

UNAMIR

BRIEFINGS

27 JAN - 10 SEPT 1995

PLEASE RETAIN  
ORIGINAL ORDER

[3 CONFIDENTIAL]  
RM/WG JULY 2009

UN ARCHIVES

SERIES	<u>51002</u>
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**COPY**

**UNITED NATIONS**

ASSISTANCE MISSION FOR RWANDA



**NATIONS UNIES**

MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

**URGENT**

**NOTE VERBALE**

SRSR/NV/183/95

La Mission des Nations Unies pour l'Assistance au Rwanda (MINUAR) présente ses compliments au Ministère des Affaires Etrangères et de la Coopération Internationale de la République Rwandaise et a l'honneur de lui communiquer ce qui suit:

Monsieur Manasse MUGABO, journaliste responsable de la Section du Kinyarwanda à Radio-MINUAR, en congé officiel a quitté son domicile le samedi 9 août vers sept (7) heures pour se rendre en Ouganda par route. L'intéressé, qui n'a pas de famille en Ouganda où il espérait passer une semaine de vacances, devait reprendre service à la MINUAR le samedi 2 septembre. A cette date, son épouse est sans nouvelles de lui et ses tentatives d'avoir des informations le concernant sont demeurées vaines.

La MINUAR est préoccupée de l'absence prolongée de Monsieur MUGABO aussi bien de son domicile conjugal que de son lieu de travail. Aussi sera-t-elle très reconnaissante au Ministère de bien vouloir porter cette situation à la connaissance des services compétents de la sécurité publique dont elle sollicite la bienveillante assistance afin d'apaiser les inquiétudes que suscite cette absence.

La Mission des Nations Unies pour l'Assistance au Rwanda (MINUAR) remercie d'avance le Ministère des Affaires Etrangères et de la Coopération Internationale de l'attention qu'il voudra bien accorder à ce sujet et saisit cette occasion pour lui renouveler les assurances de sa très haute considération.



*See*

Kigali, le 10 septembre 1995

Ministère des Affaires Etrangères  
et de la Coopération Internationale  
de la République Rwandaise  
KIGALI

1000-8 (8FC)/A/8



FROM : MA/DFC

TO : COS

OC SIG COY

SUBJECT : LETTER OF APPRECIATION

DATE : 8 SEPT 1995

*Alm G.*

- 1- PLEASE FIND ATTACHED A SELF EXPLANATORY COPY OF LETTER OF APPRECIATION SENT BY LTCOL V. BELSKI, COMMANDER SECTOR 5B.
- 2- BEST REGARDS.

*1000.8(DFC)/A/8*





## UNAMIR - MINUAR

To : DFC

From : Milob Comd, Sector 5B

Info : Milob Gp HQ  
CCO



05 Sep95

Subject : LETTER OF APPRECIATION-LAND LINE INSTALLATION SECTOR 5B

1. I would like to take this opportunity to express my appreciation regarding the prompt reaction of your offices in obtaining and installing a land line in my Sector HQ.
2. As you can well appreciate, the addition of this much needed means has made the day to day operations of all of the UN and NGO offices here in Gisenyi much easier. There were times when the lack of reliable communications has caused a significant amount of frustration to not only the Sector 5B Milobs but also those agencies requiring accurate and timely information.
3. I would also extend my compliments to the line crew that preformed the installation. These soldiers executed their duties in a very professional manner and, in addition to installing the Sector land line, they assisted the local hotel in restoring their line. This is by no means a small matter in that it has created much needed good will for not only the Milobs but the UN as a whole.
4. I would appreciate it if you could pass this message on to those soldiers involved, we do sometimes forget those who represent the UN at that level.

A handwritten signature in dark ink, appearing to read 'V Belski', with a horizontal line underneath.

V Belski  
LCol  
Comd Milobs  
Sector 5B

APPT	SIGNATURE	DATE
DFC		5-9-51
MA		5/9
<u>ACTION</u>		



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OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

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DATE: 4 September 1995

TO: All UNAMIR Personnel

FROM: Susan Matthew  
CAO

SUBJECT: Acting arrangement

During my absence from the mission area, from 4 September to 3 October 1995, Mr. William Clive, Chief Integrated Support Services Section, will act as Officer-in-Charge of Administration on my behalf.

Kindly extend to him your utmost cooperation.

15DD.8(DFC)/A18

HAC  
UNAMIR HQ  
Kigali  
Rwanda

31 August, 1995

5000.1(HAC)/A/2

See Distribution


HANDING/TAKING OVER NOTES

Attached, please find Handing/Taking Over notes between Col H Osae-Addae(M1215) and Lt Col TJ Fox (M7575) for your necessary information.

Internal:

Information:

FC  
DFC  
COS  
DCOS OPS  
DCOS SP  
CMPO

  
BE DUKOBU  
Lt Cdr  
for CHAO

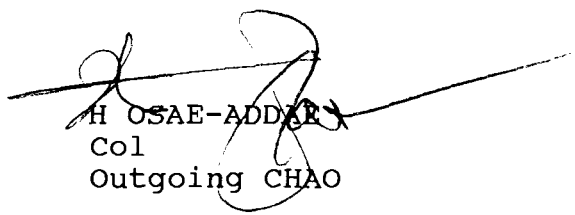
06-08-95  
}

1000.8(DFC)/A/8

HANDOVER/TAKEOVER NOTES

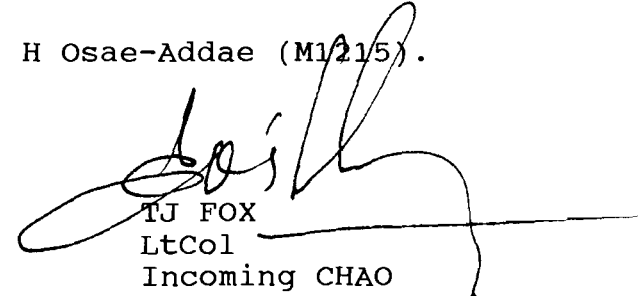
1. This is to certify that I, Col H Osae-Addae(M1215) have on this       day of August, 1995 handed over my duties as CHAO Humanitarian Assistance Cell to LtCol TJ Fox(M7575).

Date: 28 AUG 95

  
H OSAE-ADDAE  
Col  
Outgoing CHAO

2. This is to certify that I, LtCol TJ Fox (M7575) have on this       day of August, 1995 taken over the duties of CHAO Humanitarian Assistance Cell from Col H Osae-Addae (M1215).

Date: 28 AUG 95

  
TJ FOX  
LtCol  
Incoming CHAO

UNAMIR  
HUMANITARIAN AFFAIRS CELL

BRIEFING NOTES

AIM

1. The aim of this briefing is to acquaint you with the operation of the "Humanitarian Affairs Cell (HAC) of UNAMIR.

SCOPE

2. The scope of this briefing will cover:
  - a. Background
  - b. Role
  - c. Organization
  - d. Responsibilities/Tasks
  - e. Deployment
  - f. Limitations and
  - g. Conclusion

BACKGROUND

3. Before the war, UNAMIR initially had a single humanitarian Officer with its planning cell. To respond to the obvious humanitarian catastrophe which was ensued since the 7th of April 1994. The FC augmented the cell as follows:

- a. A Colonel as the CHO
- b. A Lieutenant Colonel as the DCHO
- c. A Major as the Ops Officer.
- d. A Major Milob as Snr Duty Officer.
- e. Three Duty Officer/Liaison Milob
- f. A Major Milob EDP for recording missing persons.

g. Eight Milob team who work in the field on humanitarian missions.

h. An advanced humanitarian assistance team representing various humanitarian agencies of the UN.

4. Their concept of operation was to establish permanent liaison among all humanitarian aid agencies working in Rwanda with UNAMIR as a coordinating center, and also they were to provide humanitarian assistance to the DPs inside and outside Rwanda, assist DPs in returning home and to monitor human rights violations within the country.

#### **ROLE**

5. The role of HAC is to maintain close liaison with Ministry of Rehabilitation, UN and NGO agencies and assist IOC/UNREO/UNDP in coordinating the humanitarian activities in Rwanda. To monitor the humanitarian activities in a manner which allows for UNAMIR to be fully aware of the humanitarian situation in the country.

#### **ORGANIZATION**

6. **Present Organization.** Since after the war in August 94 the HAC consisted of:

- a. A Colonel as CHAO
- b. A Major(Milob) as Ops Officer
- c. HAC Milob 1 and 2 and
- d. A S/Sgt Clerk Admin.

7. **New Organization.** The following is the new organization as proposed to the FC:

- a. A Col as CHAO
- b. A Lt Col as DCHAO
- c. A Major as Ops Officer
- d. (1) Milob FHQ HAC - ANY  
(2) Milob FHQ HAC - ENGR  
(3) Milob FHQ HAC - UNCIVPOL  
(4) Milob FHQ HAC - ANY
- e. HAC Sector Milobs - Two per Sector for a total of 18 Milobs.
- f. 1 x S/Sgt Clerk Admin.

8. HAC has the following tasks:

- a. Advise the Force Commander on humanitarian assistance operations.
- b. Advise the UNAMIR Ops branch on humanitarian operations.
- c. Arrange for the security aspects of the humanitarian organizations conducting relief operations in Rwanda in close liaison with the Ops branch of HQ UNAMIR.
- d. Assist in the coordination of the activities of UN Agencies and NGO.
- e. Conduct humanitarian recce as directed.
- f. Collect data from sector humanitarian representatives and produce reports as required.
- g. Maintain current data on refugees and displaced persons
- h. Effect close liaison with UN agencies and NGOs.



- i. Inform UN Human Rights officers on any human right abuse reported.
- j. Effect close liaison with the Govt of Rwanda humanitarian representatives.

#### RESPONSIBILITIES

9. The following are the individual responsibilities of HAC pers:

a. CHAO

- (1) Command HAC
- (2) Keep FC current on Hum activities.
- (3) Responsible to FC for planning and advising on Hum Operations.
- (4) Interact with UNREO/UN/UNDP/NGO Heads of Agencies.
- (5) You are expected to give a Weekly Report of HAC Operations at the general morning briefing on every Friday.
- (6) You are to submit a written report to FC every Friday morning on requests submitted to HAC and action taken so far.
- (7) Be prepared to convene and chair UHAAG meetings at least twice a week.
- (8) You are to brief NGOs and other agencies on the security situation within Rwanda once every week.
- (9) You are to attend the monthly MILOB Sector Commanders conference. Contact MILOB HQ for details.
- (10) You are to convene and chair a monthly Milob Sector Humanitarian Officers' Conference at the HQ.

b. DCHAO

- (1) Act as CHO in his absence and takes over all responsibilities of CHO;
- (2) Coordinate with operation of Ops Cell.
- (3) Supervise the work of Ops cell and HAC.

c. OPS OFFICER

- (1) Supervision of FHQ HAC Milobs.
- (2) Planning Ops for HAO.
- (3) Advising Ops/Plans Cell.
- (4) Liaison with UNREO/OIC.
- (5) Briefing New Milobs.

d. HQ MILOBS

- (1) One Milob to liaise with UNREO/OIC/UNDP daily.
- (2) One Milob to collate information from sectors/plot as required on Ops Map and prepare humanitarian portion of daily SITREP.
- (3) Two Milobs available to patrol for CHAO/FC/SRSG/UNREO/IOC.
- (4) Organization allows for specialist in infrastructure, water, mines etc and dealings between NGOs and local authorities.
- (5) Milobs would rotate through positions.

e. HAC SECTOR MILOBS(2 PERS SECTOR) TOTAL 18 MILOBS

- (1) Keep HAC informed daily of humanitarian operations

in Sector.

- (2) Conduct tasks as assigned by the CHAO.
- (3) Advise Sector Commanders concerning humanitarian operations.
- (4) Investigate humanitarian problems reported by Milobs as required.
- (5) Maintain close liaison with UNREO/Humanitarian representatives in area.
- (6) Arrange security for humanitarian operations in concert with Milob Sec Comd.
- (7)\* HAC Milobs will concentrate on humanitarian tasks only with a view to ensuring that all operations in the sector are current (Human Rights violations and Security issues will be handled by Sector Milobs as directed by Milob Sector Commander).
- (8)\* HAC Milobs will rotate between Sectors at the discretion of the CHAO.
- (9)\* HAC Milobs should remain with HAC for the duration of the mission and be preferably bilingual.

f. SSGT CLERK ADMIN

- (1) Clerical Duties for CHAO.
- (2) Maintenance of filling system.
- (3) Routine Orders.
- (4) Vehicle Maintenance.

### LIMITATIONS

10. The main limitations that adversely affect the work of HAC are:

- a. The lack of coordination between the various agencies.
- b. Accuracy of reporting by Milob teams.
- c. Lack of an accurate data bank.
- d. Lack of pers and vehicles.
- e. Lack of office accommodation.

### CONCLUSION

11. I have given you a brief insight of the main functions of HAC. HAC is still in the reorganizing process but if we get the support required from all agencies involved, HAC will be able to do its job efficiently.

12. Your appointment as the new Chief Humanitarian Assistance Officer is both demanding and challenging because you will have to work with officers from different countries with different culture and background. Your ability to adapt yourself positively to all situations should never be in doubt. You should never hesitate to seek advice or assistance whenever necessary.

13. I wish you good luck and God's guidance in your duties.

Chaim Ouziel  
CAO, UNAMIR

25 August 1995

Briefing notes for my successor

Administration consisting as it does largely of details, the main briefing is to be found in the enclosed material, consisting of

- (a) UNAMIR's budget submission ("revised estimates") for the current (4th) mandate period (10/6/95 - 9/12/95), just completed.
- (b) Contracts with the Brown and Root Service Company, which provides substantial support services to UNAMIR; and with ESKO, which provides foodstuff and rations.
- (c) A UNDP project document entitled "Strengthening Operational Capacities of the Government", which provides for UNDP financing, or cost-reimbursement to UNAMIR, for various equipment and supply items to be transferred to the Government of Rwanda by UNAMIR as part of its "assistance" role. This project is now for approval with the Ministry of Planning.
- (d) A UNCHS project document, for the rehabilitation of the Amahoro National Stadium in Kigali, which was in part damaged by UNAMIR troops. The project is now for approval with the Ministry of Youth.
- (e) Exchange of correspondence among UNREO/UNAMIR/the Ministry of Primary and Secondary Education, concerning the rehabilitation of a boarding school in Butare (where some 2,500 children, demobilized from the Rwandan Patriotic Army - RPA, are now located). Also, similar exchange between the UK Embassy and UNAMIR on the same works. (UNREO and the UK provide financing for the rehabilitation works).

26-8-95  
L

*[Handwritten signature]*

- (f) A UNDP project document for training of Rwandan national and communal police, assisted by the UNAMIR CivPol component. This project is approved and the training is already in progress.
- (g) Material on UNAMIR's assistance to the Government (in cooperation with other UN agencies) in the construction of seven new prisons, to alleviate overcrowding in existing prisons. (This assistance is in a small part in progress and mainly in discussion).
- (h) Material on various claims raised against UNAMIR, mostly for payment for occupancy of premises during and after the war last year, and for repair of damages to these premises.
- (i) Other material on recurrent matters now pending for action or reply with the various units of UNAMIR's Administration.

