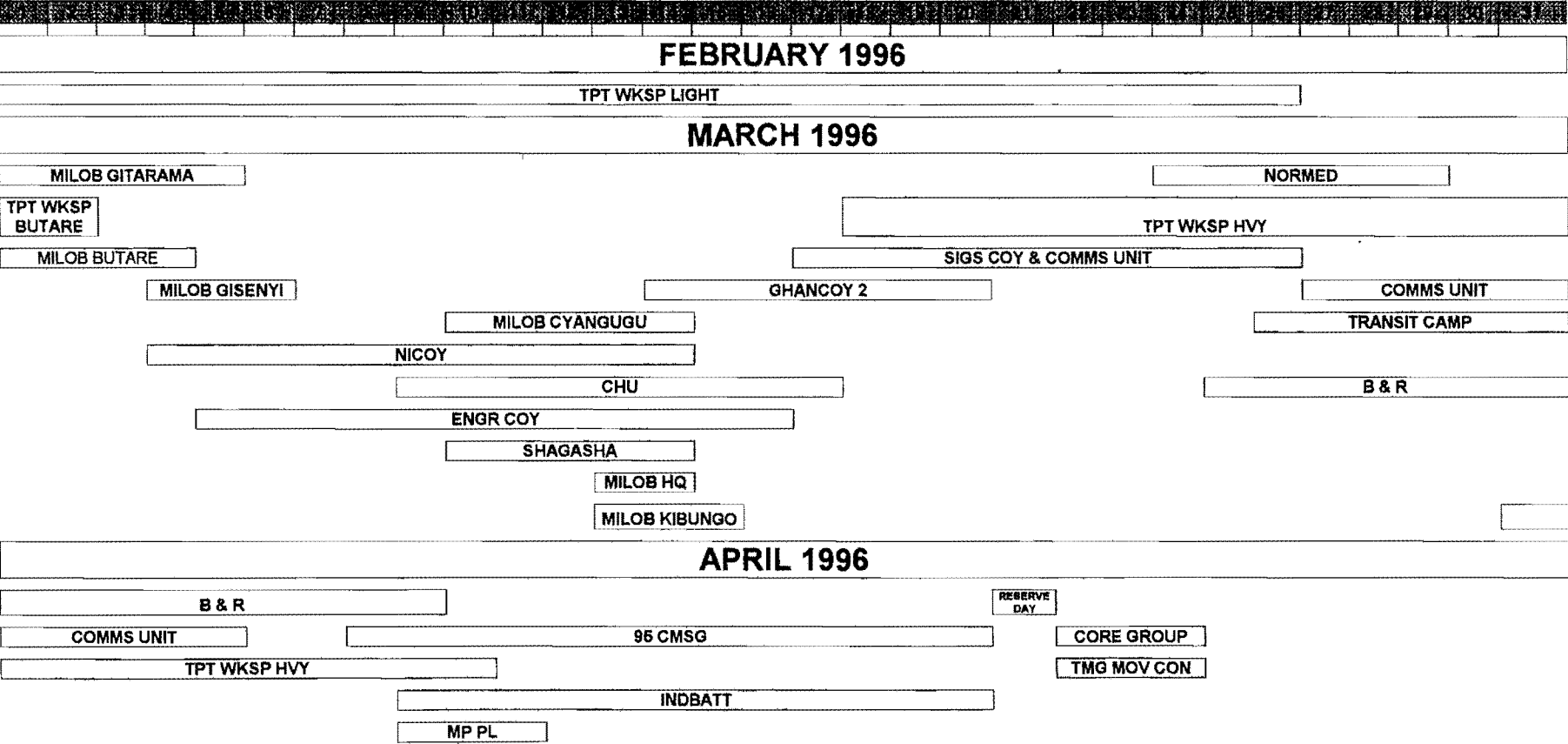
25	RETURN UN VEHs TO HVY (VECO) WKSP		05-Mar	05-Mar	06-Mar	12-Mar	07-Mar	13-Mar	15-Mar	15-Mar	16-Mar	16-Mar	19-Mar	16-Mar	06-Feb	25-Mar	04-Apr	27-Mar	N/A	09-Apr	09-Apr	11-Apr	11-Apr	22-Apr	LT WKSP VEHs UNDER REPAIR TRANSFERRED TO HVY WKSP. CORE GP RETAINS VEHs UNTIL DEP.
26	HAND OVER CONTINGENT VEHs					12-Mar		13-Mar				18-Mar	19-Mar	N/A	N/A	25-Mar	N/A	N/A	N/A	N/A	N/A	11-Apr	11-Apr	N/A	
27	CUSTOM SEC CHECK FAX		05-Mar	05-Mar	06-Mar	13-Mar	07-Mar	13-Mar	15-Mar	16-Mar	16-Mar	18-Mar	19-Mar	16-Mar	N/A	25-Mar	05-Apr	28-Mar	N/A	09-Apr	10-Apr	19-Apr	19-Apr	23-Apr	
28	REAR PARTY/SECUR TM RETURNS		04-Mar	04-Mar	05-Mar	11-Mar	08-Mar	13-Mar	14-Mar		15-Mar	16-Mar	N/A	19-Mar	28-Feb	N/A	06-Apr	28-Mar	N/A	10-Apr	12-Apr	N/A	N/A	N/A	INDBATT AND 05 CMSG REAR PARTIES MOVE WITH CORE GP ON 18 APR
29	CUSTOM SEC CHECK COE	FROM				11-Mar		N/A				13-Mar	18-Mar	N/A	N/A	24-Mar	N/A	25-Mar	N/A	N/A	N/A	11-Apr	11-Apr	N/A	
		TO				18-Mar						18-Mar	23-Mar			29-Mar		28-Mar				18-Apr	18-Apr		
30	CUSTOM SEC CHECK UNOE	FROM													08-Feb		21-Mar		N/A	28-Mar	19-Mar	09-Apr	10-Apr	23-Apr	
		TO													25-Feb		03-Apr			13-Apr	13-Apr	18-Apr	18-Apr		
