

UNAMIR

LIQUIDATION
(EXECUTIVE DIRECTOR)

1 NOV-5 DEC 1995

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LIQUIDATION / STAFPLAN.DIR

1 Nov 95

Dist List

STAFF PLANNING DIRECTIVE 1/95**Refs:** A. SRSG Memo dated 10 October 1995.

B. DCOS Sp Memo 4000.1/LOG-28/1 dated 13 Oct 95.

BACKGROUND.

1. The present mandate comes to an end on 08 Dec 95. Should the mandate not be extended or the mission be restructured, a "worst case" liquidation plan needs to be developed. Such a process requires an immense degree of planning and preparation as well as a systematic approach to enable as smooth a liquidation as possible. A well thought out plan is a pre-requisite if we are to achieve a cost effective and professional de-induction.

AIM

2. The aim of this directive is to define the staff planning actions required to implement the liquidation of UNAMIR.

SCOPE

3. The magnitude of the task at hand is large. An ops and sp liquidation instruction (OSLI) must be developed to discipline the liquidation process. In consultation with the Force Commander, the SRSG has directed at ref A the establishment of a Liquidation Task Force (LTF) at the director level. This will be jointly chaired by the ED and the DFC and have as permanent members the COS and CAO. The LTF's executive arm will be the Liquidation Team (LT) and be established under the joint chairmanship of the DCOS Sp and the CISS. The LT will also include members as reqd to effect the liquidation in the most effective and efficient manner. Working Groups (WG) will assemble in order to develop an OSLI which will subsequently be staffed through the G3 Plans, CISS and G4. The OSLI is to be developed during the 01 Nov to 01 Dec time frame. The following general points, while not an exhaustive list, need to be addressed in the OSLI.

- a. Role & tasks;
- b. Operational readiness;
- c. Closure element structure;
- d. Comd & Con;
- e. Personnel plan incl med;
- f. Maint and eqpt plan;

- g. Supply plan for the return of materiel;
- h. Timings and phasing;
- i. Transport and movement plan for forces and materiel;
- j. Finalization of Boards of Inquiries and Write Offs;
- k. Infrastructure rationalization Plan; and
- l. Special Requirements.

LTF GUIDANCE.

Concept of Ops. Self protection will be retained while meeting the liquidation schedule as directed by UNNY. Sector Commanders are to maintain their flexibility to conduct current ops, mainly in support of humanitarian activities, to the extent possible. The liquidation of sectors will conform to the prevailing security situations in effect at the time of closure. UNAMIR will retain the capability to perform current ops until such a time as their individual areas of responsibility/accountability are terminated. The provision of security to UNAMIR pers and mat will be retained until full liquidation is achieved.

4. 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 although as much concurrent activity as possible will occur to minimize the time necessary for closure. The drawdown of all UNAMIR elements will be phased in accordance with (IAW) the liquidation schedule attached as Annex A. 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 (D to D+30).** UNAMIR contracting phase to incl all movement and support contracting in support of the closure. Special liquidation procedures will also be initiated in order to accelerate the closure process;
- b. **Phase 2 (D+30 to D+52).** Liquidation of all outlying sectors;
- c. **Phase 3 (D+49 to D+97).** Liquidation of Sector 1; and
- d. **Phase 4 (Phase 2 onwards).** Movement of all UNAMIR materiel to final destinations and final liquidation activity.

Assumptions.

- a. the liquidation will occur in a controlled and progressive manner, to not start before the 08 Dec 95 although some thinning out of UN warehouse stores may commence prior to this date. Planning must take into consideration a possible compression of the time lines should UNNY accept the risks involved;
- b. all of UNAMIR will be liquidated and no elements will be retained once liquidation is completed; and
- c. UNNY will provide explicit liquidation guidelines to UNAMIR prior to the initiation of the closure.

TASKS

6. LTF. The LTF 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 closure 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.

7. LT. The LT will be responsible to execute the liquidation plan. Through its members, they will be responsible for the production of the OSLI and will 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.

8. SPECIFIC TASKS.

a. Liquidation Cell.

(1) Tasks.

- (a) Develop activities checklist;
- (b) Chair WG/Management Board secretariat;
- (c) Report to the LT chairmen;
- (d) Prepare the agenda for LT meetings;
- (e) Prepare the OSLI;
- (f) Control and coord the liquidation process;
- (g) Control the day to day management of liquidation activities;
- (h) Coordinate the implementation of sequencing; and
- (i) Ensure security of the liquidation process.

(2) Participants. OCISS, SO PLANS, G3 OPS, G4 LOG.

b. Asset Management Working Group.

(1) Tasks.

- (a) Structure/deploy COE out-survey team;
- (b) Structure/deploy UNOE clearance team;
- (c) Structure/deploy comms decommissioning team;
- (d) Structure/deploy generator decommissioning team;
- (e) Structure/deploy accommodation and repair decommissioning team;

- (f) Coordinate/prepare COE/UNOE for shipping; and
- (g) Implement a donation/sale program.
- (2) **Participants.** OCISS, SO PLANS, G4 LOG, SO SUP, SO MAINT, SO ACCN, SO TPT/MOV, FEO, CPCIU, CCO, CPO, CGEN, CBMES. **Co- Chairmen CO 95 CMSG and CFSA.**

c. **Property Control Working Group.**

- (1) **Tasks.**
 - (a) Develop a straight-line mechanism between disposing party / PSB / procurement;
 - (b) Standardization of documentation - packing lists and customs documentation;
 - (c) Process COE/UNOE UNAMIR clearance documentation; and
 - (d) Issue instructions/documentation for the disposition of COE/UNOE.
- (2) **Participants.** OCISS, SO PLANS, G4 LOG, SO TPT/MOV, CPO, CFO, CPSB, C MOV CON. **Co-Chairmen SO SUP and CPCIU.**

d. **Facilities Management Working Group.**

- (1) **Tasks.**
 - (a) Survey UNAMIR rental/lease properties;
 - (b) Develop site-specific recommendations for effecting sign-over;
 - (c) Prepare standardized sign-over documentation;
 - (d) Structure/deploy sign-over documentation team;
 - (e) Secure storage lot/vehicle park for liquidation effort; and
 - (f) Manage/maintain liquidation facilities.
- (2) **Participants.** OCISS, SO PLANS, G4 LOG, CFSA, CPO, CFO, Legal Officer. **Co-Chairmen SO Accn and CBMES.**

e. **Transportation Management Working Group.**

- (1) **Tasks.**
 - (a) Coordinate/assess transport requirements for the liquidation;
 - (b) Ensure availability of the transport fleet for the liquidation;

- (c) Organize the return/deployment of COE/UNOE vehicle assets;
 - (d) Coordinate the movement of COE/UNOE within Rwanda;
 - (e) Arrange/manage contractor movement of COE/UNOE;
 - (f) Coordinate the movement of military/civilian staff within Rwanda;
 - (g) Arrange/manage repatriation of military/civilian staff; and
 - (h) Process COE/UNOE/Pax customs clearances.
- (2) **Participants.** OCISS, SO PLANS, G4 LOG, G3 PLANS, SO TPT/MOV, SO MAINT, G1, BRSC, CMC, CITMM, CCPO, CFO, CPO. **Co-Chairmen CO 95 CMSG and C MOV CON.**
- f. **DCOS Ops.** Based on LTF direction, DCOS Ops will provide the fol ops input into the OSLI:
- (1) **G3 Ops.**
 - (a) An assessment of the security concerns during the process of liquidating the mission;
 - (b) Security arrangements in the sectors while each sector is closing down. A security team consisting of approx one section is to be dispatched during the last stages so as to enable all contingent personnel to carry out their various closure responsibilities. This team will only be responsible for perimeter security until all accommodations have been handed over;
 - (c) Prepare the schedule for the close down of various security posts in accordance with (IAW) the closure plan;
 - (d) Provision of security for KIA;
 - (e) Provision of security for materiel being brought back from all liquidation activities;
 - (f) Provision of security arrangements for key activities and locations within Kigali including materiel consolidation areas and for the movement of critical materiel during all phases. These will be lucrative targets and may cover large areas which will reqr effective security;
 - (g) Maintenance of a force level reserve during the period of the liquidation in the form of an RRF;
 - (h) Maintain the duty ops centre with duty officers drawn from the DCOS Ops and DCOS Sp Branches, until the Core Gp moves to Trafipro during phase 3;
 - (2) **G3 Air.** Provide helicopter support for Phases 1 and 2 until such a time as the CHU ceases ops and subsequently transfer to the Ops Centre as the senior duty officer;

- (3) **FEO.** Plan for and execute the destruction of materiel and the provision of engr sp on an as reqr basis; and
- (4) **G3 Plans.** Prepare instructions for the implementation of a contingency security evacuation plan. Also provide SO PLANS to be a member of the LT and Liquidation Cell (LC).
- (5) **FSO / CCO.** Develop the Force Signals plan in support of the liquidation to address the fol specific concerns:
 - (a) Provision of continued comms sp until the last UNAMIR elms are repatriated;
 - (b) develop the comms liquidation plan IAW the schedule laid out at Annex A; and
 - (c) Provide input to the OSLI for all signals related matters.

g. **DCOS Sp / CISS.** Based on LTF direction, provide the necessary support input to the OSLI as follows:

- (1) Based upon the Concept of Ops, define the sp requirement;
- (2) Co-chair the LT;
- (3) Ensure during all liquidation phases the sustainability of UNAMIR;
- (4) Monitor the preparation of the OSLI;
- (5) Monitor and provide advice as reqr on the implementation of the liquidation plan for all admin sp reqr. Provide input to the OSLI for all CAO related matters;
- (6) Identify funding sources for the provision of this liquidation plan;
- (7) Ensure that provisions to allow financial resources are allocated as a priority to the core liquidation group;
- (8) Monitor during the implementation phase the management of O & M costs; and
- (9) Provide the G4 LOG and Ops O ISS to be members of the LT and LC.

h. **G4.**

- (1) Develop and coord the sp portion of the OSLI to include roles & tasks;
- (2) Coord with the G4, G1 and FMO staff to obtain their portion of the OSLI; and
- (3) Monitor and coord liquidation activity as it relates to the G4 portion of the liquidation;

i. **G1 / CCPO.**

- (1) Develop the liquidation policy concerning the return of all UN civilian and military personnel in sp of the liquidation plan and coord as reqr with the Transportation Management WG to coord the repatriation of individual pers not att to a contingent;
- (2) Develop the military police plan in support of the liquidation;
- (3) Develop and monitor, in conjunction with the CCPO, the implementation of the pers plan to include all fin, welfare and pers matters related to the liquidation; and
- (4) Provide input to the OSLI for all pers related matters.

j. **SO Tpt/Mov / CO 95 CMSG / C Mov Con.**

- (1) Develop the policy concerning the use of all in theatre transport assets in sp of the liquidation plan. Coord and estb priorities for the use of all sector tpt reqr with 95 CMSG;
- (2) Coord the use of the Indian Mov Con unit with the UNAMIR Mov Con Cell in sp of the closure plan. This is to incl coord the overall mov reqr for each of the sector repatriations for pers, COE and UNOE; and
- (3) Monitor and provide advice as reqr on the implementation of the liquidation plan for all tpt/mov sp reqr. Provide input to the OSLI for all tpt/mov related matters;

k. **SO Sup / CPCIU.**

- (1) Develop the policy concerning the return, conditioning, cataloguing and disposal of all in theatre materiel assets in sp of the liquidation plan as part of the Property Control WG. Coord and estb the priorities for the use of all UNAMIR materiel with 95 CMSG;
- (2) Coord the write off of UNOE and COE materiel with PCIU, Procurement and PSB to streamline the process and ensure that all components of UNAMIR are assisted in their departure to the max extent possible; and
- (3) Monitor and provide advice, in conjunction with SUMMO, on the implementation of the liquidation plan for all supply sp reqr. Provide input to the OSLI for all supply related matters;

l. **SO Maint / CITMM.**

- (1) Develop the policy concerning the return and serviceability of all in theatre maint assets in sp of the liquidation plan. Coord and estb the repair priorities with 95 CMSG;
- (2) Coord the use of maint resources in sp of the liquidation plan. This is to incl coord of the overall maint and recovery reqr for each of the sector repatriations for both COE and UNOE; and
- (3) Monitor and provide advice on the implementation of the liquidation plan for all maint sp reqr. Provide input to the OSLI for all maint related matters;

m. **SO Accn / CBMES.**

- (1) Develop the policy concerning the return of all in theatre accom in sp of the liquidation plan. Coord and estb the priorities for the return of all sector accn with the Facilities Management WG;
- (2) Coord the return and repair of accn either rented or leased by UNAMIR; and
- (3) Monitor and provide advice as reqr on the implementation of the liquidation plan for the return of all accn. Provide input to the OSLI for all accn related matters.

n. **SO Foods.**

- (1) Develop the policy concerning the use of all in theatre ration sp (cbt and fresh) for the liquidation plan. Coord and estb issue and return priorities for all UNAMIR elms;
- (2) Coord the return and/or destruction of cbt rations and bottled water which will not be used in theatre and transfer them to other missions as reqr; and
- (3) Monitor and provide advice, in conjunction with CMC, as reqr on the implementation of the liquidation plan for all ration reqr. Provide input to the OSLI for all food related matters.

o. **PAFFO.** Develop the Public Affairs plan to support the liquidation plan and provide advice as reqr on the implementation of the closure plan for all public affairs reqr. Provide input to the OSLI for all public affairs related matters.

p. **FMO.**

- (1) Develop the policy concerning the provision of med svcs in sp of the liquidation plan. Coord and estb the med priorities for UNAMIR with NORMED;
- (2) Coord the use of med resources in sp of the liquidation plan. This is to incl coord the overall med and evac reqr for UNAMIR both before and after NORMED's return; and
- (3) Monitor and provide advice as reqr on the implementation of the liquidation plan for all reqr med sp. Provide input to the OSLI for all med related matters.

q. **MILOB and CIVPOL HQs.**

- (1) MILOB and CIVPOL HQs are to provide a liaison officer to op con C LOG O to assist in the development of the OSLI until liquidation is completed; and
- (2) Nominate a POC for this issue.

COORD INSTRS.


9. **Deliverables.** The draft of the OSLI is at Annex C. All of the Working Groups (WG), their respective sub-WG and/or teams plus the various staff within the combined UNAMIR HQ are to write their applicable portion of the OSLI. Co-Chairmen of each WG are responsible to coord their submissions which are to be provided IAW the schedule at para 11. Submissions are to include an insert for the main document of a general policy nature. Specific details are to be kept within the Annexes to the main document. Requests for additional Annexes are to be passed to the G4 LOG.

10. **Format.** All submissions for the OSLI, whether from the various WG, their sub-teams or other staff within the combined UNAMIR HQ are to be provided to the G4 LOG in both electronic format along with two hard copies. The electronic format is to be saved as a WordPerfect 5.1 file and provided in the form of a diskette identified as impl-XXX.XXX where the Xs ident the originator's short titles. As an example, the G4 LOG would ident the file as impl-g4l.og. Returns are to be provided as they become available but no later than **20 Nov 95 0900 Hrs**. The format to be used is contained either at Annex C or at Annex A to Annex C which is attached.

11. **Timings.** The fol staff action is to occur as fol:

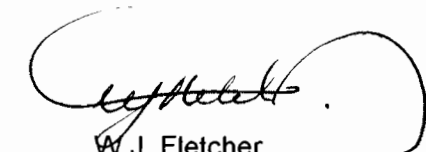
- a. 01 Nov 95 Issue the staff planning dir;
- b. 20 Nov 95 Deadline for all UNAMIR staff returns to G4 LOG;
- c. 24 Nov 95 Present a rough draft of the OSLI to the LT;
- d. 30 Nov 95 Brief LTF and obtain endorsement of the OSLI;
- e. 1 Dec 95 SRSG and Force Commander's decision brief; and
- f. 1 Dec 95 Issue OSLI.