Please study all the above material carefully. The notes below will draw attention to some general points:

- (a) **Budget:** At present, UNAMIR does not have an adequate approved budget or allotments for the current 4th mandate. A budget which was prepared by UNAMIR at the inception of the current mandate, in June 1995, covering our specific needs for this period, was not pursued by DPKO/OPPBA, was not submitted to the General Assembly and hence was not approved. Instead, the current budget -- and the allotments -- are based on a budget which had been approved by the GA for the 4th mandate (and the 5th) in the context of approving the one for the 3rd mandate last year (A/49/375/Add.2). That budget essentially envisaged certain major expenditures in the 3rd mandate which were then to level off at the 4th (and 5th). In reality, general slowness in Rwanda during the 3rd mandate deferred some needs from the 3rd to the 4th mandate, and the 4th mandate itself created new requirements for troops (and Milobs) redeployments. These needs were not of course foreseen and

addressed in the "old" budget in A/49/375/Add.2, and in as much as the current allotments are based on that budget, they do not adequately provide for many needs, which have been met by exceeding allotments in a number of objects. (See in this respect also my correspondence with FALD and OPPBA pointing out the inadequacy of the allotments, most recently the fax exchange with Dossal/FALD, 16-19 August).

The ACABQ schedule calls for it to receive "revised estimates" for the 4th mandate by 31 October 1995, which we were requested to submit by 31 August -- i.e. - a budget just completed. Its approval will probably be only in November or even later.

Two major elements in that budget are of course the troops reductions (from 5,500 in the 3rd mandate to 1,800 by 9 October 1995); and civilian staff reduction of over 10% towards the end of the mandate.

Again - please study the budget thoroughly, for the explanations contained on the various objects of expenditures give a detailed picture of UNAMIR's needs and the financial parameters for meeting them.

- (b) **Contract with Brown & Root Service Company (BRSC):** UNAMIR's operations heavily rely on provision of support services by BRSC, at a monthly cost level of about \$ 1.2 million for the current period from June - August 1995. This cost is less than half of the \$ 2.9 million monthly expenditures of January - May 1995, and will go further down to about \$540,000/month starting 1 September 1995. The reduction, and the protracted contract negotiations in New York relating to it, caused substantial problems in recent months: please read in this context our fax of 10 July 1995 to Mr. Annan, which narrates the problems. As the details are voluminous and complex please have a thorough briefing session with Mr. Gilles Brière and his colleagues at the Contract Management Cell on the Brown and Root subject.

Please see similarly the contract with ESKO. This company recently replaced Economat de l'Armée as the fresh food and rations supplier.

Also to be reviewed in this respect is the correspondence with the Legal Adviser and the contractors on the Government demands for the contractors to pay taxes and employees' social security. Last month the representative of l'Economat was interrogated by the Finance Ministry, and prevented from leaving the country, over what amounts to Government claims for back-pay of a substantial amount of taxes.

In this context, please also study the Standard Operating Mission Agreement (SOMA) we have with the Government of Rwanda. It is not the best agreement for us, containing several weaknesses on the status of contractors and in other areas. Past attempts to modify the SOMA have not yielded results in practice.

- (c)-(f) These items all relate to UNAMIR's "assistance" role -- a rather ambiguous one and unfunded as far as UNAMIR's budget is concerned. A source of high expectations on the part of the Government for all kinds of material assistance, it also has been a cause of criticism of UNAMIR for not being able to provide the expected assistance. ["UNAMIR contributes little to the rehabilitation of Rwanda; it is a machine that runs for itself", complained the Interior Minister in one interview (The Economist, 17 June 1995)].

Complicating the issue are the acute shortages of, and needs for, practically everything in all government ministries, and the confused functioning of the Government, where a minister in need of help finds it difficult to obtain that help from the Ministry of Planning or the Ministry of Finance. By contrast, UNAMIR is seen as more accessible, and with its 700+ vehicles, PCs, radios, etc is also seen as most affluent, the latter contributing of course to the assistance expectations. Hence, ever since its inception, and at an increasing frequency as time has progressed, UNAMIR has been flooded with requests



from Government ministries, municipalities and other public sector organs, for funds as well as cars, PCs, phones, faxes, furniture and services such as transporting people or cargo, emptying septic tanks or hauling garbage.

While various items have been loaned to Government ministries (and to other UN organizations, which also look upon UNAMIR as the senior, able brother), the realization is that at this point of time we have exhausted our ability to loan items (or donate them, which is what it boils down to, see below), without affecting our own needs. As troops and civilians are reduced, items would probably become available, but this can be only after stock-taking in October of items released from the downsizing and our own needs for them. Please see in this regard our replies to recent requests (in which we explain we cannot provide most items at this time) and our letter of 15 August to the Minister of Planning to the same effect.

The loaning of items to the Government, while formally time-limited and returnable, is in practice a donation, since the items given most likely will not be returned. A mechanism therefore had to be arranged for financing the eventual transfer to the Government. With the cooperation of UNDP a project **[ref. item (c)]** was devised to finance these transfers from the Rwanda Trust Fund. The project, for which up to \$500,000 were budgeted by UNDP, is now pending approval by the Ministry of Planning. (Contacts: Mr. Suki Hasegawa, UNDP Resident Representative and Mr. Cissé, Deputy ResRep). See also in this respect our recent letter of 25 August to the Ministry of Transport and Communications, providing more information on the subject.

- (d) The Ministry of Youth and Cooperatives, under whose jurisdiction the Amahoro National Stadium falls, approached us with a claim to repair damages caused by UNAMIR troops who worked and lived at the stadium. We asked UNCHS in Nairobi to survey the damage, which they did in their report and project document in **ref item (d)**. The project is now with the Ministry for approval. UNAMIR share of the damage, estimated by UNCHS

at some \$110,000, should be finance from the \$1 million included in our budget in the object for "claims" (contact at UNCHS, Nairobi: Mr. Rainer Nordberg, Ext. 3109).

- (e) As regards items (e) - the SRSG has pledged UNAMIR's assistance in rehabilitating a school in Butare, in which some 2,500 school-age children demobilized from the RPA, board and study. Our works are set in three areas - sanitation, water, and electricity. They are managed by Major Pandey (India) of the Force Engineers Company. As no UNAMIR funds are available for these works -- estimated at some \$80,000 -- funds were obtained from UNREO (\$50,000) and from the UK (\$30,000). Please see my note of 17 August 1995 on the works and the manner for utilizing the funds (contacts: Major Pandey on Ext. 11262; at UNREO, Mr. Tim Meisburger, Tel. 72951, 73316; and at the UK Embassy, Mrs. Lillian Wong, Tel. 82550).
- (f) Re item (f), UNAMIR CivPol is now conducting two major training courses for a total of 2,000 national and communal police gardarms. Most of the costs are financed by UNDP; however, UNAMIR contributes in kind the trainers (CivPol officers) plus secretarial support, interpreters, vehicles, training materials and an array of other supplies. The STO, Mr. Lombardo is the focal point in the CAO office to see the adequate provision of these inputs to the CivPol.
- (g) Re item (g), the SRSG has similarly pledged UNAMIR's participation in works undertaken by various UN agencies for the construction of 7 new prisons, to alleviate the overcrowding in existing jails. UNAMIR's share of the work is in the security areas - barbed wire, concertinas and lights. For the first project of the 7, an ex-bus depot in Kigali, barbed wire and concertina have been used from existing stock, plus reused material from dismantled troops' camps. For the other prisons, procurement will be required, at an estimated cost of over \$100,000. Bids have been received, and

an order should be placed. Col. Chabir (ext. 11107) is the focal point for these works.

- (h) There have been numerous claims raised against UNAMIR, mostly for past rent payment and damage to premises and other properties occupied by UNAMIR during and after the war last year. (The Amahoro Stadium matter in item (d) above is essentially another such claim). A provision of \$ 1 million is included in our budget (but not in the formal allotments as yet! -- see item (a) above) for settling such claims. Each case involves by nature certain complex details (e.g., in some cases, the lawful owner or payee is not clearly established). The Administrative/Legal Officer, Mr. M. Ncube handles these matters at the CAO office; a note from him on pending items is enclosed.

Please note the SRSG instruction of 14 July and my internal note of 15 July, for UNAMIR to leave all vacated buildings and other properties in good and clear order. This has been followed in properties we have been vacating with the troops reduction.

- (i) Verbal briefing provided on these various other recurrent items, in a joint meeting with the Section Chief involved.

#### Other items

- The NorMed hospital is installed. Note that the hospital equipment has been purchased by the FALD/NY from Norway through Letter of Assist (at a price of \$ 2.4 million, including all equipment and operational costs through 31 December 1995). The status of the hospital's staff has been determined by OLA/NY to be "experts on mission". The Hospital is located within Trafipro, and replaced an Australian military hospital that operated until 15 August 1995 in a wing of a public hospital.

Please also note that as the NorMed capacity for medical procedures is limited, we should enter into a standing contract with one or more air-ambulance services in Nairobi for medical evacuation needs. Bids have been solicited and the Procurement Section should now enter into a contract. The STO, Mr. Joseph Lombardo is the focal point for NorMed at the CAO office.

- With the recent move of most of the Administration units from the Amahoro and UNICEF buildings to Trafipro, the only units remaining in Amahoro are:
  - Office of the SRSG
  - The FC, DFC and other military offices
  - The CAO's office
  - Personnel
  - The Cashier

With respect to the cashier, I will brief only verbally on the security details. While space has been allocated for the cashier in Trafipro, there should be absolutely no relocation of the cashier thereto until all security aspects are fully in place there, at a level at least equivalent to Amahoro, including guards on duty. An unsuccessful robbery attempt was made this past June (the cashier was kidnapped) and security measures were then further augmented. The need for the continuing security measures at Amahoro, and replicating them completely in Trafipro, if the cashier were to move there, cannot be understated.

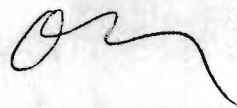
- As to Amahoro, please note pending works by BMS for the expansion of the SRSG's office (conference room, waiting room record keeping room, painting).
- Since the International Tribunal for Rwanda has no administrative support of its own in Kigali as yet, we have been providing practically all administrative

services and backstopping. Mr. Lombardo is the focal point in the CAO's office for this support.

- In the context of the above support to the Tribunal, an architect has been engaged (through the Common Services in Nairobi) to prepare plans for converting existing premises in the "Chinese Village" into living accommodations for the Tribunal staff. Please obtain a thorough briefing from Mr. Lombardo on this project as well as on our other support to the Tribunal.
- External Auditors (from Ghana) are scheduled for audit work from 15 October to 18 November 1995).
- UNAMIR has been providing assistance to the SRSG in Burundi -- helicopter flights and other support. (contact: Mr. Abdel Aziz, CAO Bujumbura, Tel (257) 212867, fax (257) 212868). Preliminary ideas have been raised by FALD on shipping some of our equipment to Burundi as UNAMIR's needs wind down.
- A UNAMIR Liaison office has been established in Kinshasa, under Mr. Cheick Gaye. He is within the UNDP premises; however, he has requested some \$70,000 for office furniture, PC and other operating costs. As he sent his request directly to FALD (contrary to my request to him to send it to me), I asked D. Beissel whether he wishes to handle the matter in New York or here. Upon his reply the matter should be attended to. (In the interim I have informed Mr. Gaye that some of the costs he quoted, notably for office furniture, look high; he said he will re-submit lower quotes).
- There are two members of the Rwanda Patriotic Army (RPA) acting as RPA Liaison with UNAMIR. They are in RPA uniform and indeed act as liaison. However, they are also employed by UNAMIR on SSA as interpreters at the office of the SRSG (albeit at low pay, \$300/month to one and \$200 to the

other). The employment dates back to the UNAMIR/RPA relations after the war last year. I found the employment uncalled for and conflict-ridden and recommended to the SRSG to discontinue it. I respectfully reiterate this recommendation here.

I wish you good luck in the challenging work ahead. Please do not hesitate to contact me at any time on any questions.



Chaim Ouziel

cc: SRSG  
FC  
ED  
DFC  
Section Chiefs, Administration  
Mr. Medili, FALD/NY



From: DCOS Ops

To: G3 Ops  
G3 Plans  
G2  
G3 Engr  
G3 Air  
FSO  
CLO

Info: DFC  
COS  
DCMO ✓

Date: 7 Aug 95

Subject: HANDOVER NOTES FOR INCOMING DCOS OPS

1. Col Kattah from Ghana has been nominated as the new DCOS Ops. It appears that his current duties will preclude him from arriving prior to my departure, thereby hampering an effective, face-to-face handover. In order to minimize this shortfall, I intend to prepare an extensive brief outlining the various concerns and issues facing Operations Branch.
2. Accordingly, all action addressees are directed to provide a written brief in point-form format giving a broad overview of their responsibilities and outlining all current and outstanding issues, resources, and critical problem areas, and future staff action required. The briefs should be as succinct as possible and consist of no more than 1 to 1 1/2 pages.
3. Reports should be submitted to me no later than 9 August in both hard copy and computer disk format (WP 5.1 or 5.2). It is anticipated that once Col Kattah arrives all addressees will have an opportunity to deliver a complementary verbal briefing as directed and coordinated by the A/DCOS Ops.

7-8-95

1000.8/8/8



HANDOVER/TAKEOVER NOTES

1. This is to certify that I UNID M1236 Lt Cdr S Sam have on this day 03 July 95 handed over my duties as Military Assistant to the Deputy Force Commander to UNID 2316 Lt Col A Chabir upon my re-assignment to the Force Commander's office.

03 July 1995

S SAM  
Lt Cdr  
outgoing  
MA to DFC/CMO

2. This is to certify that I UNID M2316 Lt Col A Chabir have on this day ..... taken over the duties of Military Assistant to the Deputy Force Commander from UNID M1236 Lt Cdr S Sam due to his re-assignment to the Force Commander's office.

4 July 1995

A CHABIR  
Lt Col  
incoming  
MA to DFC



**HANDOVER/TAKEOVER NOTES**  
**OFFICE OF MILITARY ASSISTANT TO**  
**DEPUTY FORCE COMMANDER**  
**UNITED NATIONS ASSISTANCE**  
**MISSION FOR RWANDA (UNAMIR)**  
**FROM: LT CDR S SAM**  
**TO : LT COL A CHABIR**

**INTRODUCTION**

1. I am handing over my duties as Military Assistant to the Deputy Force Commander to you upon my re-assignment to the Force Commander's office. As you have been in the theatre as a senior staff officer for a considerable time, the changeover to these new responsibilities should not be difficult.

**AIM**

2. The aim of this paper is to ensure a smooth takeover of your duties/responsibilities as the Military Assistant to the Deputy Force Commander, UNAMIR.

**SCOPE**

3. I shall cover the following:

- a. Responsibilities of the MA to the DFC
- b. Liaison with other departments in UNAMIR
- c. DFC's working visits to units
- d. DFC's staff
- e. Filing system/file list
- f. Office equipment
- g. Conclusion

**RESPONSIBILITIES OF THE MA TO THE DFC**

4. Your responsibilities as the MA to the DFC as spelled out in the UNAMIR SOP are as follows:

- a. Acts as personal staff officer to the DFC.
- b. Responsible for the administration of the office and staff of the DFC.
- c. Screens all cables and correspondence (coded and clear) for presentation to the DFC.

- d Drafts reply messages as directed by the DFC.
- e Organizes the DFC's meeting in liaison with the ADC to the DFC.
- f Keeps the DFC informed with regard to his official commitments.
- g Arranges the DFC's visits to units in the AO and elsewhere in the Mission Area.
- h Accompanies the DFC on travels within and, if required, outside the Mission Area.
- i Organizes social activities as directed by the DFC.
- j Takes on special assignments/projects as directed by the DFC.

