

MIR

G3 OPERATIONS / PLANS

[ 5 OCT 1993 - 8 MAR 1996 ]

MILITARY OBSERVERS  
GUIDELINES FOR GOVERNMENTS

UNCLASSIFIED  
EL/WG JUNE 2009

PLEASE RETAIN  
ORIGINAL ORDER

UN ARCHIVES

SERIES S-1062

BOX 146

FILE 6

ACC. 1998/0283

REVIEWED GUIDELINES FOR  
GOVERNMENTS CONTRIBUTING  
MILITARY PERSONNEL FOR UNAMIR

- d. One (1) Force Defence Company (Tunisian Coy) (-) of 60 personnel.
- e. One (1) Force Communication Squadron of 150 personnel.
- f. One (1) Force Military Police Company of 50 personnel.
- g. One (1) Force Helicopter Squadron of 110 personnel.
- h. One (1) Military Observer Group of 289 personnel.
- i. One (1) Movement Control Cell of 20 personnel.
- j. One (1) Civilian Police organization of 90 personnel.

D. Concept of Operations

8. The Mission of UNAMIR II is TO PURSUE A CEASE FIRE IMPLEMENTATION AND ASSIST IN THE SECURITY OF THE HUMANITARIAN EFFORTS in Rwanda in coordination with local authorities.

9. The concept of operations of UNAMIR II is based on the possibility to perform humanitarian tasks in a secure environment. The force structure is designed in such a way that it has the following operational capabilities:

- a. A Force structure for security and support of humanitarian activities.
- b. The Formed Troops need to face Militia and/or local civil defense forces and conduct deterrent operations such as arms seizure and recovery.
- c. Maintain adequate logistic support for its sustainability.

The general concept of operation proposes to divide the entire country into five geo/administrative Sectors based on the following factors:

- a. Prefecture administrative boundaries.
- b. Displaced people and refugee camps.
- c. Built-up areas.
- d. Lines of communication.
- e. Boundaries between RGF and RPF.

10. Each sector is to have a formed troop and UNMO/CIVPOL monitoring capability. The sectors may be divided into sub-sectors and the number of sub-sectors would again depend on the factors already discussed. Furthermore, the Uganda border activities continue to be monitored by UNOMUR located at Kabale. The requirement of monitoring the border areas of ZAIRE, BURUNDI and TANZANIA with UNMOs based in Rwanda with the task of verifying the possible entry of arms and war material into the country is also being considered.

11. Lastly in order to conduct assistance and support the investigations of war and civil crimes and to assist in the restoration of law and order situations in Rwanda, at least 90 Civilian Police will be needed. They would operate jointly with local authorities and the force elements in each zone. The CIVPOL will be placed directly under command of the Force Commander in order to ensure intimate coordination assignment of tasks and effort particularly during the initial phase of the security effort.

12. Viable Force. To perform the above stated tasks, UNAMIR II needs an absolute minimum of five infantry battalions out of which two must be mechanized. This force would have significant capability limitations in relation to the full and effective force option. The infantry battalions will be more stretched as in some cases some of the Prefectures have been grouped into larger sectors. The detailed structure is at Anx B.

- a. Sector 1. Comprises of GITARAMA, BUTARE, GIKONGORO, KIBUYE and CYANGUGU prefectures. Sector HQ will be located at BUTARE. Forward Logistics Base will be at NYABISINDU. A motorized Battalion will be needed for the sector. The area is presently under the control of RGF.
- b. Sector 2. Comprises of RUHENGERI and GISENYI prefectures. Sector HQ will be at RUHENGERI. One motorized battalion will be needed for this sector, however one mechanized company will be deployed in this sector during phase 2 and withdrawn to parent unit during phase 3. The area is under the control of RGF.
- c. Sector 3. Comprises of BYUMBA, RWAMAGANA and KIBUNGO prefectures. Sector HQ will be at RWAMAGANA. One motorized bn will be needed for this sector. The Force Engineer Company will be located in this sector and will be under the sector commander for operations only. The area is under RPF control.

- d. Sector 4. Comprises of BUGESERA and KIA & KANOBE area. Sector HQ will be at BUGESERA. One mechanized bn will be needed for this sector. The area is under RPF control.
- e. Sector 5. Comprises of Kigali city less the Kigali International Airport. Sector HQ will be at Muhima (Old Byubut Golf area). One mechanized Bn will be needed for this area. Both the RGF and RPF are controlling portions of this sector.

13. The sectors will be commanded by the Battalion Commanding Officer operating in that specific area.

14. DEPLOYMENT OF THE FORCE AND TASKS. The deployment of the Force would be conducted in three phases as described below. An overriding factor in the deployment and sustainment of the Force is the guaranteed availability of the Kigali airport for the Mission. This essential infrastructure must be confirmed as a Neutral Territory under UN control and affirmed as a basic criteria for any successful operations within the new mandate. Both parties, who have already publicly expressed the desire to have inputs into the composition and deployment of the force, must also agree to the sanity of the airport for UN and humanitarian traffic only, at least until a cease fire is approved and implemented. Should this fail consideration is being given to the use of alternate airfields outside and within Rwanda.

- a. Phase 1 (D-Day + 14). The Ghana Bn would be brought to its full strength of 800 personnel and equipped with APCs. The unit will ensure the protection of Kigali International Airport, the Amahoro complex where 7,000 displaced persons are presently housed and will also provide one mechanized coy as the Force Reserve at normal status of 4 hrs NTM. Should the KIA not be made available the bn will be deployed around the alternate airfield for security duties.
- b. Phase 2 (Not before D + 14). Deployment of two battalions (one mechanized and one motorized), some advance elements of the Force Support Battalion including Engineer Coy, all of the Force HQ and Force Signal Squadron. Byubut will re-adjust its deployment accordingly.

- c. Phase 3 (Not before D + 30). Induction of the remaining two motorized battalions and the rest of the Force Support Battalion.

### PART III - STRUCTURE AND SPECIFICATION OF THE FORCE

#### A. General.

15. The following specifications and suggested organizations provide guidelines on the required capabilities and equipment of the units to ensure the mission achieves its mandate. The working language of the Mission will be English. Proficiency in English, especially for officers, is considered essential, proficiency in French is considered desirable.

#### B. Organizations of Headquarters.

16. Attached as Annex A is an outline organizational charts for the Force HQ and the various subordinate units.

#### C. Headquarters Personnel.

17. All personnel deployed as part of UNAMIR II will come under the operational control of the Force Commander on arrival in-theatre. The Force Commander is empowered to issue orders and instructions consistent with the resolutions of the appropriate organ of the United Nations relating to the Force. Such orders may be revised from time to time as the Force Commander sees fit and are binding on all members of the Force. Appointments at the Force Headquarters have been assigned to each troop contributing nation. The officers nominated must be staff trained and should hold substantive ranks. A proficiency in English is required and a proficiency in French is desirable. Unless the United Nations advises to the contrary, these appointments will rotate among the troop contributing countries.

18. Headquarters Support. This mission will not have a Force Headquarters Company to support the Headquarters functions and personnel. However it will be done by Force Comm Sqn. The drivers, secretaries, communicators and support staff will be spartan in numbers and will be provided by FOD. The Force Comm Sqn will however provide communication support to the Force through the HQ.

19. Officers selected for service in the Headquarters of this operation should be well disciplined, highly motivated and mentally and physical prepared to work long hours with officers of other nationalities. Additional basic skills required are:

- a. an adequate knowledge of staff duties and signal procedures;
- b. able to prepare and receive radio messages;
- c. able to operate copying machines, computers and fax machines;
- d. able to type at an average speed;
- e. experience at a regimental or brigade headquarters;
- f. a knowledge of military symbols, map reading and competence in map marking as well as maintaining various operational and administrative chart
- g. a knowledge of military operations and logistics terminology, the support and service support systems, and related routine staff work;
- h. handling personnel documentation and related fields such as conditions of service, pay and allowances, procedures for boards of inquiry and giving oral briefings;

20. In addition to the traditional staff branches and military assistant offices, as outlined in the organization charts at Annex 1, the Force HQ will also have an integral Military Police Section (provided and supported by the MP Coy consisting of a Provost Marshall and (50) Military Policemen. The Military Police will be responsible for traffic control, investigations, liaison with the local police and UNCIVPOL and for ensuring military personnel maintain a high standard of discipline. Personnel should be armed with a pistol and equipped with basic vehicles to perform these duties. Personnel should be prepared to deploy up to 48 hours from the Force HQ location. The MP Coy will also provide troops in the different sectors for the same purposes.

D. Infantry Battalion(s)

21. General. The Infantry Battalion Group(s) consist of a basic Mechanized or Partially Mechanized infantry unit reinforced with some second-line logistics elements normally provided from brigade/regimental sources. These additional element will ensure

the unit is capable of executing all likely tasks and will allow it to be logistically self-sufficient. This self-sufficiency is necessary because at the start of most missions, there are no other higher echelons/units or local infrastructure which can provide support. Consequently this is an essential capability to ensure the operational fitness of the unit. The second line elements are to be included in all sub-units. The suggested battalion group has an overall strength of 800 personnel and is organized into a battalion headquarters, four rifle companies and a combat support company. The combat support company will have to include a mortar platoon, a reconnaissance platoon and a pioneer platoon. The reconnaissance platoon should include a sniper section.

22. Tasks. The battalion must be prepared to conduct the following tasks:

- a. Establish and secure safe haven areas for refugees/displaced persons.
- b. Conduct exchange of refugees/displaced persons.
- c. Participate in security operations with local authorities.
- d. Be prepared to monitor the cease fire.
- e. convoy protection/escorts duties;
- f. vital/key point protection;
- g. foot and vehicle patrolling;
- h. establishing and manning of observation posts and checkpoints;
- i. conducting vehicle, building and personnel searches;
- j. securing airports and humanitarian distribution centres;
- k. Control measure (rd blocks, cordon and search, investigations) with local authorities.
- l. Undertake deterrent operations with local authorities against illegal extremist groups.
- m. Providing a reserve capable of deploying by Tracked APCs, wheeled vehicle or by air on order.



23. Capabilities. The Battalion is to possess the following capabilities:

- a. All Battalions must have the possibility of mounting all their personnel in their integral APCs or trucks;
- b. it must have a liaison/interpretation section (English and French);
- c. it must have internal compatible communications from Battalion to section level (communications equipment from unit to Force Headquarters will be provided by FOD);
- d. all vehicles, radios, weapons and equipment are to have a high standard of serviceability and the Battalion must have the parts to repair these items and the tradesmen to conduct the repairs;
- e. each soldier is to be equipped with standard field equipment and a personal weapon;
- f. each vehicle may have a machine gun (APCs should have a turret mounted machine gun where possible);
- g. the battalion should be equipped with night vision equipment, handheld shoulder fired anti-armour weapons, handheld smoke dischargers, flares, hand grenades and early warning devices such as long range observation devices. Mortars and crew served weapons are required.

24. Organization. A suggested battalion organization is:

- a. Battalion HQ of 50 personnel including the communication platoons;
- b. Logistics Company of 250 personnel;
- c. Combat Support Company of 120 personnel.
- d. four (4) vehicles mounted rifles company, Tracked or wheeled of 125 personnel each.

25. Battalion Headquarters. The normal Battalion Headquarters organization augmented as required (interpreter/ liaison section).

a. Communications Platoons. Battalions are responsible for providing and repairing their own internal communications. The battalion should be equipped with radio systems capable of providing communications up to 100 kilometres. Communications between Battalions Headquarters and Force Headquarters will be provided by the UN. The battalion should be equipped with radios from the headquarters to section level. In addition, at Battalion Headquarters, there should be a section of six signallers who are proficient in English.

26. Rifle Companies. Should be organized into a Company Headquarters and three rifle platoons mechanized or wheeled. Each motorized bn will have one mechanized coy.

27. Logistics Company. The logistics company, of approximately 250 all ranks should consist of a company headquarters, one workshop platoon, one medical platoon, one transport platoon and one quartermaster platoon.

a. Workshop Platoon. The workshop platoon is to be equipped, manned and trained to conduct field level repairs of all the battalion's APCs, vehicles, radios, weapons and equipment (ie. first and limited second line maintenance of contingent owned equipment). This means there should be enough skilled tradesmen with the necessary tools, equipment and repair parts for it to maintain itself. The platoon is to have the capability to recover unit vehicles. It should include a capability for generator and refrigeration maintenance. The platoon may be tasked to assist with the maintenance of vehicles and equipment provided by the United Nations for UNMOs or Headquarters staffs. Further details on repair and recovery are in Part V.

b. Transport Platoon. The transport platoon must have the capacity of providing support to the battalion in coordination with the quartermaster platoon in general transport, fuel, and water transport.

c. Quartermaster Platoon. The quartermaster platoon should be capable of providing first line quartermaster support for the Battalion. It should be capable of detaching elements to support deployed companies, if required. Refer to Part V, Section O (notes on local resources) for possible additional capabilities.

28. Combat Support Company. Should be organized into a Company HQ, one mortar platoon, one recce platoon and one engineer/pioneer platoon.

a. Engineer Platoon. The battalion's assault pioneer platoon should be reinforced to above platoon strength with qualified tradesmen from the appropriate engineer unit. This engineer platoon must have the capability to provide and operate water supply equipment, to provide electricity to the Battalion, to erect field type accommodation, to undertake other minor construction tasks and carry out field engineering activities such as limited mine clearing and demolitions and hasty road and bridge repair. It is suggested that the platoon contain the following tradesmen, who are capable of being employed as field engineers, if required:

- (i) 12 x Carpenters. Capable of making according to plan any field type wooden construction, including shuttering, frames, partitions, sheeting, concreting, etc. One member to be a supervisor.
- (ii) 4 x Electricians. Capable of wiring, maintaining and improving electricity supply in the field, with a working knowledge of control systems and electrical motors. Electricians to be licensed by a competent authority to carry out electrical installations and repairs.
- (iii) 2 x Generator Mechanics. Capable of operating and maintaining single and three phase diesel operated generating sets up to at least 250 KVA, with a working knowledge of a broader range of power generating equipment. Capable of conducting repairs on diesel engines, alternators and control panels of the generating sets.
- (iv) 4 x Plumbers. Capable of installing, maintaining and improving water supply systems, distribution networks, water and waste disposal systems.

b. Mortar Platoon The Mortar Platoon is essential in order to assure a deterrence capability. It has to be mobile and able to carry its own ammunition. It will be under command of the battalion commander and administered by the Combat Support Coy.

- c. Reconnaissance Platoon. The reconnaissance platoon must have an armoured capability and also heavy weapons like Mounted Machine guns in order to accomplish their tasks. The platoon will be under command of the Battalion Commander and will be administered by the Combat Support Coy.

29. Vehicle establishment. It is proposed that each Battalion has the minimum amount of vehicle to be self-contained, as follows. Those vehicles should be allocated to the proper section/organization.

- a. 1 organic section vehicle per section or equivalent organization.
- b. 15 Truck 2½ ton or equivalent for general transportation.
- c. 5 Truck Water (1000-2000 gallons).
- d. 5 Truck fuel (1000-2000 gallons).
- e. 2 Truck Refrigerator.
- f. 4 Truck Recovery (Light and heavy).
- g. 2 Truck Mobile Workshop.
- h. 4 Truck Mobile communication van.
- i. 2 Ambulance Tracked/Wheeled.
- j. 1 Ambulance Treatment.
- k. 1 Ambulance stores.
- l. 5 Mobile Kitchen.
- m. 5 Water purification units.
- n. 2 Rough Terrain heavy forklift.
- o. 12 Water Trailers.
- p. 12 Cargo Trailers.
- q. 3 Front End loader/backhoes.