31	MOV MAIN FAX TO HOME LOGS FROM KIA		05-Mar	05-Mar	06-Mar	14-Mar	07-Mar	14-Mar	15-Mar	16-Mar	16-Mar	18-Mar	20-Mar	17-Mar	28-Feb	28-Mar	05-Apr	29-Mar	N/A	09-Apr	10-Apr	20-Apr	20-Apr	24-Apr	
32	DESPATCH REAR PARTIES					16-Mar		N/A				28-Mar	24-Mar	23-Mar	N/A	22-Apr	N/A	03-Apr	N/A	14-Apr	14-Apr	22-Apr	22-Apr	N/A	
33	MOV OF COE TO POE	FROM																							
		TO																							
34	MOV OF UNOE TO POE	FROM																							
		TO																							
35	RES DAY					15-Mar		15-Mar				17-Mar	22-Mar	18-Mar	27-Feb	27-Mar	06-Apr	30-Mar	01-Apr	10-Apr	11-Apr	21-Apr	21-Apr	25-Apr	
36	SECUR TM MOV TO LOC					06-Mar		10-Mar				14-Mar	N/A	N/A	N/A	24-Mar	21-Mar	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
37	DISPOSAL OF SCRAP	FROM													14-Jan					14-Jan	14-Jan	14-Jan			
38		TO													28-Feb					08-Apr	08-Apr	12-Apr			
39	CEASE OPS FROM								14-Mar		06-Mar	15-Mar	15-Mar	04-Feb	20-Mar	16-Mar	25-Mar	27-Mar	25-Mar	26-Mar	09-Apr			N/A	
40	MOV HQ TO TRAFIPRO														16-Mar										
41	CORE GP & REAR PTY MOV TO MERIDIEN																					17-Apr	17-Apr	17-Apr	
42																									