#### **LIAISON WITH OTHER DEPARTMENTS IN UNAMIR**

5. I found it extremely helpful to establish a good rapport with all other units of UNAMIR, both military and civilian, in order that my work proceeded as smoothly as possible. I would recommend that you follow suit.

#### **DFC'S WORKING VISITS TO UNITS**

6. There is a need to plan a monthly working visits schedule for the DFC's approval once his initial familiarisation visits are over. You should ensure that following each visit a report is drafted for the DFC's approval.

#### **DFC'S STAFF**

7. You will be responsible for the administration of the DFC's office as well as the welfare of his staff. His staff are as listed below:

Capt. Ghoul Mohammed	-	ADC
Sgt Wilson Adika	-	CLERK
C Cpl Agoubi Noureddine	-	DRIVER
C Cpl Sahbani Touhami	-	RUNNER
Cpl Hafsi Rafik	-	BODYGUARD
Ms Susan Bye	-	ADMIN ASST

### **FILING SYSTEM/FILE LISTS**

8. We have evolved a functional filing system for the office, however with the change in the mandate and the changing face of UNAMIR, there may be the need to open new files. The complete filing list is to be found in the office for your guidance.

### **OFFICE EQUIPMENT**

9. In view of the imminent rearrangements in the office space for the Force Commander, which will affect us all on this floor, the matter of office equipment will have to be sorted out through the PCI Unit as quickly as possible in order that there will be the least amount of interruption to our respective workloads.

### **CONCLUSION**

10. These handover notes are by no means complete and will be complemented by a verbal briefing before you assume your new duties. As I will be still working close by, please do not hesitate to approach me for clarification on any "grey areas" you may encounter.

8. Finally, I wish you good luck and an eventful tour of duty.

03 July 1995



S SAM  
Lt Cdr  
MA TO  
DFC/CMO



UNAMIR - MINUAR

From: A/COS

A large, stylized handwritten signature in black ink, likely belonging to the A/COS.

To: MA to FC  
COS  
DCOS Sp  
CMO  
FMO  
CHAO

Date: 21 June 95

Subject: DFC ARRIVAL BRIEF

1. As discussed at senior prayers today, please find enclosed a copy of the notes of the subject brief for your information.
2. As certain subjects in the brief are sensitive, you are requested to limit general distribution accordingly.

A/P

See  
MA

## A/COS & OPS BRANCH BRIEF FOR INCOMING DFC

### COS

1. Handling of Op Matters. With the return of the IDPs to their home communes, the attention has now shifted to ensuring their security and smooth settling down over a much wider area. In addition, a constant surveillance and monitoring (which is actually contrary to our mandate) has to be maintained all over Rwanda in order to prevent deterioration of the existing security situation.
2. Staff Supervision. COS' primary responsibility is direction, coordination and supervision of work of all staff officers. The FC does not like anyone bypassing the normal chain of command. Therefore, he should not allow any staff officer to take advantage of his acquaintance or personal rapport with another officer.
3. Chief of Staff's Fortnightly Meeting. COS' Conference is now being held once every two weeks. The conference is attended by all senior military and Civpol staff and a senior staff of Adm and management (CISS & CBMS). During this conference the senior staff get an opportunity to discuss routine and administrative matters.
4. Daily Op Briefings. COS will chair the daily morning prayer briefing on behalf of the FC. The briefing is held in the briefing room at 0800 hrs and is followed by senior prayers at 0830 hrs.
5. Cooperation with Civilian Staff. We have been able to develop a very fine working relation and understanding with the civilian offrs from administration and management. It is very worthwhile to continue and maintain the same rapport.
6. Outstanding Issues. The following outstanding issues need resolution:
  - (a) Scope of Mandate and strength. See G3 Plans notes.
  - (b) Rotation/Phase-out of the Force above the authorized level in the New Mandate. G3 Plans is developing plan to have Tunbatt start 26 June with other L100 flights 28 and 30 June; to be followed by 747? starting 2 July. DCOS Sp has already asked all contingents to indicate their payloads.
  - (c) Deployment of Formed troops in all sectors. Under the revised

Mandate, we do not have any security-related issues assigned to us. Therefore, the current deployment may have to be changed and troops concentrated, awaiting de-induction other than troops earmarked to stay. The New FRAGO has given new task to troops mandate.

- (d) Planning is in progress to expand Transit Camp with bigger tented camp site to accommodate formed troops prior to their de-induction. We also have to pursue finding hard standing for UN equipment, vehicles and sea containers (Trafipro?) as well as same for unit stores (New site adjacent to Transit Camp?).
- (e) RPA/Government had asked us to vacate Presidential Hanger, Academy, UNICEF building and Indian Staff Officers' house. I had asked the RPA LO to give this in writing. The RPA had given an ultimatum to us to vacate a few accommodations in Kigali by 20 Jun 95, failing which they would deploy troops to forcibly evict us. A code cable has been sent to UN seeking advice. The FC would also discuss the issue with Gen Paul Kagame. The main problem would be the vacation of AusMed. CAO has responded that we can not vacate the Academy. FC is in picture and has also spoken to the Vice-President. We should not yield.
- (f) Repairs to Butare school and to prisons including the programme of Government Commission on Prisons need monitoring. COS, FEO and LtCol Chabir are dealing with them.
- (g) Must finalize with DPKO regarding posting of relief to Staff Officers' rotating in Jul/Aug. I and DCOS Sp have briefed FC who has given direction. DCOS Sp in process of preparing fax to UNNY. You are requested to finalize your personal staff. Afterwards, I recommend that the plan reviewed biweekly to ensure it is amended and refined.
- (h) We have so far not heard from DPKO regarding the replacement of AusMed. India likely the best option to expand current capability.

### G3 OPS

7. UN Security In Kigali. INDBATT along with a platoon each of TUNBATT and GHANBATT are providing security to 18 UN installations. In addition, INDBATT is providing two RRFs within Kigali. If Tunbatt leaves next week we will have to replace the security platoon at Trafipro.

8. **Convoy Escorts.** All contingents are providing escorts to resupply convoys within their respective Areas Of Responsibility. INDBATT and 95 FLSG undertake all recovery tasks within Rwanda.

9. **Reports.** The following reports are compiled by ops branch:

- a. Daily sitrep only to UNNY by 1000 hrs.
- b. Daily info summary to all staff and units.
- c. Special sitreps on occurrence of any major incident.
- d. Weekly sitrep every Tuesday.

10. **Conferences.** The following conferences are organized by ops branch:

- a. Monthly unit ops officers conference.
- b. Fortnightly RPA liaison conference; you are the Chairman.
- c. Daily morning prayers.
- d. FC's daily senior staff conference.
- e. FC's, SRSG's and Sector/Bn Comd coordinating conferences when required.

11. **Rotation Preparations.** Due to the revised mandate, the FC in the Bn Comd Conference on 31 May 95, tasked unit commanders and staff officers to carry out the following additional tasks:

- a. Put additional facilities in the Transit Camp in Kigali.
- b. Concentrate contingents in respective sectors prior to reduction/repatriation where practical.
- c. Work out load tables for all containers and list stores to be moved by air and by sea.
- d. With PCIU carry out-survey and prepare handover of UN assets.
- e. Prepare national stock and equipment for shipment to nations.

### G3 PLANS

#### **12. Revised UNAMIR Mandate.**

- a. The new UNAMIR mandate which came into effect on 9 Jun 95 has shifted the focus from peace-keeping to a role of assisting in the normalisation and stabilisation of Rwanda.
- b. The revised mandate will require UNAMIR to reduce its formed troop strength to 1,800 personnel by 9 Oct 95 passing through a strength of 2,330 by 9 Sep 95, or sooner. The force level of 2,330 will be used as a bench mark rather than an intermediate stage in order to avoid disruption and turbulence in redeployments. The Milobs and Civpol strengths will remain at their current authorised levels of 320 and 120 respectively.
- c. The tasks authorised under the new mandate have been advised to contingents in FRAGO 16 dated 14 Jun 95 and is attached as Enclosure 1.
- d. The brief prepared for the FC on the force structure required for the revised mandate is attached as Enclosure 2.

#### **13. Evacuation/Withdrawal Plan.**

- a. The Withdrawal/Evacuation Plan (Op Jason) has been reviewed and rewritten to includes the Reinforcement Plan (Op Hector) and Increased Security Measures Plan (Op Nike). This means that instead of three different plans there is now one overarching plan which is very simple and easy to understand.
- b. There are a number of issues that will need to be resolved before the plan is finally issued.

#### **14. Accommodation.**

- a. UNAMIR is experiencing numerous problems with accommodation throughout Rwanda. These problems are mainly due to the fact that as the infrastructure improves the more requests are received to vacate schools, factories etc. Furthermore, the UN has been very



unreliable in the payment of rent.

- b. Additional problems are also being experienced by ETHIOBATT in sector 4C. The RPA has requested them to vacate two company positions at Mururu and Kabayego. It is our intension to concentrate these two companies at the Shagasha Tea Factory.

15. Ammunition The records of miscellaneous ammunition held by the contingents have been updated recently and can generally be divided into four types:

- a. Contingent owned ammunition.
- b. Ammunition issued to the contingent by the UN.
- c. Ammunition recovered/handed over from French, Belgian and British troops that is classified as belonging to the UN.
- d. Ammunition recovered from former government forces during and after the war.

The last two types of ammunition are being collected at the FLSG and the Force Engineer Company. The ammunition recovered from French, Belgian and British forces will be destroyed while the former government forces' ammunition recovered during and after the war will be handed over to the Rwandan government.

#### G3 ENGRS/FEO

16. Engineer Tasks. Some of the major tasks of Engrs are listed below:

- (a) Mine awareness training, management of mine clearance teams training, recording, marking and management of clearance programs and possible clearance of areas critical to UN operations or the repatriation effort.
- (b) Rehabilitation of roads.
- (c) Water supply.
- (d) Disposal of unexploded explosive ordnance devices (EOD) and

unsafe ammunition, including mines.

- (e) General engineer support to the deployed force.

17. **Engineering Cell.** It deals with all engineer activity within Rwanda. The cell prioritises, directs and coordinates the activities of the Force Engineer Company. It is also responsible for maintaining contacts with UN agencies and Rwandan factions. Thus the Engineering Cell's responsibilities encompass both military and civilian engineering tasks.

18. **Resources Available.**

- (a) Force Engr Coy.
- (b) All Contingent Engrs.
- (c) Govt Agencies ie MINITRAPE.

19. **Projects Likely to be Undertaken in Future.**

- (a) Track construction at Rwinkwavu Rehabilitation Centre.
- (b) Prison Improvement throughout Rwanda, but especially Nsinda.
- (c) Repair/construction of accommodation for ETHIOBATT.
- (d) Improvement of tracks near Gashora.
- (e) Demining of Mburabuturo in Kigali.
- (f) Demining of US Military team's training sites and living areas.

20. **Problem Areas.**

- (a) Material requisition from CBMS.
- (b) Unavailability of explosives for EOD.
- (c) Control of Engr origin stores.
- (d) Force Engr is not a Sub-Task Order Manager with Brown & Root.

#### **FSO/COMMUNICATIONS**

21. **Basic Comm Infrastructure.** There are three basic layers :
- a. Satellite comms.
  - b. Mobile VHF comms.
  - c. HF comms (contingent owned eqpt).
22. **Local telephone links:**
- a. Rural shoots (UHF/VHF).
  - b. Field cable.
  - c. RwandaTel lines.
23. **Trunk Comms.** Direct comm between users:
- a. All Sectors except Sector 1, 4B and 6 use satellite (VSAT) for trunk comms.
  - b. Sector 1, 4B and 6 use rural VHF shoots for trunk comms.
  - c. Scale of comms including three speech and one fax at each Sector HQ loc.
24. **Fax Comms.** Provided at UNAMIR HQs, Sector HQs and other important users.
25. **Mobile VHF Comms:**
- a. There are 30 VHF channels.
  - b. One repeater per channel is located at a high point such as Mount Karongi
  - c. Caters for 1200 users country wide.
  - e. Three types of terminal motorola eqpt are used:
    - (1) Hand held - (4 watts).
    - (2) Mobile - (20 watts).

(3) Base Station - (20 watts).

f. Selectively programmed on requirement basis.

**26. Force Comd Net.**

- a. Main network connecting all Sector duty rooms with Force duty room.
- b. Each duty room has a motorola base station.
- c. Used in case of emergency to clear sitreps.

**27. VHF Channel Allocation:**

- |                             |            |
|-----------------------------|------------|
| (1) Force Net-              | Channel 1  |
| (2) Airops-                 | Channel 2  |
| (3) B&R logistics-          | Channel 3  |
| (4) Force Coord Net Kigali- | Channel 4  |
| (5) Sector 1 Milob/Civpol-  | Channel 5  |
| (6) Force admin-            | Channel 6  |
| (7) Provost-                | Channel 7  |
| (8) Humanitarian-           | Channel 8  |
| (9) SRSG-                   | Channel 9  |
| (10) Sector 5 Milob/Civpol- | Channel 10 |
| (11) Civilian Kigali-       | Channel 11 |
| (12) Sector 4 Milob/Civpol- | Channel 12 |
| (13) Sector 3 Milob/Civpol- | Channel 13 |
| (14) Sector 6 Milob/Civpol- | Channel 14 |

(15)	Sector 2 Milob/Civpol-	Channel 15
(16)	Communications-	Channel 16
(17)	Sector 3, 4 and 5 civilian-	Channel 17
(18)	Spare civilian-	Channel 18
(19)	Spare civilian-	Channel 19
(20)	Spare civilian-	Channel 20
(21)	Security-	Channel 21
(22)	Sector 1 civilian-	Channel 22
(23)	Sector 2 civilian-	Channel 23
(24)	Sector 4b Milob/Civpol-	Channel 24
(25)	Reserved MP, RPA, Civpol and security-	Channel 25
(30)	Tunbatt-	Channel 26
(31)	Senbatt-	Channel 27
(32)	Malicoy-	Channel 28
(33)	Indbatt-	Channel 29
(34)	Simplex-	Channel 30

**28. Contingent Owned HF Eqpt.**

- a. Back up to VHF comms.
- b. Contingent owned HC/HB sets are used.
- c. BEST eqpt for data.

**29. UNAMIR Exchange. Provides interface between RwandaTel and UNAMIR operators.**

30. **Local Line Comms.** For local comm within Kigali, the existing commercial RwandaTel lines are being used. In addition a UNAMIR exchange has been established to cater for UNAMIR personnel both military and civilian. There are 15 tie lines existing between RwandaTel and UNAMIR exchange for inter-communication.

31. **Rural Shoot.** This equipment is used to provide tele-comm at places located away from the UNAMIR exchange but where RwandaTel lines are non-functional. At present rural shoots are working from UNAMIR HQ to Trafipro, Log Base (Force Sig Coy), Belgian Village and Force Engr Coy.

32. **Issues Under Consideration.**

a. Six repeaters are loc at Mt Karongi which is under RPA control.

(1) Alternate Site for Karongi. Tech trials were successfully carried out to site six repeaters to an alt loc.

(2) The alternate location is 4 kms East of Karongi.

(3) The alternate location is accessible and well connected by a track for maint axis.