30. Force Support Battalion The Force Support Battalion is to be composed of the following organizations: one headquarters of 21, one workshop company of 150, one logistic company of 250, one medical company of 100 and one field engineer company of 200. The Battalion will be providing second-line support to the force.

#### E. Engineer Company

31. General. The reinforced Engineer Company consists of a basic engineer company reinforced with some additional plant and resources, and some second-line logistics elements. These additional elements will ensure the unit is capable of executing all likely tasks and will allow the company to be logistically self-sufficient. There will be no higher engineer echelon and local resources are rare and primitive in nature. The suggested company has an overall maximum strength of 200 personnel and is organized into a company headquarters, a construction platoon, a field engineer platoon, a plant platoon and a workshop platoon.

32. Tasks. Tasks the engineer company will be allocated are:

- a. Provide potable water.
- b. Undertake de-mining tasks.
- c. Repair and construct expedient bridges.
- d. Repair existing roads and construct hard-standing areas.
- e. Repair existing buildings and erect expedient building.
- f. Plan and supervise work undertaken by contractors.
- g. Dispose of explosive ordnance (EOD); and
- h. Liaise with local officials, local organizations and UN agencies.
- i. Repair runway.

33. Capabilities. The required capabilities of the company are:

- a. Capable of establishing and operating at least one water point which can provide the daily requirements of potable water for about 5500 people.
- b. Capable of clearing anti-tank and anti-personnel mines.
- c. Capable of undertaking repairs to buildings involving plumbers, carpenters, electricians and refrigeration mechanics.
- d. All tradesmen to be capable of undertaking demining tasks, if required.
- e. Capable of repairing and maintaining existing roads to two lane all weather gravel standard, and undertake runway repair.
- f. Capable of providing a minimum of four EOD technicians.

- g. All vehicles, radios, weapons and equipment to have a high standard of serviceability. Capable of conducting first and second line repairs to all company equipment.
- h. Capable of operating independently in a field environment.
- i. Capable of providing and repairing all internal communications equipment (external communications to be provided by FOD);
- j. Each engineer to be equipped with standard field equipment and a personal weapon; and
- k. Must have the capabilities in support and service support listed below.

34. Organization. A suggested organization of the company, of 200 personnel, is:

- a. Company headquarters.
- b. One construction platoon.
- c. One field engineer platoon.
- d. One plant/resources platoon, and
- e. One workshop platoon.

35. Equipment. The major equipment recommended for this operation is as follows:

- a. 16 4 x 4 Light Vehicles.
- b. 14 Truck Cargo (5-8 ton).
- c. 12 Truck Dump (5-8 ton).
- d. 8 Trailers (light).
- e. 10 Trailers (medium).
- f. 3 Trailers (tiltbed).
- g. 2 Plant Transporters.
- h. 3 Truck Fuel Tankers/Refuelling Vehicles.
- i. 2 Truck Water Tankers.

- j. 3 Truck Water Dispenser.
- k. 1 Truck Welding.
- i. 1 Ambulance.
- j. Truck Recovery (heavy).
- k. 1 50,000 litre per hour Water Purification System.
- l. 2 Dozer (light).
- m. 2 Dozer (medium).
- n. 2 Roller motorized.
- o. 2 Backhoes.
- p. 2 Graders.
- q. Front End Loader.
- r. Forklifts (20 ton, rough terrain).
- s. Crane Medium.
- t. Mine Detection Equipment/Marking Equipment Other items may include:
  - (i) Miscellaneous workshop vehicles.
  - (ii) Concrete mixers.
  - (iii) Generators.
  - (iv) Compressors with Pneumatic Tools.
  - (v) Refrigerators.
  - (vi) Communications Equipment.
  - (vii) Field Kitchen Equipment.
  - (viii) Washing Machines.
  - (ix) Tool Kits.

F. Logistics Company

36. General. The reinforced Logistics company consists of a basic logistics company providing second-line support. The logistics company will be supported by FOD as a higher echelon of support. Local sources and resources are scarce and expensive. Many items may have to be shipped to a port like Dar-Es-Salaam and then trucked nearly 1000 kilometres to locations in Rwanda. Other items will have to be shipped by air. In conclusion, it must be emphasized that this operation is taking place in a land-locked, war recovering, poor nation in the middle of Africa. The support lines of communication will be long and support will be shipping time dependant. The suggested company has an overall maximum strength of 250 personnel and is organized with a company headquarters, a supply platoon, transport platoon and a bulk lift fuel and water transport platoon.

37. Tasks. Tasks for this logistics company will include:

- a. Receive stores, equipment, petroleum, oils and lubricants delivered to points of entry (road and air).
- b. Arrange transport of supplies to storage areas.
- c. Deliver supplies forward to units and assembly areas.
- d. Provide quality control element with regard to food and fuel received under contract, and
- e. Provide the central supply facility for each sector by coordinating the local supply and distribution of all rations, POL, water, and general stores.

38. Capabilities. The required capabilities of the company are:

- a. To be logistically self-sufficient and capable of operating independently in a field environment.
- b. To be capable of providing company detachments from each platoon for extended periods to man forward logistic bases.
- c. To be capable of providing a back up transport capability for sectors where contractual transport is not available.



- d. To be capable of holding 28 days supply of frozen and dry rations (storage facilities to be provided by the United Nations or leased).
- e. To be capable of holding 500,000 litres of fuel.
- f. To be capable of providing a refuelling point for all vehicles in Rwanda.
- g. Each logistician to be equipped with standard field equipment and a personal weapon, and
- h. Must have the capabilities in support and service support listed below.

39. Organization. A suggested company organization, up to a strength of 250 personnel, is:

- a. Company headquarters;
- b. One supply platoon consisting of:
  - (1) one combat supply section;
  - (2) one warehouse section;
  - (3) one accounts/provisioning section; and
  - (4) one catering section.
- c. One transport platoon consisting of:
  - (1) one terminal operation section; and
  - (2) five transport sections (tippers, medium cargo, heavy cargo, POL and water).

40. Major equipment should include:

- (1) 6 x 8 Ton Tippers
- (2) 6 x 8 Ton Medium Cargo Trucks
- (3) 4 x 12 Ton Heavy Cargo Truck
- (3) 2 x 20 Ton GS Trailers
- (4) 2 x 8, 000 litre POL Tankers
- (5) 2 x 20,000 litre Water Tankers

- (6) 2 x Rough Terrain Fork Cranes
- (7) 2 x Fork Lifts (20 Ton capacity)  
Some vehicles with HYAB assembly for  
20 foot containers.

G. Medical Company

41. General. The medical company will be a static self-contained field hospital. It will be an emergency and temporary holding facility. The Logistics Company will provide second line support and possibly first line catering support to this hospital. The hospital has an overall strength of 100 personnel and is organized with a small headquarters, an outpatient section, an ambulance section, an emergency surgery section, a ward section, a dental section and an administrative and logistics support section.

42. Tasks. Tasks for the medical Coy will include:

- a. To provide an initial and emergency surgical capability for UNAMIR II personnel in Rwanda;
- b. To provide dental service for all UNAMIR II personnel in Rwanda.
- c. To provide a 30 bed ward facility;
- d. In consultation with the Chief Medical Officer at Force HQ, decide when aero-medical evacuation is required from Kigali to Nairobi;
- e. To provide first line clinic support to headquarters personnel and UNMOs; and
- f. To provide a medical evacuation capacity.

43. Capabilities. The medical coy must have the following capabilities:

- a. To be logistically self-sufficient at first line (except possibly catering) and to be capable of receiving second line support from the Logistics Company;
- b. To be capable of establishing and operating from a static facility;
- c. To be capable of deploying a small team of one or two doctors and medical assistance for field clinical support of UNMOs and Field Headquarters for up to one week without seriously affecting the tasks listed above;

- d. To be capable of providing first line clinical support to the Headquarters and UNMOs in Kigali;
- e. To be capable of first line repair of all internal logistics vehicles, radios and equipment;
- f. To be capable of providing and repairing all internal communications equipment. External communications to be provided by FOD;
- g. Each member of the platoon to be equipped with standard field equipment; and
- h. The medical coy must be able to provide the capabilities listed below.

44. Organization. A suggested Coy organization, up to a strength of 100 personnel, is:

- a. Hospital Headquarters (to include at least one Medical Officer and one administrative officer and one or two other ranks);
- b. one outpatient Section consisting of a reception detachment, a X-Ray detachment, an internal medicine detachment, a tropical medicine detachment and a hygienics laboratory detachment (to include at least 3 Medical officers and 6 medical assistants, nurses or specialist tradesmen);
- c. One Ambulance Section of at least two ambulances (to include at least four medical assistants or nurses);
- d. One Surgery Section of a sterilization detachment, an anaesthesia detachment, an operating room detachment and a post-operating room (to include at least two surgeons, one medical officer and six medical assistants or nurses);
- e. One Ward Section of 10 beds (to include at least one Medical Officer and two medical assistants or nurses);
- f. One Dental Section (to include one dentist and one dental assistant); and

- g. One Logistics/Administration Section with clerks, cooks, communicators, drivers and tradesmen as required.

H. Workshop Company

45. General. The Workshop Company will have a strength of 150 personnel.

- a. One forward repair platoon.
- b. One tracked vehicle repair platoon.
- c. One wheeled vehicle repair platoon.
- d. One weapons/electrical platoon.
- e. One recovery platoon.
- f. One repair parts section.

46. Tasks. Tasks of the Workshop Company include:

- a. Second-line maintenance and repair for the Force's units at the exception of UN owned vehicles.
- b. Second-line recovery for Force's units.
- c. First and second line support to the Force support battalion sub-units.

47. Capabilities

- a. To be logistically self-sufficient and capable of operating independently in a field environment.
- b. To be able of providing and repairing its own internal communication.
- c. To be capable of providing small detachments from each platoon for extended periods to manned forward logistic bases.
- d. Each maintainer to be equipped with standard field equipment and a personal weapon.

48. Organization. A suggested company organization up to a strength of 150 is:

- a. Company headquarters.

- b. One forward repair platoon.
- c. One tracked vehicle repair platoon.
- d. One wheeled vehicle repair platoon.
- e. One weapons/electrical platoon.
- f. One recovery platoon.
- g. One repair parts section.

I. Movement Control Platoon

49. General. The movement control platoon will have a strength of 20 personnel. In conjunction with the Movement Control Officer at Force HQ and with FOD it will be responsible for receiving, shipping and repatriating the contingents personnel and equipment.

50. Tasks. Tasks for the movement control platoon will include:

- a. To coordinate the movement of personnel to the mission area.
- b. To receive personnel and equipment into the mission area.
- c. To coordinate the accommodation for personnel on arrival in the mission area.
- d. To coordinate the movement of stores equipment and personnel from the supply areas to the unit locations and team sites; and
- e. To coordinate and arrange the movement of personnel and equipment from the mission area to the home countries.

51. Capabilities. The movement control platoon must have the following capabilities:

- a. To be capable of deploying detachments of five men to various air (Kigali) and sea (Dar Es Salem) port entry.
- b. To be capable and experienced in movement planning procedures including air, sea, rail and road terminal procedures.

- c. To be capable of being supported logistically by the Force Support Battalion and FOD.
- d. To be capable of operating vehicles, radios and equipment to be provided by FOD; and
- e. Each movement control technician to be equipped with standard field equipment.

52. Organization. A suggested platoon organization, of up to 20 personnel is:

- a. A Movement Control Headquarters; and
- b. A number of five man teams.

J. Force Helicopter Squadron

53. General. The Force Helicopter Squadron will consist of 110 personnel organized in two flights one being a recce/armed helicopter flight with ground attack capability and one helicopter lift flight. Both flights will have 8 aircrafts each. It will operate from the Kigali International Airport. It will be logistically self-supporting.

54. Tasks. Tasks for the helicopter squadron will include:

- a. Casualty evacuation.
- b. Reconnaissance tasks (with a 24/7 and limited visibility capability).
- c. Airmobile operations for troop lift of the ready reserve (helis only).
- d. Command and control.
- e. Liaison tasks.
- f. Resupply tasks; and
- g. Ground attack tasks.

K. Force Communication Squadron

55. General. The Communication Squadron will have a strength of 150 personnel. The Squadron will have the capability to meet the primary operational command and control requirements of UNAMIR above unit level and in addition support the administration/logistic communication requirements, and will provide a planning implementation assistance and technical control of communication capability for the Force and be able to access the needs of other deployed organizations such as UNHCR and ICRC communications including appropriate liaison as required.

56. Tasks. The Communication Squadron will undertake the following tasks:

- a. UNAMIR communications system planning and operating including preparation of technical documentation.
- b. Frequency management and production/distribution of signal operating instructions (SOI) to all UNAMIR and associated organizations.
- c. Technical control of all UNAMIR communications including operating procedures, equipment compatibility and radio frequency allocation.
- d. Establish and man the Force HQ communication centre.
- e. Communication advice to the collocated UNAMIR unit/Sector HQ and preparations of communications support plan in conjunction with the sub unit signal det.
- f. Installation and maintenance of the allocated communication systems and if necessary manning of the systems.

57. Capabilities

- a. To be logistically self contained and able to operate in a field environment.
- b. To be able to logistically support the FHQ and the Defence Company.
- c. Each personnel to be equipped with standard field equipment and personal weapon.
- d. To be able to provide to following means of communication.000000000000000000000000
  - (1) Radio (secure and non secure).
  - (2) Radio tele typewriter (TRRY).
  - (3) Telephone.
  - (4) Fax.
  - (5) Signal Despatch Services (SDS)

58. ORGANIZATION. A suggested squadron organization up to a strength of 150 is:

- a. Squadron headquarters
- b. one radio Troop
- c. one Access troop
- d. one Support troop

L MILITARY POLICE COMPANY

59. General. The Military Police Company will have their usual role of providing internal police security to the Force.

60. Tasks. The MP Coy will undertake the following tasks:

- a. Traffic control in Force HQ and other places as tasked.
- b. Convoy control on requirement.
- c. Crime prevention and enforcement of laws and regulations.
- d. Criminal investigations.
- e. Liaison with other military and civilian law enforcement agencies.
- f. Assistance in the maintenance of security related to personnel, material and UN installations; and
- g. Initial investigation of UNAMIR road accidents.

61. Capabilities.

- a. To be logistically self sufficient and able to operate in a field environment
- b. Each person to be equipped with standard field equipment and personal weapon
- c. To be able to deploy elements for extended periods throughout the country

62. Organization. A suggested company organization up to a strength of 50 personnel is:



- a. Company headquarters
- b. 2 Military Police platoons easily divided in sections/detachments

M FORCE DEFENCE COMPANY

63. General. The Force Defence Company will be under command of the Force Headquarters but will be logistically supported by the communication squadron.

64. Tasks. The Force Defence Company will undertake the following tasks:

- a. To protect the Force headquarters
- b. To escort VIP convoys
- c. To assist the communications squadron in logistical work

65. Capabilities.

- a. To be able to operate in a field environment for extended periods
- b. Each personnel will be equipped with standard field equipment and personal weapon
- c. To be able to deploy escort elements for limited periods without affecting the Force headquarters security
- d. To have armoured escort vehicles

66. Organization. A suggested company organization up to a strength of 60 personnel is:

- a. Company headquarters
- b. 2 Infantry platoons

N MILITARY OBSERVERS GROUP

67. General. MILOB Group will operate throughout the country and along border areas. They will be structured in sectors and will be under command of the MILOB sector commander. In the initial stage MILOBs will be logistically supported by the force in place.

68. Tasks. The MILOB Group will undertake the following tasks:

- a. Monitor the observance of the cease fire agreement.
- b. Escorts for humanitarian aid convoys.
- c. Assist in the coordination of humanitarian assistance in conjunction with Humanitarian Relief Agencies.
- d. Monitoring of the security situation on a 24 hr basis.
- e. Investigate any case of violations in conjunction with local authorities.
- f. Investigate and report on any incidents of harrassment of refugees/displaced persons by illegal gangs or individuals.