12. **Liaison.** The LC is the point of contact for all info and will coord all aspects of this implementation. Direct liaison is auth between all staff levels as well as staff-to-UNAMIR elms. The LC is to be kept informed of all such liaisons and their decisions.



W. Clive

Chief Integrated Support Services



W.J. Fletcher
Colonel

Deputy Chief of Staff Support

Annex A: Decommissioning Schedule.

Annex B: Liquidation Schedules by Elm.

Annex C: Draft Implementation Directive
Format.

Distribution List

Action

UNAMIR HQ//COS/ CAO/ DCOS Ops
DCOS Sp/ CISS
DCMO/ Commissioner CIVPOL
CO 95 CMSG//

Info

UNNY//FALD//
UNAMIR HQ//SRSG/ FC
Ops O ISS/ SO PLANS/ G4 LOG
File//

LIQUIDATION SCHEDULE											
SECTOR 3											
OTHERS			MOV UNOE	DEF STORES							
			COMMS	REAR PTY MOV							
			REPAIR ACCOM	HAND OVER ACCOM							
	CEASE POL		UNOE CLR	GEN MOV							
			ENV CLEAN UP								
			DESTR / TRANS OF MAT	BOI / WRITE OFF	>>						
	CEASE WATER		WATER BLADDER	POL CNTR MOV							
DAYS	D+30	D+31	D+32	D+33	D+34	D+35	D+36	D+37	D+38	D+40	D+42
MALICOY	COORD MTG	OUT SURVEY	>>	>>	OUT SURVEY DOCS	>>	REAR PTY MOV	RES DAY			REAR PTY FLT
	MOV CNTRS TO SITE		WATER BLADDER	ADV PTY MOV	CNTR MOV	ENV CLEAN UP	>>				
	CEASE WATER		COMMS	>>	>>	DESTR / TRANS OF MAT	DEF STORES				
	CEASE POL		SECUR TM MOV IN LOC	AMMO/WPNS MOV	UNOE CLR	RTN/ HAND OVER VEHS	POL CNTR MOV				
			CEASE FRESH RATS		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											
SECTOR 2											
OTHERS					MOV UNOE						
					COMMS						
					REPAIR ACCOM	HAND OVER ACCOM					
					UNOE CLR	REAR PTY MOV					
					DESTR / TRANS OF MAT	DEF STORES					
	CEASE POL				ENV CLEAN UP	GEN MOV					
	CEASE WATER				WATER BLADDER	POL CNTR MOV	BOI / WRITE OFF	>>			
DAYS	D+30	D+31	D+35	D+36	D+37	D+38	D+39	D+40	D+41	D+42	D+ 47
GHANCOY 1	CEASE WATER	MOV CNTRS TO SITE	COORD MTG	OUT SURVEY	>>	>>	OUT SURVEY DOCS	>>	PAX MAIN FLT	RES DAY	REAR PTY FLT
	CEASE FRESH RATS	CEASE POL			WATER BLADDER	ADV PTY MOV	REPAIR ACCOM	HANDOVER ACCOM	>>		
						AMMO/ WPNS MOV	UNOE CLR	MOV UNOE	POL CNTR MOV		
					COMMS	>>	>>	DESTR / TRANS OF MAT	GEN MOV		
							CNTR MOV	ENV CLEAN UP	>>		
					SECUR TM MOV IN LOC		PAX MAIN MOV	RTN/ HAND OVER VEHS	REAR PTY& SECURITY TM MOV		
							DISMANTLE TM	CUSTOMS PAX	BOI / WRITE OFF	>>	
							PACKING COMPLETE		CUSTOMS MAT	>>	>>
									DEF STORES		

LIQUIDATION SCHEDULE													
SECTOR 5													
OTHERS					COMMS	--	--	DEF STORES					
					REPAIR ACCOM	HAND OVER ACCOM	--	REAR PTY MOV					
						GEN MOV	--						
						UNOE CLR	--						
						POL GNTR MOV	--						
							BOI / WRITE OFF	--					
		CEASE WATER						DESTR / TRANS OF MAT					
		CEASE POL				WATER BLADDER	--	ENV CLEAN UP			MOV UNOE		
DAYS	D+31	D+33	D+35	D+39	D+40	D+41	D+42	D+43	D+44	D+45	D+46	D+47	D+ 52
NICOY			CEASE WATER	MOV CNTRS TO SITE	COORD MTG	OUT SURVEY	--	--	OUT SURVEY DOCS	--	PAX MAIN FLT	RES DAY	REAR PTY FLT
	CEASE FRESH RATS		CEASE POL		WATER BLADDER			SECUR TM MOV IN LOC	ADV PTY MOV	REPAIR ACCOM	HANDOVER ACCOM	--	
								AMMO/WPNS MOV	UNOE CLR			MOV UNOE	
								COMMS			DESTR / TRANS OF MAT	GEN MOV	
									CNTR MOV		ENV CLEAN UP	POL CNTR MOV	
									PAX MAIN MOV		RTN/ HAND OVER VEHS	REAR PTY MOV	
									DISMANTLE TM		CUSTOMS PAX	BOI / WRITE OFF	--
									PACKING COMPLETE			CUSTOMS MAT	--
												DEF STORES	--

LIQUIDATION SCHEDULE

SECTOR 4															
OTHER								ENV CLEAN UP	GEN MOV						
								UNOE CLR	DEF STORES	COMMS					
								DESTR / TRANS OF MAT	BOI / WRITE OFF	--	REAR PTY MOV				
		CEASE POL	CEASE WATER					WATER BLADDER	POL CNTR MOV	REPAIR ACCOM	HAND OVER ACCOM	MOV UNOE			
DAYS	D+37	D+38	D+40	D+42	D+44	D+45	D+46	D+47	D+48	D+49	D+50	D+51	D+52	D+53	D+57
MALAWI COY	CEASE WATER	CEASE FRESH RATS	CEASE POL	WATER BLADDER	MOV CNTRS TO SITE	COORD MTG	OUT SURVEY	--	--	--	OUT SURVEY DOCS	--	PAX MAIN FLT	RES DAY	REAR PTY FLT
								SECUR TM MOV IN LOC	UNOE CLR	--	PAX MAIN MOV	BOI / WRITE OFF	--		
								COMMS	--	--	--	DESTR / TRANS OF MAT	REAR PTY MOV		
										PACKING COMPLETE	CNTR MOV	REPAIR ACCOM	HANDOVER ACCOM		
										AMMO/ WPNS MOV	POL CNTR MOV	--			
										ADV PTY MOV	GEN MOV	--			
												MOV UNOE			
										DISMANTLE TM	--	--	--		
												ENV CLEAN UP	--		
												RTN/ HAND OVER VEHS			
												CUSTOMS PAX			
												CUSTOMS MAT	--	--	--
											DEF STORES	--	--		

LIQUIDATION SCHEDULE								
SECTOR 1								
DAYS	D+43	D+49	D+50	D+51	D+52	D+53	D+58	D+59
MILOB 1A MILOB 1B MILOB HQ CIVPOL HQ MP COY	CEASE WATER	COORD MTG	UNOE CLR	>>	BOI / WRITE OFF	>>	RTN VEHS	PAX MAIN FLT
	CEASE POL	MOV CNTRS TO SITE	WATER BLADDER	MOV UNOE	COMMS	POL CNTR MOV		
		CEASE OPS			DESTR / TRANS OF MAT	GEN MOV		
					ENV CLEAN UP	DEF STORES		
					REPAIR ACCOM	HANDOVER ACCOM		
						REAR PTY MOV		
						ADV PTY MOV		

LIQUIDATION SCHEDULE														
SECTOR 1														
DAYS	D+47	D+48	D+51	D+52	D+54	D+57	D+58	D+59	D+60	D+61	D+62	D+63	D+64	D+72
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		CNTR MOV	DISMANTLE TM	REPAIR ACCOM	HANDOVER ACCOM			
								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				
								CUSTOMS MAT	>>>	>>>	>>>	>>>	>>>	
										ADV PTY MOV				

LIQUIDATION SCHEDULE												
SECTOR 1												
DAYS	D+53	D+59	D+60	D+61	D+62	D+63	D+64	D+65	D+66	D+67	D+68	D+70
GHANCOY 2	CEASE FRESH RATS	MOV CNTRS TO SITE	COORD MTG	OUT SURVEY	>>	>>	OUT SURVEY DOCS	>>	BOI / WRITE OFF	>>	RES DAY	REAR PTY FLT
					COMMS		PACKING COMPLETE	DESTR / TRANS OF MAT	DISMANTLE TM	>>		
							UNOE CLR	RTN/ HAND OVER VEHS	PAX MAIN FLT			
								CUSTOMS PAX				
							CUSTOMS MAT	>>	>>	>>	>>	>>

LIQUIDATION SCHEDULE											
SECTOR 1											
DAYS	D+51	D+54	D+56	D+57	D+59	D+60	D+61	D+62	D+63	D+64	D+65
ELMS INDBAT	CEASE WATER	COORD MTG	WATER BLADDER	SECUR TM MOV IN LOC	PACKING COMPLETE	CEASE FRESH RATS	CUSTOMS PAX	DEF STORES	POL CNTR MOV		
						ENV CLEAN UP	>>	PAX MAIN FLT	COMMS	REPAIR ACCOM	HANDOVER ACCOM
							DISMANTLE TM	>>	GEN MOV		
									RES DAY		

LIQUIDATION SCHEDULE												
SECTOR 1												
DAYS	D+30	D+53	D+55	D+56	D+57	D+58	D+59	D+61	D+62	D+63	D+64	D+ 69
CHU	CEASE POL	MOV CNTRS TO SITE	COORD MTG	CEASE WATER		BOI / WRITE OFF	>>	PACKING COMPLETE	CUSTOMS PAX	PAX MAIN FLT	RES DAY	REAR PTY FLT
				UNOE CLR	>>	MOV UNOE		CEASE OPS	RTN UN VEHS TO WKSP	REPAIR ACCOM	HANDOVER ACCOM	
									WATER BLADDER	DESTR / TRANS OF MAT	SECUR TM MOV OUT	
										GEN MOV		
										POL CNTR MOV		
										ENV CLEAN UP		
										COMMS		
										DEF STORES		

LIQUIDATION SCHEDULE									
SECTOR 1									
DAYS	D+30	D+32	D+33	D+34	D+35	D+36	D+37	D+38	D+39
WKSP BUTARE	CEASE WATER	WATER BLADDER	MOV CNTRS TO SITE	COORD MTG	UNOE CLR	>>	MOV UNOE	BOI / WRITE OFF	>>
	CEASE POL			SECUR TM MOV IN LOC	CEASE OPS	POL CNTR MOV	PAX MAIN MOV	RTN UN VEHS	
						GEN MOV	REAR PTY MOV	RES DAY	
						COMMS	PACKING COMPLETE		
						REPAIR ACCOM	HANDOVER ACCOM		
						DESTR / TRANS OF MAT			
						ENV CLEAN UP			

LIQUIDATION SCHEDULE												
SECTOR 1												
DAYS	D	D+17	D+20	D+21	D+22	D+25	D+41	D+42	D+43	D+44	D+45	D+47
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														
SECTOR 1														
AMAHORO BLDG			COMMS	>>	>>									
					REPAIR ACCOM	>>	>>	HAND OVER ACCOM	>>	>>				
					GEN MOV	>>	>>							
					DESTR / TRANS OF MAT									
			WATER BLADDER		POL CNTR. MOV	ENV CLEAN UP		DEF STORES	DISMANTLE TM	>>				
	CEASE WATER		TRANS HQ TO TRAFIPRO	>>	REPAIR ACCOM	>>	>>	>>	HANDOVER ACCOM	>>				
DAYS	D+59	D+61	D+62	D+63	D+64	D+65	D+66	D+69	D+70	D+71	D+72	D+73	D+75	D+99
SIGS COY	CEASE FRESH RATS		MOV CNTRS TO SITE	COORD MTG		WATER BLADDER	OUT SURVEY	>>	OUT SURVEY DOCS	>>	PAX MAIN FLT	RES DAY		REAR PTY FLT
				CEASE WATER					UNOE CLR	MOV UNOE	BOI / WRITE OFF	>>		
									DESTR / TRANS OF MAT	GEN MOV				
		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												
SECTOR 1												
DAYS	D+60	D+61	D+62	D+63	D+66	D+67	D+80	D+81	D+82	D+83	D+85	D+99
COMMS UNIT & GEN UNIT	CEASE WATER	MOV CNTRS TO SITE	WATER BLADDER	COORD MTG		UNOE CLR	>>	MOV UNOE	PAX MAIN FLT	RES DAY		REAR PTY FLT
		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	>>		
							RTN UN VEHS	DESTR / TRANS OF MAT	GEN MOV	>>		
									CUSTOMS PAX	SECUR TM RTN		
								BOI / WRITE OFF	>>	>>	>>	
										DEF STORES		

LIQUIDATION SCHEDULE									
SECTOR 1									
DAYS	D+69	D+70	D+71	D+72	D+73	D+74	D+75	D+76	D+80
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	HANDOVER ACCOM			
			CEASE WATER		BOI / WRITE OFF	>>			
			GEN MOV		WATER BLADDER	CUSTOMS PAX			
			COMMS		REPAIR ACCOM				
					DESTR / TRANS OF MAT				
					ENV CLEAN UP				
					RTN UN VEHS				
			CUSTOMS MAT	>>	>>	>>			

LIQUIDATION SCHEDULE								
SECTOR 1								
DAYS	D+66	D+71	D+72	D+73	D+74	D+75	D+77	D+78
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 GNTR MOV				
				GEN MOV				
				DISMANTLE TM	>>	>>	>>	
				CEASE OPS				

LIQUIDATION SCHEDULE													
SECTOR 1													
DAYS	D	D+63	D+67	D+69	D+71	D+72	D+80	D+85	D+86	D+87	D+88	D+90	D+91
B & R	CEASE POL	CEASE FRESH RATS	CEASE WATER	MOV CNTRS TO SITE	COORD MTG		WATER BLADDER	RTN/ HAND OVER UN VEHs	BOI / WRITE OFF	>>	>>		REAR PTY FLT
					COMMS	UNOE CLR	>>	>>	MOV UNOE	RES DAY			
					CEASE OPS				REPAIR ACCOM	HANDOVER ACCOM			
									PAX MAIN FLT	POL CNTR MOV			
									ENV CLEAN UP	>>			
									CUSTOMS PAX	DESTR / TRANS OF MAT			
						CUSTOM S MAT	>>	>>	>>	>>	>>	>>	
									PACKING COMPLETE	SECUR TM RTN			
										GEN MOV			
	SCRAP DISPOSAL	>>	>>	>>	>>	>>	>>	>>		DEF STORES			

LIQUIDATION SCHEDULE														
SECTOR 1														
DAYS	D	D+60	D+64	D+65	D+68	D+71	D+80	D+85	D+86	D+87	D+88	D+89	D+90	D+91
TPT WKSP HVY	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