(4) It is suggested that own personnel control and maintain repeater site.

b. A requirement was projected by the Rwanda Govt to approve each frequency in use by the UN, which resulted in a likely change in frequencies presently being used by UNAMIR. After discussions with RwandaTel, frequencies for use of UNAMIR have been recommended to the Govt within the frequency bands they have restricted us to. The final response from the Govt on this issue is still outstanding; an interim reply has indicated only 16 frequencies out of our current needs (see para 23 for current frequencies in use).

33. **Contribution of Force Sig Coy.** The following duties/responsibilities are presently being performed by the Force Signal Company :

a. **Manning of Force Duty Room.** The Force HQ duty room is the nerve centre of UNAMIR-II which is manned on a 24 hour basis. Direct comm links have been provided from the Force HQ duty room to the Sector HQs and Milob HQs. The personnel of the Force Signal Company operate these comm links working on a 3 shift basis.

- b. **Manning of UNAMIR Exchange.** The UNAMIR exchange having tie lines with RwandaTel is also manned on a 24 hour basis by the personnel of the Force Signal Company.
- c. **Provision of 8 Detachments for Force HQ to Sect HQ Comm.** The personnel of the Force Signal Company are manning the comm at the Sector HQs at various places in Rwanda. These personnel are manning the comm links with the Force Duty Room.
- d. **Local Line Testing and Fault Rectification.** The maintenance and fault rectification of line comm within Kigali is carried out by the linesmen provided by the Force Signal Company.
- e. **Reactivation of RwandaTel Lines.** As an assistance task to RwandaTel, the linesmen of the Force Signal Company are working in conjunction with the personnel from RwandaTel in order to reactivate the outdoor plant (underground telephone cables) which have been lying idle and in a steady state of deterioration for the past year. This assistance task is being performed in two phases :
  - (1) **Phase I.** Reactivating RwandaTel underground cable network within Kigali. 49 lines have been reactivated within the past three weeks including 13 lines to Trafipro.
  - (2) **Phase II.** Reactivating RwandaTel lines at Byumba, Butare and Gisenyi.
- f. **Provision of assistance in the form of mechanics and vehicles to Field Service Group when required.**
- g. **Protection duties at Comm Compound Complex.**
- h. **Manning of Reception Desk at Force HQ.**
- j. **Manning of Camp Comdt Office at Force HQ.**

### **G3 AIR**

#### **34. Tasking.**

- a. **G3 AIR is responsible for coordination of UNAMIR and NON-UNAMIR (UN Agencies, NGOs, Rwandese) helicopter tasking.**

- b. Authority for authorizing NON-UNAMIR personnel to fly on UNAMIR helicopter rests with the CAO through Air Operations Officer, Mr Steve Smith and Special Tasking Officer, Mr Joe Lombardo via UN NY.
- c. Mr Smith is also responsible for administration of the helicopter contract and outside of Rwanda air tasking.

**35. Rwandese flights.**

- a. Permission to fly Rwandese government officials must come from UNNY (48 hour processing time). A short notice request for helicopters can be authorized by SRSG or Head of Mission. UN NY must still be notified of the flight. You will likely be approached for helicopter requests; suggest you refrain from making promises but refer to the appropriate office.
- b. UN NY authorized the last request but insisted that a UNAMIR political officer had to accompany these flights.

**36. SRSG Burundi Helicopter Support.**

- a. UN NY has authorized SRSG BURUNDI, \$80,000 helicopter flying time from UNAMIR resources for a six month period. UNAMIR flies an average of two missions per month for him. SRSG has approximately one to two days of flying time remaining before this amount of money is consumed.
- b. SRSG Burundi has requested helicopter support from 21 June to 3 July 95. SRSG has suggested that a helicopter deploy to Bujumbura for this period. Mr Smith and UNAMIR do not agree with this request and recommend current routine of daily helicopter deployments or deploy a helicopter for one or two days at a time.

**37. UNAMIR Helicopters (Canadian Helicopters Limited).**

- a. Current contract is for five helicopters with a size reduction possibly in September to three helicopters.
- b. During crisis, civilian contract will limit what employment can be under taken by the helicopters (eg not military helicopters) therefore require a calm security situation, precise pick up location and passenger information.



- c. Flight limitations include day only CASEVAC/MEDEVAC capability due to flight altitude requirements in western Rwanda (safety height above mountains exceeds crew flight rules)
- d. UNAMIR has four helicopters ready to fly 95% of the time. A fifth helicopter is flyable but usually at 24 hrs notice. The 95% flying rate is achieved by having the fifth helicopter, on a rotating basis, on short term maintenance.

## G2

38. Overview. The situation since the beginning of June has remained relatively calm. Cases of banditry have occurred throughout the country. The RPA has intensified its security measures.

### 39. RPA.

- a. Since mid-may, the RPA have deployed additional troops along the borders particularly in the areas of Gisenyi (Sector 5), Cyangugu (Sector 4C), Nshiri (Sector 4A) and Rusumo (Sector 2). These areas are opposite areas in Zaire, Burundi and Tanzania where there are significant numbers of FRGF and Militia.
- b. Harassment of UNAMIR and UN personnel has decreased although the RPA still from time to time demand to search vehicles, personnel effect and correspondence at checkpoints.
- c. Robbery of UNAMIR and NGO property and personnel effects still continue and is attributed to RPA where armed men in uniform are involved. The last 5 days has seen a remarkable decline; it awaits to be seen if the trend continues.

### 40. FRGF/Militia/Banditry.

- a. Many reports indicate that the FRGF are rearming and preparing to attack into Rwanda. (See attachments 3 and 4)
- b. Banditry activity is still ongoing particularly along the border in Sector 4C.

### 41. Insurgency incidents.

- a. Sector 4C. This is the most active sector for incursions into Rwanda and the most frequent approach route is from Lake Kivu.

**There are three main areas where attacks have been concentrated:**

- (1) Bugarama: attacks in this area believed to originate from Zaire and possibly Burundi using land routes;**
  - (2) Cyangugu: attacks in this area may originate from Zaire using either land or water approaches but the most likely source are in place elements; and**
  - (3) Ishara: attackers in this area arrive by boat and are believed to originate from Ijwi Island. There are no known FRGF concentrations on Ijwi which may mean a secret FRGF base or a well organized criminal element as the attacks in this area have become more sophisticated in the last month or so (from section size groups in one or two boats to platoon size groups using several boats, medium weaponry and striking several targets simultaneously).**
  - (4) There was one direct attack against a camp in Zaire which could have been perpetrated by either the RPA or thugs from Ijwi island.**
- b. Sector 5. This is the second most active area and the one where the highest incident of FRGF activity has been reasonably identified. Furthermore there are clear indications that several political/terrorist killings have taken place. The level of operations however remains low with only small scale incursions being made frequently.**
- c. Sector 4B. This sector has had little to no insurgency type activity. The one major incident was the assassination of the Prefect for Butare and there is mixed opinion if this attack was made by the RPA or FRGF/Militia.**
- d. Sector 4A. Insurgency type activity in this sector has been moderate and all concentrated south of Gikongoro. Most incidents occurred well away from the border suggesting that the attackers came from the IDP camps. It is commonly believed that the Kibeho Camp was a base for insurgency elements from Burundi but this has not been supported by reports or observation. Nonetheless small groups may have infiltrated unobserved from Burundi and hid themselves amongst the IDP population thus giving a false impression that there were no incursions into sector 4A.**

- e. **Sector 3A.** Insurgency type activity has been moderate. It peaked during the period end March/early April and there has been little activity reported since 15 Apr. This however may be an anomaly in reporting due to the attention being focused on Kibeho. Incidents tend to be concentrated in the south coastal area of the sector and may be an extension of activities directed at Sector 4C.

**42. UNAMIR G2 Problems.**

- a. **General.** The need for a G2 function within the Headquarters was recognized shortly after the war ended however the means to support the Force have been slowly built up over 11 months and are still not adequate for the duties demanded.
- b. The shortfalls may in some regards appear trivial or to be those faced by other sections however they limit the effectiveness of the G2 function to be proactive vice reactive. The problems currently facing the section which follow are Internal, that is those that affect the staff within the Headquarters:
  - (1) **Manpower:** currently the section is manned by five officers assisted by the G2 section of AUSMED. The permanent staff officers frequently change which effects continuity and are not suited for many of the routine clerical functions required. The AUSMED people only assist with the input of the daily data in exchange for information and provide no other support to the Section. AUSMED is due to depart the mission area in late August however, they will be replaced by five Canadian G2 operators (a Major, a Warrant Officer and four Sergeants/Master Corporals) will arrive in late July from Canada as part of 95 CMSG. This replacement is really an addition vice a replacement and will actually increase our capability.
  - (2) **Computers:** the section currently holds two computers with the promise of a third. When Canadians are assigned permanently to the section then another two systems will be required.
  - (3) **Accommodation:** the current accommodation for the section is barely adequate as it does not allow for privacy or security. Once the Administrative and logistics portions of UNAMIR Headquarters is moved to TRAFIPRO in the future and

consideration will be given to the size and special working conditions of the section.

- (4) **Furniture**: furniture has been acquired as needed and is in poor condition. Many items are broken or do not function properly. If the section is to expand then additional desks, tables and filing cabinets will be required. Action is ongoing to improve the current items but it is a long and difficult process.
- (5) **Vehicles**: the section currently holds two vehicles, neither of which should be used beyond the city limits. This number is insufficient if we take an active role in information collection. Any addition manpower assigned full time to the section should have additional vehicles assigned.
- (6) **Radios**: the section does not have any hand held or vehicle mounted radio sets. This makes contacting section members difficult. Action has been taken to acquire hand held radios but it maybe some time before they are made available.

c. The following are problems external to the section:

- (1) **Quality of reports**: Often Incident and Situation reports from the units lack detail and raise more questions than they answer. This is a problem both of language and effort put into investigating matters. As well, incidents are not followed up or if they are, they are not sent to the appropriate agencies and therefore appear to be lost. This problem is continually being addressed at Operations Conferences and by submitting queries to the units. This however wastes valuable time and resources.
- (2) **Sources of information**: Aside from unit reports, the only other sources of information that we have are Human Intelligence (interviews with people) and press reports. Both of these sources are not very reliable either in accuracy and timeliness. Efforts have been made to acquire analysis and position papers from DPKO in New York but these efforts have been unsuccessful to date.
- (3) **G2 network**: For the most part, the unit G2 cells and the Headquarters are not working as an integrated function. This however is improving since we ran a G2 Training/

Coordination Conference and will get better as we host periodic conferences for the G2s. There is however a limit as in many cases the unit G2s are not sufficiently trained or senior to influence the way that the unit gathers and reports information.

- (4) Interpreters: Several of the units including MILOBs have complained that they do not have any or have an insufficient number of interpreters to deal with the local population. Only the better educated Rwandans speak French and these normally occupy positions of influence and hence are not necessarily the best people to speak with when investigating a matter. Requests for interpreters have reportedly been made but the decision to hire and pay rests with the civilian administration of UNAMIR.
- (5) Discretionary funds: several of the units have suggested that funds to pay informants for information are necessary. This is a contentious issue which rests at the SRSG level to consider and the civilian administration to provide.
- (6) Maps: the force has a good supply of 1:50,000 topographic maps of Rwanda but none of the surrounding countries and few special edition maps such as 1:250,000 maps. These have been requested of the UN in August 94 but no reply has been given. It is understood that we may not be receiving these maps because they are not in our area of operations.
- (7) Supply: The supply of office stores is poor particularly for items not found in civilian offices such as map marking pens and the like. For example, the Force has no map talc since December.

#### CHIEF LIAISON OFFICER

43. Duties. CLO duties include the following:

- a. Liaises with the government, RPA and Gendarmerie during day and night.
- b. Coordinate government requests for UNAMIR support such as helicopter, vehicle transport, etc.
- c. Assists the Protocol Officer as required.

- d. Tries to resolve conflicts between UNAMIR and RPA, government, etc.
- e. Establishing daily contact with the RPA LO and holds monthly formal meetings.

44. Problems include the circumvention of the CLO by all agencies and dealing direct with UNAMIR or outside agencies. Furthermore, the RPA LO has not allowed our LO to remain at RPA HQ at a permanent or semi-permanent basis.



To: Col J Arp  
DCOS OPS

File Reference: 1000.8(DFC)/A/8

From: HK Anyidoho  
DFC/CMO

A handwritten signature in dark ink, appearing to read 'H Anyidoho', written over the printed name and title.

Date: 15 June 1995

Subject: HANDOVER/TAKEOVER NOTES

1. Find enclosed handover/takeover notes for the designated Deputy Force Commander [DFC], Col Maj Abdelaziz Toumia who is yet to arrive in the theatre.
2. As the next senior most officer present, I have been directed to hand over the responsibilities of the DFC to you, in a temporary capacity, until otherwise directed by the Mission/Force Commander.
3. I wish you success in your additional responsibilities.

UNITED NATIONS

ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES

MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

HANDOVER/TAKEOVER NOTES

1. This is to certify that I UNID M2102 Brig Gen HK Anyidoho have on this day 15th June, 1995 handed over my duties as Deputy Force Commander to UNID M 4665 Col Maj Abdelaziz Toumia at the end of my tour of duty.

A handwritten signature in black ink, appearing to read 'HK Anyidoho'.

HK ANYIDOHO  
Brig Gen  
outgoing DFC/CMO

June 1995

2. This is to certify that I UNID M 4665 Col Maj Abdelaziz Toumia have on this day 15th June, 1995 taken over the duties of Deputy Force Commander from UNID M2102 Brig Gen HK Anyidoho at the end of his tour of duty.

A TOUMIA  
Col Maj  
incoming DFC

June 1995



**HANDOVER/TAKEOVER NOTES**  
**DEPUTY FORCE COMMANDER -**  
**UNITED NATIONS ASSISTANCE**  
**MISSION FOR RWANDA (UNAMIR)**  
**FROM: BRIG GEN HK ANYIDHO**  
**TO : COL MAJ ABDELAZIZ TOUMIA**

References:

- A. UNNY HQ Fax 0123 dated 6 Jan 95
- B. (UNAMIR new Mandate)
- C. UNAMIR SOP

**INTRODUCTION**

1. Ref 'A' appointed you as my replacement in the capacity of the Deputy Force Commander (DFC) and I am accordingly handing over my duties to you at the end of my tour of duty with UNAMIR. As you have been in the theatre for some time as the Contingent Commander, TUNBATT and are well versed in the situation in Rwanda, I am confident that the transition will not be a difficult one for you. Ref 'C' - UNAMIR SOP provides the general guidelines for the Force.

**AIM**

2. The aim of this paper is to ensure a smooth takeover of your duties/responsibilities as the Deputy Force Commander, UNAMIR.

**SCOPE**

3. I shall cover the following:
- a. The Responsibilities of the DFC
  - b. Security in the theatre
  - c. Contact with UNHQ, NY
  - d. Control of the Staff
  - e. Relationship with Civilian Component
  - f. Validity of Information
  - g. Evacuation Plan
  - h. Public Information
  - i. UNAMIR/RPA Staff Meetings
  - j. Relationship with RPA Hierarchy
  - k. Boards of Inquiry
  - l. Conclusion

**RESPONSIBILITIES OF THE DEPUTY FORCE COMMANDER**

4. The responsibilities of the DFC are as follows:

- i) Deputizes for the FC and assumes command in his absence.

- ii) Carries out special assignments as assigned by the SRSG or the FC from time to time.
- iii) Carries out all operational tasks on behalf of the FC.
- iv) Provides advice and suggestions on various aspects of the operations.
- v) Directs, supervises and co-ordinates the work of the Military Staff.
- vi) Co-ordinates military and civilian staff effort. All civilian staff co-ordinate their activities through you on all matters of importance with a military pertinence.
- vii) Ensures FC is kept informed of the on-going situation as required.