UNAMIR LIQUIDATION TIMELINES - PHASE TWO
JANUARY 1996

APPENDIX 2
TO ANNEX G
TO
4000.1A/OG-28/1 (SRSG/FC)
DATED 28 DECEMBER 1995



UNAMIR LIQUIDATION TIMELINES - PHASE THREE



UNAMIR SITE SPECIFIC LIQUIDATION SCHEDULES

AIM

1. This Annex contains the timelines involving site specific liquidation activities as a result of UNAMIR's liquidation and is based on the Master Liquidation Plan at Annex G.

GENERAL

2. The Master Liquidation Schedule attached as Appendix 1 to Annex G will take precedence over this Annex. Each of the sites are sub-divided in a modular fashion allowing easy identification of the work to be done by each of the Groups or Teams formed as directed in the OSLI. The max use of concurrent activity will allow the most efficient use of limited resources and allow us to meet, or even exceed, projected liquidation time lines. Only members of the LC are auth to amend the doc as coord with the LT. Questions are to be directed to the G4 Log HQ UNAMIR should clarification be required on the Appendix.

List of Appendices:

Appendix 1 - Phase Two - MILOB GIKONGORO & MaliCoy
Appendix 2 - Phase Two - MILOB BYUMBA
Appendix 3 - Phase Two - MILOB KIBUYE
Appendix 4 - Phase Two - MILOB RUHENGARI
Appendix 5 - Phase Two - MalawiCoy
Appendix 6 - Phase Two - MP Coy
Appendix 7 - Phase Two - 95 CMSG Rotation
Appendix 8 - Phase Two - GhanCoy 1
Appendix 9 - Phase Two - Elements Indian Contingent
Appendix 10 - Phase Three - MILOB BUTARE
Appendix 11 - Phase Three - Wksp BUTARE
Appendix 12 - Phase Three - MILOB GITARAMA
Appendix 13 - Phase Three - MILOB GISENYI & NiCoy NYUNDO
Appendix 14 - Phase Three - MILOB RUHENGARI & NiCoy SHAGASHA
Appendix 15 - Phase Three - MILOB HQ
Appendix 16 - Phase Three - MILOB KIBUNGO
Appendix 17 - Phase Three - Engr Coy
Appendix 18 - Phase Three - GhanCoy 2
Appendix 19 - Phase Three - CHU
Appendix 20 - Phase Three - Tpt Wksp Light
Appendix 21 - Phase Three - Sigs Coy
Appendix 22 - Phase Three - Amahoro HQ Bldg

Appendix 23 - Phase Three - Comms & Gen Units
Appendix 24 - Phase Three - NORMED
Appendix 25 - Phase Three - Transit Camp
Appendix 26 - Phase Three - B & R
Appendix 27 - Phase Three - Tpt Wksp Heavy
Appendix 28 - Phase Three - 95 CMSG
Appendix 29 - Phase Three - INDBATT Main
Appendix 30 - Phase Three - Core Group

LIQUIDATION SCHEDULE - PHASE TWO															
MIL OF GIKONGORO											MOV UNOE	DEF STORES			
											COMMS	REAR PTY MOV			
											REPAIR ACCOM	HAND OVER ACCOM			
												ENV CLEAN UP			
					CEASE POL						UNOE CLR	POL CNTR MOV			
											DESTR / TRANS OF MAT	BOI / WRITE OFF	>>		
					CEASE WATER	COORD MTG						GEN MOV	WATER BLADDER		
	26 DEC	27 DEC	28 DEC	30 DEC	31 DEC	2 JAN	3 JAN	4 JAN	5 JAN	6 JAN	7 JAN	8 JAN	9 JAN	12 JAN	14 JAN
MALICOY	CEASE FRESH RATS	CEASE WATER		MOV CNTRS TO SITE		COORD MTG	OUT SURVEY	>>	>>	OUT SURVEY DOCS	>>	REAR PTY MOV	RES DAY		REAR PTY FLT
			CEASE POL					WATER BLADDER	ADV PTY MOV	MOV COE	ENV CLEAN UP	>>			
								COMMS	>>	>>	DESTR / TRANS OF MAT	DEF STORES			
								SECUR TM MOV IN LOC	AMMO /WPNS MOV	UNOE CLR	RTN/ HAND OVER VEHs	POL CNTR MOV			
										PAX MAIN MOV	CUSTOMS PAX	GEN MOV			
										REPAIR ACCOM	HANDOVER ACCOM	>>			
										DISMANTLE TM	CUSTOMS MAT	>>	>>	>>	
										PACKING COMPLETE	MOV UNOE	BOI / WRITE OFF	>>		
												PAX MAIN FLT			

LIQUIDATION SCHEDULE - PHASE TWO					
MIL BYUMBA				BOI / WRITE OFF	>>
				HAND OVER ACCOM	
				REAR PTY MOV	
				DEF STORES	
				GEN MOV	
			MOV UNOE	POL CNTR MOV	
			COMMS	DESTR / TRANS OF MAT	
	CEASE POL		REPAIR ACCOM	ENV CLEAN UP	
	CEASE WATER	COORD MTG	UNOE CLR	WATER BLADDER	
	28 DEC	3 JAN	4 JAN	5 JAN	6 JAN

LIQUIDATION SCHEDULE - PHASE TWO						
MIL 95 WB01/E					GEN MOV	
					POL CNTR MOV	
					MOV UNOE	
					DEF STORES	
					REAR PTY MOV	
					BOI / WRITE OFF	>>
					ENV CLEAN UP	
				REPAIR ACCOM	HAND OVER ACCOM	
	CEASE WATER	COMMS	>>	>>	DESTR / TRANS OF MAT	
	CEASE POL	COORD MTG	UNOE CLR	>>	WATER BLADDER	
	3 JAN	6 JAN	9 JAN	10 JAN	11 JAN	12 JAN