SECTOR 1

DAYS	D	D+79	D+81	D+82	D+85	D+86	D+88	D+89	D+91	D+93	D+94	D+95	D+96	D+97	D+99
95 CMMSG		CEASE WATER	WATER BLADDER	MOV CNTRS TO SITE	COORD MTG	CEASE OPS	OUT SURVEY	--	--	--	--	OUT SURVEY DOCS	--		REAR PTY FLT
	SCRAP DISPOSAL	--	--	--	--	--	--	--	CEASE FRESH RATS	REPAIR ACCOM	HANDOVER ACCOM	--	--	--	
							RTN/ HAND OVER VEHS			DISMANTLE TM	--	--	--		
						UNOE CLR	--			DESTR / TRANS OF MAT	--	--	--	--	
							POL CNTR MOV			ENV CLEAN UP	--	--	--	--	
											COMMS	PACKING COMPLETE	GEN MOV		
												BOL / WRITE OFF	--		
													DEF STORES		
													CUSTOMS PAX		
						UNOE/COE CUSTOMS MAT	--	--	--	--	--	--		PAX MAIN FLT	

LIQUIDATION SCHEDULE													
SECTOR 1													
DAYS	D+81	D+83	D+86	D+87	D+88	D+89	D+91	D+93	D+94	D+95	D+96	D+97	D+99
INDBAT MAIN	CEASE WATER	WATER BLADDER	COORD MTG	UNOE CLR	--		CEASE FRESH RATS		CORE GP & REAR PTY MOV TO MERIDIEN	REPAIR ACCOM	HANDOVER ACCOM	--	REAR PTY FLT
		MOVE CNTRS TO SITE			POL CNTR MOV			DISMANTLE TM	--	--	DESTR / TRANS OF MAT	MAIN PAX FLT	
					RTN ALL VEHS			COMMS		PACKING COMPLETE	ENV CLEAN UP		
						OUT SURVEY	--	--	--	OUT SURVEY DOCS	--		
											GEN MOV		
											CUSTOMS PAX		
										BOI / WRITE OFF	--		
					UNOE/COE CUSTOMS MAT	--	--	--	--	--	DEF STORES		

LIQUIDATION SCHEDULE										
SECTOR 1										
DAYS	D+62	D+63	D+79	D+87	D+91	D+92	D+93	D+94	D+98	D+99
CORE GROUP	MOVE TO TRAFIPRO	>>	CEASE WATER	COORD MTG	CEASE FRESH RATS	REPAIR ACCOM	HANDOVER ACCOM	MOVE TO MERIDIEN	DESTR / TRANS OF MAT	PAX MAIN FLT
									COMMS	
									UNOE CLR	
									RTN/ HAND OVER VEHS	
									CUSTOMS PAX	
									CUSTOMS MAT	
									PACKING COMPLETE	



ANNEX C
LIQUIDATION / STAFPLAN.DIR
DATED 01 NOV 95

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

01 December 1995

Distribution List

UNAMIR OPERATIONS AND SUPPORT LIQUIDATION INSTRUCTION 1/95

References: A. SRSG Memo dated 10 October 1995
B. UNNY XXXXXXXX
C. UNAMIR HQ 4000.1/LOG-28/1 dated 13 Oct 95
D. UNAMIR BUDGET ALLOCATION XXX dated XX XXX XX
XX. XXXXX

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, UNNY has directed that UNAMIR cease ops with effect from XXXXX and that all of its inherent components be liquidated no later than (NLT) XXXXX. The liquidation activities will be constrained by planned expenditure reductions identified by UNNY at reference XX and enunciated in our allocated Budget (reference D). 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 two distinct components of UNAMIR;
- i. financial policies to be in effect during the liquidation of UNAMIR;
- j. administration policies to be in effect during the liquidation of UNAMIR; and
- k. funding reductions to specific programme elements (SPE) such as construction costs, contract management, miscellaneous requirements (MR), procurement and personnel.

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 closure 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 additional budgetary/resource restrictions.

6. Compression of liquidation. The confusion caused by the early identification of a compressed liquidation is acknowledged as a factor which impairs 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 the orderly liquidation of the mission. The strategy to be adopted for 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; and

- b. Eclipsing of reduction targets. UNAMIR is burdened by inefficient and costly systems and infrastructure. The impact of this burden on a much reduced support structure is substantial. Commanders and resource managers are instructed and encouraged to surpass the targets contained in this directive, particularly as they apply to surplus infrastructure, redundant command and control elements, and excess support capacity. Resource managers, as stewards of all UNAMIR resources assigned to their area of responsibility, are expected to reallocate resources to stabilize and balance their structures and systems. In this respect, CAO retains full discretionary authority to arbitrate resource allocation issues.

OBJECTIVES

8. Financial Reductions. UNAMIR's funding allocation is to be reduced from its current levels. The UNAMIR model at Annex A indicates a net deficiency of \$XX Million to meet all of our requirements, a shortfall which is to be absorbed by all components of UNAMIR. Annex A provides a breakdown of reduction targets by categories.
9. Personnel Adjustments - Military Component. Adjustments to the military component of UNAMIR are described in detail at Annex C. 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.
10. Personnel Adjustments - Civilian Component. Adjustments to the civilian component of UNAMIR will occur as directed by the SRSG and the CAO and as described in detail at Annex C. Reductions to the local employees will be coordinated with the Liquidation Cell (LC) in keeping with the directives received by the LT.
11. Infrastructure Rationalization. A general assessment of the state of UNAMIR leased or rented infrastructure is required. The cost of maintaining the infrastructure will only be drastically reduced once clear direction has been received from UNNY as to the actual D day.
12. Infrastructure Maintenance Strategy. Infrastructure and its maintenance will be rationalized so that all work of an operational, emergency and/or safety related nature and those constituting health hazards are to continue. In the short-term, all other work needs to be scrutinized by both BMES and SO Accn to ensure that our limited resources are not needlessly expended.
13. Directed infrastructure adjustments are described at Annex B, including site-specific data related to savings targets, liquidation milestones and other guidance. These reductions have been incorporated in the liquidation model at Annex C.
14. Streamlining of C² System. The policy basis for streamlining of the C² system, calls for a reduction by at least one-third of the resources committed to HQ functions by D+30, and the elimination of two layers of HQs through the liquidation of MILOB and CIVPOL HQs by D+59. UNAMIR HQ will conclude operations in Amahoro on D+62 and transfer to Trafipro until D+94 IAW the De-Commissioning Schedule at Annex C.

DELIVERABLES

15. 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 occurs. 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. The G3 Ops and G3 Plans will conduct a detailed assessment of the security requirements. The planning directive to accomplish this task is attached at Annex D.

16. Cost Capturing. Recent initiatives directed that 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 the value of each event. Under the current fiscal climate this will be essential to ensure that standards and capability do not suffer.

17. C² Adjustment Strategy. With the elimination of UNAMIR HQ by D+62, a new combined Military/Civilian UNAMIR Core Group will be formed to handle remaining liquidation activities. This group will be based in Trafipro until integral liquidation activity is initiated for the remaining units at 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-Chairmen.

18. Infrastructure Reduction Strategy. The infrastructure liquidation 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.

19. The following premises will apply to implementation of the liquidation directed reductions:

- a. the bottom line must be met IAW the phasing time lines at Annex C. There is no flexibility in this matter;
- b. sector closures must take place not later than the announced time lines (sooner, if possible); and
- c. flexibility of transferring funding between allotments will be limited and coordinated through the CAO.

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

21. Support Services Strategy. The liquidation of infrastructure, 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. consolidate on Sector 1; and
- b. reduce UNAMIR assets to the absolute minimum required to support our dependencies once executive direction 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.

22. This may result in a number of changes in the way support is provided. 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.

23. Annex K establishes general parameters and principles to govern the development of UNAMIR's support plans. Sector and HQ staffs must use Annex K in conjunction with existing support SOPs to develop their own support plans.

24. Information Systems (IS) Strategy. All tactical and non-tactical IS materiel will be relocated to Sector 1 once liquidation occurs. 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 at Annex K. Sector Log Os will liaise with UNAMIR FSO/CCO to ensure that they maintain the minimum viable level of IS services until full liquidation occurs.

25. Human Resource Management Strategy. The effects of the liquidation will significantly reduce UNAMIR's available human resources between now and 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 resource managers to achieve their liquidation targets in the manner which is best suited to their 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; and
- c. comprehensive, clear and timely communication to all personnel of programme objectives and implementation methodologies as well as consultation at all levels with regard to the design of these methodologies where they affect UNAMIR's workforce.

26. Human Resource Management Plan. Details of the plan are found at Annex H.
27. Welfare / Personnel Support Programmes (PSP). It is anticipated that:
- the essential quantity and quality of PSP will be preserved until the final liquidation occurs; and
 - adequate local control of PSP will be maintained and that all items will be returned for redistribution to other missions.
28. Communications Strategy. UNAMIR will be pro-active in communicating the developments of liquidation policies and the subsequent resource redistribution. It is particularly important to keep our internal audience well-informed, as well as those external audiences directly affected by the liquidation. Details may be found at Annex I.

MILESTONES

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

SERIAL	DTG	EVENT
001	01 Dec 95	ISSUE OSLI
002	15 DEC 95	UNAMIR ELEMENT COMMENTS ON THE OSLI DUE UNAMIR HQ
003	01 Jan 96	SECTOR LIQUIDATION PLANS DUE UNAMIR HQ
004	D	ISSUE TERMINATION NOTICES TO CIV PERSONNEL AND CONTRACTORS. ACTION OSLI
005	D+1	PANIC
006	D+7	WEEKLY BRIEFING TO LTF.

COORDINATION AND APPROVALS

30. SRSG and Force Commander retains 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 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:

- financial resource reductions and allocations - CAO & CFO;
- infrastructure closures plan - CBMES & SO Accn;

- c. de-commissioning schedule and operational con and coordination of the liquidation - Ops O ISS, SO Plans & G4 Log;
- d. human resource management plan - CCPO & G1;
- e. support services plan - CISS & G4;
- f. C² adjustment plan - G3 Plans;
- g. IS plan - CCO & FSO;
- h. communications strategy and plan - PAFFO;
- i. OS LI development - Ops O ISS, SO Plans & G4 Log;
- j. transportation plan - C MOV CON & CO 95 CMSG

31. Working Group Co-Chairmen shall inform the LC of the composition of their sub-teams NLT 24 Nov 95.

REPORTING

32. In addition to the critical staff coordination milestones listed above, the requirement to report progress on a daily basis has been identified. 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. 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. 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; and
- e. any one time costs encountered.

Shaharyar Khan
Special Representative
of the Secretary General

G. Tousignant
Major General
Force Commander

Annexes: Annex A - Finance
Annex B - Infrastructure liquidation

Annex C - De-Commissioning Schedule
Annex D - Readiness and Security Directive
Annex E - Transportation Plan
Annex F - TBI
Annex G - IS Support Plan
Annex H - Human Resource Management Plan
Annex I - Communications Plan
Annex J - TBI
Annex K - Support Plan

Distribution List

Action

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

Information

UNNY//FALD/XXXX//
UNAMIR HQ//AA SRSG/MA FC//
CONTRACTORS//B & R/CHU/NORMED//

AIM

1. This Annex contains the specific funding reductions and savings targets as a result of UNAMIR's liquidation.

GENERAL

2. This is an example of the type of paragraph that should be used when preparing your specific response for the OSJI.
 - a. the paragraph and sub-paragraph numbering should follow the same format as that for Annex C and finish with a ; except for those sub-paragraphs that end the paragraph which end with a period; and.
 - b. as an aside the last sub-paragraph should include the word and so that we know this is your last sub-paragraph.

3.

4.

RATIONALE FOR ALLOCATIONS

5. The use of headers is encouraged as this will assist the reader in readily identifying the particular subject discussed.

BUDGET REDUCTIONS

6.

CONCLUSION

12. The magnitude of liquidation will certainly require the use of Appendices since it is unlikely that just using the Annexes will allow you to include all of the potential info you may wish to pass on. These should be added to the bottom of the Annex and identified as shown. As well, all of the pages should be identified at the bottom left hand corner of each page by using footers and having the format 1/2 where 1 is the present page and two is the total amount of pages which the doc (Annex or Appendix) has.

List of Appendices:

Appendix 1 Recapitulation of Reductions by Fiscal Year
Appendix 2 Summary of Reductions by Programme
Appendix 3 Site Closure/Reduction Summary

CISS

UNITED NATIONS
INTEROFFICE MEMORANDUM



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MEMORANDUM INTERIEUR

LOGISTICS AND COMMUNICATIONS SERVICE
FIELD ADMINISTRATION AND LOGISTICS DIVISION
DEPARTMENT OF PEACE-KEEPING OPERATIONS

To: See Distribution List (below)

Date: 5 December 1995

A:

Ref.: Liquidation Guidelines

From: Hocine Medili, Director

De: Field Administration and Logistics Division, DPKO

Subject: Draft Guidelines for the Liquidation of Field Missions

Objet:

In view of the imminent liquidation of UNAMIR, UNMIH, and UNPF, and to assist you in planning the liquidation of your mission(s), I am sending you a copy of the latest draft of the Guidelines for the Liquidation of Field Missions. These Guidelines are still subject to additional modifications prior to their official circulation, but they may provide, however, a useful basis for your liquidation planning.

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Group



UNITED NATIONS
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(PROVISIONAL)
GUIDELINES
FOR THE
LIQUIDATION OF FIELD MISSIONS

DRAFTED BY THE DEPARTMENT OF PEACE-KEEPING OPERATIONS
FIELD ADMINISTRATION AND LOGISTICS DIVISION

December 1995

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CHAPTER ONE

AIM

1. This document establishes provisional planning, management, reporting, command and control standards, and procedures to guide officials in field missions and at United Nations Headquarters in the liquidation of field missions.

DEFINITION

2. The term "liquidation" or "liquidation process" refers to all activities involved in the closure of a field mission.
3. The liquidation process generally comprises two distinct groups of activities:
 - (a) The physical closure, and the withdrawal of equipment, supplies and personnel from the mission's area of operation. Usually, these activities resemble closely those of the mission's emplacement phase, but in reverse;
 - (b) The activities related to the completion of all residual administrative and support tasks such as the closure of accounts, finalization of property records and survey cases, settlement of claims, etc.

LIMITING FACTORS

4. During the early stages of liquidation there is usually a requirement for a number of substantive components of a field mission to continue to function concurrently. Therefore, liquidation planning should incorporate support requirements to carry out ongoing substantive or other operational activities.
5. The existence of a liquidation team necessitates the continued provision of certain administrative and other support functions, usually during the entire liquidation period. Every effort has to be made to establish, to the extent possible, alternative contractual or other suitable arrangements with a view to minimizing support staff requirements. Nevertheless, the overall size of the liquidation team has always to be carefully weighed in light of the resulting administrative support requirements. The size of the liquidation team would decrease rapidly during the initial wind-down phase. Thereafter and until the closure process is completed, the team size should remain comparatively small with a very limited intrinsic support capacity.
6. These guidelines focus primarily on administrative liquidation tasks. Issues relating to the

wind-down work of the substantive components of a field mission have been incorporated only to the extent that they have an impact on the administrative or logistic support during the closure phase. Other tasks associated with the liquidation of the substantive mission components are not the subject of these guidelines. They will have to be determined on a case by case basis. It is, however, essential to ensure that projects which have been started as result of a mission's mandate shall only be continued if they are of direct relevance to the liquidation process. All other projects shall either be terminated or handed over to other entities (UN agencies, IGOs¹ or NGOs²).

PLAN OF ACTION

7. The liquidation of a mission must be carried out in accordance with UN Financial Rules and Regulations; the Staff Rules; the Personnel, Finance, and Procurement Manuals; the Field Administration Manual and other applicable UN directives and reference documents.