5. In addition to the responsibilities mentioned above, be reminded to endeavour to conduct regular visits to troop locations to see what problems they are encountering as well as conditions under which they operate. Ensure to take necessary remedial action before things get out of hand.

6. I have tried to establish close contact with all units of the military as much as possible. I have also tried to solve their problems on the ground and to treat all units fairly by giving them equal attention. You are therefore strongly advised that specifically, if there is a report from a particular unit which requires your attention, you must try to visit the location as early as possible, to make an on-the-spot study of the situation. In this way it is possible to keep in close contact throughout the mission. In the same way, you must ensure various branches of the staff pay regular visits to the contingents in the field. To my mind, the staff should not be desk-bound all the time.

#### **SECURITY IN THE THEATRE**

7. You are already aware of the security situation in the theatre and I cannot over-emphasize the importance of remaining vigilant. As the current mandate indicates UNAMIR is playing more of a monitoring role as regards the Rwandese populace whilst providing security for UN personnel and property. Ensure formed units as well as MILOBS pursue their roles accordingly.

8. In view of the recent spate of incidents around the country, I would advise all units be made aware of the various states of alert and be able to apply them should the need occur. Commanders from all units should take care of the security situation as it develops.

### CONTACT WITH UN HQ, NEW YORK

9. When the SRSG and the FC are in theatre, your contact with the Department of Peace Keeping Operations (DPKO), New York may not be necessary. However in the absence of the SRSG and FC all issues of a military pertinence should be raised with the military wing of DPKO in order to be provided with the necessary guidance, especially in a situation with which you are unfamiliar. NY must be kept promptly informed on all issues, both military and civilian before such information leaks through other channels.

### CONTROL OF THE STAFF

10. With the arrival of the COS in the mission since December 1994, I have delegated complete control of the Military Staff to him. I have been quite pleased with the staff function because there is a good degree of coordination and cooperation. The COS keeps me constantly informed on all issues, just as I ensure I pass all information to him. Team work is the key to success.

### RELATIONSHIP WITH CIVILIAN COMPONENT

11. Although I have always been frank and direct when dealing with various issues with the Civilian Component of the mission, I have tried to blend my approach with my little knowledge of diplomacy. I discovered that rather than writing memoranda to the various section heads, personal consultations have been more beneficial. I have always tried to promote cordiality and I would suggest that you adopt this approach. When dealing with the civilian staff, it is important not to delve too deeply into issues with which you are unfamiliar. Quite a number of civilians are experts in their own fields and this should be respected. Your contact points are the Offices of the Executive Director and Chief of Administration. I advise that you maintain an open-door policy.

### VALIDITY OF INFORMATION

12. Any information you receive must be weighed before a decision is made. This is the only way to avoid complicating an already delicate situation. In all cases when available the FC must be consulted before any major decision is taken. On the other hand, effective use of the staff will enable you to arrive at a workable solution. In this regard, the Chief of Staff is your immediate adviser.

### EVACUATION PLAN

13. I have been very cautious of the security of the civilian employees. Experience has taught me that this aspect needs to be looked at carefully because in times of crisis this is the group which will be overwhelmed by events. They are the most vulnerable and need help. It is therefore important that you take a look at the Evacuation Plan and review it from time to time. You are also to hold periodic meetings with a cross section

of the civilian staff in order to assure them of the military's concern. They will look up to you and you should not disappoint them.

### **PUBLIC INFORMATION**

14. I have been battling with this problem ever since I arrived in this mission. As much as the Military Spokesman is doing all he can within his means, there are still problems. Unfortunately there is no support for the public information office - there are no still and video cameras to the mission. There is also no photo-laboratory for quick processing of urgent pictures. All these factors make it difficult for the image of the mission to be effectively projected. I hope that during your tenure of office you will pursue this problem to a successful conclusion. There is a noticeable growing relationship between the Military Spokesman and the Office of the Spokesman for the mission. This must be encouraged.

### **UNAMIR/RPA STAFF MEETINGS**

15. It is necessary that the established meetings between UNAMIR/RPA staff officers be continued even though there may always be some reluctance on the part of the RPA to participate. The importance of this continued dialogue cannot be over-stressed.

### **RELATIONSHIP WITH RPA HIERARCHY**

16. I encourage you to establish contact with RPA Chief of Staff and the senior officers who matter in his force. You will need their co-operation.

### **BOARDS OF INQUIRY**

17. BOI cases have been a major worry for me since the Force Component does not have a legal officer assigned to it to give the necessary legal advice. Through the generosity of AUSMED we have benefitted from some legal assistance especially during the Kibeho incident. This issue needs to be seriously addressed. I hope that should the mission continue, a legal adviser will be assigned to the Force component.

### **CONCLUSION**

18. These notes are by no means exhaustive and should only be used as a complement to the verbal briefing I gave you. You will certainly bring your own personality and experience to bear as you get settled into the office.

19. All in all I have enjoyed total cooperation and respect from the military and civilian staff of the mission. It has not been without moments of disappointment and disagreement over issues but I was always aware of the fact that UNAMIR's mission is undivided and to attain that mission everybody has to work as a member of a team. That has been the tenet of my policy.

20. Finally, I wish you God's guidance and a very successful tour of duty.

15 Jun 95

A handwritten signature in black ink, appearing to read 'HK ANYIDOHO', with a horizontal line drawn across the middle of the signature.

HK ANYIDOHO  
Brig Gen  
Outgoing DFC/CMO



To: Col C A Nelson  
DCMO

File Reference: 1000.8(DFC)/A/8

From: HK Anyidoho  
DFC/CMO

A handwritten signature in black ink, appearing to read 'H. Anyidoho', written over the printed name and title.

Date: 15<sup>th</sup> June 1995

Subject: HANDOVER/TAKEOVER NOTES

1. Find enclosed handover/takeover notes for the designated Chief Military Observer [CMO], to you until a final decision is taken by the Force on the appointment of CMO.
2. I wish you success in your additional responsibilities.

UNITED NATIONS

ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES

MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

HANDOVER/TAKEOVER NOTES

1. This is to certify that I UNID M2102 Brig Gen HK Anyidoho have on this day 14 June, 1995 handed over my duties as Chief Military Observer to UNID M9454 Col Charles Andre Nelson on my repatriation.

A handwritten signature in black ink, appearing to read 'H. Anyidoho', written over a horizontal line.

HK ANYIDOHO  
Brig Gen  
DFC/CMO

June 1995

2. This is to certify that I UNID M9454 Col Charles Andre Nelson have on this day 14 June, 1995 taken over the duties of Chief Military Observer from UNID M2102. Brig Gen HK Anyidoho upon his repatriation.

CHARLES ANDRE NELSON  
Col  
CMO

June 1995

# HANDING/TAKING OVER NOTES

## CHIEF MILITARY OBSERVER

### GENERAL

1. I wish to congratulate you on your appointment as the Chief Military Observer (CMO). I am very sure that with your several years experience as a very senior officer, you will effectively and successfully steer the affairs of the MILOBS Group.
2. Overview. The MILOBS Group is the eyes and ears of the force. The officers have through their detailed, prompt and accurate reports assisted the SRSG and the Force Commander in taking decisions to enhance the role and image of UNAMIR. The MILOBS strength under the current mandate which is expiring on 9 June 1995 is 320. I cannot speculate what the strength of MILOBS will be under the new mandate now under discussion. However, proposals have been made to cover both an increase or decrease in the strength. The DCMO will give you a detailed brief on the subject.
3. Staff Brief. The DCMO and his Principal Staff Officers will give you a detailed brief to cover the operational, administrative and logistic matters as such these notes will serve as a supplement to their briefing.

### AIM

4. The aim of these notes is to give you an overview of your responsibilities and an insight into the role and operations of the MILOBS Group.

### SCOPE

5. The following will be covered:
  - a. Duties and Responsibilities of CMO.
  - b. Role, Tasks and Organisation of MILOBS Group.
  - c. Operational Matters.
  - d. Administrative Matters.
  - e. Logistics.
  - f. Conclusion.

### DUTIES AND RESPONSIBILITIES OF CMO

6. You are directly responsible to the Force Commander for the efficient functioning of the MILOBS Group. The DCMO will assist you in the day to day administration of the MILOBS Group. Your



duties and responsibilities will cover the following:

- a. Command, control and administration of MILOBS Group.
- b. Command, control and supervision of MILOBS Sector Commanders and Principal Staff Officers of the MILOBS Group HQ.
- c. Briefings. You need to be abreast with the overall security situation and administrative matters in the AO. You will therefore be required to attend the following briefings.

- (1) Daily Morning Briefing. This is held at FHQ at 0800 hrs except Sundays and UNAMIR holidays.

- (2) Daily Senior Officers' Briefing. The FC meets his Principal Staff Officers at his conference room at 0830 hrs daily except Sundays and UNAMIR holidays.

d. Conferences/Committees.

- (1) CMO's Conference with MILOBS Sect Comds. Arrange monthly conference with your Sector Comds. The DCMO will brief you on this.

- (2) SRSG's conference with Sector Comds. Liaise with the Office of the SRSG on points and date for this conference.

- (3) COS Fortnight Administrative Conference. This conference brings the Civil and Military Administrators together to discuss logistic problems of the Force.

- (4) Vehicle Establishment Committee (VEC). You are a member of this committee which is responsible for reviewing and distribution of vehicles within the mission.

- (5) UNAMIR/RPA Staff Level Committee. This committee meets fortnightly to coordinate activities of UNAMIR and RPA and also iron out any conflicts arising in the conduct of UNAMIR's assigned tasks.

e. Visits. Once you settle down, work out a visit schedule ensuring that you visit each sector at least once in a month. During your visits, concentrate on the operational activities of the sector and check on any administrative problems.

ROLE, TASKS AND ORGANISATION OF MILOBS GROUP

7. Role. MILOBS are basically the ears and eyes of UNAMIR. Their

role therefore is to gather information for the force.

8. **Tasks.** The tasks that MILOBS undertake under the current mandate are:

a. **Reporting of Incidents.** The monitoring, observation and reporting of any incident or event within the UNAMIR AO. These include the flow of the populace through the borders of the country, civil and communal activities, relations between the military, government, local authorities and the local population as well as the relationship between these organisations/groups and UNAMIR and UN agencies on the other hand. These are important indicators for UNAMIR and NGOs implementation of future operations and policies.

b. **Investigations.** The investigation of incidents and events in specific locations that are of interest to the achievement of the UNAMIR mission. Incidents include arrests and detention, murders, cross-border incursions by the former RGF and other hostile forces.

c. **Escort Duties.** The escort of returnees (both IDPs and refugees) from their DP/Refugee camps to their home communes and the subsequent monitoring of progress in their attempt to resettle. Escorts are also provided for VIPs, delegations and other designated visitors to UNAMIR AO.

d. **Humanitarian Assistance.** MILOBS compile data on specific requirements of the local population and direct such requirements to the appropriate UN agency or NGO. This may be humanitarian assistance for the provision of food, water, drugs, farming implements, human rights violations and EOD requirements for de-activation of mines and un-exploded munitions.

e. **Liaison.** This involves liaison with the local authorities, UN agencies and NGOs operating in the various sectors. This is aimed at coordinating their activities and ensuring that all agencies operate on a common basis of understanding. To this end, sectors hold regular meetings with RPA local commanders and NGOs. These meetings also serve as a platform for the resolution of minor conflicts between the RPA, local authorities and the various aid agencies.

9. **Organisation of MILOBS Group.** In order to fulfil the assigned role and tasks, the MILOBS Group has an establishment strength of 320 military observers drawn from 20 countries. The current strength is 313. The MILOBS Group is organised into an HQ and 8 operational sectors (See Annex A).

a. **MILOBS HQ.** The HQ is headed by you, the Chief Military Observer (CMO) assisted by the Deputy Chief Military Observer (DCMO). Three Staff branches namely Operations,

Admin/Pers and Logistics staffed by 15 MILOBS assist the CMO in the day to day administration of the MILOBS Group.

b. **Operational Sectors**. Each of the 8 operational sectors is made up of a Sector HQ comprising a Sector Comd, Operations Officer, Personnel/Logistic Officer and 3 Duty Officers and a number of Monitoring Teams (3 MILOBS per team). The HQs of operational sectors are located in Byumba, Kibungo, Gitarama, Gikongoro, Butare, Cyangugu, Gisenyi and Kigali.

10. **Deployment**. The deployment policy is to ensure an equitable national balance of MILOBS at the HQ and within all sectors. Consequently, efforts are made to ensure that distribution of appointments and deployment of MILOBS take into consideration national representation. (See Annex B attached). The current deployment of MILOBS is as follows. I must emphasize to you that certain categories of MILOBS would do anything to stay in Kigali or places of their choice. You must discourage that inclination. Fair play has been my guiding principle.

a. Force HQ - 23 MILOBS working with UNAMIR HQ, United Nations High Commission for Human Rights and CIVPOL.

b. MILOBS HQ	- 15
c. Sector 1 (Byumba)	- 32
d. Sector 2 (Kibungo)	- 35
e. Sector 3 (Gitarama and Kibuye)	- 46
f. Sector 4A (Gikongoro)	- 31
g. Sector 4B (Butare)	- 35
h. Sector 4C (Cyangugu)	- 28
i. Sector 5 (Gisenyi)	- 34
j. Sector 6 (Kigali)	- 33

11. **UNAMIR's Mandate**. The current mandate of UNAMIR expires on 9 Jun 95. The Office of the SRSG and the Government of Rwanda had completed discussions on a new mandate. The Security Council is yet to discuss and pass a resolution and depending on the outcome you may have to review the role, tasks and organisation of the MILOBS Group.

#### **OPERATIONAL MATTERS**

12. **Concept of Operations**. MILOBS are unarmed and must therefore conduct themselves in such a manner to maintain absolute neutrality. The concept of operations is to ensure complete coverage of the entire country of Rwanda and forge closer

relationship with the commune leaders and government representatives. MILOBS are therefore deployed in sub-sectors and Monitoring Teams are assigned to specific communes to undertake their tasks.

13. MILOBS have always been employed in operations conducted by UNAMIR HQ and have performed creditably. As the CMO you should always monitor MILOBS operational activities. You should be kept informed of any incidents in the AO and the SOO and MILOBS Duty Officer are in the position to keep you up-dated. You need to monitor the MILOBS operational net (Channel 14) especially during emergencies and give directions as required.

14. **Overall Security Situation.** The SOO will give you a detailed briefing on the security situation. I could say that the situation is generally calm. However, incidents of banditry and small scale incursions conducted by the RGF (former Government troops) on the Rwanda/Zaire border create tension in these areas. Latest reports of arming and training of the RGF with the intention of invading Rwanda makes the future unpredictable.

15. **Hijacking Of Vehicles.** There has been an increase in the number of vehicles stolen from UNAMIR personnel at gun-point. Most of the incidents happened during the hours of darkness. The directives now is that there should be no movement in the night except for operational purposes. All movement at night when necessary for operational reasons should be in groups. You will have to keep reminding MILOBS of these instructions on night movement.

16. **Driving.** Some MILOBS do arrive in the mission without knowledge in driving, that is disastrous and unacceptable. You must remain vigilant and firm on this issue and where necessary ask for repatriation.