69. Capabilities:

- a. To be able to operate in a field environment for extended periods
- b. To have radio communication
- c. To have French/English capabilities in each team and in HQs.

70. Organization. A suggested MILOB group up to a strength of 320 officers is:

- a. MILOB Group HQ with FHQ
- b. MILOB Sectors HQ
- c. MILOB Teams deployed in sectors according to the level of tasks.

O. Civilian Police.

71. General. The civilian police organization will be divided between the Sectors in a similar fashion as the MILOBs. They will be under command of the Force Commander and their efforts will be dedicated in assisting local authority.

PART IV - PREPARATION OF PERSONNEL

72. Preparation of personnel for deployment is the responsibility of the contributing country.

73. Predeployment Training. All personnel should receive information and training in the following areas prior to deployment:

- a. Geographical, cultural and historical background briefs on Rwanda, including the origins of the current situation, religious beliefs, customs and taboos;
- b. A comprehensive medical brief on tropical diseases, sexually transmitted diseases especially the AID/HIV, the importance of field hygiene in tropical climates and first aid training emphasizing in particular, treatment of injuries sustained in shooting incidents;
- c. Instruction on the mandate and organization of UNAMIR;
- d. Briefings on security in UNAMIR; and
- e. Training on the specific tasks outlined for each component as described in Part III.

74. Personal Identification. While in transit to and from the mission area, contingent personnel must be in possession of identification in accordance with their national regulations. On arrival, each person will be issued a UNAMIR identification card for use within the area of operations. Each individual is to carry four recent, 3cm, colour photographs for preparation of identification cards.

75. Medical Preparation. All personnel are to bring their health documents to the mission and must be immunized against Yellow Fever. The immunization schedule is at Annex B. Malaria risk is predominantly in the malignant (*P. falciparum*) form exists throughout the year in the whole country. *P. falciparum* highly resistant to chloroquine and resistant to sulfadoxine pyrimethamine reported. Recommended malaria chemoprophylaxis for Rwanda is Mefoquine Hcl (250mg/tab), brand name Lariam. It is imperative that all personnel take the protective measures as outlined in Annex B.

76. Pay and Allowances. The troop contributing country is responsible for the payment of pay and allowances to all their contingent personnel in accordance with their own national legislation. The UN may render assistance to the national contingent in securing local currency, if so requested.

77. Clothing - National. All personnel should be fully equipped in accordance with their national scales of issue. Since the weather is both hot and cold with distinct wet and dry seasons, the appropriate range of items of clothing should be provided. The cost estimates of the force will contain provision for reimbursing the troop-contributing countries for personal clothing, gear and equipment issued by them to their troops at a standard rate of \$65 per man-month and a \$5 per man-month for personal weaponry and ammunition. However, it should be noted that this policy and these rates have yet to be approved for this mission by the General Assembly.

78. Clothing - UN. For the initial deployment of troops' the UN will send to the troop contributor a minimum amount of berets, caps, scarves, metal hat badges and shoulder patches to ensure that each individual may be given an initial issue, before departing his country for the mission area. The remainder of the items will be issued on arrival. It is imperative that Field Operations Division (FOD UN HQ New York, facsimile number 1-212-963-2116), be informed as soon as possible of the address to which the initial issue is to be air-freighted. Details are to include the beret size, together with the number required for each size. Prompt action will ensure that the troops deploying to UNAMIR actually arrive in the mission area wearing the insignia and embellishments of the United Nations. The UN will take responsibility for providing the following items of clothing for all ranks.

- a. beret UN blue one;
- b. field cap UN blue one;
- c. metal hat badge UN one;
- d. cloth shoulder patch UN six;
- e. armband, olive drab two; and
- f. scarf, UN blue two.

Following requirements for rotations of troops will be met from stocks which will be delivered to UNAMIR.

#### PART V - ADMINISTRATIVE GUIDELINES

##### A. General.

79. Each formed contingent (except Movement Control Platoons) are to be self-sufficient as detailed below on arrival in the mission area, and are to have some second line elements and sufficient personnel to support themselves administratively and logistically for the duration of the mission. These additional elements will ensure the contingent have the required capabilities

for the mission and will allow them to be logistically self-sufficient. This self-sufficiency is necessary because at the start of most missions, little outside support is available from the local infrastructure or other echelons or units. Units considered to be formed contingents for this purpose are infantry battalions, and the Force Support Battalion (or its integral companies), Defence Company, Communication Squadron, Military Police Company, and Helicopter Squadron.

80. In general, the logistic and resupply system for the military component will also be used to provide support to personnel deployed to isolated areas such as UNMO, UN civilian police and Headquarters personnel. On arrival in the mission area, all formed contingents must have the following levels of stock holdings:

- a. combat rations - 60 days;
- b. Drinking water - 14 days;
- c. POL - 60 days;
- d. Ammunition - 180 days;
- e. Medical Supplies - at least 90 days and ideally 180 days;
- f. Repair Parts - at least 90 days and ideally 180 days; and
- g. canteen stores - 60 days.

B. Lodgement

81. General. Transportation to and from the mission area will be by air or sea as required. FOD will coordinate transport into the area, and from the area to the home country at the completion of the tour. Within Rwanda, road transport will be the primary mode of transport and will be supplemented by air if available.

82. Points of Entry. Units will be deployed to Points of Entry (POE) by sea (for lodgement at the port of Dar Es Salem) and by air (for lodgement at the airfield of Kigali) or the alternate airhead. Advance party vehicles, stores and personnel are to be kept to a minimum and can expect to be deployed by air. The vehicles, stores and equipment of the main bodies are to move by sea, while personnel will move by air.

83. Load Lists. Load lists in the form of Annex C are to be provided to FOD as soon as possible for every deployment. The lists are to provide information on all cargo, dangerous cargo and a summary. Where separate movements occur (eg. advance parties, main body personnel by air, main body cargo by sea), separate load lists are to be prepared for each movement.

84. Deployment Arrangements. Generally, FOD will organize the air and sea moves. However, the deployment may be arranged by the troop contributing government under a Letter of Assist arrangements. In such cases, arrangements must be agreed upon by FOD in advance of the deployment. Moreover, it must be noted that reimbursement by the United Nations will only be made up to the amount it would have cost if the United Nations would have organized the move. Information on the planed move, as requested below for air and sea lift organized by troop contributing government, must be provided to permit FOD to authorize the arrangements. All details relating to the move must be provided to FOD to ensure the deployment is coordinated with other operational movements to the mission area.

85. Deployment/Rotation. Contingent equipment will only be moved on initial deployment and on withdrawal from the mission area. During rotations only personnel will be moved; the equipment being passed from the previous contingent to the new contingent.

86. Deployment Information. Depending on the method of deployment, FOD requires the following movement details.

- a. Airlift organized by the United Nations. Where an airlift is organized by the United Nations, the following information is:
  - (1) to be treated as a high priority and sent to FOD as soon as possible before the departure date in order to meet the timings of the deployment plan and that timely airlift arrangements can be made;
  - (2) the place of embarkation and the name of the airport;
  - (3) the number of troops and the dates the troops and equipment are ready for airlift;
  - (4) load lists for each flight as per Annex C;
  - (5) the type and amount of dangerous cargo such as ammunition, acid, kerosene, fuel and oil as per Annex C; and
  - (6) confirmation that drivers will accompany any vehicles on the airlift.

- b. Airlift by the Troop-Contributing Governments. If air transport is to be provided by the troop-contributing Governments, details of the planned airlift must be coordinated by FOD. The following information is required by FOD as soon as possible:

- (1) number and type(s) of aircraft to be used;
- (2) name of destination airport and estimated time of arrival;
- (3) load lists for each flight as per Annex C;
- (4) number of flights required;
- (5) aircraft configuration (ie pelletized or bulk load);
- (6) any assistance required for off-loading on arrival including drivers, if vehicles are part of the load (a general note regarding off-loading: when a troop contributing country provides an aircraft that does not have its own integral off-loading devices such as ramp, care must be taken before departure that appropriate equipment is available at the destination;
- (7) any requirement for ground transport at destination;
- (8) if any enroute technical stops are required;
- (9) flight planning requirements; and
- (10) projected cost of airlift. The cost is to be a total cost including all associated costs such as handling and landing charges, insurance and operating costs. The troop contributing government is responsible for payment of all these costs.

An airlift by a troop contributing country should be based on cost reimbursement which must be agreed upon by FOD in advance of the deployment.

- c. Sea lift organized by the United Nations. For equipment and/or personnel moving by sea, as arranged by the United Nations, the following information is required by FOD as soon as possible

and at least four weeks before the planned departure date to allow commercial shipping to be arranged.

- (1) port of embarkation;
- (2) date cargo will be ready for loading;
- (3) cargo details as per Annex C, including number and type of vehicles, containers, total weight, total volume and lane meterage;
- (4) type and amount of dangerous cargo as per Annex B including ammunition, acid, batteries (not installed in vehicles) and POL products; and
- (5) requirement, if any, for passengers/supercargos.

c. Sealift by the Troop-Contributing Government. If sealift is being provided by the troop contributing government, the planned sealift must be coordinated in FOD. To achieve this, the following information is required at FOD before the planned sailing date:

- (1) name and registry of the vessel(s);
- (2) port of embarkation;
- (3) date of sailing;
- (4) cargo load lists as per Annex C;
- (5) passenger details; and
- (6) projected cost of sealift. The cost is to be a total cost including all associated costs such as port and berthing charges, insurance, and operating costs. The troop contributing government is responsible for payment of all these costs.

e. Other means of movement. If it is planned to use any other means of movement (eg road) FOD is to be advised and consulted as early as possible.



87. Movement Control. To provide as much assistance as possible, it is required that the senior member of a flight or voyage have a completed manifest showing the number of passengers on board and the amount and type of cargo. This manifest is to be given to the UN Movement Control Personnel on arrival. In addition, personnel familiar with movement control activities should be deployed on the first aircraft and be prepared to assist with subsequent arrivals of their contingent.

C. Resupply System

88. Rations

a. General. A civil contract will be let for the supply and delivery of fresh, frozen and dry rations to the formed units of UNAMIR. Food will be supplied in accordance with the "UN Rations Scale" which may be modified to be compatible with the home scales of contingents and to cater to national food tastes and religious dietary customs. In this regard, it is requested that the contributing Government provide the Field Operations Division (FOD) with a copy of the national ration scale as soon as possible. Bulk rations will be stored in refrigerated containers at logistic companies and at sub-unit/company locations. Resupply of rations will be on a seven day cycle. Civilians, UNMOs and guests will be provided rations and accommodation until the country infrastructure can provide those commodities.

b. Stocking Policy

- (1) Military units are to deploy with 60 days combat rations. Ration resupply by local civil contractors will commence within 21 days of deployment. It is intended that the remaining combat rations become a reserve stock, once ration contracts are operational. Therefore, the combat rations are to have a shelf-life of at least twelve months.
- (2) The Logistic company is expected to hold 28 days supply of frozen and dry rations for the units in Rwanda. The United Nations will arrange refrigerated and warehouse storage facilities for the storage of these stocks (However, the Logistics company is to deploy with refrigerated facilities for its own use).

- (3) Seven days supply of frozen and dry rations are to be held by infantry battalions and the engineer company.
- (4) Team sites are to hold seven days supply of combat rations.

89. Water. All formed contingents are to deploy with 14 days supply of drinking water. In general, water is to be won from local sources close to unit/sub-unit localities. The emphasis is to be on winning the water where it is needed, rather than transporting water supplies over long distances.

- a. Infantry battalions are to deploy with the engineer resources to win (from surface sources), purify, store and transport water for their own use. Each unit should bring an adequate number of water trailers/bladders as well as jerry cans or similar water containers.
- b. The engineer company will also have the capability to establish and operate a brigade-level water point. The logistics company will draw and transport water from this point.
- c. If necessary, wells and water storage facilities are to be constructed at assembly areas and team sites by either the engineer company or civilian contractors.
- d. Limited supplies of bottled water will be made available for remote detachments where water supplies are scarce.

90. Petroleum, Oils and Lubricants (POL)

- a. General. A civil contract is to be arranged for the supply and delivery of POL (diesel, gasoline and aviation fuel) for UNAMIR. If required to meet the demand and if there are no existing facilities, the civilian contractor may be tasked to establish bulk storage facilities at rifle company and the logistic company location. All contingent vehicles and motor-driven equipment should have diesel operated engines.
- b. Stocking Policy
  - (1) Military units deploying are to deploy with 60 days of POL. Resupply of fuel will commence within 21 days of deployment.

- (2) The logistic company is to have a storage capacity for 2,300,000 litres of fuel. The ratio between diesel and gasoline storage capacity will be in proportion to the number and type of vehicles and equipment in the Force establishment. Infantry Battalions and each rifle company are to have 4,000 litre bladders and pump facilities for storage of fuel.
- (3) The Engineer company is to have storage capacity for 100,000 litres of diesel.
- (4) Team sites and assembly points are to have storage capacity for 3,000 litres of diesel (drum stocks).
- (5) Aviation fuel is to be supplied, delivered and stored by civilian contractors at Kigali.

91. Distribution System. Where possible, distribution of rations, fuel and water will be arranged with civilian contractors for delivery down to company locations. Where this is not possible, resupply forward to company locations will be by road using a combination of logistic company and other military unit transport. If possible, air transport may be used to resupply those areas not accessible by road.

#### D. Medical and Dental

92. Formed Contingents are to deploy with integral medical aid posts/platoons medical support. Contingents are to deploy with at least 90 days holdings of medical supplies including medical consumables. The Senior Medical Officer of each contingent is to submit resupply requirements through the mission administrative system as soon as possible after deployment.

93. An infantry battalion's medical platoon must be able to treat patients for minor injuries and diseases, and hold for up to 48 hours before evacuation. The battalion medical team should consist of two medical doctors, one dentist, a dental assistant and about ten qualified nurses or medical assistants capable of providing emergency care. The battalion vehicle holdings should include at least five cross-country capable ambulances. The battalions will therefore have an integral medical evacuation capability.

94. The Force will also include one medical company/field hospital to support the Mission. This unit will provide second line medical support to the Force's units and will have a dental

and surgical capability and will be established at the airport in Kigali. Cases beyond the capability of this unit, or cases in remote locations, will be evacuated to local civilian hospitals in Nairobi. Consequently, this unit will have a medical evacuation capacity. In addition, every UN medical facility will extend its services to any UN military personnel. UNMOs, UNCIVPOL, or UN civilian staff if required.

95. Medical Evacuation. Air assets (fixed and rotary wing) will be available for evacuation within the mission area and from the mission area to neighboring countries. Air evacuation will be from as far forward as possible. Mission air assets will have night navigation capability should evacuation be required at night. Air evacuation to Nairobi Hospital from the Mission will be effected by the UN Global contract with the Swiss Government. Medical repatriation is a medical evacuation normally back to the patient's own country. It will apply to all casualties who are unlikely to be fit for duty within 30 days.

#### E. Accommodation Facilities

96. Formed contingents are to deploy with adequate tentage for all their needs. Units should assume that they will be operating in a field environment and should come equipped accordingly.

97. Note that pre-fabricated accommodation will be provided for kitchens, dining rooms, showers, toilets, laundries together with generators, water supply and sewerage facilities. These facilities will be provided as quickly as possible, however, it is expected that these facilities will not be available within the first three months.

98. It is expected that some limited working accommodation will be provided by the government authorities in Rwanda. However, most facilities are expected to require extensive repairs to bring them to a usable standard.

#### F. Communications

99. Units are to employ with their own integral communications assets. Battalions should be equipped with radio systems capable of providing communications over distances up to 100 km. As one of the primary tasks of the battalions will be to escort convoys, provision should be made for a pool of radios to provide a capability for each company to communicate down to section level.