8. Generally, the following sequential steps and associated typical tasks need to be performed:

(a) Identify all tasks associated with the liquidation of a field mission and the establishment of a comprehensive list of all liquidation activities³, indicating in each case the respective area of responsibility;

(b) Analyze identified liquidation tasks to define their scope and magnitude, to determine inter-dependencies between the various identified tasks, and to highlight critical path and other essential activities;

(c) Assess the relevant resource requirements, in terms of personnel, time-frame, support services and financial implications;

(d) Prepare a comprehensive liquidation plan keeping the liquidation period and the size of the liquidation team to the necessary minimum, thus, containing costs. This includes the development of an overall liquidation schedule incorporating a detailed time table for the phased withdrawal of equipment, military and civilian personnel of all mission components;

¹ Inter-Governmental Organization

² Non-Governmental Organization

³ In this connection particular attention has to be paid to outstanding administrative and logistic support tasks. These must be identified and completed as a matter of priority in order not to delay the execution of related or subsequent liquidation tasks.

(e) Prepare a detailed budget for the entire liquidation process in accordance with the liquidation plan;

(f) Designate members for the liquidation team, both in the field mission and at UN Headquarters;

(g) Execute the liquidation plan and monitor all related activities, performed initially in the mission area and later at a remote site, usually UN Headquarters in New York, although in certain cases facilities at the UN Logistics Base at Brindisi, Italy, may be used..

INDIVIDUAL LIQUIDATION TASKS

9. Chapter two lists the most common liquidation activities . They are grouped by the respective areas of responsibility.

RESPONSIBILITIES

10. Clear lines of responsibility must be established during the development of a liquidation plan. It is most important that all liquidation activities are properly coordinated among all components of the field mission, as well as between the field mission and UN HQ/FALD.

11. The prime responsibility for the conduct of the liquidation processes rests with the field mission, whilst UNHQ will provide overall guidance and advice on policy and administrative procedures, as and when requested.

12. Responsibility focal points must be established for the various liquidation tasks. Their composition and responsibilities are:

(a) **In Field Missions**

(i) The Head of Mission, who has overall responsibility for developing and implementing the liquidation plan, shall create a **Mission Liquidation Task Force**, wherein each component of a mission is represented at the policy making level. The Task Force will function as a steering committee for all policy matters relating to the withdrawal of personnel and equipment.

(ii) Due to the far-reaching administrative and support related implications of the liquidation process and the financial authority vested in him/her, the DOA/CAO will be appointed by the Head of Mission to formulate, in conjunction with other components, the overall liquidation plan and to oversee all ensuing activities, including routine progress reporting.

- (iii) The task force is assisted by a **Mission Liquidation Team** set up by the DOA/ CAO to perform the planning and coordination of the liquidation tasks. The mission liquidation team will be headed by a designated senior official from the civilian administration. In field missions comprising military contingents, the mission liquidation team should include a coordinator from the military logistic element. In all circumstances, a medical representative must be on the team.
- (b) **In UN HQ**
 - (i) All administrative and logistical support issues will be coordinated by staff of FALD/DPKO, while the desk officer(s), Office of Operations/DPKO responsible for the substantive tasks of a mission will provide guidance in political and military issues relating to the closure of a mission.
 - (ii) The FALD Future Operations Logistics Unit will designate a Logistics Planning Officer to work with the mission to develop the Liquidation Master Plan. This officer will also be tasked with developing a **Mission Liquidation Directive** which will provide coordinating instructions for the UN Headquarters staff to support the requirements of the DOA/CAO. This directive must be based on the field mission's plan and developed in concert with all components within, and as required, outside of FALD. This officer will co-ordinate all meetings to review progress, and identify and resolve problems that develop, and will be the principal contact point in UNHQ for the Mission Liquidation Team.
 - (iii) The FALD Current Operations Logistics Officer assigned to the mission desk will assist in monitoring and coordinating the efforts of all components of FALD to implement the Liquidation Plan.

13. FALD/NY must notify the Office of Internal Oversight Services (OIOS) of the liquidation timetable for the mission. The OIOS shall ensure an audit is conducted within the mission prior to the final closure of the mission. This will facilitate both the audit team's access to complete records and the mission's execution of its liquidation plan.

PERSONNEL RESOURCE REQUIREMENTS

14. It is essential to retain sufficient experienced support personnel who are adequately trained and familiar with the missions administrative work, to deal efficiently with all liquidation tasks. The qualifications of the staff remaining on the liquidation team and their knowledge of the mission are of even greater importance once the mission personnel have been completely withdrawn from the mission area to operate at a remote site (usually the UN HQ/NY) as a small liquidation team.

15. To ensure that staff from the appropriate administrative and support areas will indeed be retained for the liquidation tasks, an organizational structure of the liquidation team and job-descriptions for the team members should be prepared by the CAO, in conjunction with the Mission Liquidation Team.

16. It is important to designate, at an early stage, those persons who possess the necessary expertise and an overall knowledge of pertinent aspects of an operation so they may be retained for the liquidation process. Once established, every reasonable effort should be made to ensure that the liquidation team remains intact until its assignments are duly accomplished.

17. Particularly for large, multi-component field missions, the deployment of a UNHQ dispatched "roving" liquidation team should be considered seriously. Such a team would comprise an experienced cadre of personnel specialized in the areas of property control, claims, movement control, engineering/buildings management, finance and security. This team would augment the staff of a mission in the aforementioned areas which are usually crucial for a timely and effective conduct of the liquidation process.

TIMINGS/SCHEDULES

18. Mission liquidation planning must begin as soon as the mission deployment phase is completed. Ideally, a fully elaborated plan should be available not less than six months prior to the envisaged start of the liquidation phase. This should allow not only a reasonable amount of lead time to prepare a comprehensive mission liquidation plan inclusive of critical path activities, but also time to obtain legislative approval for the liquidation budget and related resource allocations. The existing Mission Security Plan must also be kept in mind when developing the liquidation plan and timings.

19. A Gantt Chart/CPM diagram showing the durations and dependencies of the liquidation activities should be produced and included in the relevant planning documents.

CONCLUSION

20. This document does not necessarily offer an all-inclusive set of instructions or a complete list of liquidation tasks that may arise in the field. Activities deemed to be of sufficient general importance that may be missing or are insufficiently addressed should be referred back to FALD for possible inclusion in a future update of these guidelines.

CHAPTER 2

PROCEDURES

GENERAL

1. **Liquidation Planning:**

(a) Develop a **Liquidation Master Plan** for the mission. Key elements of this Plan will be a **Withdrawal Timetable** (i.e. a GANTT/CPM chart) showing the timing and dependencies of the liquidation activities, and an **Asset Disposal Plan**.

(b) Develop policies, sub-plans and instructions/directives for the liquidation process and related activities.

(c) Develop an operations (military, humanitarian, electoral, etc), scaling down plan.

(d) Prepare a detailed budget for the entire liquidation process, from completion of mandate until departure of last elements of the mission.

2. **Security**

(a) Conduct a security assessment for the period of the liquidation phase.

(b) Determine to what extent security responsibilities can be continued or assumed by the military contingents.

(c) Develop a security plan which will protect personnel and property during the liquidation process, with particular focus on material both during transit to and storage at the out-loading point. *(The security plan shall describe the physical security requirement and shall indicate if it will be fulfilled by the military contingent, the Host Government, or a contracted security company.)*

(d) Conduct investigations in connection with Board of Inquiry (BOI) and Property Survey Board (PSB) third party claims, commercial claims, UN personnel claims, and submit reports to the appropriate mission section handling the same.

(e) Ensure adequate procedures exist to resolve grievances against the mission by host-country nationals, prior to the liquidation of the mission.

3. **Termination of ongoing projects.** Identify those projects started on the basis of a mandated objective but cannot be completed within the 'active' operational period of a field

mission. As a general rule, these projects should only be continued if they are of direct relevance to the liquidation process. All other projects shall either be terminated or if appropriate and authorized by UNHQ handed over to other entities (UN agencies, IGOs or NGOs). If the project is contracted, an analysis of the cost of termination in relation to the remaining life of the mission should be conducted prior to taking a decision on how to proceed.

4. **Residual mission workload**

(a) Identify all outstanding or unfinished tasks. Qualify and quantify those tasks, schedule their completion as a matter of priority and monitor the progress of the execution. *(This relates specifically to the caseload of outstanding administrative actions, such as claims cases, board of inquiries, property survey action, financial records, vendor payments, unliquidated obligations. It is important to assess the residual caseload and establish if in consideration of an average weekly workload these residual tasks can be completed within the liquidation time frame.)*

(b) If deemed necessary, request a higher level or broader scope of delegated authority facilitating the disposition of pending cases.

5. **Final mission reports.** Field missions are responsible for producing several consolidated "final" reports at the end of the mission mandate:

(a) A final report for presentation to the Security Council on the fulfillment and completion of its mandate (primarily summarizing the operational scope of work, accomplishments and difficulties experienced);

(b) A report to be submitted to DPKO's Military Adviser's Office by a mission's Force Commander (where applicable), and for which guidelines are in the process of being issued by DPKO's Planning Division);

(c) An "End of Mission Report" prepared by the mission's Division of Administration, to be submitted directly to FALD prior to the end of the liquidation period. This essentially administrative final report will:

(i) Describe the structural components of the mission's administrative services, their main tasks and activities and their composition/staffing;

(ii) Record administrative problems encountered and lessons learned.

This "End of Mission Report" preparation will entail inter-component coordination. This report will serve as a readily-accessible summary record of the administrative component of the mission for future reference. The format for this report is contained in Annex A.

(d) A special final report on the medical support operations, to be submitted to the Medical Support Unit/NY by the medical representative on the liquidation team. This report shall detail problems and deficiencies in planning, logistics and administration of the medical support operations (including the liquidation process).

6. **Liaison with the Host Government.** Undertake to inform the Host Government on the following issues:

- (a) Continuing activities;
- (b) Missing, lost or stolen property;
- (c) Property sold in country which was imported duty free;
- (d) Other outstanding local issues of importance;
- (e) The mission address during the liquidation phase and after completion of the operation in the host country;
- (f) UN agency handling issues that may arise once the mission closed out;
- (g) Coordinate with the Host Government for Security during the liquidation process.

7. **Boards of Inquiry (BOI)/Property Survey Boards (PSB).** Establish a schedule to complete all BOI's and PSB's within the liquidation period.

SCALING DOWN AND WITHDRAWAL OF MISSION PERSONNEL & EQUIPMENT

8. **Disposition of Mission Property:**

(a) Develop an asset disposal management plan, establishing a timetable for the recovery, collection and out shipment of assets, establishing collection points and transportation procedures to those points, and the method of packaging and marking of the boxes or pallets. In cases where contractors are used for packaging and transportation of assets, there should be a detailed description of the contractors' tasks *(Given the importance that disposal of mission property must receive as part of the liquidation process, the Liquidation Task Force might consider establishing a Property Disposal Coordination Committee (PDCC) to plan and coordinate decisions appertaining to the disposal of property).*

- (b) Identify and purchase the necessary packing materials.
- (c) Undertake a physical count of all assets and complete the inventory of UN-owned

assets, indicating each item's working condition and inventory listing number.

(d) Submit a preliminary Asset Disposal Plan to FALD at least three months prior to the end of the mission's mandate. (See Chapter 3 for details).

(e) Return all UN-leased equipment to the provider and terminate the lease.

(f) Establish a Withdrawal Schedule based on the movement plan and commence with the implementation (*all movement tasks are covered below under the heading "Movement Control"*).

(g) Maintain a consolidated Listing of Assets Transferred from the Mission and submit listing to FALD/NY every two weeks.

9. Repatriation of Contingent-Owned Equipment

(a) Conduct out-surveys of contingent-owned equipment (COE) and consumables scheduled for repatriation based on in-survey records, Letters of Assist (COE) and earlier write-off requests/action.

(b) Establish a list of COE items lost or damaged and initiate property survey action.

(c) Establish a COE withdrawal schedule based on the movement plan and commence with the implementation (*all related movement tasks are covered below under the heading 3.5 - "Movement control"*).

PHASE-OUT OF PERSONNEL

10. Establish a detailed scaling-down plan and arrange travel for all mission personnel, in conjunction with FALD, as required.

11. Prepare an overall phase-out plan for all mission personnel (international staff, locally-recruited SSA contract holders, international SSA holders, military staff, observers, etc.) which highlights the reduction per section. This should incorporate an orderly check-out system which includes the following (as applicable to Series 100 and 300):

(a) Advice on the Completion of Assignment - Mission personnel are advised of their imminent completion of assignment in writing one month before the date. For mission appointees, emphasis should be made on the non-renewal of contract. In cases where the staff member is to be reassigned, he/she should be informed of the re-assignment and provided with the necessary information and material on the next mission;

(b) Evaluation Report - Personnel assistants should ensure that mission personnel obtained evaluations from the supervisors prior to the end of assignment. For Field Service Officers, the regular performance evaluation report (PER) is to be used. For all other staff the Field Operation Performance Appraisal (FOPA) is to be used;

(c) Advice to FALD of Departure - The mission Personnel Section must advise FALD of all completion dates for mission personnel;

(d) Request for Travel - The Mission's Travel Unit should be requested to raise a travel authorization (PT8) which must also include the appropriate entitlement for the shipment of personal effects;

(e) Certificate of Final Clearance - Mission personnel are required to obtain clearances from the relevant offices to ensure that there were no outstanding issues related to their assignment. All individual issue items (e.g. computers, radios) must be turned in and documentation available to that effect included in the various logistics sections' files. Offices with materiel on loan must ensure personnel turn in any such equipment.;

(f) Shipping Documents - Mission personnel are requested to provide an itemized inventory of personal effects for insurance purposes prior to the "pick-up" of such effects from their residences.

(g) Return of ID - Identity cards, related passes and permits issued are to be returned prior to the final signature of clearance certificate. Identity cards and passes issued by the mission may be retained after cancellation;

(h) Attendance Records (ARC) - ARCs are to be forwarded to FALD once they are completed and verified by the Personnel Section;

(i) Repatriation F.10 - Travel claims related to repatriation or reassignment should be settled prior to departure;

(j) Return of Laissez-Passer - For mission appointees being repatriated, UNLPs are to be returned to FALD for cancellation upon completion of repatriation travel. The holders should be informed that the cancelled UNLP could be returned to them after cancellation upon request.

12. When applicable, the separation checklist for mission appointees should also include the following to ensure the timely release of final entitlement:

(a) Documentation/information to be submitted as early as possible upon completion of assignment are:

- (i) Certificate of School Attendance (Form P.41) for dependent child(ren) over 18 years old, duly completed by the educational institution (if applicable);
- (ii) Education Grant Claim (Form P.45) in respect of dependent child(ren) for the current school year (if applicable);
- (iii) Instructions for payment of Pension Benefits Form (Pens.E/6 (10-88) or Pens.E/7 (1-88)) to be submitted directly to the Secretary, UNJSFP; and
- (iv) If eligible, a request for after-service medical and life insurance coverage directly to Chief, UN Insurance Unit.

(b) Actions to be taken prior to separation or departure from Mission Area which ever is earlier, are:

- (i) Settle all advances and local financial obligations (with landlords), if applicable;
- (ii) Sign all attendance records prior to departure;
- (iii) Sign a "written undertaking" that amounts in excess of authorized shipping entitlement will be paid and recovered from final pay;
- (iv) Evidence of relocation: Mission appointees by virtue of having completed more than twelve (12) months of service with the UN are entitled to a repatriation grant. They will be required by the Payroll Unit to provide evidence of relocation which may include a declaration by the immigration, police, tax or other authorities of the country to which they relocate by the senior United Nations official in the country or by a new employer.