LIQUIDATION SCHEDULE - PHASE TWO							
H/O RUHENGRI							WATER BLADDER
							DEF STORES
						COMMS	REAR PTY MOV
						REPAIR ACCOM	HAND OVER ACCOM
							GEN MOV
							POL CNTR MOV
	CEASE WATER		BOI / WRITE OFF	>>	>>	>>	DESTR / TRANS OF MAT
	CEASE POL	COORD MTG	UNOE CLR	>>	MOV UNOE		ENV CLEAN UP
	3 JAN	8 JAN	9 JAN	10 JAN	11 JAN	12 JAN	13 JAN

LIQUIDATION SCHEDULE - PHASE TWO																									
MALAYSIAN CITY		1 JAN	2 JAN	3 JAN	4 JAN	5 JAN	6 JAN	7 JAN	8 JAN	9 JAN	10 JAN	11 JAN	12 JAN	13 JAN	14 JAN	15 JAN	16 JAN	17 JAN	18 JAN	19 JAN	20 JAN	21 JAN	22 JAN		
		CEASE WATER	CEASE FRESH RATS	CEASE POL	MOV CNTRS TO SITE	COORD MTG	OUT SURVEY	>>	>>	>>		OUT SURVEY DOCS	>>		PAX MAIN FLT	RES DAY							REAR PTY FLT		
								SECUR TM MOV IN LOC							BOI / WRITE OFF	>>									
								COMMS	>>	>>		>>		DESTR / TRANS OF MAT	REAR PTY MOV										
												WATER BLADDER	PAX MAIN MOV	REPAIR ACCOM											
												PACKING COMPLETE	MOV COE												
												AMMO/ WPNS MOV	POL CNTR MOV	>>											
												ADV PTY MOV	GEN MOV	MOV UNOE											
													DEF STORES	ENV CLEAN UP	>>										
														RTN/ HAND OVER VEHS											
														CUSTOMS PAX											
														CUSTOMS MAT	>>		>>		>>						
														UNOE CLR	>>										

LIQUIDATION SCHEDULE - PHASE TWO					
HPCON			DEF STORES		
			MOV UNOE		
			REAR PTY MOV		
			COMMS		
			WATER BLADDER		
			ENV CLEAN UP		
			GEN MOV		
			DESTR / TRANS OF MAT		
			POL CNTR MOV		
	CEASE WATER	REPAIR ACCOM	HAND OVER ACCOM		
	CEASE POL	COORD MTG	UNOE CLR	BOI / WRITE OFF	>>
	10 JAN	11 JAN	12 JAN	13 JAN	14 JAN

Appendix 7
To Annex H
To 4000.1/LOG-28/1 (SRSG/FC)
Dated 28 December 1995

LIQUIDATION SCHEDULE - PHASE TWO									
	16 JAN	17 JAN	20 JAN	21 JAN	22 JAN	23 JAN	24 JAN	25 JAN	26 JAN
95 CMSG ROTATION	COORD MTG	OUT SURVEY	>>	>>	>>	>>	OUT SURVEY DOCS	>>	
			UNOE CLR	>>	>>	DESTR / TRANS OF MAT		BOI / WRITE OFF	>>
								CUSTOMS PAX	
									PAX MAIN FLT

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LIQUIDATION SCHEDULE - PHASE TWO													
	17 JAN	18 JAN	21 JAN	22 JAN	23 JAN	24 JAN	25 JAN	26 JAN	27 JAN	28 JAN	29 JAN	2 FEB	3 FEB
GHANCOY 1	CEASE WATER				OUT SURVEY	>>	>>	OUT SURVEY DOCS	>>	PAX MAIN FLT	RES DAY		REAR PTY FLT
	CEASE FRESH RATS	CEASE POL	MOV CNTRS TO SITE	COORD MTG		WATER BLADDER	ADV PTY MOV	REPAIR ACCOM	HANDOVER ACCOM	>>			
						SECUR TM MOV IN LOC	AMMO/ WPNS MOV	UNOE CLR	>>				
									MOV UNOE	POL CNTR MOV			
						COMMS	>>	>>	ENV CLEAN UP	GEN MOV			
								MOV COE	RTN/ HAND OVER VEHS	REAR PTY & SECURITY TM MOV			
								PAX MAIN MOV	CUSTOMS PAX	DESTR / TRANS OF MAT			
								DISMANTLE TM	>>	>>			
										BOI / WRITE OFF	>>		
								PACKING COMPLETE		CUSTOMS MAT	>>	>>	
										DEF STORES			

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Appendix 9
To Annex H
To 4000.1/LOG-28/1 (SRSG/FC)
Dated 28 December 1995

LIQUIDATION SCHEDULE - PHASE TWO				
	27 JAN	28 JAN	30 JAN	31 JAN
ELMS INDIAN CONTINGENT	COORD MTG	CUSTOMS PAX	PAX MAIN FLT	RES DAY