100. For this operation, all external to unit communications will be provided by Force Communication Squadron. There should be an adequate number of signallers proficient in English and French on headquarters staff.

101. Should the troop contributing country wish to have its own national radio link to its contingent, it may do so on the understanding that it will meet all the related costs without reimbursement by the United Nations. The rules and regulations for UN radio communication will apply to this home link radio.

G. Transport

102. Every contingent-owned vehicle should be diesel engined and should be equipped with a tow bar or tow cable. All vehicles and trailers must be painted white and have UN markings. The letters "UN" should be painted in black on each side of the vehicle, on the top (so as to be read looking downwards from the front when facing the vehicle) and on the rear. The exact location and size of the letters should be in proportion to the size of the vehicle.

H. Repair and Recovery

103. Repair. All military units are to deploy with the capability to conduct field level repair of their own equipment. Equipment requiring repair beyond field level will be backloaded to the POE for shipment back to the donor country for repair. Separate maintenance facilities will be provided by the UN for UN provided vehicles.

104. Recovery. Military units are to deploy with integral recovery capability and are to provide support to other UNAMIR elements operating in their areas. Recovery of equipment beyond field level repair is to be by unit resources to the Force Support Battalion for backloading to the donor country.

105. Repair Parts. All formed contingents are to deploy with 60 days holdings of repair parts. Donor countries are responsible for the supply of spare parts for their contingent equipment. Repair parts for UN provided vehicles will be through UN arranged contracts and, in the case of new vehicles, will be delivered to the mission with the vehicles.

I. Ammunition

106. The units/sub-units should be in possession of 2 times their first scale of ammunition as a minimum for every weapon. The working environment is still considered as very hostile. Flares and smoke grenades should be included in the scale of ammunition.

J. Canteen Stores

107. All units are to deploy with 60 days supply of canteen supplies. Thereafter, it is expected that local sources will be identified to meet further requirements.

K. Welfare

108. Subject to approval by the General Assembly a Welfare payment at the rate of \$10.50 per day for up to 7 days of recreational leave will be made to all troops serving with the Force for a continuous period of six months. This payment may be advanced and taken during the period in question upon certification by the appropriate authority that the individual will in fact be serving for a full six month period. A full-time welfare/recreation officer should be included in the contingent together with an adequate range of welfare and sports equipment.

L. Postal

109. Mail to the Mission Area. To ensure timely delivery of letters to and from members home countries, the following procedures are recommended:

- a. Letters to the troops in the mission area or in-bound mail. Mail may be addressed to the mission as follows:

Rank, Full Name and Service Number  
(Branch, Section, Unit)  
UNAMIR  
C/o UNEP  
P. O. BOX 30552  
NAIROBI  
KENYA  
(Letters only)

OR

Rank, Full Name and Service Number  
(Branch, Section, Unit)  
UNAMIR  
C/o UNEP NAIROBI  
GRAND CENTRAL STATION  
P. O. BOX 5745  
NEW YORK, NY 10019  
(Letters and package)

Alternatively, the national military authorities could arrange with their national postal authorities to assign a central internal postal address to which all mail intended for the members of that national contingent will be addressed. Such letters should be posted at the internal postal rate only and be addressed along the lines of the example below:

Rank, Full Name, Service Number	
P. O. Box XYZ	]
Rome	]
Italy	]

Internal Postal Address

It is further suggested that at predetermined times, and on a specific day of each week, all mail should be collected by a post office official, placed in a post bag, sealed, addressed and despatched by air-freight to a central Mission postal address, to be arranged by the UN in the mission area. One method of addressing this official post bag is:

From: Italy (Example name of Country)  
 To: Italian Contingent (Example of contingent)  
 UN Base Post Office  
 Kigali Rwanda

The Government of the troops concerned will bear charges relating to the transportation of mail from the designated post office in the home country to the central Force postal address in the mission area.

- b. Letters from the troops in the Mission area or out-bound mail. A UN Post Office will be established in the mission area. This post office will accept a limited number of air letter forms from each contingent. These letters will be despatch, at UN expense, to a central address in the home country. The troop contributing countries are to advise the mission of this central postal address. National military authorities are responsible for advising their contingents of their country's internal postage requirements to ensure the mail reaches its correct destination.

110. Handling of mail to and from the troop-contributing country is governed by local conditions in accordance with the available means of transportation, agreement with the participating Government and the postal facilities available. Consequently, the arrangements outlined may change once the mission is established.

M. Contingent Equipment - Checklist

111. The following list of stores and equipment, while not exhaustive, gives an indication of what may be required:

a. Generators

Base camps - 100 kilovoltamperes (KVA) x2  
 Company positions - 60 KVA x 2.  
 Platoon positions - 17.5 KVA.  
 Positions - 4.5 to 6 KVA.  
 Communications equipment - as required.

Generators should mainly be diesel generators, capable of continuous duty and supplying 3-phase, 380/220v Ac 50 Hz in the case of the larger types above 27KVA, and 220 single phase 50 Hz in the case of smaller generators. Adequate spare parts for at least 5000 hours operation should be included.

b. Freezer and refrigeration Freezers and refrigerators are required for base camps, battalion HQs, medical units, company positions, checkpoints and observation posts. They should preferably be capable of dual operation (gas-electricity) and when compressor driven should be 220V/50Hz.

c. Defence Stores

Search/spot lights for camp areas	) Twice
Sandbags	) Battalion
Barbed wire, concertina wire	) Normal
Steel posts (2 and 6 feet)	) Holdings
Mine detection/clearance equipment	) Normal
Mine tape	) holdings

d. Tentage

Tentage is required for personnel (sleeping accommodation), messing, administration, workshops and stores.

e. Quartermaster Stores

Sleeping bags, camp cots, beds  
 Wardrobes  
 Tables  
 Desks  
 Chairs  
 Blankets, sheets, etc.  
 Disinfectants, cleaning material and fumigants  
 Chemical toilets



f. Office Equipment

Desks  
 Tables  
 Filing cabinets  
 Personal computers + printers  
 Typewriters  
 Calculators) when electrical they should be for  
 Duplicators) 220/50 Hz  
 Fans )  
 Safes

g. Special Equipment

Fire-fighting  
 Tradesman's tools and equipment  
 Observation (field, survey and night vision  
 binoculars, night observation devices)  
 Cooking equipment down to section level  
 Field laundry and bath units  
 Surveillance equipment such as night observation  
 devices, ground sensors or electro optical and  
 optical equipment which increases the security of  
 UN forces and installations.

h. Water Supply

Adequate water containers/trailers and  
 purification equipment to supply unit requirement  
 plus 100% redundancy. One jerry can or similar  
 per man is suggested. Water purification unit  
 should be brought.

i. Fuel Supply

Storage facilities for fuel are not generally  
 available in all proposed locations. A storage  
 capacity of up to 60 days has to be provided by  
 the units for operational requirements (ie Drumson  
 Bladders).

j. Shipping Containers

Contingent stores are to be pelletized or packed  
 in 20 foot long ISO shipping containers. Maximum  
 weight of each container is not to exceed 10,000  
 kg. Due to the limited availability of material  
 handling equipment in Rwanda, 40 foot long ISO  
 containers are not to be used for deployment to  
 UNAMIR.

k. Weapons

Heavy weapons like Mortars or Machine Guns must be brought and also specialized weapons like Sniper Rifles

N. Rotation.

112. UNAMIR's mandate is for a period of 6 months, subject to review and renewal by the Security Council. Rotation for battalions will be arranged by the United Nations, normally by chartered commercial aircraft after international bidding. It is the responsibility of the contingent's government to inform the UN, at least six weeks prior to the rotation, of the exact dates they propose for the rotation and the number of troops to be rotated each way. The rotation will involve only the personnel and their personal gear (including personal weapons) up to 45 kgs. Unit freight may be allowed by air, up to the available capacity of the aircraft after accommodating the passengers and their personal baggage. Contractual arrangements with commercial airlines are made by the UN. Since a number of airlines will be requested to submit bids for airlines, a national airline of the troop contributing country competes on an equal footing for an award of the contract. Experience has shown the need for close liaison with FOD on all transport arrangements. Failure to provide the required information in time may delay the rotation of the contingent concerned.

O. Local Resources.

113. UNAMIR headquarters will make arrangements for the use of local resources. If a unit requires contractual services, the Commanding Officer should forward his request to Mission Headquarters. Contracts for services, supplies, equipment and other requirements will be made only through the Chief Administrative Officer or his nominated representatives. Such matters could include procurement of:

- a. accommodation;
- b. petrol, oil and lubricants (POL - including certain aviation fuels);
- c. fresh rations;
- d. water supply;
- e. rentals; i.e. accommodation or equipment;
- f. civilian labour;

- g. garbage disposal;
- h.\* hair cutting;
- i.\* shoe repair;
- j.\* tailoring
- k.\* laundry and cleaning; and
- l. all modes of transport.

(\* These services may be difficult to obtain. Therefore, units should be prepared accordingly.)

P. Letters of Assist

114. Where a special need arises for essential items which are not available from normal source of supply and the home Government is the only logical source of supply, arrangements will be made by the Chief Administrative Officer for the requisitions to be processed through FOD in the form of a Letter of Assist addressed to the Government concerned. The Letter of Assist is a contracting method by which the United Nations arranges for the provisioning of such special supplies or services from a government, based on the issue of a numbered letter as authority.

115. The UN, in its request, will be quite specific as to whether it intends to procure the items involved as "United Nations Owned" (UNO) equipment or if they are to be provided as "Contingent Owned Equipment" (COE). Items provided as COE will be subject to reimbursement in accordance with Annex E to these Guidelines. For purposes of identification and differentiation, each "Letter of Assist" will include after its reference number (UNO) or (COE). Examples of the two types of request are:

- a. Letter of Assist for UN-owned equipment/supplies:  
Country name/UNAMIR ASSIST/93-1 (UNO)
- b. Letter of Assist for Contingent owned equipment:  
Country name/UNAMIR ASSIST/93-501 (COE)

116. Claims related to these supplies and /or services should identify the number of the Letter of Assist to permit verification of receipt and documentation of the authorized expenditure. To aid the administrative process, the entire reference should be used in all correspondence relating to each Letter of Assist, including invoices and shipping information.

117. When the United Nations procures the items they then become UNO. Various items of equipment are also requested to be provided as COE and these items are thereby subject to reimbursement in accordance with Annex F to these guidelines.

Q. Reimbursement for Equipment and Supplies.

118. All authorized equipment and supplies brought in by the contingent at UN request will be inspected by the UN upon its arrival in the area of operations. The cost estimates for UNAMIR will contain provision for reimbursing the troop contributing government in respect of consumable supplies provided by them to their troops and in respect of contingent owned equipment in accordance with Annex D. A list of the vehicles, equipment and supplies including consumables brought to the mission area must be sent to FOD in the format at Annex E. This format is designed to correspond directly to the forms used in the mission area for control and will be used as the basis for subsequent certification of invoices for reimbursement.

R. Payments by UN to Troop Contributing Governments

119. All payments by the United Nations to the troop contributing Governments will be through the Permanent Missions in New York.

- a. Payment for troop costs (ie. for all those members of the units specified in Part III of these guidelines including members and staff officers filling positions on the mission/sector headquarters) in respect of pay and allowances at standard rate of \$988 per man-month for all ranks plus a supplemental \$291 per man month for a limited number of specialist (up to 25 percent of logistic contingents, up to 10 percent of others). Reimbursement for these troop costs does not require the submission of a prior claim by the troop-contributing government since payments will be based on troop strength reports received from the field.
- b. Payment of a usage factor for all items of personal clothing/gear and equipment issued by the Government to their troops, at a standard rate of \$65 per man-month for personal clothing, gear and equipment and a supplemental \$5 per man month for personal weaponry and ammunition. Reimbursement in respect of this usage factor does not require the submission of a prior claim by the troop-contributing Government since payments will be based on troop strength reports received from the field.

- c. Payment for contingent-owned equipment brought in by contingent at the request of the United Nations will be based on the guidelines provided in Annex D, which provide for reimbursement for depreciation at a rate to be determined.
- d. The United Nations also accepts responsibility for the cost of supplies furnished by the Government to their contingent at the request of the United Nations. It will be necessary for the troop-contributing Government to submit a claim listing all equipment and supplies it provided to its contingent by kind, type, year of manufacture, whether new or used, unit price, etc. (A form designed for this purpose is attached at Annex G Appendix 2).
- e. Such claims will be checked in the field to ascertain the number and type of equipment and quantity of supplies delivered to the contingent in question and also to determine if those items were provided to the contingent at the request of the United Nations. In order to meet audit requirements of the United Nations there should be an appropriate certificate from the Auditor-General or official of equivalent rank/position of the troop-contributing Government certifying that the claims are valued and determined in accordance with the agreed guidelines.
- f. Reimbursement for payments made by the government based upon national legislation and/or regulations for death, injury, disability or illness attributable to service with the Force. In respect of death and disability awards, a Government claim is required to enable reimbursement of payments due or made by the Government concerned to beneficiaries in accordance with national legislation and/or regulations. This claim should be appropriately certified by the Auditor-General or an official of equivalent rank/position.
- g. Payments by the UN in the field to force personnel through their contingent.
  - (1) A UN daily allowance of \$1.28 (usually paid in local currency) or in US \$ depending on the operational situation prevailing in the theatre to each soldier in the field.

- (2) A one way airline ticket is provided by the UN in some circumstances for members and escorts if repatriation is authorized for medical, compassionate or other reasons by the Force Commander.
- (3) Recreational leave allowance will be paid by the UN at the rate 10.50 a day for a period of seven days to each member of the Force serving a six month period.

S. Currency Exchanges.

120. Currency regulations vary from country to country. Regulations for currency exchange will therefore be established for this operation to ensure that national currency regulations are respected in the mission area as well as in neighboring countries which the members may visit on leave or on duty. Regulations pertaining to the Force will be obtained upon arrival in the mission area.

T. Liaison with the Permanent Mission.

121. Once the basic decision has been rendered by the national Government to provide the contingent, the assistance of the Permanent Mission is solicited to expedite the necessary arrangements to ensure:

- a. the coordination by UN New York of the aircraft arrivals;
- b. the timely and coordinated arrival of the contingent personnel and equipment in the mission area.
- c. the provision of the stores and equipment which the national authorities are unable to provide; and
- e. that the well-being of the contingent personnel is taken care of adequately.

122. To this end, the Permanent Mission is requested to provide FOD as soon as possible with the information listed above.

U. Conclusion.

123. The above notes are in no way exhaustive. They touch, in general terms, on some of the organizational and administrative matters considered necessary for the smooth functioning of a contingent in the initial stages of its service with the United Nations. Attention is again drawn to the fact that the United

Nations have no logistic bases on which to draw at the beginning of an operation. The funds for each operation are approved only after the establishment of that force and only to cover the cost of running the operation for a given mandate period. Procurement of stores and equipment can start only after the approval of funds for that Force. The delay in getting the necessary stores and equipment to the mission area is obvious. It is therefore strongly urged that the troop contributor should pay close attention to, and comply with, to the extent possible, the suggestions contained in these guidelines. Adherence to these suggestions will ease considerably the transition of the contingent from a national administrative system to that of the United Nations.

- c. One Ambulance Section of at least two ambulances (to include at least four medical assistants or nurses);
- d. One Surgery Section of a sterilization detachment, an anaesthesia detachment, an operating room detachment and a post-operating room detachment (to include at least two surgeons, one medical officer and six medical assistants or nurses);
- e. One Ward Section of 10 beds (to include at least one Medical Officer and two medical assistants or nurses);
- f. One Dental Section (to include one dentist and one dental assistant); and
- g. One Logistics/Administration Section with clerks, cooks, communicators, drivers and tradesmen as required.