PHASE-OUT OF MEDICAL SUPPORT

13 Develop a phase-out and liquidation plan that will ensure provision of continuous, vital medical support within the mission area, including staging and embarkation areas. Planning should define the necessary medical resources for each of the stages of the liquidation process, ensuring vital support at each of the stages, continuing until the last of the UN personnel have left the area.

14. The down-scaling of the medical support will usually be in the reverse order of a mission deployment, by phasing-out medical units of a higher level first (i.e. Level 3) and lower-level facilities (i.e. Level 1) at a later stage. Every effort should be made to utilize any suitable host country facilities, private clinics or NGO facilities throughout the liquidation phase. During the drawdown, mutual medical support between contingents is important. A transportable "Drawdown" Medical Unit (a Level 1 facility) currently held in the UN Medical Depot in Oslo

could be deployed for the final phase of the mission closeout, but only if local and/or mission facilities cannot provide the coverage required.

15. Analyze all purchase orders for medical equipment and supplies for which no deliveries were made, with a view to cancellation if still possible, unless the requestor justifies a continued requirement for the requested goods or services during the liquidation period. Should the items no longer be required and it is uneconomical to cancel the purchase, in liaison with FALD, arrange the re-routing of deliverables either to other field missions or the UN Medical Depot in Oslo, Norway. This refers to local and international procurement cases.

16. Any remaining reusable medical equipment and consumables which FALD/HQ instructs the mission to either transfer directly to another UN mission or else to ship to the Central Medical Depot in Oslo, Norway (for repairs, cleaning and packing for future UN mission use) will be properly registered, packed and marked, taking into account the sensitivity of certain types of medical equipment and drugs to excess temperatures.

17. All claims from host country medical or intra-theater medical facilities must be approved and settled before the termination of the mission.

18. Compensation claims and disability claims presented by UN personnel have to be properly recorded and forwarded without delay to Medical Services, UN/HQ, according to established procedures.

19. Medical records have to be returned to all UN troops and personnel before their leaving the mission. All unclaimed medical records should be destroyed, observing rules of medical confidentiality. Special provision has to be made for preserving records of personnel who may claim compensation in the future.

20. Prepare a "Final Report" on the medical component of the mission (see paragraph 1.4.1 (d) supra).

MOVEMENT CONTROL

21. Develop a detailed master movement plan for all mission personnel and assets designating staging, holding and warehousing areas, ports of embarkation and airheads in accordance with the scaling down plan of the mission components.

(a) Determine the size and volume of shipments (COE, UN assets and leased items) *(Note: The value and utility of items shipped by air freight must justify the additional costs incurred).*

(b) Determine the transportation requirements (air, land and sea) within the area of

operation from staging areas to ports of departure from mission area. arrange appropriate transportation contracts and coordinate the movements. *(Note: Accurate cost data should be maintained for inland forwarding and other costs directly associated with the liquidation and transfer of UN assets).* This information must be passed to the Property Disposal Coordination Committee - paragraph 2.1.1 above.

(c) Provide FALD/NY with detailed schedule and load details for movements from points of departure out of the mission area. Liaise and coordinate with FALD, all UN and contingent personnel and assets movements from the mission area.

(d) Assess the requirement for staging areas to provide interim accommodation for personnel and warehousing space for goods awaiting onward transportation.

(e) Identify suitable staging areas and, in conjunction with procurement, initiate necessary contractual arrangements to establish and sustain the operation of these staging areas.

(f) Determine actual through-put capacity of the staging areas and refine the master plan accordingly.

(g) Assess the requirements for packing, crating and shipping of UN and Contingent-owned Equipment (packing materials, containers, etc.) and initiate procurement action. *(Note: special attention should be paid to planning transportation arrangements for contingent-owned ammunition).*

(h) Develop and maintain a container (and contents) tracking system.

(i) Prepare a tasking order for each contingent move.

(j) In the overall planning of movement of assets, freight charges must be closely monitored and controlled, and contractual arrangements negotiated with freight forwarding companies to ensure cost savings resulting from bulk shipments and charters are passed on to the UN. Appropriate insurance must be obtained.

ADMINISTRATIVE CLOSURE ACTIVITIES

22. Termination of procurement activities Cancel requisitions which at the time of review have not resulted in a purchase order. The only exception is a justifiable, continued requirement for the requested goods or services during the liquidation period. *(In this regard, all unsatisfied requisitions in respect of local procurement action should be returned to the requesting entities for their appropriate cancellation action. UN Headquarters should be requested to advise on current procurement status of pending international purchase requests which should then only proceed if the mission confirms continued requirement. Also include in this review all those requisitions which have only been partially satisfied.)*

23. Analyze all purchase orders for which no deliveries were made, with a view to cancellation if still possible, unless the requestor justifies a continued requirement for the requested goods or services during the liquidation period. Should the items no longer be required and it is uneconomical to cancel the purchase, arrange, in liaison with FALD, the re-routing of deliverables either to other field missions or the UN supply depots in Italy. This refers to local and international procurement cases.

24. Analyze unliquidated obligations relating to procurement transactions. In cases of incomplete delivery determine, jointly with requesting mission component, if the outstanding balance of the order and the remaining obligation can be cancelled.

25. Give formal termination notice, as applicable, to the contractors involved in long-term supply arrangements (POL, rations, utilities, support services, contractual personnel, aircraft, etc.), to landlords of rented facilities and owners of rented equipment. Reduce the ceiling amounts as appropriate for open ended supply contracts and direct provisioning contracts (commercial as well as with member states) and eventually cancel them.

26. **Financial Phase-out tasks** Identify and review outstanding obligations in allotment report:

- (a) Liquidate obligations no longer required;
- (b) Prepare itemized report for FALD/PMSS on remaining outstanding obligations;
- (c) Prepare all outstanding invoices for payment;
- (d) Finalize bank reconciliation;
- (e) Review all accounts receivable and payable:
 - (i) Open individual files on all ARL accounts with debit or credit balances;
 - (ii) Address all debtor/creditors by **registered mail**, with copy of these letters to appropriate mission files;
- (f) Reconcile and close all Imprest Accounts;
- (g) Finalize Value Added Tax (VAT) accounts;
- (h) Recover deposits made locally in respect of rentals, propane gas bottles, containers, etc;
- (i) Arrange the withholding of final MSA disbursement or final salary payment for all staff members with pending property survey board cases or incomplete clearances;

(j) Ensure receipt of final telephone bills and recover costs for private telephone calls from staff members prior to their departure from the mission area;

(k) Obligate funds in respect of pending claims;

(l) Ensure that all vouchers are filed and that no vouchers are missing from the files;

(m) Forward final accounts to Accounts Division in Headquarters;

(n) Advise the Accounts Division of outstanding credits in local bank accounts and request approval to close local bank accounts.

27. **Turn-over of premises.** Assess the office space requirement in consideration of phase-out plan of personnel and ensure retention of suitable office premises for the liquidation team.

(a) Consolidate staff in a few strategically located premises;

(b) Advise landlords, in writing, of termination of contract, in accordance with contract's termination clause. Arrange joint pre-handover inspections with landlords of leased premises, contract out necessary corrective action and final cleaning, and conduct the hand-over in a manner to avoid possible claims. Payment in lieu of contractual repair should be considered.

(c) Hand-over UN-owned premises to recipient entities (UN agencies, IGOs, NGOs or host authorities, as authorized by UN Headquarters);

(d) Arrange the movement of furniture and equipment to consolidation or temporary storage sites;

(e) Terminate the supply of utility services and arrange joint final reading of meters;

(f) Ensure the collection of mission signs and related paraphernalia.

28. **Property Survey Action.** Reconcile property records of the mission, establish a tracking system and supporting procedures to keep accurate records on the method of disposal for the residual property and maintain an up-to-date data bank on all assets transferred or written off.

(a) Develop a timetable for processing of all outstanding property survey board cases; classify the cases according to category; prepare case report and recommendation forms for submission to the local property survey board; review and process the cases.

(b) Ensure that arrangements relating to any assessments made against mission personnel, pending final recommendation of the HQs PSB and approval by the Controller, are made in consultation with the Chief Finance Officer. Separate summary listings of these cases

should be forwarded to FALD together with contact addresses of mission personnel whose pay or emoluments have been withheld.

29. **Claims.** Establish a schedule for processing outstanding claims by the local Claims Review Board for loss of or damage to personal effects and for third party claims. Prepare the necessary case files ensuring that all relevant documentation is included as well as contact addresses for the claimants; prepare summary listing of all pending claims for submission to FALD.

30. **Archival of mission documentation.** See Chapter 4.

31. **Closure of Mail Operations.** Discontinue the use of postal boxes both within the mission area and UN HQ. Request all staff members to inform the relevant parties of their new address and finally, and in coordination with UNHQ, discontinue the pouch service.

32. **Terminate the operation of duty-free shop.** Close operations and prepare a detailed activity report to be submitted to the host authorities should the need arise.

33. **Phase-out communications services.** Establish a phased closing down plan of the mission's internal and external communications network:

(a) Dismantle communications infrastructure and collect all communications equipment. *(Note: Clear procedures must be established for the de-installation and handing-over of communications equipment, to ensure accountability for this equipment);*

(b) Cancel leased means of communications such as telephone connections;

(c) Finalize all outstanding telephone billing issues ensuring that all private callers are charged;

(d) Establish and disseminate a revised telephone list for the mission liquidation team;

34. **Withdrawal of vehicles.** Phase out vehicles in accordance with the disposal plan and the need to support the remaining operation:

(a) Transfer vehicles to other missions or the stock-pile, complete with the communications systems installed unless advised differently by UN Headquarters/FALD;

(b) Remove all communications equipment, other installations, UN markings, decals and license plates from all vehicles to be sold or donated.

35. **Termination of office automation processes.** Develop the EDP Withdrawal Manage-

ment Plan and designate a focal point to manage the EDP liquidation. This plan must indicate clearly the responsibility of each organization unit in the collection of EDP assets, establish the Collection Points for Recovery of EDP assets, indicate the transportation procedures to the Collection Points, and the method of packaging and marking of the boxes or pallets. Where contractors are used for packaging and transportation of the EDP assets, there should be a detailed description of the contractors' tasks.

36. Establish a withdrawal timetable which reflects the continued automation presence of the civilian administration throughout the closure of the mission, in order to provide continued support to other organizational units such as military, civilian police, humanitarian, etc. This timetable should also indicate the recovery, collection and out-shipment dates for the EDP equipment. Identify and purchase the necessary packaging materials.

37. Take a physical count of all the EDP assets, update the EDP inventory, write-off all the defective and obsolete items and ensure that all UN-leased EDP equipment is returned to the provider and the lease terminated.

38. Take complete system backups from the servers and forward to UNHQ on bi-weekly basis until the final withdrawal.

39. Collect and forward the equipment according to the Withdrawal Timetable. All equipment should be maintained and clearly marked regarding working condition, destination, inventory listing number.

(a) All workstations should be maintained and reconfigured before shipment (i.e. password-free, all hard disks reformatted and loaded with DOS only, all network interface cards removed and packed separately);

(b) All servers must be shipped in full production condition (i.e. Network Operating System, applications and databases preserved and all necessary passwords clearly provided);

(c) All software accessories such as Identification Systems, Portable Documentation Imaging Systems, etc., must be packed with all relevant components, documentation, spare parts and supplies;

(d) All printers should be shipped with no cartridges or paper inside. Power supplies and printer cables should be included;

(e) All networking components must be packed clearly identifying the contents. If applicable, documentation and configuration should be included;

(f) All supplies must be forwarded with marking date of expiration, if applicable;

(g) All software packages must be forwarded complete (documentation and media) in a clearly-marked manner, with version numbers;

(h) All UPSs must be turned off before packing and clearly marked with model number and voltage;

(i) A copy of the shipping document has to be forwarded to UNHQ and to the destination of the shipment;

(j) A final shipping report has to be prepared and forwarded to UNHQ and UNLB.

40. Phase-out of resupply process and closure of warehouses:

(a) Conduct a physical inventory of the warehouses and reconcile the results with receipt and issue records;

(b) Develop and implement a plan for the systematic depletion of stock for consumable items in warehouses;

(c) Arrange the transfer, sale, or donation of residual holdings in conjunction with FALD.

(d) Close the books and hand them over to the Office of the DOA/CAO.

CHAPTER 3

MATERIAL DISPOSAL/DEPRECIATION

GENERAL

1. Decisions regarding disposition of UN-owned property must follow UN policies set forth below and require coordinated planning by both the liquidating mission and UN HQ/FALD.
2. With the number of field missions world wide, transfer of assets to other missions for their use or for storage in anticipation of upcoming missions is the preferred mode of disposition of equipment, since such transfers result in reduced cost for receiving missions and facilitate a speedy establishment of new operations.
3. When liquidating a mission, FALD will determine the requirements of other field missions and instruct the liquidating mission on the transfer of its assets according to the established priorities.

POLICY

4. Property shall be disposed of as indicated below:
 - (a) Equipment in good condition that conforms to established standardization or is considered compatible with existing equipment will be redeployed to other United Nations operations or will be placed in UNLB reserve to form start-up kits for future use;
 - (b) Serviceable equipment not required by other peace-keeping missions which might be of use to other United Nations agencies, international organizations or non-governmental organizations in the area of operation and which it is not feasible to keep in reserve may be sold to a relevant agency or organization in accordance with applicable United Nations procedures;
 - (c) Any equipment or property no longer required or not feasible to dispose of as described in paragraphs (a) and (b) above, or which is in poor condition, will be subject to commercial disposal within the country, following standard United Nations regulations and procedures and national regulations.
 - (d) Any mission surplus assets remaining after disposition under the terms referred to under paragraphs (a) to (c) above, and/or any assets which have already been installed in the country and which, if dismantled, would set back the rehabilitation process of the country, may

be residual for contribution to the duly-recognized government of the respective country. This refers, in particular, to airfield installations and related equipment, bridges, wells and related water supply installations, permanent buildings and mine-clearing equipment.

5. Surplus used equipment may be sold to United Nations agencies, international organizations or non-governmental organizations at depreciated costs. Any assets contributed to the duly-recognized government of the respective country will be valued at depreciated rates.

6. The expansion of field missions managed by FALD and the number of material items having a life span beyond the final mandate of a mission, produced a substantial amount of surplus material at UNLB. Therefore, when reviewing the above options, an economic analysis must be made as to the viability of shipping to UNLB. The CAO of each field mission, in cooperation with FALD/UNHQ, must consider shipping costs, bulk shipping discounts, exigency, scarcity or expense of items involved and serviceability prior to making a final decision on salvage, sale or shipment.

SERVICEABILITY PROBLEMS

7. A review of material shipped to UNLB after recent liquidations revealed the following general problems:

- (a) Rodent/insect infestation of fabric/fabric-covered items;
- (b) Accommodation/vehicles/equipment damaged beyond viable economic repair;
- (c) Low-cost items with no further use;
- (d) Spare parts forwarded with lack of description and/or applicability to major end items;
- (e) Items that have no further use due to age, expiry date, change in technology, etc.

8. To prevent UNLB from becoming a salvage point for equipment or supplies that are no longer useful, material from the above categories must not be shipped to Brindisi. Rather, field missions should dispose of above items locally through the established procedures of property survey boards. Exceptions to this provision must be identified by the CAO and forwarded to FALD for approval.