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LIQUIDATION SCHEDULE - PHASE THREE					
MILOB BUTARE				DEF STORES	
				REAR PTY MOV	
				HAND OVER ACCN	
				GEN MOV	
				MOV UNOE	
			COMMS	ENV CLEAN UP	PAX MAIN FLIGHT
			REPAIR ACCOM	DESTR / TRANS OF MAT	CUSTOMS PAX
	CEASE POL		UNOE CLR	BOI / WRITE OFF	>>
	CEASE WATER	COORD MTG	WATER BLADDER	POL CNTR MOV	RETURN UN VEHS
	25 FEB	1 MAR	3 MAR	4 MAR	5 MAR

LIQUIDATION SCHEDULE - PHASE THREE						
	25 FEB	1 MAR	2 MAR	3 MAR	4 MAR	5 MAR
WKSP BUTARE	CEASE WATER	COORD MTG	UNOE CLR	>>		
	CEASE POL		CEASE OPS	WATER BLADDER	POL CNTR MOV	
				COMMS	REAR PTY MOV	
					DEF STORES	
				REPAIR ACCN	HANDOVER ACCOM	
					BOI / WRITE OFF	>>
					ENV CLEAN UP	PAX MAIN MOV
					DESTR / TRANS OF MAT	CUSTOMS PAX
					GEN MOV	
					MOV UNOE	RTN UN VEHS

LIQUIDATION SCHEDULE - PHASE THREE					
	25 FEB	1 MAR	4 MAR	5 MAR	6 MAR
MILOB GITARAMA	CEASE WATER	COORD MTG	UNOE CLR	MOV UNOE	RTN VEHS
	CEASE POL		WATER BLADDER	BOI / WRITE OFF	yy
			COMMS	DESTR / TRANS OF MAT	CUSTOMS PAX
				ENV CLEAN UP	PAX MAIN FLT
			REPAIR ACCOM	HANDOVER ACCOM	
				POL CNTR MOV	
				GEN MOV	
				DEF STORES	
				REAR PTY MOV	

LIQUIDATION SCHEDULE - PHASE THREE																
MILDB GISENYI						ENV CLEAN UP	CUSTOMS PAX									
						DESTR / TRANS OF MAT	PAX MAIN FLIGHT									
					REPAIR ACCOM	HAND OVER ACCOM										
						GEN MOV										
						MOV UNOE										
						POL CNTR MOV										
					WATER BLADDER	BOI / WRITE OFF	>>									
		CEASE WATER			UNOE CLR	DEF STORES	RTN UN VEHS									
		CEASE POL		COORD MTG	COMMS	REAR PTY MOV	>>									
	23 FEB	27 FEB	29 FEB	4 MAR	5 MAR	6 MAR	7 MAR	8 MAR	9 MAR	10 MAR	11 MAR	12 MAR	13 MAR	14 MAR	15 MAR	16 MAR
NIDBY NYUNDO	CEASE WATER		CEASE FRESH RATS	COORD MTG	WATER BLADDER	OUT SURVEY	>>	>>	PAX MAIN MOV	OUT SURVEY DOCS	>>	RTN/ HANDOVER VEHS	CUSTOMS PAX	PAX MAIN FLT	RES DAY	REAR PTY FLT
	CEASE POL				SECUR TM MOV IN LOC			ADV PTY MOV	REPAIR ACCN	HANDOVER ACCOM	>>					
					MOV CNTRS TO SITE				AMMO/ WPNS MOV	COMMS	CUSTOMS MAT	>>	>>	>>	>>	>>
								UNOE CLR	>>	DESTR / TRANS OF MAT	GEN MOV					
									MOV COE	ENV CLEAN UP	POL CNTR MOV					
									PACKING COMPLETE	MOV UNOE	REAR PTY MOV					
										BOI / WRITE OFF	>>					
											DEF STORES					