#### **ADMINISTRATIVE MATTERS**

17. The DCMO assisted by SMPO handles all administrative problems of MILOBS. However you should be concerned about the following.

a. **Posting of MILOBS.** Ensure that the postings of MILOBS cater for an equitable national balance. You may have to approve all postings of MILOBS.

b. **Extension of Tour of Duty.** The Force Comd's policy is that no member of the military component extends his/her tour of duty beyond one year. However in some instances, UN HQ New York do approve extensions in consultation with Permanent Missions. Such situations embarrass command and my views are well known to UN HQ, New York. However there is no rule without exception. Use the correct judgement.

c. **Repatriation Procedure.** It has been my policy that all MILOBS on completion of their tour of duty should read

and initial their Confidential Reports. The DCMO is the reviewing officer for MILOBs of and below the rank of Major. As the CMO you are the reviewing officer for MILOBs of and above the rank of Lt Col. You will also initiate the confidential report of DCMO and forward it to the Force Comd as the reviewing officer.

d. Welfare. The welfare of the MILOBs should be a very important factor in your administration. Ensure that all their financial problems are solved especially in the area of deduction of MSA. During my tour of duty, the MILOBs have worked very hard as such I tried on occasions for us to get together socially to make them relax a little. Remember they are all Commissioned Officers.

## LOGISTICS

18. From the onset of this mission, logistic support has always fallen short of requirements. The situation now seems to be improving but the MILOBs GP is still deficient in vehicles, computers and hand-held radios.

19. Vehicle State. It is estimated that 129 vehicles are required for MILOBs operations and administration. The current holding is 89 vehicles, 66 are serviceable, 18 under repairs, 3 beyond economic repair (BER) and 2 stolen. YOU may have to request for more vehicles as they arrive in the mission. The Vehicle Establishment Committee has always been fair in its distribution policy.

20. Care and Maintenance of Vehicles. Most of the vehicles that are off road are due to accidents. You will have to be strict and check reckless driving by MILOBs. Keep reminding Sector Comds to ensure that their vehicles are sent to the workshop on time for routine maintenance. If MILOBs will consider the vehicle as their personal property, they will be more caring.

21. EDP Equipment. Remind the SLOGO to check with the EDP for additional computers for the Sectors and Sub-Sectors.

22. Hand-held Radios. The MILOBs Group does not have enough of these radios. Ideally, every MILOB should have his own hand-held radio. You may have to contact COO to check on the possibility of collecting additional sets.

23. Office Accommodation- MILOBs HQ and Sector 6 HQ. It is planned to move the MILOBs HQ and Sector 6 HQ from the civil hirings at Kimihura and Kacyiru respectively. The MILOBs HQ is to be co-located with the UNAMIR HQ at Amahoro while Sector 6 HQ moves to TRAFIPRO. The Operations Branch of MILOB HQ is now co-located with FHQ (Ops) at Amahoro. It is expected that the move will be completed by the end of June 1995.

## READING MATERIALS

24. It is recommended that you read the following documents to update your knowledge on what UNAMIR has done, is doing and will be doing to find a solution to the Rwandese crisis.

- a. All UN Resolutions on Rwanda and UNAMIR mandates.
- b. Operational Orders/ Directives.
- c. UNAMIR SOPs.
- d. Policy letters issued by the SRSG and Force Comd.
- e. Force Security Instructions.

## CONCLUSION

25. In conclusion, I would like to remind you that the task ahead is an enormous one. My personal experience in RWANDA indicates that a lasting solution to the Rwandese conflict is yet to be realised. You therefore have to be alert and get involved in the activities of MILOBs insisting on a professional approach to the task ahead. MILOBs work closely with the population and therefore need to be courteous. Here is where each officer's background training in his own Armed Forces comes into play.

26. Finally, I wish you the Best of Luck and hope that with God's Guidance you will succeed.

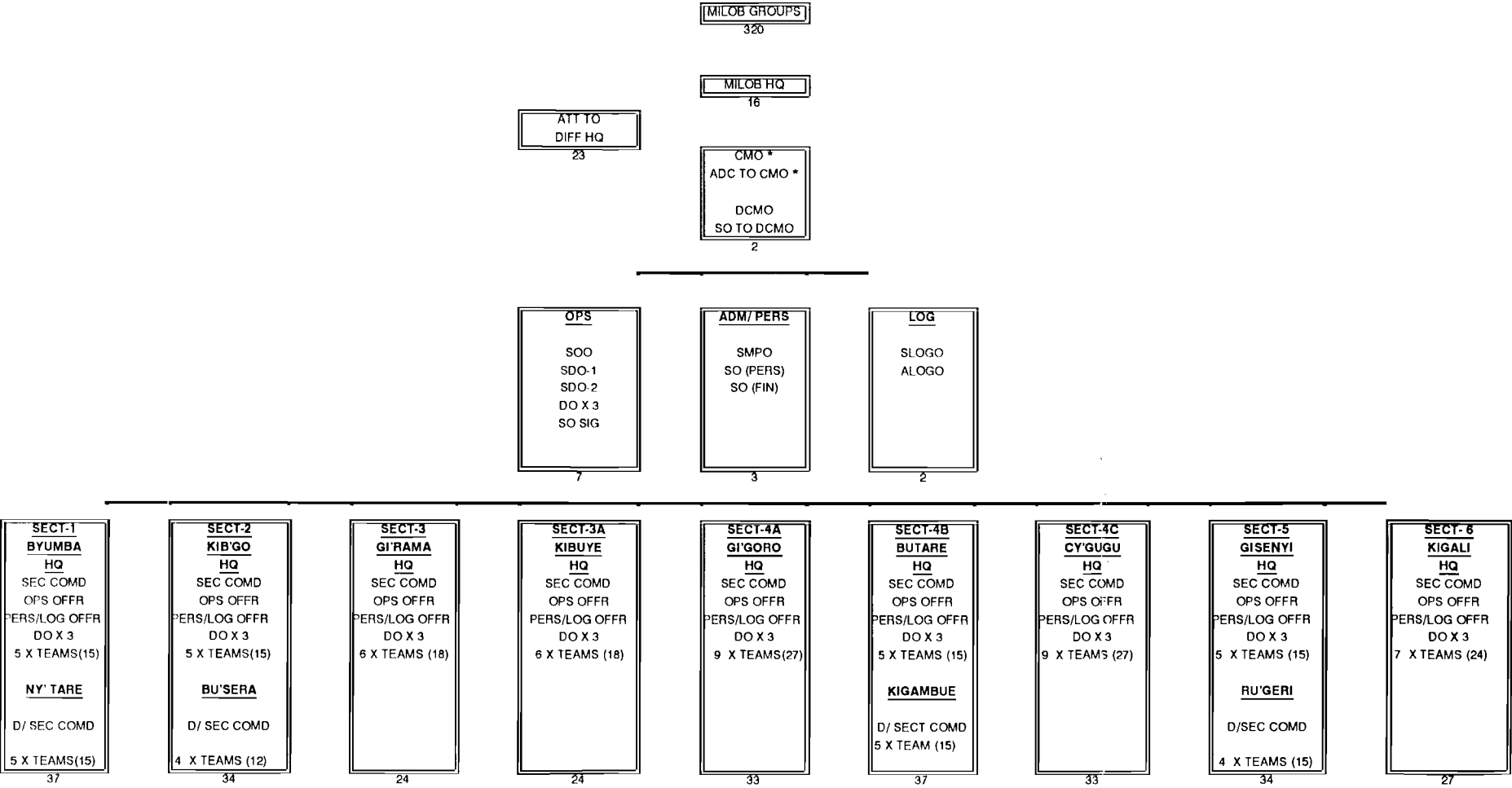
Date: June 1995

H K ANYIDOH  
Brig-Gen  
Outgoing DFC/CMO

## **Annexes:**

- A. Organisation of MILOBS Group.
- B. Deployment of MILOBS.

# ORGANISATION OF MILOBS GROUP



**DEPLOYMENT OF MILOBS**

**ANNEX B TO**  
**CMO'S HANDING/TAKING OVER NOTES**  
**DATED JUNE 95**

SER	COUNTRY	MILOBS													REMARKS	
		TOTAL STR	FHQ	MHQ	SECT-1 BYUMBA	SECT-2 KIBUNGO	SECTOR - 3		SECTOR - 4			SECT-5 GISENYI	SECT-6 KIGALI	NBO		NY HQ
1	ARGENTINA	1					1									
2	AUSTRIA	15	1	1	1	2	1	1	2	2	2		2			
3	BANGLADESH	36	1	4	2	4	3	3	4	4	5	3	2	1		
4	CANADA	18	7			2		2		2	2	2	1			
5	CONGO	7							2	2		1	2			
6	FIJI	1									1					
7	GHANA	35	3	5	5	4	1	2	5	2	2	3	3			
8	GUINEA	17			2	3		2	2	2	2	2	2			
9	GUINEA BISSAU	2								2						
10	INDIA	20	1	2	2	2	2	2	2			3	2	1	1	
11	MALAWI	14			2	2	1		2	2		3	2			
12	MALI	31	5		4	5	2	2	2	3	2	4	2			
13	NIGERIA	17	2		2	2		2	2	3	2		2			
14	RUSSIA	17	1	1	2		2	2	2		3	2	2			
15	SENEGAL	2		1									1			
16	TUNISIA	10	1		1	2	2					2	2			
17	URUGUAY	26		1	2	3	3	2	2	4	3	4	3			
18	ZAMBIA	20		1	3	1	2	2	2	2	2	2	3			
19	ZIMBABWE	24			4	3	4		2	3	2	3	3			
	TOTAL	313	23	16	32	35	24	22	31	33	28	34	34	2	1	



HANDOVER/TAKEOVER NOTES

1. This is to certify that I, UNID MO 003 Col Moeen U Ahmed have on this day..29..April, 1995 handed over my duties as Deputy Chief Military Observer to UNID M-9454 Col Charles Andre Nelson on my repatriation.

29 April 1995

MOEEN U AHMED  
Col  
OUT GOING DCMO

2. This is to certify that I, UNID M- 9454 Col Charles Andre Nelson have on this day ..29..April, 1995 taken over the duties of Deputy Chief Military Observer from UNID MO 003 Col Moeen U Ahmed on his repatriation.

29 April 1995

CHARLES ANDRE NELSON  
Col  
INCOMING DCMO

MA

~~here~~ there are my  
comprehensive notes. I would  
like my own notes to start now.  
I shall definitely use the annexes.

## HANDING/TAKING OVER NOTES

### General

1. UNAMIR in Rwanda is operating since Oct 93. Since then a lot of changes took place. When it was ready to execute its initial mandate, war broke out (06 Apr 94) between the two fighting factions. It was impossible for UNAMIR to arrest the situation. Security Council decided to thin out peace keeping forces from Rwanda and the strength was brought down to 420. <sup>2</sup>

2. According to the initial mandate, 270 MILOBS were authorised for this mission. During the war 70 stayed and the rest were evacuated to Nairobi. With the change of mandate, the MILOB strength was increased to 320.

3. From the very beginning of the mission, it suffered logistically. Almost every piece of equipment required by the MILOBS for efficient operation was in short supply. Conditions began to improve gradually with the arrival of vehicles and other communication equipment. However, this gradual improvement came to a halt when this country plunged into a civil war (6 Apr 94 to 18 July 94). The logistics situation turned from bad to worse. With the new UNAMIR mandate, a lot of improvement has been achieved but still not adequate.

### Aim

4. The aim of these notes is to highlight the duties and responsibility of DCMO and the areas of concern of MILOB Group.

### Duties and responsibilities

5. The duties and responsibilities of DCMO are as under:
- a. Be responsible to CMO for all MILOB activities.
  - b. Run day to day activities of MILOB Group.
  - ✓ c. Command, control and administer all MILOB Sectors on behalf of CMO.

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- e. Supervise works of MILOB Sector Commanders and Branch Heads of MILOB Group HQ.
- f. Meet DFC/CMO daily in the morning in his office. Brief CMO about MILOB activities of the previous day and receive orders/instructions from him for the day.
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- k. Arrange induction training (03 days) for new MILOBS. Ops Br is responsible for the trg.
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- n. Sanction leave to Sector Commanders and Branch Heads as per existing rules.

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#### able of Organization of MILOBS

- . Strength. Authorised strength of MILOBS are 320. At present e are holding 300. Detail strength countrywise as at Anx'A'.
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9. Vehicles. The total number of vehicles required for MILOBS operation and administration were estimated as 129 vehicles. As at now 88 vehicles have been allocated to the MILOBS and out of which 15 are out of order. Details are at Anx'C'. On 11 Feb 95 we were promised 15 additional vehicles. So far we have received one only (microbus). One veh (UNAMIR 1254) was stolen by bandits/RPA.

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their work. Ops Branch will give you a detail brief about their tasks, organization and functions of their branch. Presently Ops Br is co-located with Ops Br of FHQ. It is expected that rest of MILOB HQ will be shifted to FHQ building soon.

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16. In Coming /Out Going MILOBS. I introduced a system through which all in coming/ out going MILOBS are interviewed by the DCIO. All in coming / out going Lt Col's and above are interviewed by CMO. I am sure you will also continue the same procedure.

17. Leave/ CTO. Some of the MILOBS have a tendency to overstay leave/CTO and Sector HQ usually don't report these to this HQ. We have asked travel Section to provide us the passengers list. This will help determining the MILOBS overstaying leave/CTO. If anyone is caught, his MSA should be deducted for the period of absence and disciplinary action to be taken against him.

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- b. Operational Orders.
- c. SOP.
- d. All policy letters issued by FHQ and MILOB HQ.
- e. SRSG's Directives.

f. Instruction on Security Matters.

Conclusion

19. Logistically MILOBS have never had all the vehicles and eqpt. It has not been easy getting the required equipment. However with diplomacy and good rapport with the Section heads, the requirement of MILOBS have been brought up to an appreciable standard.

20. Commanding 320 officers is a challenging job but definitely not tough. Present CMO is an excellent person to work with. With his guidance, assistance and cooperation you will have a smooth sailing.

21. These notes are by no means exhaustive. The verbal briefing that I have given you, coupled with your military experience will enable you to start the job as DCMO.