GENERAL FINANCIAL GUIDELINES

9. Paragraphs 10 through 13 below give general guidelines for retention of specific categories of UN-owned material. Retention of UN-owned material not easily identifiable or covered in those paragraphs will be based on the following general financial guidelines:

- (a) Material with a residual per item value of US\$1,500 or greater, except consumable/ POL/liquids;
- (b) Attractive (sensitive) items with a value of US\$500 or greater, per item;
- (c) Vehicles with a depreciated value of greater than 20% of original cost;
- (d) Serviceable or repairable minor engineering equipment (normal life span of 20 years) with a depreciated value of more than 10%, provided that the cost of maintenance does not exceed depreciated cost plus shipping;
- (e) Portable buildings that are serviceable and useful. do not exceed US\$200 per cubic meter to dismantle and ship, and are not greater than the depreciated value (estimated life span 10 years);
- (f) Unused bulk defense stores and engineer supply items that do not exceed US\$200 per cubic meter volume to transport. Consumable items such as cement must not be shipped (transit times must also be accounted for in this calculation);
- (g) Serviceable or repairable heavy engineering equipment (normal life span of 20 years) must not exceed depreciated amounts. Due to the special nature of this equipment, it is normally serviceable/retainable;
- (h) All communications and computer equipment regardless of condition.

SPECIFIC DISPOSAL GUIDELINES

10. Supplies: to be required/disposal as follows:

- (a) Retain:
 - (i) Special, attractive items such as cameras, executive furniture, binoculars, night vision devices and unused UN accoutrements;
 - (ii) Copiers, typewriters, electric office equipment that is serviceable and in good condition with operator's manual;
 - (iii) Appliances that are serviceable and in good condition (stoves, refrigerators, washers);
 - (iv) Clean, serviceable folding chairs, folding tables, folding cots/beds, safes (only if safes are set so as to alter combination), filing cabinets;

- (v) Durable fuel equipment (not bladders), floodlights/tent light sets, battery chargers, tools and tool sets, as long as all the component pieces are clean, serviceable and identified;
- (vi) Televisions, stereophonic equipment, video recorders/playback, morale/recreation equipment and supplies, as long as the equipment is clean, serviceable, complete and accompanied by owners manuals (where applicable).
- (b) Dispose locally:
 - (i) Normal office furnishings, unless new and encased in protective plastic (and not subjected to the elements) are to be disposed of locally. This includes rugs/ carpets, desks, chairs, tables, lamps, etc;
 - (ii) Mattresses, sleeping bags, uniforms and pillows.

11. Engineering equipment and supplies to be retained as follows:

- (a) Engineering spare parts, if clearly labeled with part number and end-item application.
- (b) Permanent buildings, portable structures, ablution units, etc., if dismantling does not result in producing scrap and debris. All components must be labeled. Economic assessment should be made as outlined above prior to dismantling and preparation for shipment. These structures should be assessed for utility of use beginning at 50% of depreciated value. Assessment for retention should include the cost of labour, if labour is contracted.
- (c)- Installed prefabricated buildings based on panel construction upon concrete slabs with custom designed timber trusses and sheet roofing. These items are to be transferred with reusable components (based on paragraph 9 e) above.
- (d) Serviceable engineering equipment such as pumps, compressors, generators, heavy equipment, etc. if it retains a utility function and the cost of repair and transport will not exceed depreciated value.

12. Electronic Services to be retained as follows: All communications and EDP end items, components, spares and cables, radios, faxes, ancillary equipment or bench stock supplies supporting electronic services will be labeled, identified, manifested and shipped to UNLB. UNLB will make a serviceability determination and cannibalize as appropriate.

13. Transport Equipment and Spares to be retained as follows:

(a) Vehicles and transport equipment, if greater than 20% depreciated value and completely serviceable or repairable. FALD Transport Section will direct if repairs occur prior to transfer to UNLB;

(b) Vehicle spares, if they are identified with part numbers, have end-item application and completely serviceable. Spare parts will be retained only if related equipment they apply to remains in the UN system.

(c) Tools, test and diagnostic equipment and equipment directly related to workshop functions, if serviceable, labeled, not obsolete, and with appropriate technical manuals.

LIQUIDATION PROCEDURE

14. The liquidating mission shall submit a preliminary **Asset Disposal Plan** (Annex A) to FALD at least three months prior to the end of the mission's mandate in those cases where liquidation is not proceeding as an "emergency" withdrawal. This plan shall consist of two parts:

(a). Part I shall be a total inventory listing, containing the following data:

(i) Identification number (from the inventory sheet);

(ii) Equipment description;

(iii) Known date of purchase, or mission acquired date where date of purchase is unknown (for transferred equipment);

(iv) Total quantity available in the mission area;

(v) Purchase cost per unit;

(vi) Total purchase prices (quantity multiplied by unit cost);

(vii) Depreciated value;

(viii) Method of disposal proposed by mission. The options that may be proposed by the mission for consideration by FALD/HQs. are described under Methods of Disposal paragraph 15 below.

(ix) The total cubic meterage for transshipping purposes;

(x) Method of shipment recommended: air or sea;

(xi) Anticipated month of release from the mission.

(b) Part II shall be a chart depicting outflow from the mission area, i.e. total cubic meterage anticipated to be shipped each month end by air and sea, showing the anticipated peak periods.

15. **Methods of Disposal**

The four standard options for disposal of equipment which may be proposed in the Asset Disposal Plan by the mission for consideration by FALD are as follows:

(a) Option 1: Items regarded as suitable to be transferred to other UN peacekeeping missions for which the mission is requesting instructions from UNHQ as to where they are to be transferred.

(b) Option 2: Equipment that FALD/HQS. has specifically requested be forwarded to other mission areas or UNLB and equipment that is on loan from other missions and should be returned to those missions. For both option 1&2 the mission will have to estimate the requirement and cost for dismantling, cleaning, maintenance, repair, overhaul and/or preparation for longer term storage and packing and determine if it is appropriate to perform the necessary works in the mission area or elsewhere (i.e. after transfer to another mission), taking into consideration the specific local conditions during the liquidation period, particularly security and operational support aspects;

(c) Option 3: Equipment which is considered to be non-cost effective to transfer to other peacekeeping missions, taking into account its age, actual physical condition, residual value, economic file etc. and consequently proposed for disposal within the mission area. This equipment should be recommended for write off.

(d) Option 4: items which have been requested by UN agencies in the country, for sale or transfer to their programmes.

VALUE RECORDING

16. As governed by Administrative Instruction ST/AI/374 of 16 January 1992, "Property Records and Inventory Control Under Revised Definition of Non-Expendable Property", the value of property transferred from one field mission to another will always be reported in the inventory records at the acquisition cost if known.

DEPRECIATION

17. Only in the following circumstances is it appropriate to establish a depreciated value of UN field mission property:

- (a) Property write-off case involving an assessment of the party held responsible for the loss;
- (b) Establishment of the residual value of property to be sold or donated at the closure of a mission;
- (c) Determination whether repair or overhaul of equipment is economical;
- (d) Planning for the replacement of equipment and the end of its economical life;

18. Attached as Annex B are the suggested depreciation scales to be used.

IMPLEMENTING THE ASSET DISPOSAL PLAN

19. Upon receipt of this preliminary Asset Disposal Plan, FALD will circulate it to all FALD technical units. Authority for disposal of assets rests with FALD who will issue disposal instructions to the mission. Following receipt of those instructions, the mission will then issue a revised approved Asset Disposal Plan for execution.

20. The liquidating mission shall maintain a consolidated listing of assets transferred from the mission area up to achievement of complete liquidation. A copy of that listing shall be sent to FALD every two weeks. A model for this listing is enclosed as Annex C.

END OF MISSION REPORT

21. A final report providing a comprehensive overview on the mission liquidation activities will be prepared by the field mission and submitted on an ex post facto basis to the General Assembly. The format is attached as Annex D.

Note: **Disposal of Hazardous Material:** Attached as Annex E is a summary of Hazardous Material General Storage Capability. Disposal of same must be in accordance with the host nation's policy and must be performed by a qualified and national approved local contractor. If no national regulations exist or no qualified contractors are available, the mission must contact UNHQ.

ASSET DISPOSAL PLAN - PART I: INVENTORY LISTING

ITEM	DESCRIPTION	PURCHASE DATE	QTY	VALUE ON ENTRY		VALUE AT END OF MISSION		METHOD OF DISPOSAL	VOL. CUM.	AIR/SEA	RELEASE DATE
				UNIT	TOTAL	UNIT	TOTAL				

ASSET DISPOSAL PLAN - PART II

A. AIR SHIPMENTS, PROPOSED LOAD DEPARTURES

MONTH	LOAD in cubic meters
Jan.	11
Feb.	112
March	492
April	1197
May	73

B. SEA SHIPMENTS, PROPOSED LOAD DEPARTURES

MONTH	LOAD in cubic meters
Jan.	117
Feb.	592
March	1049
April	20932
May	445

DEPRECIATION SCALES

1. Vehicular Equipment. The vehicular assets can be classified in 3 categories, as follows:

- a. Category A. Light Vehicles, such as sedans, light and medium 4WD jeeps, light trucks and minibuses.
- b. Category B. Medium Vehicles, such as ambulances, medium buses and trucks up to 4 Tons.
- c. Category C. Heavy Vehicles, such as heavy buses, and trucks over 4 Tons.

TABLE I: VEHICULAR ASSETS DEPRECIATION SCALE

DESCRIPTION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	SUBSEQUENT YEARS
Category A	25%	25%	20%	15%	15%	15%
Category B	20%	15%	15%	15%	10%	10%
Category C	15%	10%	10%	10%	10%	10%

Note

All Residual Values are to be calculated on a Compound Depreciation basis, as illustrated by the following example:

$$\begin{aligned}
 &\text{Residual Value of} \\
 &\text{Category A Vehicle} \\
 &\text{after 3 years} = \text{Initial Value} \times \frac{(100-25)}{100} \times \frac{(100-25)}{100} \times \frac{(100-20)}{100} \\
 &= \text{Initial Value} \times 0.75 \times 0.75 \times 0.8 \\
 &= \text{Initial Value} \times 0.45 \\
 &\text{ie Residual Value} = 45\% \text{ of Initial Value}
 \end{aligned}$$

2. Communications Equipment. A single depreciation scale is to be used for all UN communications equipment.

TABLE II: COMMUNICATIONS EQUIPMENT DEPRECIATION SCALE

DESCRIPTION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	SUBSEQUENT YEARS
Communications Equipment	14.29%	24.49%	17.49%	12.49%	8.93%	8.92%	8.93%	4.46%

Notes

1. Depreciation rates established by Technicom International Associates.
2. All Residual Values are to be calculated on a Compound Depreciation basis, as illustrated by the following example:

Residual Value of
Communications
Equipment
after 3 years

= Initial Value x $\frac{(100-14.29)}{100}$ x $\frac{(100-24.49)}{100}$ x $\frac{(100-17.49)}{100}$

= Initial Value x 0.8571 x 0.7551 x 0.8251

= Initial Value x 0.534

ie Residual Value = 53.4% of Initial Value

3. Electronic Data Processing (EDP) Support Equipment. A single depreciation scale is to be used for all UN EDP support equipment.

TABLE III: EDP SUPPORT EQUIPMENT DEPRECIATION SCALE

DESCRIPTION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	SUBSEQUENT YEARS
EDP Support Equipment	20%	25%	20%	15%	15%

Note

All Residual Values are to be calculated on a Compound Depreciation basis, as illustrated by the following example:

$$\begin{aligned} &\text{Residual Value of} \\ &\text{EDP Support} \\ &\text{Equipment} \\ &\text{after 3 years} \quad = \text{Initial Value} \times \frac{(100-20)}{100} \times \frac{(100-25)}{100} \times \frac{(100-20)}{100} \\ & \quad \quad \quad = \text{Initial Value} \times 0.8 \times 0.75 \times 0.8 \\ & \quad \quad \quad = \text{Initial Value} \times 0.48 \\ & \quad \quad \quad \text{ie Residual Value} = 48\% \text{ of Initial Value} \end{aligned}$$

4. Generators. Generators can be grouped into 4 categories, depending on power output, as follows:

- a. Category A. Light Duty Generators, up to 10kVA output.
- b. Category B. Intermediate Duty Generators, between 10kVA and 50kVA output.
- c. Category C. Medium Duty Generators, between 50kVA and 150kVA output.
- d. Category D. Heavy Duty Generators, over 150kVA output.

TABLE IV: GENERATORS DEPRECIATION SCALE

DESCRIPTION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	SUBSEQUENT YEARS
Category A	30%	20%	20%	15%	15%	15%
Category B	20%	15%	15%	15%	10%	10%
Category C	15%	10%	10%	10%	5%	5%
Category D	15%	10%	10%	10%	5%	5%

Note

All Residual Values are to be calculated on a Compound Depreciation basis, as illustrated by the following example:

$$\begin{aligned}
 &\text{Residual Value of} \\
 &\text{Category B Generator} \\
 &\text{after 3 years} = \text{Initial Value} \times \frac{(100-20)}{100} \times \frac{(100-15)}{100} \times \frac{(100-15)}{100} \\
 &= \text{Initial Value} \times 0.8 \times 0.85 \times 0.85 \\
 &= \text{Initial Value} \times 0.578 \\
 &\text{ie Residual Value} = 57.8\% \text{ of Initial Value}
 \end{aligned}$$

5. Prefabricated Accommodation Units. The prefabricated accommodation facilities used by the UN can be grouped into the following categories:

- a. Category A. Containerised facilities.
- b. Category B. Hardwall (pre-erected) facilities.
- c. Category C. Hardwall (knock-down) facilities..
- d. Category D. Pre-fabricated buildings of the panelised construction type.
- e. Category E. Softwall (camp) facilities.
- f. Category F. Softwall (warehouse) facilities.

TABLE V: PREFABRICATED ACCOMMODATION DEPRECIATION SCALE

DESCRIPTION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	SUBSEQUENT YEARS
Category A	20%	10%	10%	10%	10%	10%
Category B	20%	10%	10%	10%	10%	10%
Category C	35%	10%	10%	10%	10%	10%
Category D	40%	5%	5%	5%	5%	5%
Category E	40%	10%	10%	10%	10%	10%
Category F	30%	10%	10%	10%	10%	10%

Notes

1. Prefabricated buildings unpacked and stored in "as delivered" condition should not be subjected to any depreciation in the first year, and to a uniform depreciation rate of 5% pa for the second and subsequent years.
2. The structure of Kitchen/Diner buildings would fall into of the above categories, depending on the type of construction used. Ablution building structures would fall into Category A (Containerised facilities) or Category B (Hardwall (pre-erected) facilities), as they are invariably built-up and fitted-out.
3. All Residual Values are to be calculated on a Compound Depreciation basis, as illustrated by the following example:

$$\begin{aligned}
 &\text{Residual Value of} \\
 &\text{Category C Pre-Fab} \\
 &\text{Accommodation} \\
 &\text{after 3 years} = \text{Initial Value} \times \frac{(100-35)}{100} \times \frac{(100-10)}{100} \times \frac{(100-10)}{100} \\
 &= \text{Initial Value} \times 0.65 \times 0.9 \times 0.9 \\
 &= \text{Initial Value} \times 0.5265 \\
 &\text{ie Residual Value} = 52.65\% \text{ of Initial Value}
 \end{aligned}$$

6. Equipment and Stores of General Use. Equipment in this category tends to be sensitive and/or fragile, and is frequently subject to heavy usage.