H. Movement Control Platoon.

41. General. The movement control platoon will have a strength of 20 personnel. In conjunction with the Movement Control Officer at Force HQ and with FOD it will be responsible for receiving, shipping and repatriating the contingents personnel and equipment,

42. Tasks. Tasks for the movement control platoon will include:

- a. To coordinate the movement of personnel to the mission area;
- b. To receive personnel and equipment into the mission area;
- c. To coordinate the accommodation for personnel on arrival in the mission area;
- d. To coordinate the movement of stores equipment and personnel from the supply areas to the unit locations and team sites; and
- e. To coordinate and arrange the movement of personnel and equipment from the mission area to the home countries.

43. Capabilities. The movement control platoon must have the following capabilities:



- a. To be capable of deploying detachments of five men to various air (Kigali) and sea (Dar Es Salem) ports of entry;
- b. To be capable and experienced in movement planning procedures including air, sea, rail and road terminal procedures;
- c. To be capable of being supported logistically by the Logistics Company and FOD;
- d. To be capable of operating vehicles, radios and equipment to be provided by FOD; and
- e. Each movement control technician to be equipped with standard field equipment.

44. Organization. A suggested platoon organization, of up to 20 personnel is:

- a. A Movement Control Headquarters; and
- b. A number of five man teams.

I. Aviation Element.

45. General. The Helicopter element is civilian contracted through FOD. It will operate from the Kigali International Airport at Kanombe. It will be logistically self-supporting.

46. Tasks. The aviation element will be equipped with four helicopters which are capable of performing the following tasks:

- a. Casualty evacuation;
- b. Reconnaissance tasks (with a 24/7 and limited visibility capability);
- c. Airmobile operations for troop lift of the ready reserve (helos only);
- d. Command and control;
- e. Liaison tasks; and
- f. Resupply tasks.

#### PART IV - PREPARATION OF PERSONNEL

45. Preparation of personnel for deployment is the responsibility of the contributing country.

46. Predeployment Training. All personnel should receive information and training in the following areas prior to deployment:

- a. Geographical, cultural and historical background briefs on Rwanda, including the origins of the current situation, religious beliefs, customs and taboos;
- b. A comprehensive medical brief on tropical diseases, sexually transmitted diseases especially the AIDS\HIV, the importance of field hygiene in tropical climates and first aid training emphasising in particular, treatment of injuries sustained in shooting incidents;
- c. Instruction on the mandate and organization of UNAMIR;
- d. Briefings on security in UNAMIR; and
- e. Training on the specific tasks outlined for each component as described in Part III.

47. Personal Identification. While in transit to and from the mission area, contingent personnel must be in possession of identification in accordance with their national regulations. On arrival, each person will be issued an UNAMIR identification card for use within the area of operations. Each individual is to carry four recent, 3cm by 3cm, colour photographs for preparation of identification cards.

48. Medical Preparation. All personnel are to bring their health documents to the mission and must be immunized against Yellow Fever. The immunization schedule is at Annex B. Malaria risk is predominantly in the malignant (*P. falciparum*) form exists throughout the year in the whole country. *P.falciparum* highly resistant to chloroquine and resistant to sulfadoxine pyrimethamine reported. Recommended malaria chemoprophylaxis for Rwanda is Mefloquine Hcl (250mg\tab), brand name Lariam. It is imperative that all personnel take the protective measures as outlined in Annex B.

49. Pay and Allowances. The troop contributing country is responsible for the payment of pay and allowances to all their contingent personnel in accordance with their own national legislation. The UN may render assistance to the national contingents in securing local currency, if so requested.

50. Clothing - National. All personnel should be fully equipped in accordance with their national scales of issue, including. Since the weather is both hot and cold with distinct wet and dry seasons, the appropriate range of items of clothing should be provided. The cost estimates of the force will contain provision for reimbursing the troop-contributing countries for personal clothing, gear and equipment issued by them to their troops at a standard rate of \$65 per man-month and a \$5 per man-month for personal weaponry and ammunition. However, it should be noted that this policy and these rates have yet to be approved for this mission by the General Assembly.

51. Clothing - UN. For the initial deployment of troops the UN will send to the troop contributor a minimum amount of berets, caps, scarves, metal hat badges and shoulder patches to ensure that each individual may be given an initial issue, before departing his country for the mission area. The remainder of the items will be issued on arrival. It is imperative that Field Operations Division (FOD UN HQ New York, facsimile number 1-212-963-2116) be informed as soon as possible of the address to which the initial issue is to be air-freighted. Details are to include the beret size, together with the number required for each size. Prompt action will ensure that the troops deploying to UNAMIR actually arrive in the mission area wearing the insignia and embellishments of the United Nations. The UN will take responsibility for providing the following items of clothing for all ranks:

- a. beret UN blue one;
- b. field cap UN blue one;
- c. metal hat badge UN one;
- d. cloth shoulder patch UN six;
- e. armlet, olive drab two; and
- f. scarf, UN blue two.

Followon requirements for rotations of troops will be met from stocks which will be delivered to UNAMIR.

PART V - ADMINISTRATIVE GUIDELINES

A.       General.

52.       Each formed contingent (except the Medical and Movement Control Platoons) are to be self-sufficient as detailed below on arrival in the mission area, and are to have some second line elements and sufficient personnel to support themselves administratively and logistically for the duration of the mission. These additional elements will ensure the contingents have the required capabilities for the mission and will allow them to be logistically self-sufficient. This self-sufficiency is necessary because at the start of most missions, little outside support is available from the local infrastructure or other echelons or units. Units considered to be formed contingents for this purpose are infantry battalions, the engineer company and the logistics company.

53.       The military police will be supported by the Kigali Infantry Battalion as they will come from the same nation. Special arrangements will be made for the movement control personnel. The medical platoon may be supported by the logistics company.

54.       In general, the logistic and resupply system for the military component will also be used to provide support to personnel deployed to isolated areas such as UNMO, UN civilian police and Headquarters personnel. On arrival in the mission area, all formed contingents are to have the following levels of stock holdings:

- a.    Combat rations - 60 days;
- b.    Drinking water - 14 days;
- c.    POL - 60 days;
- d.    Ammunition - 180 days;
- e.    Medical Supplies - at least 90 days and ideally 180 days;
- f.    Repair Parts - at least 90 days and ideally 180 days; and
- g.    Canteen Stores - 60 days.

## B. Lodgement

55. General. Transportation to and from the mission area will be by air or sea as required. FOD will coordinate transport into the area, and from the area to the home country at the completion of the tour. Within Rwanda, road transport will be the primary mode of transport and will be supplemented by air if available.

56. Points of Entry. Units will be deployed to Points of Entry (POE) by sea (for lodgement at the port of Dar Es Salem) and by air (for lodgement at the airfield of Kigali). Advance party vehicles, stores and personnel are to be kept to a minimum and can expect to be deployed by air. The vehicles, stores and equipment of the main bodies are to move by sea, while personnel will move by air.

57. Load Lists. Load lists in the form of Annex C are to be provided to FOD as soon as possible for every deployment. The lists are to provide information on all cargo, dangerous cargo and a summary. Where separate movements occur (eg. advance parties, main body personnel by air, main body cargo by sea), separate load lists are to be prepared for each movement.

58. Deployment Arrangements. Generally, FOD will organize the air and sea moves. However, the deployment may be arranged by the troop contributing government under a Letter of Assist arrangements. In such cases, arrangements must be agreed upon by FOD in advance of the deployment. Moreover, it must be noted that reimbursement by the United Nations will only be made up to the amount it would have cost if the United Nations would have organized the move. Information on the planned move, as requested below for air and sea lift organised by troop contributing governments, must be provided to permit FOD to authorize the arrangements. All details relating to the move must be provided to FOD to ensure the deployment is coordinated with other operational movements to the mission area.

59. Deployment\Rotation. Contingent equipment will only be moved on initial deployment and on withdrawal from the mission area. During rotations only personnel will be moved; the equipment being passed from the previous contingent to the new contingent.

60. Deployment Information. Depending on the method of deployment, FOD requires the following movement details:

- a. Airlift organised by the United Nations. Where an airlift is organized by the United Nations, the following information is required by FOD as soon as it becomes available. This information is required at least four (4) weeks before the departure date so that timely airlift arrangements can be made:

- (1) the place of embarkation and the name of the airport;
  - (2) the number of troops and the dates the troops and equipment are ready for airlift;
  - (3) load lists for each flight as per Annex C;
  - (4) the type and amount of dangerous cargo such as ammunition, acid, kerosene, fuel and oil as per Annex C; and
  - (5) confirmation that drivers will accompany any vehicles on the airlift.
- b. Airlift by the Troop-Contributing Governments. If air transport is to be provided by the troop-contributing Governments, details of the planned airlift must be coordinated by FOD. The following information is required by FOD as soon as possible:
- (1) number and type(s) of aircraft to be used;
  - (2) name of destination airport and estimated time of arrival;
  - (3) load lists for each flight as per Annex C;
  - (4) number of flights required;
  - (5) aircraft configuration (ie palletized or bulk load);
  - (6) any assistance required for off-loading on arrival including drivers, if vehicles are part of the load (a general note regarding off-loading: when a troop contributing country provides an aircraft that does not have its own integral off-loading devices such as a ramp, care must be taken before departure that appropriate equipment is available at the destination;
  - (7) any requirement for ground transport at destination;
  - (8) if any enroute technical stops are required;
  - (9) flight planning requirements; and
  - (10) projected cost of airlift. The cost is to be a total cost including all associated costs such as handling and landing charges,

insurances and operating costs. The troop contributing government is responsible for payment of all these costs.

An airlift by a troop contributing country should be based on cost reimbursement which must be agreed upon by FOD in advance of the deployment.

- c. Sea lift organised by the United Nations. For equipment and/or personnel moving by sea, as arranged by the United Nations, the following information is required by FOD as soon as possible and at least four weeks before the planned departure date to allow commercial shipping to be arranged:
- (1) port of embarkation;
  - (2) date cargo will be ready for loading;
  - (3) cargo details as per Annex C, including number and type of vehicles, containers, total weight, total volume and lane meterage;
  - (4) type and amount of dangerous cargo as per Annex B including ammunition, acid, batteries (not installed in vehicles) and POL products; and
  - (5) requirement, if any, for passengers\supercargoes.
- d. Sealift by the Troop-Contributing Government. If sealift is being provided by the troop contributing government, the planned sealift must be coordinated with FOD. To achieve this, the following information is required at FOD before the planned sailing date:
- (1) name and registry of the vessel(s);
  - (2) port of embarkation;
  - (3) date of sailing;
  - (4) cargo load lists as per Annex C;
  - (5) passenger details; and
  - (6) projected cost of sealift. The cost is to be a total cost including all associated costs such as port and berthing charges, insurances, and operating costs. The troop contributing government is responsible for payment of all

these costs.

- e. Other means of movement. If it is planned to use any other means of movement (eg road) FOD is to be advised and consulted as early as possible.

61. Movement Control. To provide as much assistance as possible, it is required that the senior member of a flight or voyage have a completed manifest showing the number of passengers on board and the amount and type of cargo. This manifest is to be given to the UN Movement Control Personnel on arrival. In addition, personnel familiar with movement control activities should be deployed on the first aircraft and be prepared to assist with subsequent arrivals of their contingent.

C. Resupply System

62. Rations.

- a. General. A civil contract will be let for the supply and delivery of fresh, frozen and dry rations for the formed units of UNAMIR. Food will be supplied in accordance with the "UN Rations Scale" which may be modified to be compatible with the home scales of contingents and to cater to national food tastes and religious dietary customs. In this regard, it is requested that the contributing Government provide the Field Operations Division (FOD) with a copy of the national ration scale as soon as possible. Bulk rations will be stored in refrigerated containers at logistic companies and at sub-unit/company locations. Resupply of rations will be on a seven day cycle. Civilians and UNMO receiving "per diem" will be responsible for providing their own rations from local suppliers.

- b. Stocking Policy.

- (1) Military units are to deploy with 60' days combat rations. Ration resupply by local civil contractors will commence within 21 days of deployment. It is intended that the remaining combat rations become a reserve stock, once ration contracts are operational. Therefore, the combat rations are to have a shelf-life of at least twelve months.
- (2) The Logistic company is expected to hold 28 days supply of frozen and dry rations for the units in Rwanda. The United Nations will arrange refrigerated and warehouse storage



facilities for the storage of these stocks (However, the Logistics company is to deploy with refrigerated facilities for its own use).

- (3) Seven days supply of frozen and dry rations are to be held by infantry battalions and the engineer company.
- (4) Team sites are to hold seven days supply of combat rations.

63. Water. All formed contingents are to deploy with 14 days supply of drinking water. In general, water is to be won from local sources close to unit/sub-unit localities. The emphasis is to be on winning the water where it is needed, rather than transporting water supplies over long distances.

- a. Infantry battalions are to deploy with the engineer resources to win (from surface sources), purify, store and transport water for their own use. Each unit should bring an adequate number of water trailers/bladders as well as jerry cans or similar water containers.
- b. The engineer company will also have the capability to establish and operate a brigade-level water point. The logistics company will draw and transport water from this point.
- c. If necessary, wells and water storage facilities are to be constructed at assembly areas and team sites by either the engineer company or civilian contractors.
- d. Limited supplies of bottled water will be made available for remote detachments where water supplies are scarce.

64. Petroleum, Oils and Lubricants (POL).

- a. General. A civil contract is to be arranged for the supply and delivery of POL (diesel, gasoline and aviation fuel) for UNAMIR. If required to meet the demand and if there are no existing facilities, the civilian contractor may be tasked to establish bulk storage facilities at rifle company and the logistic company location. All contingent vehicles and motor-driven equipment should have diesel operated engines.
- b. Stocking Policy.

- (1) Military units deploying are to deploy with 60 days of POL. Resupply of fuel will commence within 21 days of deployment.
- (2) The logistic company is to have a storage capacity for 200,000 litres of fuel. The ratio between diesel and gasoline storage capacity will be in proportion to the number and type of vehicles and equipment in the Force establishment. Infantry Battalions and each rifle company are to have 4,000 litre bladders and pump facilities for storage of fuel.
- (3) The Engineer company is to have storage capacity for 100,000 litres of diesel.
- (4) Team sites and assembly points are to have storage capacity for 3,000 litres of diesel (drum stocks).
- (5) Aviation fuel is to be supplied, delivered and stored by civilian contractor at Kigali.

65. Distribution System. Where possible, distribution of rations, fuel and water will be arranged with civilian contractors for delivery down to company locations. Where this is not possible, resupply forward to company locations will be by road using a combination of logistic company and other military unit transport. If possible, air transport may be used to resupply those areas not accessible by road.

#### D. Medical and Dental

66. Formed Contingents are to deploy with integral medical aid posts\ platoons supplemented by elements of the field ambulance, or the source from which the unit would normally draw second line medical support. Contingents are to deploy with at least 90 days holdings of medical supplies including medical consumables. The Senior Medical Officer of each contingent is to submit resupply requirements through the mission administrative system as soon as possible after deployment.

67. An infantry battalion's medical platoon must be able treat patients for minor injuries and diseases, and hold for up to 48 hours before evacuation. The battalion medical team should consist of two medical doctors, one dentist, a dental assistant and about ten qualified nurses or medical assistants capable of providing emergency care. The battalion vehicle holdings should include at least five cross-country capable ambulances. The battalions will therefore have an integral medical evacuation

capability.

68. The Force will also include one medical platoon\field hospital to support the Mission. This unit will have a dental and surgical capability and will be established at the airport in Kigali. Cases beyond the capability of this unit, or cases in remote locations, will be evacuated to local civilian hospitals in Nairobi. Consequently, this unit will have a medical evacuation capacity. In addition, every UN medical facility will extend its services to any UN military personnel, UNMOs, UNCIVPOL, or UN civilian staff if required.

