UNAMIR

POLICY

26 JULY - 3 DEC 1994

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UNITED NATIONS NATIONS UNIES

ASSISTANCE MISSION FOR RWANDA — MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

3 December 1994

TO: All UNAMIR Personnel

FROM: Shaharyar KHAN
Special Representative of the Secretary-General

SUBJECT: Working Hours

I am pleased to inform you that after discussion with Senior staff of UNAMIR, I have decided to schedule the working hours as follows:

Monday through Friday	8:00 Hours - 12 30 Hours 1:30 Hours - 17 00 Hours
Saturday	8:00 Hours - 12:30 Hours

This new schedule is to take effect immediately.

We may have to work on Saturday afternoon.

Ops Br _____

S Log O _____

S Pkeep _____

S MPO _____

SO _____

Ma ASMPO _____

Leave CTO

UNITED NATIONS NATIONS UNIES

ASSISTANCE MISSION FOR RWANDA MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

TO : CMPO, FORCE HQ DATE : 30 November 1994

FROM : MILOB GP HQ

INFO : DFC/COS/CMO

SUBJECT : **LEAVE ACCRUED BY MILOBS TRANSFERRED TO UNAMIR FROM ONUMOZ**

References:

A. ONUMOZ letter on subject dated 18 Nov 94.

B. Guidelines for Governments contributing MILOBS in Rwanda dated October 1993.

1. Attached as Reference A is a letter from ONUMOZ indicating the DDM, balance of accrued leave and CTO of 17 MILOBS redeployed to UNAMIR. Since as per UN policy CTO cannot be accrued, the MILOBS have been informed that their CTO balance as reflected have been forfeited.

2. However, in the case of the accrued leave, paragraph 3, sub-paragraph f of Reference B states that "Leave is normally taken while posted to the mission at which it was accrued. Only in exceptional circumstances, such as a posting at short notice will it be possible to authorize the carrying over of accrued leave from one mission to another." In view of the fact that the MILOBS were redeployed at short notice to replace MILOBS repatriated from UNAMIR, it is requested that authority is granted for the MILOBS to enjoy their balance of accrued leave whilst serving with UNAMIR.

3. Please accept for action.

K OPONG-KYEKYEKU
Lt-Col
for CMO

Policy

milobs

UNAMIR

UNITED NATIONS ASSISTANCE MISSION FOR RWANDA

INTER-OFFICE MEMORANDUM

TO: Distribution List

FROM: Maj J-G Plante Plante
Force Provost Marshal

DATE: 19 Nov 94

SUBJECT: ESTABLISHMENT
UNAMIR MILITARY POLICE COMPANY

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1. The Kigali MP Detachment of the UNAMIR MP Company is now in operation 24/7.

2. It is located 500 meters East of the UNICEF Building on the road to the Airport (across from the Nobiscum Restaurant).

3. The Detachment presently operates on Channel 7, Call Sign "Golf Hotel Zero". The telephone number of the MP Desk Officer is 86855.

4. The telephone number of the FPM is 86856.

DISTRIBUTION LIST

Action	**Information**
List A,B,C,D and E	SRSG and EX Director FC and DFC

SMPO — h 24/11
SO Ops —
SO Admin —
SO Finance — KA

SMPO

UNITED NATIONS NATIONS UNIES

ASSISTANCE MISSION FOR RWANDA MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

UNAMIR AI/94/003
2 February 1994

ADMINISTRATIVE INSTRUCTION

To: All UNAMIR and UNOMUR Military Observers and Civilian Police

From: P. O. Hallqvist, Chief Administrative Officer

Subject: **LEAVE AND COMPENSATORY TIME OFF**

The rules governing the application of leave and compensatory time off for Military Observers and Civilian Police Monitors attached to UNAMIR/UNOMUR are as follows:

1) The Chief Military Observer and the Commissioner of Police shall establish the hours of work and official holidays for UNMOs and CIVPOL, in consultation with the Chief Administrative Officer. Normally 1 1/2 days of leave per month may be accrued, up to a maximum not to exceed twelve days, on the understanding that it is to be taken as actual leave without any cash compensation in lieu of leave not used.

2) At the discretion the Chief Military Observer and the Commissioner of Police, UNMOs and CIVPOL required for duty on a more or less continuous basis of seven days a week, including Sundays and official mission holidays, may be granted up to six days compensatory time off with mission subsistence allowance for each month of such continuous service (i.e. after 30/31 days of service).