22. I wish you all the best in your new assignment. Best of luck and may God bless you.

Date : 29 Apr 95

*Good notes*



MOEEN U AHMED  
COL  
OUT GOING DCMO

Distribution:

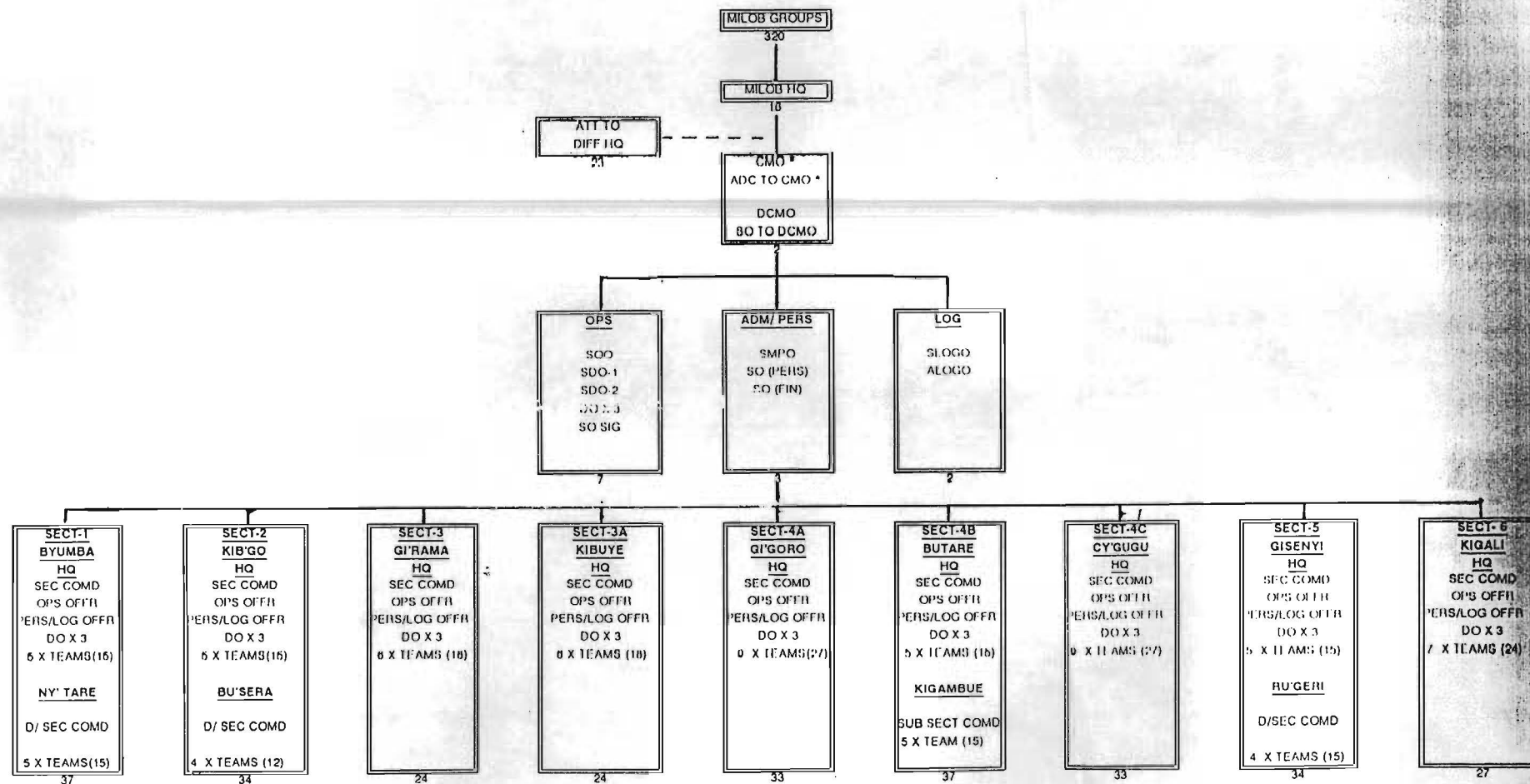
F C  
DFC/ CMO  
MILOB GP HQ  
A/DCMO

Anx "A"

DEPLOYMENT OF MILOBS

SER	COUNTRY	MILOBS													REMARKS	
		TOTAL STR	FHQ	MHQ	SECT-1 BYUMBA	SECT-2 KIBUNGO	SECT-3 GITARA	SECTOR-4			SECT-5 GISENYI	SECT-6 KIGALI	NBO	NY HQ		
								GIK	BUTARE	CYA						
1	AUSTRIA	15	1		1	2	3	2		2	2		2			
2	BANGLADESH	34	2	5	3	4	7	3		1	3	4	1	1		
3	CANADA	19	8	2		2	2			1	2	1	1			
4	FIJI	1									1					
5	GHANA	35	3	5	5	4	3	5		2	2	3	3			
6	GUINEA	17			2	3	2	2		2	2	2	2			
7	INDIA	18		1	2	2	2	2		2		3	2	1	1	
8	MALAWI	14			2	2	1	2		2		3	2			
9	MALI	31	4		5	5	4	2		3	2	4	2			
10	NIGERIA	17	2		2	2	2	2		3	2		2			
11	POLAND	2		1									1			
12	RUSSIA	17	1	1	1	1	4	2			2	3	2			
13	SENEGAL	2		1									1			
14	TUNISIA	10			2	2	2					2	2			
15	URUGUAY	24		1	2	3	5	2		2	3	4	2			1XTRG
16	ZAMBIA	20			3	2	4	2		2	2	2	3			
17	ZIMBABWE	24			4	3	4	2		3	2	3	3			
	TOTAL	300	21	17	34	37	45	28		25	25	34	34	2	1	

# ORGANISATION OF MILOBS GROUP



LEGEND: \* NOT COUNTED



Anx "C"

VEHICLE DISTRIBUTION SUMMARY/MILOB HQ AND SECTORS

TYPE OF VEHICLE	M/HQ	SECT1	SECT2	SECT3	SECT4A,B,C	SECT5	SECT6	TOT
MINIBUS	01	-	-	-	01	-	-	02
NISSAN PICK-UP	04	02	02	02	03	02	02	18
TOYOTA 4 RUNNER	02	07	05	10	17	06	06	53
TOYOTA L-CRUISER	01	01	03	02	04	02	01	14
TOYOTA SALOON	01	-	-	-	-	-	-	01
<b>TOTAL</b>	<b>09</b>	<b>10</b>	<b>10</b>	<b>14</b>	<b>25</b>	<b>10</b>	<b>09</b>	<b>88</b>

COMMENTS:

a. TOYOTA 4 RUNNER	= 53
(b. TOYOTA UNOMUR	= 01)
c. TOYOTA L-CRUISER	= 12
d. NISSAN PICK-UP	} = 18
TOYOTA PICK-UP	
e. TOYOTA SALOON	= 01
f. MINIBUS	= 02
(g. MOTORCYCLES	= 02)
<b>TOTAL VEH</b>	<b>= 88 AND 02 MOTORCYCLES)</b>

1. SERVICEABLE VEHICLES = 70
2. UN-SERVICEABLE VEHICLES = 17
  - a. ACCIDENT VEH = 08
  - b. WAITING PARTS = 09

# VEHICLE RE-ALLOCATION AS AT 26 APRIL 95

SER	SECT 1	STATE	TYPE	SECT 2	STATE	TYPE	SECT 3	STATE	TYPE				SECT 4A	STATE	TYPE
1	431		NISS P-UP	418		NISS P-UP	151 M		MOTORBIKE				407		NISS P-UP
2	516		NISS P-UP	423		NISS P-UP	159 M		MOTORBIKE				1000		TOY 4R
3	1022		TOY 4R	632		TOY L-CR	422		NISS P-UP				1010		TOY 4R
4	1023		TOY 4R	1006		TOY 4R	466		NISS P-UP				1016	CHASSIS	TOY 4R
5	1029		TOY 4R	1008		TOY 4R	747		P-UP				1030		TOY 4R
6	1047		TOY 4R	1013		TOY 4R	1004		TOY 4R				1058		TOY 4R
7	1052	*	TOY 4R	1089		TOY 4R	1019		TOY 4R				1072		TOY 4R
8	1096		TOY 4R	1091		TOY 4R	1044	ACC	TOY 4R				1112	CHASSIS	TOY 4R
9	1132		TOY 4R	1204		TOY 4R	1049		TOY 4R				1262	ACC	TOY L-CR
10	1232	WP	TOY L-CR	1253		TOY L-CR	1069		TOY 4R						
11							1080	CHASSIS	TOY 4R						
12							1082		TOY 4R						
13							1084		TOY 4R						
14							1097	ACC/WO	TOY 4R						
15							1118		TOY L-CR						
16							1217	WP	TOY L-CR						
17							1276	WP	TOY L-CR						

SER	SECT 4B	STATE	TYPE	SECT 4C	STATE	TYPE	SECT 5	STATE	TYPE	SECT 6	STATE	TYPE	MILDB HQ	STATE	TYPE
1	457		NISS P-UP	228		MINIBUS	428	*	NISS P-UP	469		NISS P-UP	39		TOY SALO
2	824		TOY L-CR	501		NISS P-UP	487		NISS P-UP	483		NISS P-UP	232		MINIBUS
3	1041		TOY 4R	1021		TOY 4R	1002		TOY 4R	800		TOY 4R	405		NISS P-UP
4	1048	CLUTCH	TOY 4R	1061		TOY 4R	1005		TOY 4R	1031		TOY 4R	425		NISS P-UP
5	1074		TOY 4R	1070	CHASSIS	TOY 4R	1012		TOY 4R	1040	ACC	TOY 4R	434		NISS P-UP
6	1124		TOY 4R	1077		TOY 4R	1017		TOY 4R	1080	ACC	TOY 4R	459		NISS P-UP
7	1141		TOY 4R	1123		TOY L-CR	1032		TOY 4R	1075	CHASSIS	TOY 4R	1046		TOY 4R
8				1127		TOY 4R	1076		TOY 4R	1121		TOY 4R	1125		TOY 4R
9				1282		TOY L-CR	1115		TOY L-CR	1254	STOLEN	TOY L-CR	1272		TOY L-CR
10							1231		TOY L-CR						
11															
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16															
17															
18															
19															
20															

NOTES: BR=BODY REPAIR WP= WAITING PARTS ACC= ACCIDENT (\*) IN PROGRESS

DFC/CMO



HANDOVER/TAKEOVER NOTES

1. This is to certify that I, UNID MO 003 Col Moeen U Ahmed have on this day..29..April, 1995 handed over my duties as Deputy Chief Military Observer to UNID M-9454 Col Charles Andre Nelson on my repatriation.

29 April 1995

MOEEN U AHMED  
Col  
OUT GOING DCMO

2. This is to certify that I, UNID M- 9454 Col Charles Andre Nelson have on this day ..29..April, 1995 taken over the duties of Deputy Chief Military Observer from UNID MO 003 Col Moeen U Ahmed on his repatriation.

29 April 1995

CHARLES ANDRE NELSON  
Col  
INCOMING DCMO

MA  
~~These~~ these are my  
comprehensive notes. I would  
like my own notes to start now.  
I shall definitely use the annexes.

## HANDING/TAKING OVER NOTES

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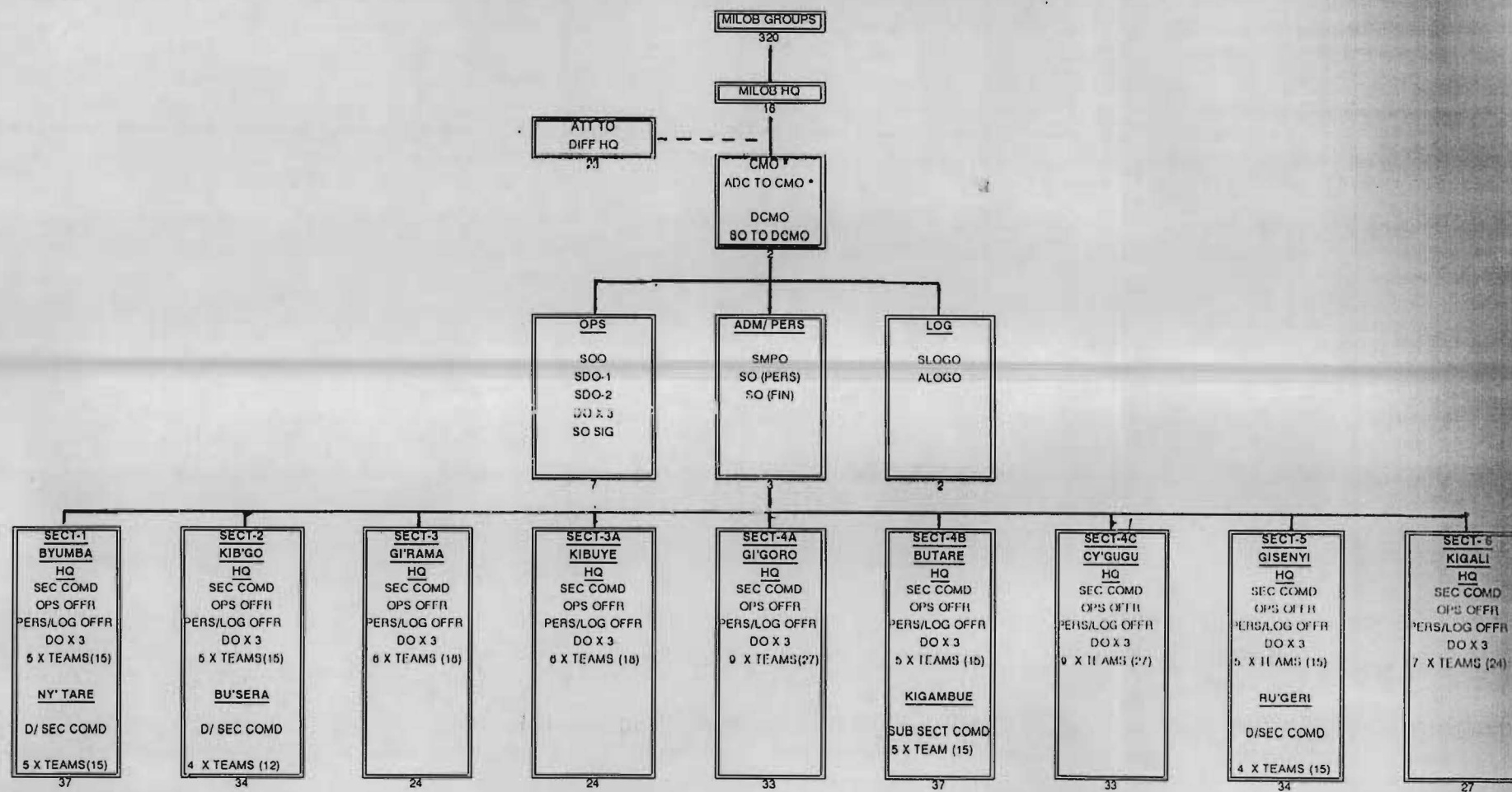
F C  
DFC/ CMO  
MILOB GP HQ  
A/DCMO



DEPLOYMENT OF MILOBS

SER	COUNTRY	MILOBS													REMARKS
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4	FIJI	1								1					
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10	NIGERIA	17	2		2	2	2	2	3	2		2			
11	POLAND	2		1								1			
12	RUSSIA	17	1	1	1	1	4	2		2	3	2			
13	SENEGAL	2		1								1			
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# ORGANISATION OF MILOBS GROUP



LEGEND: \* NOT COUNTED

VEHICLE DISTRIBUTION SUMMARY/MILOB HQ AND SECTORS

TYPE OF VEHICLE	M/HQ	SECT1	SECT2	SECT3	SECT4A,B,C	SECT5	SECT6	TOT
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NISSAN PICK-UP	04	02	02	02	03	02	02	18
TOYOTA 4 RUNNER	02	07	05	10	17	06	06	53
TOYOTA L-CRUISER	01	01	03	02	04	02	01	14
TOYOTA SALOON	01	-	-	-	-	-	-	01
<b>TOTAL</b>	<b>09</b>	<b>10</b>	<b>10</b>	<b>14</b>	<b>25</b>	<b>10</b>	<b>09</b>	<b>88</b>

COMMENTS:

a. TOYOTA 4 RUNNER	= 53
(b. TOYOTA UNOMUR	= 01)
c. TOYOTA L-CRUISER	= 12
d. NISSAN PICK-UP	} = 18
TOYOTA PICK-UP	
e. TOYOTA SALOON	= 01
f. MINIBUS	= 02
(g. MOTORCYCLES	= 02)
<b>TOTAL VEH</b>	<b>= 88 AND 02 MOTORCYCLES)</b>