TABLE VI: EQUIPMENT AND STORES OF GENERAL USE DEPRECIATION SCALE

DESCRIPTION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	SUBSEQUENT YEARS
Furniture	30%	15%	15%	15%	15%
Pumping Equipment	20%	20%	15%	15%	15%
Water/Fuel Bladders	20%	20%	20%	20%	20%
Water Treatment Equipment	20%	15%	15%	15%	10%
Refrigerators & Washing Machines	30%	25%	25%	10%	10%
Air Conditioners	30%	20%	20%	20%	10%
Tentage	30%	30%	10%	10%	10%

Note

All Residual Values are to be calculated on a Compound Depreciation basis, as illustrated by the following example:

Residual Value of Air Conditioners after 3 years

$$= \text{Initial Value} \times \frac{(100-30)}{100} \times \frac{(100-20)}{100} \times \frac{(100-20)}{100}$$
$$= \text{Initial Value} \times 0.7 \times 0.8 \times 0.8$$
$$= \text{Initial Value} \times 0.448$$

ie Residual Value = 44.8% of Initial Value

7. Other Electronic/Electrical Equipment. Other electronic/electrical equipment can be classified in 2 groups, as follows:

- a. Category A. Office electronic equipment, including photocopiers, calculators, typewriters, but excluding EDP equipment. Factors such as heavy and continuous usage, and power fluctuations, affect their depreciation rates.
- b. Category B. Other electronic equipment, including televisions, VCRs, cassette recorders. Their sensitivity, coupled with factors such as heavy and continuous usage, and power fluctuations, affect their depreciation rates.

TABLE VII: OTHER ELECTRONIC/ELECTRICAL EQUIPMENT DEPRECIATION SCALE

DESCRIPTION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	SUBSEQUENT YEARS
Category A	40%	20%	20%	15%	5%
Category B	40%	20%	20%	10%	10%

Note

All Residual Values are to be calculated on a Compound Depreciation basis, as illustrated by the following example:

$$\begin{aligned}
 &\text{Residual Value of} \\
 &\text{Other Electronic/} \\
 &\text{Electrical Equipment} \\
 &\text{after 3 years} = \text{Initial Value} \times \frac{(100-40)}{100} \times \frac{(100-20)}{100} \times \frac{(100-20)}{100} \\
 &= \text{Initial Value} \times 0.6 \times 0.8 \times 0.8 \\
 &= \text{Initial Value} \times 0.384 \\
 &\text{ie Residual Value} = 38.4\% \text{ of Initial Value}
 \end{aligned}$$

8. Other Miscellaneous Equipment. This category is to be used for all equipment not specifically covered by one of the previous categories.

TABLE VIII: OTHER MISCELLANEOUS EQUIPMENT DEPRECIATION SCALE

DESCRIPTION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	SUBSEQUENT YEARS
Other Miscellaneous Equipment	30%	25%	20%	15%	10%

Note

All Residual Values are to be calculated on a Compound Depreciation basis, as illustrated by the following example:

Residual Value of
Other Miscellaneous
Equipment
after 3 years

= Initial Value x $\frac{(100-30)}{100}$ x $\frac{(100-25)}{100}$ x $\frac{(100-20)}{100}$

= Initial Value x 0.7 x 0.75 x 0.8

= Initial Value x 0.42

ie Residual Value = 42% of Initial Value

ANNEX C
CHAPTER 3

LISTING OF (MISSION) ASSETS TRANSFERRED TO OTHER MISSIONS

Item No.	Status	Departure	Recipient	Section	Description	Residual Value	Qty.	Voucher No.	Mode	Name of Vessel	Destination
1547	Transfer	1 Nov. 95	UNLB	Gen. Services	Safes 700.00	2	95/42	Sea	M/V. Brest	Brindisi	
1548	Transfer	1 Nov. 95	UNLB	Gen. Services	Stove, Elect.	1740.00	6	95/60	Sea	M/V. Brest	Brindisi

THE ABOVE LISTING SHOULD BE ACCOMPANIED BY A SUMMARY SHEET OF ASSETS TRANSFERRED TO OTHER MISSIONS, ALONG THE LINES OF THE FOLLOWING MODEL:

	GRAND TOTAL	SUMMARY OF BMS	SUMMARY OF MEDIC.	SUMMARY OF COMMS.	SUMMARY OF GEN. SERVICES	SUMMARY OF TPT	SUMMARY OF EDP
LAST REPORTED	\$76,028,953	\$22,338,391	\$2,959,528	\$17,726,359	\$7,781,946	\$23,885,432	\$1,337,296
15-30 Oct. 95	\$ 5,212,492	\$ 1,990,250	-	\$ 33,446	\$2,842,137	\$ 346,658	-
GRAND TOTAL:	\$81,241,445	\$24,328,641	\$2,959,528	\$17,759,805	\$10,624,083	\$24,232,090	\$1,337,296

**FORMAT FOR "END OF MISSION REPORT" TO BE PREPARED BY MISSION'S
DIVISION OF ADMINISTRATION**

TABLE OF CONTENTS

- I. GENERAL OBSERVATIONS ON PERFORMANCE OF THE DIVISION
- II. SUMMARY OF PROPOSALS AND RECOMMENDATIONS
 - 1. Introduction
 - 2. Proposals and Recommendations by service/section (to be adopted to reflect organization structure of each mission).
- III. BUDGET AND COST CONTROL SECTION
 - 1. Main tasks
 - 2. Structure and staffing
 - 3. Main activities
 - 4. Problems encountered
 - 5. Proposals and Recommendations
- IV. ADMINISTRATIVE SERVICES
 - 1. GENERAL SERVICES SECTION (sample organizational sub-divisions shown below)
 - a. Property Control and Inventory Unit;
 - b. Supply Unit;
 - c. Property Survey Board/Claims Review Board/Board of Inquiry;
 - d. Receiving and Inspection Unit;
 - e. Registry, reproduction and Archives Unit.
 - 2. CIVILIAN PERSONNEL SECTION
 - 3. FINANCE SECTION

4. PROCUREMENT SECTION

V. TECHNICAL SERVICES (sample organization sub-division shown below)

1. Transport Section;
2. Building Management Services Section;
3. Air Operations Section;
4. Communications Section;
5. Accommodation and Catering Section;
6. Zone Support Coordinator;
7. Logistics Control Center;
8. Contracting, Consulting and Engineering;
9. Liquidation Cell.

VI ELECTRONIC DATA PROCESSING SECTION

VII LEGAL SUPPORT

VIII LIQUIDATION PERIOD. Review organization of liquidation team, tasks and difficulties encountered during liquidation process.

ADDITIONAL COMMENTS ON REPORT PREPARATION

1. For ease of reference, whatever statistical data or annexes may form part of this report should be presented in a separate volume from the main body of the report outlined above.
2. With regard to statistical data provided, it will likely be necessary to indicate that much of that data may have been compiled whilst reconciliation of the mission's assets inventories and accounts was still underway and that the data should therefore be considered indicative rather than final (since it may at variance with the final/figures to be established when the liquidation process is completed).

HAZARDOUS MATERIEL GENERAL STORAGE COMPATIBILITY

ANNEX E
CHAPTER 3

	Flammable Gas 2.1	Non-flammable Gas 2.2	Poison Gas 2.3	Corrosive Gas 2.4	Flammable Liquid 3*	Flammable Solid 4.1	Spontan Combust 4.2	Dangerous When Wet 4.3	Oxidizers 5.1	Organic Peroxides 5.2	Poison 6*	Radioactive 7*	Corrosive 8*
Flammable Gas 2.1	=												
Nonflammable Gas 2.2	C	=											
Poison Gas 2.3	X	C	=										
Corrosive Gas 2.4	X	C	S	=									
Flammable Liquid 3*	C	C	X	X	=								
Flammable Solid 4.1	C	C	S	S	C	=							
Spontan Combust 4.2	S	C	S	S	S	S	=						
Dangerous When Wet 4.3	C/D	C	C/D	C/D	S	C/D	C/D	=					
Oxidizers 5.1	X	C	S	S	X	X	X	X	=				
Organic Peroxides 5.2	X		X	X	X	X	X	X	C	=			
Poison 6*	X	C	C	C/D	C/D	C/D	C/D	C/D	S/D	S/D	=		
Radioactive 7*	X (1)	X (1)	X (1)	X (1)	X (1)	X (1)	X (1)	X (1)	X (1)	X (1)	X (1)	=	
Corrosives 8*	X	C	S	S	S	S	S	X	X	X	S	X (1)	=

Legend: C= Compatible - may be stored together,

C/D=Generally Compatible but check HMGS;

S= Less hazardous incompatible items - separate by a minimum of 1 m horizontal distance;

S/D= Separate and also check HMGS;

X= Incompatible - no not store together in the same fire compartment

Note: (1) Radioactive items requiring labelling

are not to be stored with any other hazardous materiel

(2)* All division this class

CHAPTER 4

RECORDS MANAGEMENT /DISPOSAL AND PROCEDURES

GENERAL

1. All records created or received by an office or staff member in connection with, or as a result of, the official work of the office are official records and thus the property of the United Nations.
2. The records will be managed for efficient filing and retrieval during their useful life, retained only as long as they are required for operation of the office and properly disposed of in accordance with United Nations procedures.
3. In missions and offices away from Headquarters, records of archival value will be transferred to the Archives and Records Management Section (ARMS) at Headquarters, while records of short term. value will be destroyed, in situ, upon authorization of the Chief ARMS. Transfer and destruction of records normally take place at the close of a mission or an office away from Headquarters. For established offices and missions which are in existence longer than three years, interim transfer and/or disposal will be carried out to increase efficiency, reduce the volume of records stored and ensure the preservation of archival records.
4. The attached file plan shows the arrangement of files under different subject heading while the retention schedule gives a brief description and disposition instruction of each series of records. The procedures for setting up the files, their maintenance, transfer to ARMS and disposal are discussed below.

SECURITY OF RECORDS

5. The attention of all office staff is drawn to Staff Regulation 1.5 regarding the disclosure of information. Special security arrangements shall be made for confidential files and access to them restricted to authorized officials only.

TYPES OF RECORDS

6. Substantive and administrative. At the Secretariat and other United Nations offices located in New York and overseas, the records can be broadly categorized according to the function of the office. Substantive records result from substantive function while administrative records, which are usually common among all offices, support the operation of the office. Records of archival value are found primarily among those in the substantive category, e.g. records of political offices in mission. Most administrative records are of short-term value and will not be retained after they have performed their function in supporting the activities of the office.

7. Policy Correspondence and records relating to policy and to exceptional cases will be filed separately from routine material following established procedures. If such material was not separated at the time of filing, files will be reviewed before retiring to ARMS/storage or disposing to identify information of continuing value which will be retained.

NON-RECORDS

8. In the context of these procedures, United Nations printed documents and publications used only for information are not records. Convenience copies of printed material will not be mixed with the records.

FILING SYSTEMS.

9. The records are maintained in subject or case files. Both type of files will be organized in filing systems adapted to the content and use of the records.

10. Subject files. The office may establish and maintain a general subject filing system for correspondence, directives, reports and similar materials. The official assigned to co-ordinate the records management function, in consultation with ARMS, will authorize a uniform filing system or list of subject categories suited to the functions and activities of the office, which will be used for filing all records and other materials.

11. Arrangement of files. If the volume of subject correspondence is not great and/or a uniform filing system is not provided for the office, files may be maintained in alphabetical order by subject titles. As an alternative, files may be arranged numerically by assigning them their respective numbers. This aids in identifying the files more quickly, especially when there is a large number of them. The file number may be used also as reference for outgoing correspondence.

12. File plan/list. All filing areas will post a list of file categories (file folder headings, binder or box file titles) next to the shelf or filing cabinet, in the first file folder, or in the first binder on a filing shelf.

13. Case files. Operational records will be maintained in a system appropriate to the type of record and follow applicable rules, i.e. the Finance Manual for the financial and accounting records and the Procurement Manual for purchase and contracting records. In missions, a large proportion of operational records of civilian administrative offices are case file systems relating to claims, requisitions, vehicle maintenance and similar topics which are filed by case, item or incident number. Computer indexing will be used to provide cross-referencing, such as between requisition number and purchase order number.

14. Personnel files. Another group is the staff member's case files commonly known as personnel files. In missions, the files will be separated into categories based on international versus local status, active or separated and filed alphabetically by name of staff member within those categories. The official Status file for each international and Field Service staff member is maintained by the office of Human Resources Management at Headquarters. Personnel files for locally recruited mission staff are the joint responsibility of mission civilian personnel and Field Administration and Logistics Division at Headquarters. The Personnel Records Procedures Manual provides specific instruction for handling of personnel files.

15. Distribution Lists Distribution lists for multiple copies of communications, such as letters, memoranda, administrative reports, cables, facsimile transmission and directives, identifies the official copy (generally the issuing office) which will be maintained for future retrieval. All other copies are considered to be for reference use or as information only. Offices will file such copies only when they need to refer to them frequently. In that case, reference and information copies may be placed in a chronological or reading file which is systematically destroyed when no longer needed for reference. Distribution lists will be reviewed from time to time to delete officials who do no need to receive copies.

FILING INSTRUCTIONS

16. Files will be opened as records on a subject or case are created. New files will be prepared when the maximum capacity of the folder is reached or after the periodic transfer of files to ARMS.

17. All files will be listed in the proper alphabetical or numerical order in the file plan. An "X" mark in the "file opened" column indicates the existence of a file.

18. Upon completing action, the correspondence will be placed in the proper subject or case file. A copy of the relevant reply or other record of action taken will be attached to the correspondence. The records will be fastened to the file.

19. When a correspondence deals with more than one subject or case, it will be cross-referenced to the correspondence. The records will be fastened to the file.

20. ARMS will develop an index to the file plan as a reference aid.

21. Filing equipment, such as folders or binders, that best suits the records will be used. color-coded labels may be used to differentiate the subject groups.

22. The file labels will indicate the file number on the first line, file title on the second line and period covered by the records on the third line.

23. The cabinet drawers will be labelled according to the subject/case and date of their contents.

24. When removing a file from the cabinet, a staff member will fill out a charge-out card and place it in the exact location where the file is taken.

ELECTRONIC RECORDS

25. Word processing documents, spreadsheets and database files on storage media will be handled and stored properly to preserve the information they contain. Their labels will indicate the subject and date of contents, including the file designation assigned in the applicable subject or case filing system.

REFERENCE SYMBOL

26. Consisting of the initials of the office's name, the reference symbol may be used to identify the files' origin.

RETIREMENT OF RECORDS

27. In order to expedite retrieval of information and ensure that space and equipment are used efficiently, filing space in the office will be allocated so that frequently used records are filed in the most readily accessible location and that less frequently used records are moved to storage areas and destroyed when no longer needed. Archival materials will be transferred to ARMS.

DESTRUCTION OF RECORDS

28. The office staff is authorized to destroy records when they are no longer needed in the office subject to the following conditions:

29. Retention schedule developed for the office. In co-operation with ARMS, a retention schedule will be developed for the records of the office. Retention schedule identifies the records which are maintained (usually based on an inventory of all office records); indicates which office is responsible for the official copy; states the length of time the official copy will be retained; and authorizes the destruction of information or reference copies when they are no longer needed by the office. Once approved, the office staff will destroy records, except those to be transferred to ARMS, in conformance with the provision in the retention schedule.

30. Retention schedules for operational records. Applicable retention periods in the Finance, Personnel and Procurement Manuals will be followed for relevant office records.

31. Duplication with Headquarters All records of which copies are maintained in Headquarters files may be destroyed in situ when they are no longer needed for frequent

reference in missions and offices away from Headquarters.

32. Specific permission granted by the Chief, ARMS. If records are not duplicated at Headquarters or covered by a retention schedule, permission to destroy records will be requested on a case-by-case basis from the Chief, ARMS, except for the following which the offices are authorized to destroy:

- (a) Extra copies of records;
- (b) Drafts or work notes that have been consolidated into an official record;
- (c) Memoranda, announcements and agenda regarding meetings for which minutes have been kept and a file of minutes retained;
- (d) Information copies of memoranda for which the existence and location of the official copy is known;
- (e) Reference copies of incoming and outgoing administrative reports;
- (f) Reference copies of incoming and outgoing cables and faxes;
- (g) Administrative and information circulars issued at Headquarters, New York.