3) Compensatory time off is granted to UNMOs and CIVPOL to provide them with opportunities for rest after a specially arduous spell of duty. Consequently, such time off shall normally be taken as soon as possible after completion of the continuous period of service. Compensatory time off cannot be accrued and if not taken during or immediately following the month earned, it will be forfeited.

4) If CTO is taken outside the Mission area, the MSA is reduced by 50%.

5) Compensatory time off is a privilege and can only be taken when the exigencies of the service so permit. It is subject at all times to the discretion of the Chief Military Observer or the Commissioner of Police, who shall establish appropriate procedures for the advance approval of the observers' time off, its place, duration, etc.

6) Leave and compensatory time off with per diem must be taken within the regular tour of duty. The tour of duty shall not be extended in order to facilitate taking such leave or time off. MILOBS AND CIVPOL may, however, be granted up to twelve days of accrued leave and compensatory time off, with retained MSA, in the last month of their tour of duty in order to complete all arrangements, including travel and baggage formalities, prior to departure from the mission area.

7) In exceptional circumstances special leave of absence without MSA may be granted to UNMOS and CIVPOL. Any request for such leave should be forwarded with the recommendation of the Chief of Staff or CMO or the Commissioner of Police to United Nations Headquarters for decision.

Pls at/file 1/12

UNITED NATIONS NATIONS UNIES

ASSISTANCE MISSION FOR RWANDA MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

TO : CMPO, FORCE HQ DATE : 30 November 1994

FROM : MILOB GP HQ

INFO : DFC/COS/CMO

SUBJECT : **LEAVE ACCRUED BY MILOBS TRANSFERRED TO UNAMIR FROM ONUMOZ**

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1. Attached as Reference A is a letter from ONUMOZ indicating the DDM, balance of accrued leave and CTO of 17 MILOBS redeployed to UNAMIR. Since as per UN policy CTO cannot be accrued, the MILOBS have been informed that their CTO balance as reflected have been forfeited.

2. However, in the case of the accrued leave, paragraph 3, sub-paragraph f of Reference B states that "Leave is normally taken while posted to the mission at which it was accrued. Only in exceptional circumstances, such as a posting at short notice will it be possible to authorize the carrying over of accrued leave from one mission to another." In view of the fact that the MILOBS were redeployed at short notice to replace MILOBS repatriated from UNAMIR, it is requested that authority is granted for the MILOBS to enjoy their balance of accrued leave whilst serving with UNAMIR.

3. Please accept for action.

K OPONG-KYEKYEKU
Lt-Col
for CMO

Ref A

Operação
das Nações Unidas
em Moçambique

United Nations
Operation in Mozambique

Opération
des Nations Unies
au Mozambique

DCMO 29/11

Copy to be kept in personal file. CTO will not be carried fwd for leave clarification.

PERSONNEL BRANCH
OBSERVERS to be sought from FHQ.
OGMOZ/PERS/LCTO/016
18 November 1994

SMPO

TO : Chief Military Observer
United Nations Assistance Mission for Rwanda
UNAMIR

FROM : Chief Military Observer
United Nations Operation in Mozambique - ONUMOZ

SUBJECT : REDEPLOYMENT OF MILITARY OBSERVERS FROM ONUMOZ TO UNAMIR

1. DDM and CTO/LEAVE balances of 1 Argentinian and 16 Indian MILOBs to be redeployed to UNAMIR are as under:

RANK/NAME	NAT	ID #	DDM	LEAVE	CTO
Ltc Fox Tomas	ARG	1649	24/04/95	2.0	9
Maj Sahai Rajesh	IND	1702	11/06/95	0.5	7
Maj Avinash Singh	IND	1703	11/06/95	6.5	7
Maj Krishna Abhay	IND	1704	11/06/95	0.5	7
Maj Ratnaparkhi	IND	1706	11/06/95	0.5	6
Maj Menon	IND	1707	11/06/95	0.5	7
Maj Rajeshwar	IND	1708	11/06/95	7.5	7
Maj Sikri Ravi	IND	1709	11/06/95	1.5	8
Maj Banerjee	IND	1710	11/06/95	0.0	8
Maj Gosh	IND	1711	11/06/95	7.5	7
Maj Pande	IND	1712	11/06/95	7.5	10
Maj Thacker	IND	1713	11/06/95	7.5	8
Maj Sarkar	IND	1714	11/06/95	7.5	8
Maj Kumar	IND	1715	11/06/95	7.5	12
Maj Shekhawat	IND	1716	11/06/95	0.5	7
Ltc Hasnain Ata	IND	1717	11/06/95	7.5	6
Maj Meston	IND	1719	11/06/95	7.5	10

2. Best regards.

Ref B

A. Hours of Duty

30. Hours of duty are determined by the tasks to be performed and the situation in the area. Observers should be prepared to work irregular and long hours when necessary. In emergencies, UNMOs may have to work on occasion up to 24 hours a day, and possibly seven days a week. A schedule of hours of work, the working week, and associated holidays for UNAMIR will be issued by the administration. These will only apply to UNMOs performing regular headquarters staff duties.