69. Medical Evacuation. Air assets (fixed and rotary wing) will be available for evacuation within the mission area and from the mission area to neighbouring countries. Air evacuation will be from as far forward as possible. Mission air assets will have night navigation capability should evacuation be required at night. Air evacuation to Nairobi Hospital from the Mission will be effected by the UN Global contract with the Swiss Government. Medical repatriation is a medical evacuation normally back to the patient's own country. It will apply to all casualties who are unlikely to be fit for duty within 30 days.

#### E Accommodation Facilities

70. Formed contingents are to deploy with adequate tentage for all their needs. Units should assume that they will be operating in a field environment and should come equipped accordingly.

71. Note that pre-fabricated accommodation will be provided for kitchens, dining rooms, showers, toilets, laundries together with generators, water supply and sewerage facilities. These facilities will be provided as quickly as possible, however it is expected that these facilities will not be available within the first three months.

72. It is expected that some limited working accommodation will be provided by the government authorities in Rwanda. However, most facilities are expected to require extensive repairs to bring them to a usable standard.

#### F. Communications

73. Units are to deploy with their own internal communications assets. Battalions should be equipped with radio systems capable of providing communications over distances up to 100 km. As one of the primary tasks of the battalions will be to escort convoys, provision should be made for a pool of radios to provide a capability for each company to communicate with up to three separate patrols.

74. For this operation, all external to unit communications will be provided by FOD. There should be an adequate number of signallers proficient in English and French on headquarters staff.

75. Should the troop contributing country wish to have its own national radio link to its contingent, it may do so on the understanding that it will meet all the related costs without reimbursement by the United Nations. The rules and regulations for UN radio communication will apply to this home link radio.

#### G. Transport

76. Every contingent-owned vehicle should be diesel engined and should be equipped with a tow bar or tow cable. All vehicles and trailers must be painted white and have UN markings. The letters " UN" should be painted in black on each side of the vehicle, on the top (so as to be read looking downwards from the front when facing the vehicle) and on the rear. The exact location and size of the letters should be in proportion to the size of the vehicle.

#### H. Repair and Recovery

77. Repair. All military units are to deploy with the capability to conduct field level repair of their own equipment. Equipment requiring repair beyond field level will be backloaded to the POE for shipment back to the donor country for repair. Separate maintenance facilities will be provided by the UN for UN provided vehicles.

78. Recovery. Military units are to deploy with integral recovery capability and are to provide support to other UNAMIR elements operating in their areas. Recovery of equipment beyond field level repair is to be by unit resources to the logistics company for backloading to the donor country.

79. Repair Parts. All formed contingents are to deploy with 60 days holdings of repair parts. Donor countries are responsible for the supply of spare parts for their contingent equipment. Repair parts for UN provided vehicles will be through UN arranged contracts and, in the case of new vehicles, will be delivered to the mission with the vehicles.

#### I. Ammunition

80. The units/sub-units first line scale of ammunition should be sufficient to cater for operational and training needs. Flares and smoke grenades should be included in the scale of ammunition.

J. Canteen Stores

81. All units are to deploy with 60 days supply of canteen supplies. Thereafter, it is expected that local sources will be identified to meet further requirements.

K. Welfare

82. Subject to approval by the General Assembly a welfare payment at the rate of \$10.50 per day for up to 7 days of recreational leave will be made to all troops serving with the Force for a continuous period of six months. This payment may be advanced and taken during the period in question upon certification by the appropriate authority that the individual will in fact be serving for a full six month period. A full-time welfare/recreation officer should be included in the contingent together with an adequate range of welfare and sports equipment.

L. Postal

83. Mail to the Mission Area. To ensure timely delivery of letters to and from members, the following procedures are recommended:

- a. Letters to the troops in the mission area or in-bound mail. Mail may be addressed to the mission as follows:

Rank, Full name and Service Number  
Contingent  
UNAMIR  
PO Box  
Kigali Rwanda

Alternatively, the national military authorities could arrange with their national postal authorities to assign a central internal postal address to which all mail intended for the members of that national contingent will be addressed. Such letters should be posted at the internal postal rate only and be addressed along the lines of the example below:

Rank, Full Name, Service Number  
P O Box XYZ )  
Rome ) Internal Postal Address  
Italy )

It is further suggested that at predetermined times, and on a specific day of each week, all mail should be collected by a post office official, placed in a post bag, sealed, addressed and despatched by air-freight to a central Mission postal address, to be arranged by the

UN in the mission area. One method of addressing this official post bag is:

From: Italy (Example name of Country)  
 To: Italian Contingent (Example of contingent)  
 UN Base Post Office  
 Kigali Rwanda

The Government of the troops concerned will bear charges relating to the transportation of mail from the designated post office in the home country to the central Force postal address in the mission area.

- b. Letters from the troops in the Mission area or out-bound mail. A UN Post Office will be established in the mission area. This post office will accept a limited number of air letter forms from each contingent. These letters will be despatch, at UN expense, to a central address in the home country. The troop contributing countries are to advise the mission of this central postal address. National military authorities are responsible for advising their contingents of their country's internal postage requirements to ensure the mail reaches its correct destination.

84. Handling of mail to and from the troop-contributing country is governed by local conditions in accordance with the available means of transportation, agreement with the participating Government and the postal facilities available. Consequently, the arrangements outlined may change once the mission is established.

M. Contingent Equipment - Checklist.

85. The following list of stores and equipment, while not exhaustive, gives an indication of what may be required:

a. Generators

Base camps - 100 kilovoltamperes (KVA) x 2  
 Company positions - 60 KVA x 2  
 Platoon positions - 17.5 KVA  
 Positions - 4.5 to 6 KVA  
 Communications equipment - as required

Generators should mainly be diesel generators, capable of continuous duty and supplying 3-phase, 380/220v AC 50 Hz in the case of the larger types above 27KVA, and 220 single phase 50 Hz in the case of smaller generators. Adequate spare parts for at least 5000 hours operation

should be included.

- b. Freezer and refrigeration. Freezers and refrigerators are required for base camps, battalion HQs, medical units, company positions, checkpoints and observation posts. They should preferably be capable of dual operation (gas-electricity) and when compressor driven should be 220V/50Hz.
- c. Defence Stores
- |                                    |   |             |
|------------------------------------|---|-------------|
| Search/spot lights for camp areas  | ) |             |
| Sandbags                           | ) | T w i c e   |
| Barbed wire, concertina wire       | ) | Battalion   |
| Steel posts (2 and 6 feet)         | ) | N o r m a l |
|                                    |   | Holdings    |
| Mine detection/clearance equipment | ) | N o r m a l |
| Mine tape                          | ) | holdings    |
- d. Tentage
- Tentage is required for personnel (sleeping accommodation), messing, administration, workshops and stores.
- e. Quartermaster Stores
- Sleeping bags, camp cots, beds  
Wardrobes  
Tables  
Desks  
Chairs  
Blankets, sheets, etc.  
Disinfectants, cleaning material and fumigants  
Chemical toilets
- f. Office Equipment
- Desks  
Tables  
Filing cabinets  
Personal computers + printers  
Typewriters  
Calculators) when electrical they should be for  
Duplicators) 220/50 Hz  
Fans )  
Safes
- g. Special Equipment
- Fire-fighting

Tradesman's tools and equipment  
 Observation (field, survey and night vision  
 binoculars,  
 night observation devices)  
 Cooking equipment down to section level  
 Field laundry and bath units  
 Surveillance equipment such as night observation  
 devices, ground sensors or electro optical and  
 optical equipment which increases the security of  
 UN forces and installations.

h. Water Supply

Adequate water containers/trailers and purification  
 equipment to supply unit requirement plus 100%  
 redundancy. One jerry can or similar per man is  
 suggested.

i. Fuel Supply

Storage facilities for fuel are not generally  
 available in all proposed locations. A storage  
 capacity of up to 60 days has to be provided by the  
 units for operational requirements (ie Drumson  
 Bladders).

j. Shipping Containers

Contingent stores are to be palletized or packed in  
 20 foot long ISO shipping containers. Maximum  
 weight of each container is not to exceed 10,000  
 kg. Due to the limited availability of materials  
 handling equipment in Rwanda, 40 foot long ISO  
 containers are not to be used for deployment to  
 UNAMIR.

N. Rotation.

86. UNAMIR's mandate is for a period of 6 months, subject to  
 review and renewal by the Security Council. Rotation for  
 battalions will be arranged by the United Nations, normally by  
 chartered commercial aircraft after international bidding. It is  
 the responsibility of the contingent's government to inform the UN,  
 at least six weeks prior to the rotation, of the exact dates they  
 propose for the rotation and the number of troops to be rotated  
 each way. The rotation will involve only the personnel and their  
 personal gear (including personal weapons) up to 45 kgs. Unit  
 equipment is not rotated. A reasonable amount of additional  
 freight may be allowed by air, up to the available capacity of the  
 aircraft after accommodating the passengers and their personal  
 baggage. Contractual arrangements with commercial airlines are



made by the UN. Since a number of airlines will be requested to submit bids for airlifts, a national airline of the troop contributing country competes on an equal footing for an award of the contract. Experience has shown the need for close liaison with FOD on all transport arrangements. Failure to provide the required information in time may delay the rotation of the contingent concerned.

O. Local Resources.

87. UNAMIR headquarters will make arrangements for the use of local resources. If a unit requires contractual services, the Commanding Officer should forward his request to Mission Headquarters. Contracts for services, supplies, equipment and other requirements will be made only through the Chief Administrative Officer or his nominated representatives. Such matters could include procurement of:

- a. accommodation;
- b. petrol, oil and lubricants (POL - including certain aviation fuels);
- c. fresh rations;
- d. water supply;
- e. rentals; i.e. accommodation or equipment;
- f. civilian labour;
- g. garbage disposal;
- h.\* hair cutting;
- i.\* shoe repair;
- j.\* tailoring;
- k.\* laundry and cleaning; and
- l. all modes of transport.

[\* These services may be difficult to obtain. Therefore, units should be prepared accordingly.]

P. Letters of Assist

88. Where a special need arises for essential items which are not available from normal sources of supply and the home Government is the only logical source of supply, arrangements will be made by

the Chief Administrative Officer for the requisitions to be processed through FOD in the form of a Letter of Assist addressed to the Government concerned. The Letter of Assist is a contracting method by which the United Nations arranges for the provisioning of such special supplies or services from a government, based on the issue of a numbered letter as authority.

89. The UN, in its request, will be quite specific as to whether it intends to procure the items involved as "United Nations Owned" (UNO) equipment or if they are to be provided as "Contingent Owned equipment" (COE). Items provided as COE will be subject to reimbursement in accordance with Annex E to these Guidelines. For purposes of identification and differentiation, each "Letter of Assist" will include after its reference number (UNO) or (COE). Examples of the two types of request are:

- a. Letter of Assist for UN-owned equipment/supplies:  
Country name/UNAMIR ASSIST/93-1 (UNO)
- b. Letter of Assist for Contingent owned equipment:  
Country name/UNAMIR ASSIST/93-501 (COE)

90. Claims related to these supplies and/or services should identify the number of the Letter of Assist to permit verification of receipt and documentation of the authorized expenditure. To aid the administrative process, the entire reference should be used in all correspondence relating to each Letter of Assist, including invoices and shipping information.

91. When the United Nations procures the items they then become UNO. Various items of equipment are also requested to be provided as COE and these items are thereby subject to reimbursement in accordance with Annex F to these guidelines.

#### Q. Reimbursement for Equipment and Supplies.

92. All authorized equipment and supplies brought in by the contingent at UN request will be inspected by the UN upon its arrival in the area of operations. The cost estimates for UNAMIR will contain provision for reimbursing the troop contributing government in respect of consumable supplies provided by them to their troops and in respect of contingent owned equipment in accordance with Annex D. A list of the vehicles, equipment and supplies including consumables brought to the mission area must be sent to FOD in the format at Annex E. This format is designed to correspond directly to the forms used in the mission area for control and will be used as the basis for subsequent certification of invoices for reimbursement.

#### R. Payments by UN to Troop Contributing Governments

93. All payments by the United Nations to the troop contributing Governments will be through the Permanent Missions in New York.

- a. Payment for troop costs (ie. for all those members of the units specified in Part III of these guidelines including members and staff officers filling positions on the mission/sector headquarters) in respect of pay and allowances at a standard rate of \$988 per man-month for all ranks plus a supplemental \$291 per man month for a limited number of specialist (up to 25 percent of logistic contingents, up to 10 percent of others). Reimbursement for these troop costs does not require the submission of a prior claim by the troop-contributing government since payments will be based on troop strength reports received from the field.
- b. Payment of a usage factor for all items of personal clothing/gear and equipment issued by the Government to their troops, at a standard rate of \$65 per man-month for personal clothing, gear and equipment and a supplemental \$5 per man month for personal weaponry and ammunition. Reimbursement in respect of this usage factor does not require the submission of a prior claim by the troop-contributing Government since payments will be based on troop strength reports received from the field.
- c. Payment for contingent-owned equipment brought in by contingent at the request of the United Nations will be based on the guidelines provided in Annex D, which provide for reimbursement for depreciation at a rate to be determined.
- d. The United Nations also accepts responsibility for the cost of supplies furnished by the Government to their contingent at the request of the United Nations. It will be necessary for the troop-contributing Government to submit a claim listing all equipment and supplies it provided to its contingent by kind, type, year of manufacture, whether new or used, unit price, etc. (A form designed for this purpose is attached at Annex G Appendix 2).
- e. Such claims will be checked in the field to ascertain the number and type of equipment and quantity of supplies delivered to the contingent in question and also to determine if those items were provided to the contingent at the request of the

United Nations. In order to meet audit requirements of the United Nations there should be an appropriate certificate from the Auditor-General or official of equivalent rank/position of the troop-contributing Government certifying that the claims are valued and determined in accordance with the agreed guidelines.

- f. Reimbursement for payments made by the government based upon national legislation and/or regulations for death, injury, disability or illness attributable to service with the Force. In respect of death and disability awards, a Government claim is required to enable reimbursement of payments due or made by the Government concerned to beneficiaries in accordance with national legislation and/or regulations. This claim should be appropriately certified by the Auditor-General or an official of equivalent rank/position.
- g. Payments by the UN in the field to force personnel through their contingent.
  - (1) A UN daily allowance of \$1.28 (usually paid in local currency) to each soldier in the field.
  - (2) A one way airline ticket is provided by the UN in some circumstances for members and escorts if repatriation is authorized for medical, compassionate or other reasons by the Force Commander.
  - (3) Recreational leave allowance will be paid by the UN at the rate of 10.50 a day for a period of seven days to each member of the Force serving a six month period.

S. Currency Exchanges.

94. Currency regulations vary from country to country. Regulations for currency exchange will therefore be established for this operation to ensure that national currency regulations are respected in the mission area as well as in neighbouring countries which the members may visit on leave or on duty. Regulations pertaining to the Force will be obtained upon arrival in the mission area.