AUTHORIZATION TO DESTROY OR TRANSFER RECORDS

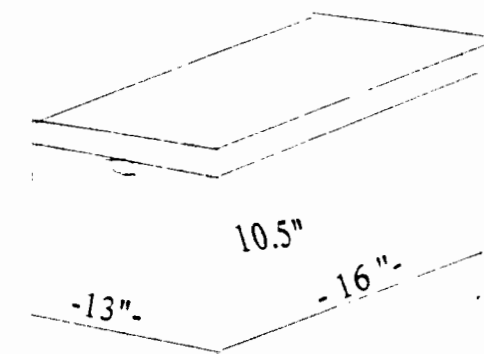
33. To obtain authorization to transfer archival materials or inactive records to ARMS or for disposal of records, the office staff will complete the forms "Request for Transfer of Inactive Records" (RMS.34) and "Archives Transfer - List of Files" (MRS.36/A). Missions and offices away from Headquarters will be provided with a different form for listing their files. The request and list of files will be examined by the Chief, ARMS, and the office advised of the action to be taken with regard to the files in question.

34. Disposition of records at the close of a mission/office. Prior to the close of a mission or an office away from Headquarters, files will be reviewed by the staff and all records which may be transferred to ARMS or destroyed in situ in accordance with existing retention schedules will be prepared for transfer or disposal. Records which are not covered by a retention schedule will be proposed to the Chief, ARMS, for specific transfer or disposal as described in the above paragraph. It is essential that such requests be accompanied by the list of files so that an immediate determination can be made to avoid unnecessary, costly transfer of records to ARMS at the close of the mission or office.

TRANSFER OF RECORDS

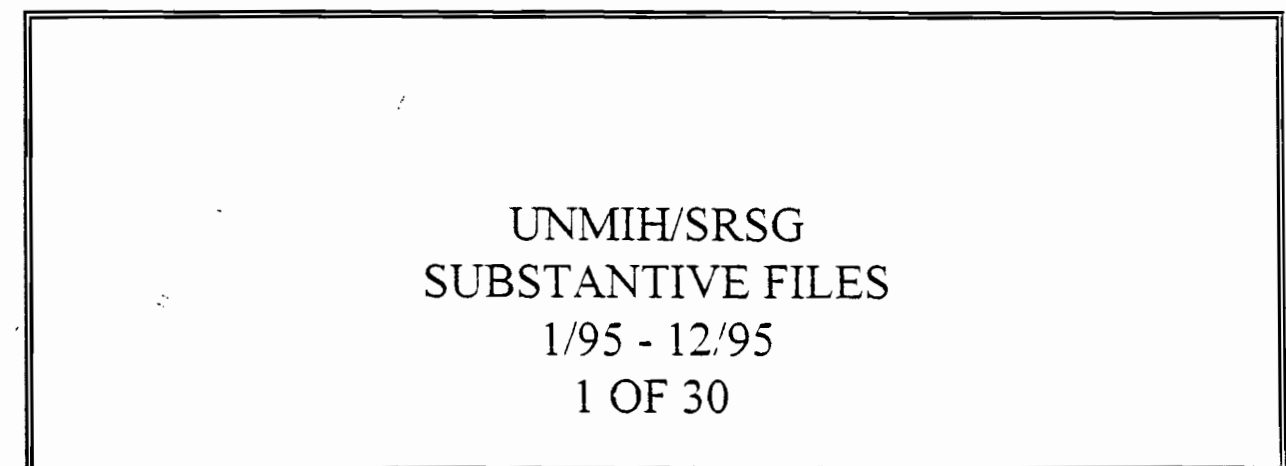
35. The existing filing system will be checked to ensure that it is in good order, including putting misfiled folders in proper location, fastening records to the folder and labeling files.
36. Separate set of forms will be submitted for each record series being transferred.
37. All relevant blank spaces on the forms will be filled out with the information requested. The forms will be checked to ensure that the information is accurate, spelling and punctuation are correct. Abbreviations or acronyms will be spelled out on first appearance.
38. The "Request for Transfer of Inactive Records" will be signed by an official in the office.
39. The completed forms ("Request for Transfer of Inactive Records" and List of Files") will be returned to ARMS, PK-12000, New York, NY 10010.
40. The list of files will conform with the office's filing system, such as alphabetically by subject; numerically by number; chronologically by date; etc. If the office has a file plan, it is not necessary to list the files; instead, a copy of the plan will be attached to the "Request for Transfer of Inactive Records".
41. The box number where the file can be found, period covered by the file, file number if the office is using a numerical filing system and file title will be written in the appropriate column on the list.
42. The files will be arranged in the boxes in the order they are listed. All the files in box will be of the same series and be retained for the same length of time. A box holds 1.2 cubic feet of records.
43. File box specifications The file boxes will be sturdy enough to endure handling while in transit and storage. They will conform with the following standards:

Corrugated container, stor-a-file boxes with build on cover. Letter legal record retention LL-15, B flute Dimension: outside - length 16", width 13", height 10.5"



44. The box label, as illustrated below, will include the following information

Line 1 Initial of mission and office
Line 2 Record series title or brief description
Line 3 Record series inclusive date
Line 4 Group number, e.g. 1 of 10



45. The label will be affixed on both ends of the box.
46. At Headquarters, a staff member from ARMS will check the boxes for conformity with the instructions and have them removed from the office as soon as possible.

SHIPPING INFORMATION

47. The containers will be addressed as follows:

United Nations Archives
345 Park Av. South
New York, NY 10010
USA
Attention: Mr R. Liao

48. The information given below will be included in the shipping document so the office and staff member concerned can be notified when the files arrive in New York. They will be informed in advance of the name and telephone number of the freight forwarding agent handling the shipment.

Freight Forwarding Unit
866 UN Plaza
New York, NY 10017
USA
Attention: Mr Victor Moran
Tel: (212) 963-9403

49. After dispatching the shipment, a copy of the lists of files and the information indicated below will be sent to the Chief of Administrative Support Unit, Logistics and Communications Services, Field Administration and Logistics Division, New York.

- (a) Volume of records in cubic feet.
- (b) Total number of boxes
- (c) Date of shipment

CONTACT

50. The necessary forms, boxes, copies of retention schedules or information on shipping arrangements may be obtained by calling Headquarters Ext 3.8688 or 3.8689.

DE-COMMISSIONING SCHEDULE

ANNEX A
TO LIQUIDATION/STAFFPLAN.DIR
DATED 1 NOV 95

SER	ACTIVITY		SECTOR 3		SECTOR 2		SECTOR 5		SECTOR 4		SECTOR 1 (KIGALI)													REMARKS		
			MALICOY	OTHER	GHANCOY 1	OTHER	NICOY	OTHER	MALAWICOY	OTHER	OTHERS TRANSIT MP & CIVPOL	ENGR COY	GANCOY 2	ELMS INDBAT	CHU	TPT WKSP	TPT WKSP	SIG COY	COMMS	NORMED	TRANSIT CAMP	B & R	TPT WKSP		95 CM8G	INDBAT & CORE GP
																BUTARE	LIGHT						COMPOUND			
1	COORD OF LIQUIDATION PROCESS		30		35		40		45		49	51	60	54	55	34	20	63	63	70	72	71	64	85	86	
2	MOV SEA CNTRS TO SITES		30		31		39		44		49	48	59	N/A	63	33	17	62	61	69	N/A	69	60	82	83	
3	CEASE WATER SUPPLY		30	30	30	30	35	33	37	40	43	54	N/A	51	56	30	N/A	63	60	71	71	67	68	79	81	CONTINGENTS AUTH BTL WATER AFTER CONSUMING BULK RES. SECTOR 3 ON BTL WATER ON D DAY
4	CEASE POL SUPPLY		30	30	31	30	35	33	40	38	43	N/A	N/A	N/A	30	30	N/A	N/A	N/A	N/A	71	0	0	N/A	N/A	POL TKS MOV WITH GEN. CEASE UNAMIR DELIVERY AT D
5	CEASE FRESH RATS DEL		32		30		31		38		53	47	N/A	60	N/A	N/A	N/A	59	N/A	74	N/A	63	64	91	91	CONTINGENTS AUTH CBT RATS AFTER CONSUMING FRESH RES
6	OUT SURVEY OF COE	FROM	31		36		41		46		N/A	52	61	N/A	N/A	N/A	N/A	66	N/A	N/A	N/A	N/A	N/A	88	89	
		TO	33		38		43		49			58	63					69						94	94	
7	OUT SURVEY DOCS	FROM	34		39		44		50		N/A	59	64	N/A	N/A	N/A	N/A	70	N/A	N/A	N/A	N/A	N/A	95	95	
		TO	35		40		45		51			60	65					71						96	96	
8	PACKING AND DOCUMENTATION COMPLETED		34		39		44		49		N/A	59	64	59	61	37	42	70	80	73	73	86	86	95	95	
9	BOARDS OF INQUIRY / WRITE OFFS	FROM	36	33	41	39	46	42	51	48	52	61	66	N/A	58	38	43	72	81	73	73	86	86	95	95	
		TO	37	34	42	40	47	43	52	49	53	62	67		59	39	47	73	85	74	74	88	90	96	96	
10	UNOE CLEARANCE	FROM	34	32	39	37	44	41	48	47	50	59	64	N/A	56	35	21	70	67	71	N/A	72	65	86	87	WKSP CLOSURE STARTS ONE WEEK PRIOR TO CEASE OPS
		TO					45	43	49		51				57	36	41		80	72		85	85	88	88	
11	PICK UP WATER CONTAINERS	FROM	32	32	37	37	40	41	42	47	50	57	N/A	56	62	32	44	65	62	73	73	80	80	81	83	
		TO						42																		
12	PICK UP POL CONTAINERS	FROM	36	33	41	38	46	41	50	48	53	62	N/A	63	63	36	45	N/A	N/A	N/A	73	87	89	88	88	AT FINAL CLOSURE UNITS TO USE 40 GAL DRUMS
		TO						43	51																	
13	PICK UP COMMS EQPT	FROM	32	32	37	37	43	40	47	49	52	60	62	63	63	36	41	61	61	71	66	71	71	94	94	
		TO	34		39			42	50									66	66							
14	PICK UP GENERATORS	FROM	36	33	41	38	46	41	50	48	53	62	N/A	63	63	36	45	71	83	71	73	87	89	96	96	
		TO						43	51																	
15	PICK UP DEF STORES	FROM	36	33	41	38	46	43	50	48	53	61	N/A	62	63	N/A	42	71	82	N/A	74	87	89	96	96	
		TO							51									83								
16	MOVE COE		34		39		44		50		N/A	59	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		35		40	37	46	46	51	51	51	59	N/A	N/A	58	37	42	71	81	73	N/A	86	86	N/A	N/A	
18	MOV WPNS AND AMMO CNTRS TO KIGALI		33		38		43		49		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	N/A	
19	ADVANCE PARTY MOV TO TRANSIT CAMP		33		38		43		49		53	61	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	HQ MOVE TO TRAFIPRO AT D + 63.
20	MOVE PAX TO KIGALI (LESS REAR PARTIES)		34		39		44		50		N/A	61	N/A	N/A	N/A	37	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	

DE-COMMISSIONING SCHEDULE

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DATED 1 NOV 95

SER	ACTIVITY		SECTOR 3		SECTOR 2		SECTOR 5		SECTOR 4		SECTOR 1 (KIGALI)														REMARKS	
			MALICOY	OTHER	GHANCOY 1	OTHER	NICOY	OTHER	MALAWICOY	OTHER	OTHERS MP & CIVPOL	ENGR COY	GANCOY 2	ELMS INDBAT	CHU	TPT WKSP	TPT WKSP	SIG COY	COMMS	NORMED	TRANSIT CAMP	B & R	TPT WKSP	95 CMSG		INDBAT & CORE GP
																BUTARE	LIGHT						COMPOUND			
21	REPAIR & HAND OVER ACCOM	FROM	34	32	39	37	44	40	51	49	52	61	N/A	64	63	36	42	64	81	73	78	86	86	93	95	ACCN / BME TMS
		TO	36	33	41	38	46	43	52	50	53	62		65	64	37	45	71	83	74		87	89	97	97	
22	DISMANTLING WEATHER HAVENS/RUBHALLS	FROM	34		39				49		N/A	60	66	61	N/A	N/A	N/A	70	N/A	N/A	73	N/A	N/A	93	93	DISMANTLING TMS
		TO							52				67	62				71			77			96	95	
23	DESTRUCTION/TRANSFER OF MATERIEL		35	32	40	37	45	43	51	47	52	61	65	N/A	63	36	43	70	81	73	77	87	87	93-97	96	LT WKSP VEH TRANSFERS WONT OCCUR UNTIL HVY WKSP CLOSE S
24	ENVIRONMENTAL CLEAN UP	FROM	35	32	40	37	45	43	51	47	52	60	N/A	60	63	36	43	70	81	73	74	86	86	93	96	ENGR TMS
		TO	36		41				52			61		61			44		82		75	87	88	97		
25	RETURN UN VEHS TO HVY (IVECO) WKSP		35		40		45		51		58	61	65	N/A	62	38	22	71	81	73	N/A	85	86	88	88	LT WKSP VEHS UNDER REPAIR TRANSFERED TO HVY WKSP COR E GP RETAINS VEHS UNTIL DEP
26	HAND OVER CONTINGENT VEHS		35		40		45		51		N/A	61	65	N/A	N/A	N/A	N/A	71	N/A	N/A	N/A	N/A	N/A	88	88	
27	CUSTOM SEC CHECK PAX		35		40		45		51		N/A	61	65	61	62	N/A	N/A	71	82	74	N/A	86	87	96	96	
28	REAR PARTY/SECUR TM RETURNS		36	33	41	38	46	43	52	50	53	62	N/A	N/A	64	37	45	N/A	83	N/A	N/A	87	89	N/A	N/A	
29	CUSTOM SEC CHECK COE	FROM	35		41		46		51		N/A	59	64	N/A	N/A	N/A	N/A	70	N/A	71	N/A	N/A	N/A	88	88	
		TO	40		46		51		56			64	69					75		74				95	95	
30	CUSTOM SEC CHECK UNOE	FROM									N/A						25	67		N/A	72	65	86	87		
		TO															42	80			90	90	95	95		
31	MOV MAIN PAX TO HOME LOCS FROM KIA		36		41		46		52		59	62	66	62	63	N/A	43	72	82	75	N/A	86	87	97	97	
32	DESPATCH REAR PARTIES		42		47		52		57		N/A	72	70	N/A	69	N/A	N/A	99	N/A	80	N/A	91	91	99	99	
33	MOV OF COE TO POE	FROM																								
		TO																								
34	MOV OF UNOE TO POE	FROM																								
		TO																								
35	RES DAY		37		42		47		53		N/A	63	68	63	64	38	44	73	83	76	78	87	88	N/A	N/A	
36	SECUR TM MOV TO LOC		32		37		42		47		N/A	60	N/A	57	N/A	34	N/A	70	WITH CORE	N/A	N/A	N/A	N/A	N/A	N/A	
37	DISPOSAL OF SCRAP	FROM															0				0	0	0			
38		TO															45				85	85	89			
39	CEASE OPS FROM										49	52	61	N/A	61	35	21	66	61	71	73	71	71	86	87	
40	MOV HQ TO TRAFIPRO																	62								
41	CORE GP & REAR PTY MOV TO MERIDIEN																							94		