B. Leave

31. In addition to compensatory time off (see below), leave with subsistence allowance is accrued at the rate of 1-1\2 days per month. Observers are not entitled to take home leave at United Nations expense. The following general conditions apply to the award of leave:

a. Except with regard to leave accruing in respect of the final month of service, leave may not be taken before it is earned;

b. There will be no cash payment for accrued, but unused, leave;

c. Leave must be taken within the tour of duty. Extensions will not be granted to facilitate the taking of leave;

d. Leave may be taken in conjunction with compensatory time off;

e. During the final month of service no more than 12 days leave and\or compensatory time off may be approved;

f. Leave is normally taken while posted to the mission at which it was accrued. Only in exceptional circumstances, such as a posting at short notice, will it be possible to authorize the carrying-over of accrued leave from one mission to another;

g. No more than 12 days leave may be accumulated for carry-forward from one month to the next; and

h. The full rate of mission subsistence allowance (MSA) applicable to a military observer's posting is payable for all leave days taken, irrespective of where they are taken.

C. Compensatory Time Off

31. The observers may be granted up to six days of compensatory time off (CTO) with subsistence allowance for each month of

file

UNITED NATIONS NATIONS UNIES
ASSISTANCE MISSION FOR RWANDA MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

TO : SEE DISTRIBUTION FILE NO : MILOB/LEAVE/CTO 6443.03

FROM : MILOB GP HQ DATE : 27 JUL 94

SUBJ : LEAVE/CTO POLICY FOR MILOBS

1. In view of acute shortage of MILOBS in UNAMIR, all Sector Commanders and Branch/Gp Heads must exercise strict compliance of Leave/CTO policy of MILOBS. It is important to have 80% strength of MILOBS at all times in Sectors and Gp/Br for operational purpose.

2. MILOBS in Rwanda proceeding for Leave/CTO must be informed that Leave/CTO starts from Rwanda and ends in Rwanda. Every MILOBS is responsible for his return in Rwanda in time. Every MILOB is to coordinate his return schedule with MILOB Coord Team in Nairobi before he takes of from Nairobi. MILOBS posted outside Rwanda may leave and report to their duty station within time of Leave/CTO period. Any violation of this instruction will be dealt seriously.

3. Wef date Liaison visit/tour of duty is discontinued unless there is a proper official cover. All Leave/CTO applications recently submitted to this HQ if not approved to be treated as cancelled. Fresh applications may be submitted in accordance with this policy. All Leave/CTO applications have be to submitted to MILOB GP HQ Personnel Br at least 10 days before the commenment of Leave/CTO.

I D TIKOCA
Col
CMO

DISTRIBUTION :
ACTION :
Pers Section FHQ
Sector Comd, Kigali
Sector Comd, Byumba
Sector Comd, Sector 4
Sector Comd, Sector 5
CLO
Milob Gp HQ,Ops Br
Milob Gp HQ,Log Br
Movcon Kigali
Milob Coord Team, Nairobi

DRAFT

HEADQUARTERS
JOINT TASK FORCE SUPPORT HOPE
KELLEY BARRACKS
APO AE 09107

26 July 1994

SUBJECT: Joint Task Force SUPPORT HOPE Operational Concept

1. As directed by the President, the Commander, U.S. European Command (EUCOM), has established Joint Task Force SUPPORT HOPE to provide assistance to humanitarian agencies and third nation forces conducting relief operations in Zaire and Rwanda to alleviate the immediate suffering of Rwandan refugees. This concept discusses the accomplishment of that mission and to facilitate their repatriatation home.