T. Liaison with the Permanent Missions.

95. Once the basic decision has been rendered by the national Government to provide the contingent, the assistance of the

Permanent Mission is solicited to expedite the necessary arrangements to ensure:

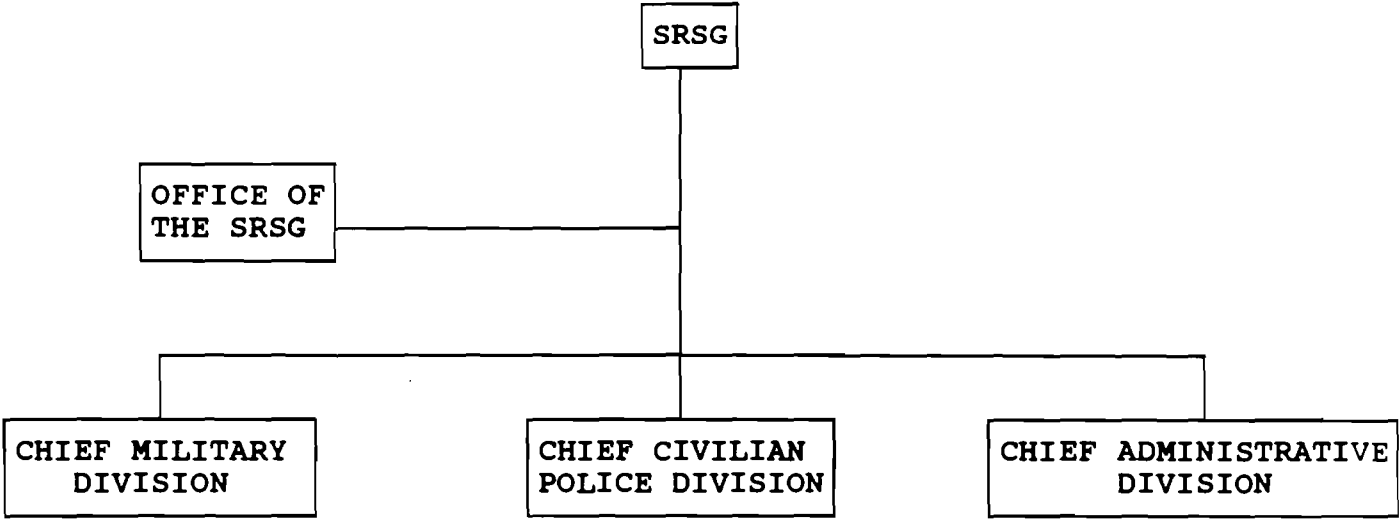
- a. the coordination by UN New York of the aircraft arrivals;
- b. the timely and coordinated arrival of the contingent personnel and equipment in the mission area;
- c. the provision of the stores and equipment which the national authorities are unable to provide; and
- d. that the well-being of the contingent personnel is taken care of adequately.

96. To this end, the Permanent Mission is requested to provide FOD as soon as possible with the information listed above.

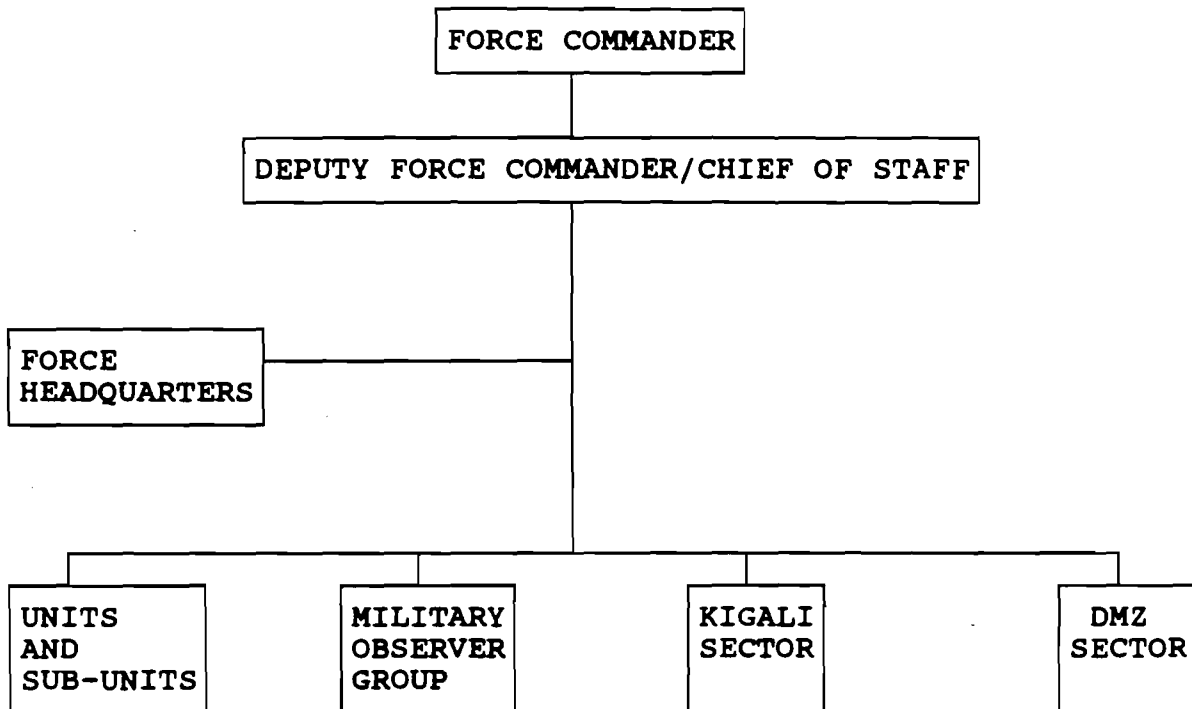
U. Conclusion.

96. The above notes are in no way exhaustive. They touch in general terms on some of the organizational and administrative matters considered necessary for the smooth functioning of a contingent in the initial stages of its service with the United Nations. Attention is again drawn to the fact that the United Nations has no logistic bases on which to draw at the beginning of an operation. The funds for each operation are approved only after the establishment of that force and only to cover the cost of running the operation for a given mandate period. Procurement of stores and equipment can start only after the approval of funds for that Force. The delay in getting the necessary stores and equipment to the mission area is obvious. It is therefore strongly urged that the troop contributor should pay close attention to, and comply with, to the extent possible, the suggestions contained in these guidelines. Adherence to these suggestions will ease considerably the transition of the contingent from a national administrative system to that of the United Nations.

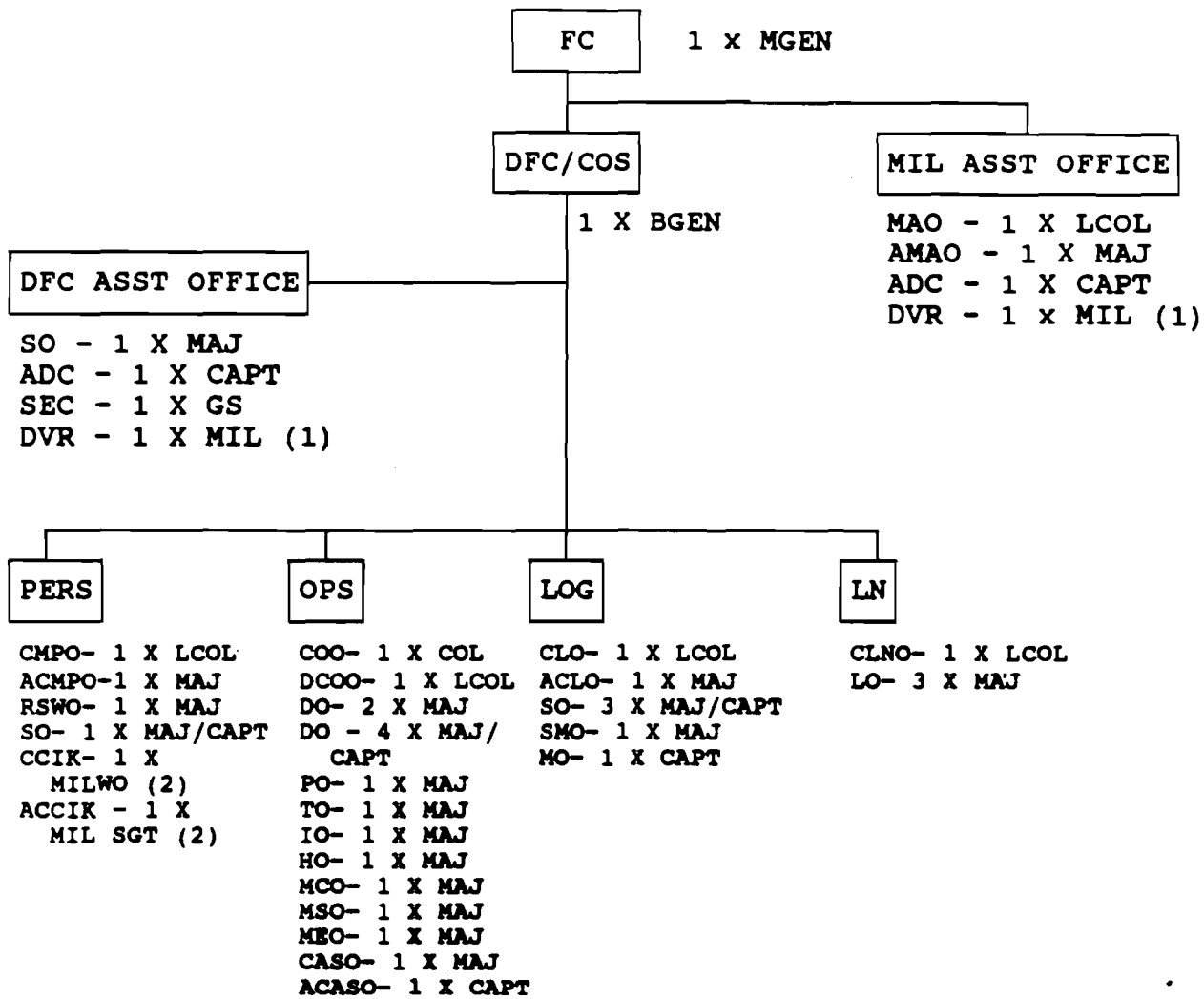
ORGANIZATION OF UNAMIR



ORGANIZATION OF THE  
MILITARY DIVISION



# ORGANIZATION OF THE FORCE HEADQUARTERS



NOTE: ALL ADMIN, DVRS AND CLERICAL STAFF FROM FOD.  
(1) MIL DVRS FROM HOME COUNTRY OF GEN.



MEDICAL PREPARATIONS

The following are the immunizations for Rwanda.

<u>TYPE</u>	<u>DURATION OF PROTECTION</u>	<u>NUMBER OF DOSES</u>	<u>TIMING BETWEEN DOSES</u>
Tetanus toxoid 0.5ml IM	10 Years	Booster-1 Initial Series-3	1 month between 1st and 2nd dose 1 year between 2nd and 3rd dose
Typhoid 0.5ml SC	3 Years	Booster-1 Initial Series-2	1 month between 1st and 2nd dose
Polio-myelitis TOPV 0.5ml	10 Years	Booster-1 Initial Series-3	6-8 Weeks Between 1st and 2nd dose 1 Year between 2nd and 3rd dose
Hepatitis A Immune Globulin	3-6 Mos	1 Injection	6 Months
Hepatitis A Vaccine	Up to 10 Yrs	Initial Series-3	1 month (2 weeks if necessary) between 1st and 2nd dose and 5 months between 2nd and 3rd dose
Hepatitis B 1ml IM	3-8 Years	Booster-1 Initial Series-3	1 Month between 1st and 2nd dose 5 months between 2nd and 3rd dose

PERSONAL PROTECTION AGAINST MALARIA

1. All personnel can protect themselves quite effectively against mosquito bites and in this way prevent infections. This should constitute the travellers' first line of defense against malaria. Protecting oneself from insect or mosquito bites involves the following:

- a. wearing sufficiently thick, long-sleeved clothing and long trousers when out of doors after sunset, and avoiding dark colours, which attract mosquitos;
- b. smearing an insect repellent, such as dimethyl phthalate or N, N-diethyl-metatoluamide (DEET), on the parts of the skin remaining exposed, observing the manufacturer's precautions;
- c. sleeping in properly screened rooms (this is generally the case with air-conditioning);
- d. using "anti-fly" spray to kill any mosquitos that may have entered in spite of screening;
- e. using mosquito nets around the bed at night, taking care to tuck in the net carefully under the mattress, and ensuring that the net is not torn and that there are no mosquitos inside; increased protection may be obtained by impregnating the net with permethrin or deltamethrin; and
- f. burning mosquito coils (but usually they do not last through the night).

MALARIA CHEMOPROPHYLAXIS FOR RWANDA

(LARIAM\MELFLOQUINE HCL, 250 MG)

1. The following is the recommended dosage for Mefloquine HCL (Lariam) 250 MG tablets. For prolonged stays in the endemic area (more than three weeks) the first dose of one tablet is to be taken 1 week before arriving in malarious area followed by one table once weekly on the same day of the week during the entire stay in the malarious area and four weeks after leaving the malarious zone.

MATERIAL INFORMATION REQUIRED FOR SEA LIFT  
CONSOLIDATED EQUIPMENT LIST

UNIT AND COUNTRY: \_\_\_\_\_

ITEM NO.	DESCRIPTION	L x W x H	MTR2	MTR3	WT	QTY	CUMULATIVE ITEM TOTAL	MTR2	MTR3	WEIGHT
1	2	3	4	5	6	7	8	9	10	11

NOTES:

1. Line number of each piece of equipment listed.
  2. Short description of the item ( ie. Land rover ).
  3. Length, width and height of the item. This is expressed in meters (4.1 x 2.5 x 3.1).
  4. Square meter measurement of the item. This is found by multiplying "l" times "w". Expressed in meters (ie. 10.54)
  5. Cubic meter measurement of the item. This is found by multiplying "l" times "w" times "h". Expressed in meters (ie. 27.76)
  6. Weight of a single item in metric tons. (Ie. 5.44)
  7. Total number of pieces of this item to be shipped.
  8. Columns 9, 10, and 11 are cumulative item totals.
  9. Total square meters of this item being shipped (column 4 times column 7)
  10. Total cubic meters being shipped (column 5 times column 7)
  11. Total weight of this item being shipped (column 6 times column 7)
  12. A summary of columns 7,8,9 and 10 will be provided for each page.
- Total:

CARGO SUMMARY

UNIT AND COUNTRY: \_\_\_\_\_

---

1. P.O.E.:
2. P.O.D.:
3. Total square meters (mtr2):
4. Total cubic meters (mtr3):
5. Total weight in metric tons:
6. Number of vehicles:
7. Number of 20' iso containers:
8. Largest piece of equipment:
9. Heaviest piece:

**DANGEROUS CARGO LIST**

TEM #	DESC/DAN. CARGO	QTY	N.E.W.	IMO CODE	REMARKS
1	2	3	4	5	6

1. Item number from the consolidated equipment listing. By using the same item number, one has a cross reference.
2. Description of the cargo and its dangerous cargo name (ie. Small arms ammo 5.56 Class "c" explosive)
3. Total quantity of the item being shipped.
4. Net explosive weight (quality) of the dangerous cargo.
5. The IMO code of the dangerous cargo.
6. General comments, special handling instructions or firefighting instructions per IMO requirements.

**GENERAL GUIDELINES ON THE BASIS OF WHICH REIMBURSEMENT  
IS CALCULATED FOR UNAMIR EQUIPMENT**

1. The following general principles shall govern the calculation of reimbursement by the United Nations for contingent-owned equipment.
  - a. Value of an Item of Equipment
    - i. Unused, up to one year old - cost paid by government plus expenses of renovation for UNAMIR service, if any;
    - ii. Unused, over one year old - cost paid by government plus expenses of renovation for UNAMIR service, if any,  
  
or  
  
current fair market value plus expenses of renovation for UNAMIR service, if any;
    - iii. Used - cost paid by government plus expenses of renovation for UNAMIR service, if any, reduced to an amount corresponding to the determined remaining usable life at time of delivery to UNAMIR service.  
  
or  
  
current fair market value plus expenses of renovation for UNAMIR service, if any, subject to determining the remaining usable life at time of delivery to UNAMIR service.
2. Reimbursement for an Item of Equipment
  - a. The amount reimbursable to a contributing government would be the net diminution in value of the equipment while in use by the United Nations. This would take into account the age and condition at time of entry into United Nations service, normal life expectancy, total period actually used by the United Nations and condition upon repatriation.
  - b. For consumable supplies, reimbursement will be made on the basis of quantities actually consumed.