LIQUIDATION SCHEDULE - PHASE THREE									
NICO CYANGUGU								ENV CLEAN UP	
								MOV UNOE	
								REAR PTY MOV	
							REPAIR ACCOM	HAND OVER ACCOM	RTN UN VEHS
								POL CNTR MOV	
								BOI / WRITE OFF	>>
							UNOE CLR	GEN MOV	
		CEASE WATER					COMMS	DESTR / TRANS OF MAT	CUSTOMS PAX
		CEASE POL		COORD MTG			WATER BLADDER	DEF STORES	PAX MAIN FLIGHT
	21 FEB	6 MAR	8 MAR	10 MAR	11 MAR	12 MAR	13 MAR	14 MAR	15 MAR
NICOY SHAGASHA	CEASE WATER	CEASE FRESH RATS						PAX MAIN FLT	RES DAY
	CEASE POL		MOV CNTRS TO SITE	COORD MTG	OUT SURVEY	DESTR / TRANS OF MAT	REAR PTY MOV		
			WATER BLADDER			REPAIR ACCOM	HANDOVER ACCOM		
						ENV CLEAN UP	BOI / WRITE OFF	>>	
						DEF STORES	OUT SURVEY DOCS	>>	
					PACKING COMPLETE	MOV COE	MOV UNOE		
					DISMANTLE TM	>>	>>		
				SECUR TM MOV IN LOC	UNOE CLR	>>	RTN/ HAND OVER VEHS		
						PAX MAIN MOV	CUSTOMS PAX		
				COMMS	>>	>>	POL CNTR MOV		
						AMMO/ WPNS MOV	GEN MOV		

LIQUIDATION SCHEDULE - PHASE THREE				
	13 MAR	14 MAR	15 MAR	16 MAR
HILOB HQ	COORD MTG	UNOE CLR	BOI / WRITE OFF	>>
		COMMS	MOV UNOE	CUSTOMS PAX
		CEASE OPS	POL CNTR MOV	PAX MAIN FLT
		REPAIR ACCOM	GEN MOV	
			DEF STORES	
			RTN VEHS	

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LIQUIDATION SCHEDULE - PHASE THREE					
MILOE KIRUNGO					
				BOI / WRITE OFF	>>
				DEF STORES	RTN UN VEHS
				GEN MOV	CUSTOMS PAX
				DESTR / TRANS OF MAT	PAX MAIN FLIGHT
				ENV CLEAN UP	
			REPAIR ACCOM	HAND OVER ACCOM	
			COMMS	MOV UNOE	
	CEASE POL		UNOE CLR	REAR PTY MOV	
	CEASE WATER	COORD MTG	WATER BLADDER	POL CNTR MOV	
	7 MAR	13 MAR	14 MAR	15 MAR	16 MAR

LIQUIDATION SCHEDULE - PHASE THREE																					
	1 MAR	2 MAR	3 MAR	4 MAR	5 MAR	6 MAR	7 MAR	8 MAR	9 MAR	10 MAR	11 MAR	12 MAR	13 MAR	14 MAR	15 MAR	16 MAR	17 MAR	18 MAR	19 MAR	20 MAR	
ENGR COY	CEASE FRESH RATS	MOV CNTRS TO SITE	COORD MTG	OUT SURVEY	>>	>>	>>	OUT SURVEY DOCS	>>	RTN/ HAND OVER VEHS	GEN MOV	RES DAY								REAR PTY FLT	
				CEASE OPS	CEASE WATER	WATER BLADDER		MOV COE		REPAIR ACCOM	HANDOVER ACCN										
								UNOE CLR	ENV CLEAN UP	>>											
								PACKING COMPLETE	SECUR TM MOV IN LOC	DESTR / TRANS OF MAT	POL CNTR MOV										
								MOV UNOE	COMMS	PAX MAIN MOV	SECUR TM RTN										
										CUSTOMS PAX	PAX MAIN FLT										
										BOI / WRITE OFF	>>										
										DEF STORES											
										DISMANTLE TM											
									CUSTOMS MAT	>>	>>	>>	>>	>>	>>	>>	>>	>>	>>	>>	>>
											ADV PTY MOV										

LIQUIDATION SCHEDULE - PHASE THREE												
	13 MAR	14 MAR	15 MAR	16 MAR	17 MAR	18 MAR	19 MAR	20 MAR	21 MAR	22 MAR	23 MAR	24 MAR
GHANDY 2	MOV CNTRS TO SITE	COORD MTG	OUT SURVEY	>>	>>	OUT SURVEY DOCS	>>			RES DAY		REAR PTY FLT
			CEASE OPS	COMMS		PACKING COMPLETE	CUSTOMS PAX	PAX MAIN FLT				
						UNOE CLR	RTN/ HAND OVER VEHS	BOI / WRITE OFF	>>			
							DESTR / TRANS OF MAT	DISMANTLE TM	>>			
						CUSTOMS MAT	>>	>>	>>	>>	>>	

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LIQUIDATION SCHEDULE - PHASE THREE											
	13 FEB	9 MAR	10 MAR	11 MAR	12 MAR	13 MAR	15 MAR	16 MAR	17 MAR	18 MAR	23 MAR
CHU	CEASE POL	MOV CNTRS TO SITE	CEASE WATER	MOV UNOE	BOI / WRITE OFF	>>	PACKING COMPLETE	CUSTOMS PAX	PAX MAIN FLT	RES DAY	REAR PTY FLT
		COORD MTG	UNOE CLR				CEASE OPS	RTN UN VEHS TO WKSP	REPAIR ACCOM	HANDOVER ACCN	
								WATER BLADDER	DESTR / TRANS OF MAT	SECUR TM MOV OUT	
									GEN MOV		
									POL CNTR MOV		
									ENV CLEAN UP		
									COMMS		
									DEF STORES		