2. CONCEPT. The operation will feature multiple parallel and concurrent operations conceptually divided into five phases: 1) stop the dying in Goma, 2) encouragement of refugees to return to their homes, 3) support of stability in home provinces and support to Humanitarian Relief Organizations (HROs), 4) turnover of support activities to appropriate UN agencies and 5) redeployment of U.S. forces.

a. Phase I (Stop the Dying). Already underway, the center of gravity of this phase is the production and distribution of potable water and support of rudimentary public health measures

in refugee areas to save lives, while at the same time planning for repatriation. Execution of this phase includes establishment of a support hub at Entebbe, immediate production and distribution of potable water and support to UNHCR public sanitation efforts. An advance party will deploy to the area to establish liaisons and provide real time assessments. As the refugees begin their return to home provinces, JTF SUPPORT HOPE in coordination with human relief organizations continues to provide humanitarian assistance and increases activities necessary to assist the population as they travel to their native region.

b. Phase II (Return of Refugees to Rwanda). This phase begins concurrently with Phase I. JTF SUPPORT HOPE will establish an initial command and control capability in Kigali, establish liaison with U.S. Ambassador, UNHCR, UNAMIR and Rwandan officials. The objective is to establish Kigali, to include the airport, as the center of focus for follow on relief support. Through an intensive, coordinated information campaign, refugees will be informed that conditions in Rwanda are such that they can return home. In conjunction with UN and non-governmental HROs, a series of support sites will be established along major routes that support movements home. Those sites will be designed to encourage and support refugee flow along major and supplementary

routes and into home areas. Those sites are envisioned to be established in concert with and operated by the appropriate UNHCR activity. The functions of the site are to provide potable water, food, some medical attention and possibly some transportation support. Support will be based out of Kigali supported by strategic lift into Mombasa port and airfield as will as Entebbe, Nairobi and possibly Bujumbura. Additional incentives to encourage homeward movement will be developed in collaboration with UNHCR and may consist of tools, seed and clothing. United Nations and international relief organizations will be closely involved in planning and execution of this phase. It is envisioned that U.S. forces provide the function and skills that permit/support operation of the sites by UNHCR or their designated agency.

c. Phase III (Support Stability). This phase initiates the reestablishment of the human relief organization infrastructure in Rwanda. As the majority of refugees return to their homes, emphasis will switch from route feeding and support to take-home distribution centers located in districts and towns as determined by the UNHCR. Every effort will be made to offer assistance packages, to include farming tools and other practical assistance that will encourage and enable resumption of normal life as quickly as possible. To mitigate the debilitating effects of the

refugees' experience, this relief effort can be expected to include some health care/medication support, transportation of goods and supplies and help to restore basic services, e.g. help put wells back into operation.

d. Phase IV (Turnover to UN agencies). As conditions in Rwanda stabilize, and agencies become reestablished and capable of providing sufficient assistance without direct U.S. military support, U.S. military and UN officials will begin turnover or termination of support sites and activities. Emphasis during this phase will be to ensure a seamless transfer from U.S. to UN proponency that will be invisible to aid recipients in Rwanda. This phase is accomplished when the majority of refugees have returned to their homes and UN agencies have returned to status quo ante bellum.

e. Phase V (Redeployment). The redeployment of U.S. military forces will also be concurrent with other phases; i.e. capabilities no longer required will be returned to home station/unit at that time. The withdrawal of U.S. forces will be programmed to close out locations as requirements diminish. The last closure will be from Kigali when agreed to by the U.S. Ambassador.

3. Summary. U.S. military operations will be conducted in support of the U.S. country team, UN agencies and non-governmental HROs. In the early stages, emphasis will be on providing immediate relief and will be centered on the establishment of 24-hour support from Entebbe and forward sites in Goma and Bukavu. As operations continue to mature, the U.S. military center of gravity will shift to Kigali and more complex interagency and inter-HRO operations, to include psychological operations designed to reassure and support population resettlement, will begin. Throughout the operation, protection of the force from health and other potential threats will be continually assessed in order to assure the safety of U.S forces personnel. Success for Operation Support Hope will be the effective reestablishment of humanitarian support by international agencies to the citizens of Rwanda and their home districts.

UNITED NATIONS NATIONS UNIES

ASSISTANCE MISSION FOR RWANDA MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

TO : OIC FINANCE **FILE NO** : MILOB/MSA/6441.04

FROM : MILOB GP HQ **DATE** : 2 November 1994

INFO : FHQ (PERS SECT)

SUBJECT : **ADVANCE MSA FOR NEWLY ARRIVED UNMO**

1. The under-mentioned UNMO has newly arrived in UNAMIR for one year tour of duty. The officer has not been given any PTA nor paid any advance MSA from his place of departure.

UNID	RANK	NAME	CTRY	PP#	DOA	DDM
CM-5796	CAPT	ATTACHIE L L	GHA	005731	31/10/94	30/10/95

2. It is therefore requested that arrangements are made for an advance MSA to be paid to him asap. The form P-2 of the officer is hereby attached.

OPPONG-KYEKYEKU
Lt Col
SMPO