FOD NOTES FOR THE GUIDANCE OF TROOP CONTRIBUTORS

1. In accordance with the guidelines for reimbursement for use of contingent-owned equipment and for supplies on which the cost estimates for the force will be based, it is requested that the equipment categories be reported as follows (other than personal clothing, gear and equipment, personal weapons and ammunition):

- a. Catering and messing (includes refrigerators, toasters, kitchen and tableware);
- b. Communications (not to include national rear link);
- c. Electrical (includes generators);
- d. Engineering (construction maintenance, road repairs, water purification and transport);
- e. General stores (embraces barrack and accommodation stores including hand tools and non-technical hardware);
- f. Medical and dental equipment;
- g. Optical (includes night observation devices, binoculars, photographic);
- h. Tentage;
- i. Transport (includes trailers and special sophisticated equipment);
- j. Armament (weapons); and
- k. Miscellaneous (anything that does not fit into, specific categories);

2. In addition, it is requested that the quantities provided, and the cost of the following items be recorded/presented as well:

- a. Rations
- b. Medical Supplies
- c. Spare parts (vehicles, communications, generators); and
- d. Other consumable supplies

ANNEX E. APPENDIX 1 TO GUIDELINES FOR  
GOVERNMENTS CONTRIBUTING TO THE UNITED  
NATIONS ASSISTANCE MISSION IN RWANDA (UNAMIR)

CLAIMS FOR CONTINGENT-OWNED EQUIPMENT AND SUPPLIES

1. Claims for reimbursement for contingent-owned equipment should be submitted in accordance with the guidelines outlined in Appendix 2.
2. Columns 1 to 7 of the chart attached to this appendix should be completed by the troop contributor and columns 8 to 10 by the United Nations.
3. Equipment other than personal clothing, gear and equipment, personal weapons and ammunition should be shown under one of the following headings:
  - A. Catering and messing equipment such as refrigerators, toasters, kitchen and tableware;
  - B. Communications equipment;
  - C. Electrical equipment;
  - D. Engineering equipment for construction, road maintenance and repairs, water purification, etc;
  - E. General stores such as barrack and accommodation stores, hand tools, etc;
  - F. Medical and dental equipment;
  - G. Optical equipment such as night observation devices, binoculars, etc;
  - H. Tentage;
  - J. ~~Armament~~;
  - K. Miscellaneous equipment (i.e. anything that does not fit into specific categories).



REQUEST FOR REIMBURSEMENT FOR THE UN  
FOR CONTINGENT-OWNED EQUIPMENT SENT TO UNAMIR BY \_\_\_\_\_

1	2	3	4	5	6	7	8	9	10
Item No	Quantity	Item description (incl year of manufacture and serial number where applicable	UN authority for providing equipment letter, note, etc.	Arrival Date in UNAMIR	Unit Value	Total Value (Col(2)x Col 6)	United Nations Identifi- cation	Date in Survey	Date out Survey/ PBB

## ANNEX F

### FOD NOTES FOR THE GUIDANCE OF TROOP CONTRIBUTORS

1. In accordance with the guidelines for reimbursement for use of contingent-owned equipment and for supplies on which the cost estimates for the force will be based, it is requested that the equipment categories be reported as follows (other than personal clothing, gear and equipment, personal weapons and ammunition):

- (a) Catering and messing (includes refrigerators, toasters, kitchen and tableware);
- (b) Communications (not to include national rear link);
- (c) Electrical (includes generators);
- (d) Engineering (construction maintenance, road repairs, water purification and transport);
- (e) General stores (embraces barrack and accommodation stores including hand tools and non-technical hardware);
- (f) Medical and dental equipment;
- (g) Optical (includes night observation devices, binoculars, photographic);
- (h) Tentage;
- (i) Transport (includes trailers and special sophisticated equipment);
- (j) Armament (weapons); and
- (k) Miscellaneous (anything that does not fit into specific categories);

2. In addition, it is requested that the quantities provided, and the cost of the following items be recorded/presented as well:

Rations

Medical Supplies

Spare parts (vehicles, communications, generators);  
and

Other consumable supplies

## INTRODUCTION TO RWANDA

### TERRAIN

1. Geography. Rwanda is in east-central Africa. The country slopes gradually from a mountain range in the west to a lowland plain in the east. The mountain range includes a chain of volcanoes in the northwest. West of the mountains the land falls sharply to Lac Kivu. A plateau in the centre of the country is covered in steep hills. The average elevation in Rwanda is 2000m. The mountain range in the west forms the Nile-Congo Divide. Rivers to the east flow to the Nile and those on the west feed the Niger. There are nine large lakes in Rwanda six of which are totally within the borders. Vegetation varies from tropical forests in the west to savannah grasslands in the east. There are also considerable marshlands in the low lying areas. The soils vary also from rich volcanic soils in the west to poor, gravelly soils in the east. The climate is mild despite the latitude and high elevation of the country. The year is divided into two rainy seasons and one dry season.

2. Infrastructure. Rwanda has a relatively dense road network by African standards with 1200 km of paved roads. There are eight airports in the country, three of which have commercial flights. International traffic enters via Kigali, the capital. A ferry service operates on Lac Kivu on a north-south route. Electrical and communications facilities are adequate however potable water, adequate sewage disposal, and medical facilities are scarce outside the capital.

### MANDATE FEATURES

3. Population Centres. Although the population density of Rwanda is the highest in sub-Saharan Africa (320 per km<sup>2</sup>) only 5.4% of the population live in urban centres. The few urban concentrations are grouped around the administrative centres of the ten prefectures. Only four of these centres have populations which exceed 20,000. These cities are: Kigali 232,000, Ruhengeri 30,000, Butare 29,000, and Gissenyi 22,000.

4. Rural Areas. The populace of this country is 94% rural. Dwellings in Rwanda are not clustered together in compact villages but instead are disposed in familial groups, for which a hill serves as the basic unit. Each place of habitation is surrounded by an enclosure formed by a hedge, or palisade. The enclosure extends rearward in circular sections. Each section shelters a family in order of importance. In the past, huts were made of an interlaced frame covered with straw. This style has been replaced by clay or brick rectangular houses with a roof of tiles or sheet iron.

5. Communications. The communications facilities in Rwanda are currently being expanded. They consist of the following:

- (a) Television. A television service started in 1992. A limited number of stations are available;
- (b) Radio. There are 2 AM and 5 FM stations in Rwanda. They serve 630,000 radio sets, or about one radio per 11 people;
- (c) Newspapers. Rwanda has one national daily newspaper with a limited circulation;
- (d) Telecommunications. Telephone services for national and international use are generally adequate but very expensive. The area code is 250; and
- (e) Satellite Earth Stations. There are 2 satellite earth stations in Rwanda. One is an Indian Ocean Intelsat and one Symphonic.

6. Water Supply. There is an abundant water supply however all drinking water should be treated as many tropical diseases are endemic. Access to safe water is available to 49% of the population.

#### TEMPERATURE

7. The average annual temperature for Rwanda is 19.7° C. This, however, does not reflect the variations in the different regions. The three thermatic regions are based on mean monthly temperature variations. These variations are recorded during the daylight hours only. The three thermatic regions are:

- a. Below 1500 m. This area is primarily in the east but extends up the Nyabrongo River Valley. Temperatures in this region rise over 13° C during the day. The absolute maximum is 33° C and absolute minimum is 5° C. The average annual temperature for the region is 21° C;
- b. 1600-1900 m. This zone is one of transition between the low elevations and high elevations. The daily temperature variation in this zone is between 10° C and 12° C. The mean annual temperature varies from 19° C at 1700 m to 17.5° C at 1900 m. the absolute maximum in this region is 31° C and the absolute minimum is 5° C; and
- c. Over 2000 m. The mean annual temperature in this zone is 15° C. Daily temperature variation is less than 10° C. The mean maximum temperature in this zone is 22° C with the mean low being 9° C. The

absolute maximum is 30°C and the absolute minimum is -5°C.

### Visibility

8. The best period of visibility is 1200 hrs. year round with a visibility of 16 km, 90% of the time. Visibility below 4 km occurs rarely but it usually occurs during the rainy season from February to March. Visibility in the mountains and foothills may be obscured in the morning due to fog. The fog clears rapidly though during the heat of the day. Other factors which may affect visibility occur during the dry season. At this time of year a fine dust hangs in the air. Also clouds of dust are raised by vehicle movement on unpaved roads. Farmers use the dry season to burn brush which creates localised clouds of smoke.

### STORMS

9. Thunderstorms occur on an average of 28 days per year. Frequency of thunderstorms is greatest between September and February.

## HISTORICAL AND SOCIAL INTRODUCTION

### GENERAL

1. The Rwandese Republic is distinctive both for the small size of the territory, and for the density of the population. With an area of 26,338 km<sup>2</sup> and a population of 7,347,000 the density equals 279 persons per km<sup>2</sup>.

2. The country has been engaged in civil war since October 1990, when a guerilla force comprised almost entirely of the minority Tutsi tribe invaded the country from neighbouring Uganda. An estimated 650,000 civilians have been displaced, primarily in the north.

### HISTORICAL NOTES

3. Unlike most African States, Rwanda and its southern neighbour Burundi were not an artificial creation of colonial rule. When it had been absorbed by German East Africa in 1899 it had been an established Kingdom for several centuries. The Tutsi, cattle breeders from the Horn of Africa, began arriving about 500 years ago. The Tutsi gradually subjugated the Hutu inhabitants. They established a monarchy headed by a Mwami (king) and a feudal caste of nobles. The Tutsi reduced the Hutus to serfdom through a contract known as abuhake whereby the Hutu farmers obligated their services to the Tutsi lords in return for cattle and the use of pastures and arable land.

4. In 1899, the court of the Mwami submitted to a German protectorate without resistance. Belgian troops from Zaire occupied Rwanda in 1916. From 1920, Rwanda formed part of Ruanda-Urundi, administered by Belgium under a League of Nations mandate and latter as a UN Trust Territory. Reforms instituted by the Belgians in the 1950s encouraged the growth of democratic political institutions. Dissension between the majority Hutu and their former overlords the Tutsi led to a rebellion in 1959, resulting in an overthrow of the Tutsi monarchy. During the 1959, revolt and its aftermath more than 160,000 Tutsi fled to neighbouring countries and an estimated 20,000 were killed. A UN supervised referendum brought victory to the Party of Hutu Emancipation Movement (PARMEHUTU) in 1961. As a result internal autonomy was granted by Belgium on January 1, 1962 and in June, Belgian Trusteeship was terminated by the UN. Rwanda became independent effective 1 July 1962.

5. From 1962 to 1973 the PARMEHUTU ruled with Gregoire Kayibanda as leader. As a Result of inefficiency and corruption, the public became disaffected with the party. A bloodless coup was led by MGen Juvenal Habyarima, after which all political activity was abolished. A national referendum in December 1978 approved a

new constitution, aimed at returning the country to normal government. In December 1983 Habyarima was elected president, and re-elected in 1988. From 1982, cross border refugee problems have affected Rwandese relations with Uganda. In early July of 1990, after sharp declines in political and economic conditions, Habyarima conceded that political reform was necessary. In September of 1990, the Commission Nationale de Synthese was established, having a mandate to make recommendations for political renewal.

6. On October 1, 1990, an estimated force of 10,000 guerillas representing the exiled Tutsi-dominated Front Patriotique Rwandais (FPR or Inkotanyi) crossed the border from Uganda into northeastern Rwanda. Numerically, the troops were dominated by Tutsi refugees, but there were also a number of disaffected elements of the Ugandan army. Belgian and French troops were dispatched in response to a request for assistance. They did not engage in combat as the small Rwandese army, with help from Zaire, turned back the assault. The Rwandese government declared victory in November, however, the FPR now adopted guerilla tactics. Attacks occurred in border areas in the north and northwest, initiated from camps in Uganda. This raised accusations, which were denied, that Uganda was supporting the FPR. The conflict continued through 1991 and 1992 with a cease-fire reported in late March 1993. Under the truce, the rebel force gave up half the territory it controlled so that displaced civilians could go home. A 19 km wide demilitarized zone has been set up. On 4 August 1993, the Arusha Peace Agreement was signed and called for a UN lead International Neutral Force to come and assist in the 22 month peace process.

#### PEOPLE

7. Population. Population of Rwanda is 7,347,000 with a density of 279 per km<sup>2</sup>.

8. Ethnic Division. The indigenous population consists of three ethnic groups. They are the Tutsi 9%, Hutu 90% and Twa 1%. The Tutsi are a pastoral people who raise cattle. They are of Nilotic origin and are also known as Tussi, Batusi and Watusi. The Hutu are farmers of Bantu origin. They are also known as the Bahutu and Wakhutu. The Twa are pygmies and hunters. They are thought to be the remnants of the regions earliest settlers.

9. Language. The official languages are French and Kinyarwanda. The Kiswahili tongue is widely used in commerce. Kinyarwanda is a complex Bantu language and is spoken in the same manner by all Rwandese. The Rwanda Patriotic Front members are generally English speaking.

10. Religion. About 45% of the population follow traditional beliefs. These beliefs include a supreme being called Imana. Roman Catholics make up 45% of the population and 9% are Protestant. Less than 1% of the population are Muslim.

## DEVELOPMENT

11. Public Health. Health care is not free and not widely available outside the capital. Rwanda has 232 hospitals, with a total of 7,882 beds. The ratio of physicians per capita is 0.3:1000. The leading causes of death (per 100,000 population) are:

- a. complications of pregnancy, childbirth, and birth injury, 192.4;
- b. infectious and parasitic disease, 11.8;
- c. disease of the nervous system, 10.1; and
- e. accidents poisoning, and violence, 5.2.

12. Health Concerns:

- a. Contagious Diseases. The following are commonly occurring contagious diseases malaria, typhoid, sleeping sickness, pneumonia, tuberculosis, dysentery, diphtheria, and meningitis; and
- b. Additional Health Concerns. Personal medication should be carried by each individual. There is a distinct lack of medical services in Rwanda. Aids is estimated to infect 80% of the prostitutes in Rwanda. Clean needles are scarce and if injections are required it is advised to bring syringes.

13. Life Expectancy/Deathrate:

- a. Male Life Expectancy. Life expectancy at birth for males is 49 years;
- b. Female Life Expectancy. Life expectancy at birth for females is 53 years;
- c. Birthrate. The birthrate is 51.2 per 1,000;
- d. Deathrate. The deathrate is 17.2 per 1,000; and
- e. Infant Mortality Rate. The infant mortality rate is 117 per 1,000.

14. Education. The percentage of the total government expenditure spent on education is 25.4%. Rwanda has compulsory education beginning at seven years of age and lasting for eight years. Secondary education which is not compulsory, begins at the age of 15 and lasts for a further six years, comprising two equal cycles of three years. Enrolment in 1989 was estimated at 65% for primary school and only 7% for secondary schools. Rwanda has a University with campuses at Butare Kigali and Ruhengeri. The



average rate of adult literacy is estimated at 49.8%.

15. Economic Background. Agriculture accounts for 46% of Rwanda's GDP, and employs an estimated 91% of the labour force. About 95% of the total value of agricultural production is provided by subsistence crops. The two major cash crops are coffee and tea which accounted for 59% and 24.5% respectively of the total export earning in 1991. The industrial sector follows the usual pattern for the less developed African states, and food based industries predominate. There are small textile, chemical and engineering, cement and match factories. There are also other enterprises based on transistors, plastic footwear, and agricultural tools. Rwanda also has a small mining (tin, tungsten, gold), and forestry industry. Imports to Rwanda include machinery, transport equipment, fuels and lubricants, and construction materials.