LIQUIDATION SCHEDULE - PHASE THREE												
	14 JAN	31 JAN	3 FEB	4 FEB	5 FEB	8 FEB	24 FEB	25 FEB	26 FEB	27 FEB	28 FEB	1 MAR
TPT WKSP LIGHT		MOV CNTRS TO SITE	COORD MTG	UNOE CLR	>>	>>	>>	PACKING COMPLETE	PAX MAIN FLT	WATER BLADDER	SECUR TM RTNS	
				CEASE OPS	RTN VEHS	CUSTOMS MAT	>>	>>	ENV CLEAN UP	>>	POL CNTR MOV	
							COMMS	MOV UNOE	DESTR / TRANS OF MAT	RES DAY	GEN MOV	
								REPAIR ACCOM	>>	HANDOVER ACCN	>>	
								DEF STORES	BOI / WRITE OFF	>>	>>	>>
	SCRAP DISPOSAL	>>	>>	>>	>>	>>	>>	>>	>>	>>	>>	

LIQUIDATION SCHEDULE - PHASE THREE														
	13 MAR	15 MAR	16 MAR	17 MAR	18 MAR	19 MAR	20 MAR	23 MAR	24 MAR	25 MAR	26 MAR	27 MAR	29 MAR	22 APR
SIGS GOY	CEASE FRESH RATS		MOV CNTRS TO SITE	COORD MTG		WATER BLADDER	OUT SURVEY	>>	OUT SURVEY DOCS	>>				REAR PTY FLT
				CEASE WATER			CEASE OPS		UNOE CLR	MOV UNOE	BOI / WRITE OFF	>>		
									DESTR / TRANS OF MAT	GEN MOV	PAX MAIN FLT	RES DAY		
	COMMS	>>	>>	>>	>>	>>	>>		ENV CLEAN UP	RTN/ HAND OVER VEHS				
					REPAIR ACCOM	>>	>>		SECUR TM MOV IN LOC	CUSTOMS PAX				
									CUSTOMS MAT	>>	>>	>>	>>	
									PACKING COMPLETE	DEF STORES				

LIQUIDATION SCHEDULE - PHASE THREE									
AMAHORO BLDG		COMMS	>>	>>					
				POL CNTR MOV					
				GEN MOV	>>	>>			
		WATER BLADDER		REPAIR ACCOM	>>	>>	HAND OVER ACCOM	>>	>>
	CEASE WATER	TRANS HQ TO TRAFIPRO	>>	DESTR / TRANS OF MAT	ENV CLEAN UP		DEF STORES	DISMANTLE TM	>>
	13 MAR	16 MAR	17 MAR	18 MAR	19 MAR	20 MAR	21 MAR	24 MAR	25 MAR

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LIQUIDATION SCHEDULE - PHASE THREE											
	14 MAR	15 MAR	16 MAR	17 MAR	20 MAR	21 MAR	3 APR	4 APR	5 APR	6 APR	8 APR
COMMS UNIT & GEN UND	CEASE WATER	MOV CNTRS TO SITE	WATER BLADDER	COORD MTG		UNOE CLR	>>	MOV UNOE	PAX MAIN FLT	RES DAY	
		COMMS	>>	>>	>>	SECUR TM MOV IN LOC	PACKING COMPLETE	ENV CLEAN UP	>>	REAR PTY REMAIN WITH CORE GP	
		CEASE OPS				CUSTOMS MAT	>>	REPAIR ACCOM	HANDOVER ACCN	>>	
								DESTR / TRANS OF MAT		GEN MOV	
								RTN UN VEHS	CUSTOMS PAX	SECUR TM RTN	
								BOI / WRITE OFF	>>	>>	>>
									DEF STORES	>>	

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LIQUIDATION SCHEDULE - PHASE THREE									
	23 MAR	24 MAR	25 MAR	26 MAR	27 MAR	28 MAR	29 MAR	30 MAR	3 APR
NORMED	MOV CNTRS TO SITE	COORD MTG	CEASE OPS		PACKING COMPLETE	CEASE FRESH RATS	PAX MAIN FLT	RES DAY	REAR PTY FLT
			UNOE CLR	>>	MOV UNOE	SECUR TM RTN			
			CEASE WATER		BOI / WRITE OFF	>>			
			GEN MOV		WATER BLADDER	CUSTOMS PAX			
			COMMS		REPAIR ACCOM	HANDOVER ACCOM			
					DESTR / TRANS OF MAT				
					ENV CLEAN UP				
					RTN UN VEHS				
			CUSTOMS MAT	>>	>>	>>			

LIQUIDATION SCHEDULE - PHASE THREE								
	20 MAR	25 MAR	26 MAR	27 MAR	28 MAR	29 MAR	31 MAR	1 APR
TRANSIT CAMP	COMMS	CEASE WATER	COORD MTG	PACKING COMPLETE	DEF STORES		DESTR / TRANS OF MAT	RES DAY
		CEASE POL		WATER BLADDER	ENV CLEAN UP	>>		REPAIR/HANDOVER ACCN
				BOI / WRITE OFF	>>			
				POL CNTR MOV				
				GEN MOV				
				DISMANTLE TM	>>	>>	>>	
				CEASE OPS				

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LIQUIDATION SCHEDULE - PHASE THREE													
	14 JAN	17 MAR	21 MAR	23 MAR	25 MAR	26 MAR	3 APR	6 APR	9 APR	10 APR	11 APR	13 APR	14 APR
B & R	CEASE POL	CEASE FRESH RATS	CEASE WATER	MOV CNTRS TO SITE	COORD MTG		WATER BLADDER		BOI / WRITE OFF	>>	>>		REAR PTY FLT
					COMMS	UNOE CLR	>>	>>	MOV UNOE	RES DAY			
					CEASE OPS			RTN/ HAND OVER UN VEHs	REPAIR ACCOM	HANDOVER ACCN			
									PAX MAIN FLT	POL CNTR MOV			
									ENV CLEAN UP	>>			
									CUSTOMS PAX	DESTR / TRANS OF MAT			
						CUSTOMS MAT	>>	>>	>>	>>	>>	>>	
									PACKING COMPLETE	SECUR TM RTN			
										GEN MOV			
	SCRAP DISPOSAL	>>	>>	>>	>>	>>	>>	>>		DEF STORES			

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LIQUIDATION SCHEDULE - PHASE THREE														
	14 JAN	14 MAR	18 MAR	19 MAR	22 MAR	25 MAR	3 APR	6 APR	9 APR	10 APR	11 APR	12 APR	13 APR	14 APR
TPT WKS HYV	CEASE POL	MOV CNTRS TO SITE	CEASE FRESH RATS		CEASE WATER	COMMS	WATER BLADDER		PACKING COMPLETE	PAX MAIN FLT	RES DAY	REAR PTY SECUR TM MOV		REAR PTY FLT
			COORD MTG	UNOE CLR	>>	>>	>>	>>	MOV UNOE	DESTR / TRANS OF MAT		DEF STORES		
						CEASE OPS			REPAIR ACCOM	HANDOVER ACCN	>>	>>		
									ENV CLEAN UP	>>	>>	GEN MOV		
									HANDOVER UN VEHS	CUSTOMS PAX		POL CNTR MOV		
	SCRAP DISPOSAL	>>	>>	>>	>>	>>	>>	>>	BOI / WRITE OFF	>>	>>	>>	>>	
				CUSTOMS MAT	>>	>>	>>	>>	>>	>>	>>	>>	>>	

LIQUIDATION SCHEDULE - PHASE THREE																
	14 JAN	2 APR	4 APR	6 APR	8 APR	9 APR	11 APR	12 APR	14 APR	16 APR	17 APR	19 APR	18 APR	20 APR	21 APR	22 APR
95 CMSC		CEASE WATER	WATER BLADDER	MOV CNTRS TO SITE	COORD MTG	CEASE OPS	OUT SURVEY	>>	>>	>>	>>	OUT SURVEY DOCS	>>	PAX MAIN FLT	RES DAY	REAR PTY FLT
	SCRAP DISPOSAL	>>	>>	>>	>>	>>	>>	>>	CEASE FRESH RATS	REPAIR ACCN	HANDOVER ACCN	>>	>>	>>		
							RTN/ HAND OVER VEHs			DISMANTLE TM	>>	>>	>>			
						UNOE CLR	>>			DESTR / TRANS OF MAT	>>	>>	>>	>>		
							POL CNTR MOV			ENV CLEAN UP	>>	>>	>>	>>		
											COMMS	PACKING COMPLETE	CUSTOMS PAX			
											REAR PARTY TO MERIDIEN	BOI / WRITE OFF	>>			
													GEN MOV			
													DEF STORES			
						UNOE/ COE CUSTOMS MAT	>>	>>	>>	>>	>>	>>				

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