1. SERVICEABLE VEHICLES = 70
2. UN-SERVICEABLE VEHICLES = 17
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# VEHICLE RE-ALLOCATION AS AT 26 APRIL 95

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7	1052	*	TOY 4R	1089		TOY 4R	1019		TOY 4R				1072		TOY 4R
8	1096		TOY 4R	1091		TOY 4R	1044	ACC	TOY 4R				1112	CHASSIS	TOY 4R
9	1132		TOY 4R	1204		TOY 4R	1049		TOY 4R				1262	ACC	TOY L-CR
10	1232	WP	TOY L-CR	1253		TOY L-CR	1089		TOY 4R						
11							1080	CHASSIS	TOY 4R						
12							1082		TOY 4R						
13							1084		TOY 4R						
14							1097	ACC/WO	TOY 4R						
15							1118		TOY L-CR						
16							1217	WP	TOY L-CR						
17							1278	WP	TOY L CR						

SER	SECT 4B	STATE	TYPE	SECT 4C	STATE	TYPE	SECT 5	STATE	TYPE	SECT 6	STATE	TYPE	MILOB HQ	STATE	TYPE
1	457		NISS P-UP	226		MINIBUS	428	*	NISS P-UP	469		NISS P-UP	39		TOY SALO
2	824		TOY L-CR	501		NISS P-UP	487		NISS P-UP	483		NISS P-UP	232		MINIBUS
3	1041		TOY 4R	1021		TOY 4R	1002		TOY 4R	800		TOY 4R	405		NISS P-UP
4	1048	CLUTCH	TOY 4R	1061		TOY 4R	1005		TOY 4R	1031		TOY 4R	425		NISS P-UP
5	1074		TOY 4R	1070	CHASSIS	TOY 4R	1012		TOY 4R	1040	ACC	TOY 4R	434		NISS P-UP
6	1124		TOY 4R	1077		TOY 4R	1017		TOY 4R	1060	ACC	TOY 4R	459		NISS P-UP
7	1141		TOY 4R	1123		TOY L-CR	1032		TOY 4R	1075	CHASSIS	TOY 4R	1046		TOY 4R
8				1127		TOY 4R	1076		TOY 4R	1121		TOY 4R	1125		TOY 4R
9				1282		TOY L-CR	1115		TOY L-CR	1254	STOLEN	TOY L-CR	1272		TOY L-CR
10							1231		TOY L-CR						
11															
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19															
20															

NOTES: BR=BODY REPAIR WP= WAITING PARTS ACC= ACCIDENT (\*) IN PROGRESS

FILE

UNITED NATIONS  
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES  
MISSION POUR L'ASSISTANCE AU RWANDA  
UNAMIR - MINUAR

HANDOVER/TAKEOVER NOTES

1. This is to certify that I UNID M2102 Brig Gen HK Anyidoho have on this day 13 March, 1995 handed over my duties as Deputy Force Commander to UNID M7683 Col KS Shivakumar due to my absence on leave.

A handwritten signature in black ink, appearing to be 'H. Anyidoho'.

HK ANYIDOHO  
Brig Gen  
DFC/CMO

13 March 1995

2. This is to certify that I UNID M7683 Col KS Shivakumar have on this day 13 March, 1995 taken over the duties of Acting Deputy Force Commander from UNID M2102 Brig Gen HK Anyidoho whilst he is absent on leave from the mission area.

A handwritten signature in black ink, appearing to be 'K. Shivakumar'.

SHIVAKUMAR  
Col KS  
COS

March 1995

AS

**HANDOVER/TAKEOVER NOTES**  
**OFFICE OF DEPUTY FORCE COMMANDER**  
**UNITED NATIONS ASSISTANCE**  
**MISSION FOR RWANDA (UNAMIR)**  
**FROM: BRIG GEN HK ANYIDHOHO**  
**TO : COL KS SHIVAKUMAR**

**INTRODUCTION**

1. I am handing over my duties as Deputy Force Commander as an additional duty to those you already carry out as Chief of Staff from 13 March to 8 April, 1995 when I will be on leave.

**RESPONSIBILITIES**

2. Your responsibilities as the DFC are as follows:

- a Deputizes for the FC and assumes command in his absence.
- b Carries out special assignments of cross-border or cross faction liaison.
- c Carries out all operational tasks on behalf of the FC.
- d Provides advice and suggestions on various aspects of the operations.
- e Directs, supervises and co-ordinates the work of the Military Staff.
- f Co-ordinates military and civilian staff effort. All civilian staff co-ordinate their activities through you on all matters of importance with a military pertinence.
- g Ensures FC is kept informed of the on-going situation as required.

3. In addition to the above-mentioned responsibilities, be reminded to endeavour to conduct regular visits, as I do, to troop locations to see what problems they are encountering as well the conditions under which they operate. Ensure to take necessary remedial action before things get out of hand. Specifically, if there is a report from a particular unit, you must try to visit that location to make an on-the-spot study of the situation. In this way it is possible to keep in close contact throughout the mission.



## TROOP ROTATION

4. Currently as you are aware, three units have recently rotated - AUSMED, SENBATT and MALAWI COY. I have carried out some initial visits and as such there are problems in particular with MALAWI COY in Butare which need to be studied critically before an attempt is made to swap that unit with SENBATT in Kibuye. ETHIOBATT'S rotation is now more than likely to take place even though the actual confirmation is yet to be received from Addis-Ababa.

## SECURITY

3. Security in the theatre: As the COS you are naturally already aware of the security situation in the theatre, however I cannot overemphasise the fact that there is a need for all to remain vigilant. In this respect I would advise well coordinated patrolling in all sectors and the need to inculcate a stronger sense of vigilance amongst all contingents and MILOBS.
4. In view of the recent spate of serious incidents around the country, I would advise that all units be made very much aware of the various states of alert and be able to apply them at the appropriate time. Commanders from all units should take care of the security situations as they develop.

## 5. OUTSTANDING MATTERS:

- a        ➤ **UNAMIR/RPA meetings**: It is necessary that we continue to have regular meetings between UNAMIR/RPA staff officers even though there may be some reluctance on their part to participate. The meetings must continue and I don't need to overemphasize this fact.
- b        **SOPs**: This was recently distributed for comments but we are yet to receive it back for any amendments. This ought to be pursued in order that we can produce a final report which should be adopted. It is too late in coming out.
- c        **Security Situation**: Regular appraisal of the security situation by the INT CELL needs no emphasis in view of the prevailing circumstances.
- d        **"OP RETOUR" and HAC Reorganization**: Both these issues need closer studying before a final recommendation is given to the FC.

- e **Vehicle Establishment Committee.** It is likely that some vehicles will be available to the mission for distribution whilst I am away. The CTO will advise you accordingly after which you and OIC Admin can fix a date for the meeting. You will be a co-chairman with him.

**CMO'S DUTIES:**


6. Colonel Moeen as DCMO is conversant with this aspect of my work. On a daily basis, after morning prayers, he will meet with you to discuss relevant matters.

**CONCLUSION:**

7. As you have been here for some time now and have regular meetings with me, you know essentially my attitude towards the mission and the way I go about harmonizing the various contingents on behalf of the FC so I do not need any elaboration. I also have no doubts about your ability to combine my duties with those of the COS. My staff are all capable and will provide you with necessary information on routine matters as and when it becomes necessary.

8. Finally, I wish you good luck and God's guidance in your additional responsibilities.

13 March 1995



HK ANYIDOHO  
Brig Gen  
DFC/CMO

**Distribution:**

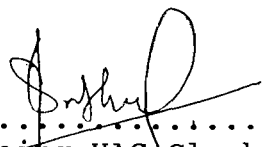
SRSG  
FC  
ED  
OIC ADMIN  
DCMO  
MILOB GP HQ  
CTO



**HANDING/TAKING OVER CERTIFICATE**  
**APPOINTMENT OF CHIEF CLERK**  
**HUMANITARIAN ASSISTANCE CELL**

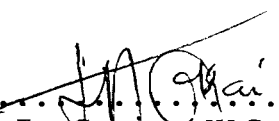
1. This is to certify that I, S/Sgt Henry Ekow Arthur UNID M722 have handed over the duties and responsibilities of the appointment of Chief Clerk (HAC) to S/Sgt Ignatius Adjei Okai UNID M10793.

Date: 17<sup>th</sup> MAY 1995

Signature:  .....  
Out-Going HAC Clerk

2. This is to certify that I, S/Sgt Ignatius Adjei Okai UNID M10793 have taken over the duties and responsibilities of Chief Clerk (HAC) from S/Sgt Henry Ekow Arthur UNID M722.

Date: 17<sup>th</sup> May 1995

Signature:  .....  
In-Coming HAC Clerk

*Seen & signed  
24/5  
DFC/cmw*

*Part of file please  
ok*

*A0  
23/05/95*

*110.7*

## **HANDING OVER NOTES FOR INCOMING HAC CLERK**

### **GENERAL**

1. May I take this opportunity to welcome you to this office as the Clerk of Humanitarian Assistance Cell, (HAC) UNAMIR HQ. Presently, the security situation in the AO seems relaxed but in the true sense is deceptive and covertly tensed with UNAMIR personnel and (NGO's) being victims of robbery at gun points occasionally.

2. The Operations of UNAMIR as obtains now is assuming a highly humanitarian role and for that reason this requires discipline, hard work and diplomacy in the task ahead.

### **AIM**

3. These notes in addition to the verbal briefing given you, is aimed at given you further guidance on your administrative responsibilities of the Cell.

### **RESPONSIBILITIES**

3. As the Cell Chief Clerk, your responsibilities include the following:

- a. Collecting of Incoming mails from the pigeon hole at UNAMIR HQ Orderly Room.

- b. Security of Office equipment on charge to the Cell.
- c. Indenting for stationery and other logistic items from the Canadian Log Base when necessary.
- d. Proper maintenance of files and their safe custody.
- e. Compilation and submission of returns to appropriate quarters when required.
- f. Render assistance to MILOBS in the Cell as and when required.
- g. Be prepared to undertake any other tasks that may be assigned to you either by the CHAO or any staff member in the Cell.

#### **DISCIPLINE**

4. The military profession thrives on discipline and more so in an International Operations of this nature. I need not remind you that you will have to be diplomatic and tactful in carrying out your duties and in dealing with other personnel particularly pers of NGO's and other International Staff with whom you will come into contact with most often.

#### CURRENT STRENGTH

5. The HAC is currently under strength of Officers as a result of non-replacement of Officers repatriated. This has to some extent affected the Ops of the cell especially in its patrol duties.

6. The current strength of the cell is four. (1 Lt col, who is the CHAO, 1 Major the SO Operations, 1 Capt as Team member and a Non Commissioned Officer clerk. Note that all these officers are military observers with the exception of the NCO who is on staff appointment. From the foregoing, it implies that the strength will only change depending upon the tasked assigned to the cell.

#### OFFICE FILE

7. Besides the details saved in the computers, you are to ensure that files are properly maintained for the various subjects related to the operations of the cell. Since you are computer orientated, you have no problem to assist the officers on any correspondence connected with the issue of filling and making appropriate reference. Attached as Annex 'A' is the list of files of the cell. You can decide to open new files when the need arise. Accordingly, approval should be sought from the SO Operation before any file is opened.

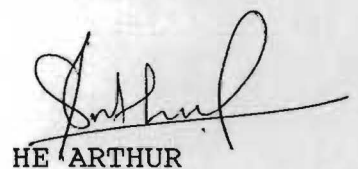
OFFICE EQUIPMENT

8. The Cell holds three (3) computers. To make your work very easy, maintain one of the computers in your residence with the approval from the SO Operation and handle all outstanding work on your own private hours in order to ease administrative backload and to facilitate planning ahead of time.

CONCLUSION

9. As an experienced clerk, I have no doubt that you will be able to handle the Cell in a most efficient manner. I hope, I have been able to put you in a proper frame of mind on what is expected of you.

10. I wish you all the best and successful tour of duty.



HE ARTHUR

SSGT

Out Going Clerk

Information:

DFC/CMO/CONTICO

COS

CMPO

HAND-OVER NOTES TO FC - MAJ. GENERAL TOUSIGNANT ON HIS RETURN  
FROM HOME LEAVE - 16 MAY 1995

ACTIVITIES IN THE AO SINCE YOUR DEPARTURE

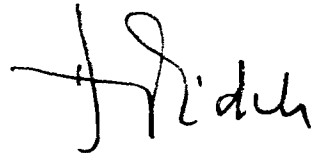
1. I welcome you from leave and hope you had some rest. The following took place whilst you were away.

- a. The closure of Kibeho camp which started before your departure came to a successful end with the last of the IDPs evacuated to their home communes on Tuesday 9 May 1995.
- b. Send off party was organized for INDBATT and Zambatt COS as well as the Provost Marshall who were due to leave the mission area at the BBC Mess on 4th.
- c. On the 6 May 1995 my Toyota Land Cruiser was hijacked by armed men from my ADC at about 0750 hrs. The incident which you have heard by now, took place about 300 metres from the Belgian Village. An attempt was made on your vehicle the sameday. I subsequently repatriated my ADC from whom the vehicle was hijacked because he was alone.
- d. On the same day a Nigerian CIVPOL was also arrested at a night club and detained at the Gendarmerie HQ suspected of smoking a form of drug.
- e. Your directives on the disbandment of Tactical HQ was distributed on 6 May 1995 and the headquarters ceased to operate from 13 May 1995. There is however a problem with re-deployment of Col. Osae Addoe which the COS/DCOS Ops will discuss with you.
- f. Archbishop of Canterbury arrived in the mission area on 9 May 1995 and departed 14 May 1995.
- g. The commission set up to investigate the Kibeho incident paid its maiden visit to Kibeho on 9 May 1995 the day the camp was closing.
- h. Zambatt rotation was completed on 10 May 1995. We still maintain about a platoon of Zambian troops at Kibeho. A detailed medical on the camp was prepared by the FMO and being implemented.
- i. Ghanbatt commenced rotation on 10 May and 400 of the new troops and their commander are already on the ground.
- j. The Deputy Chief of Army Staff of the Indian Army arrived mission area on 14 May 1995 for a four day visit. You will have the chance to see him just before he leaves.

AB  
16/5/95

- k. The new DCMO Col. Nelson of Senegal assumed duty upon DPKO instructions.
- 1. The battalion/company commanders gave a brief to the SRSG on Saturday 13 May 1995 on peace building efforts in their areas of responsibility.
- 2. I visited all the units outside Kigali and also the Indian Engineer Company and the problems identified have already been passed on to the respective staff.
- 3. The discussion of the mandate intensified during your absence. The details will be presented to you by the staff.
- 4. In conclusion, I would like to state that I enjoyed the full support of the staff, the contingents and MILOBS have continued to perform their duties with diligence.

16<sup>th</sup> May 1995



BGen HK ANYIDOHO  
DFC/CMO

-----

UNITED NATIONS



NATIONS UNIES

ASSISTANCE MISSION FOR RWANDA

MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

TO : ALL SECTORS/BRANCHES

FILE NO : MILOB/ADM/6401.31

FROM : MILOBS GP HQ

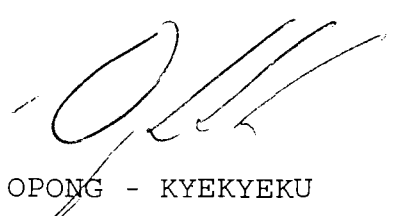
DATE : 02 MAY 95

SUBJECT : HANDING/ TAKING OVER OF DCMO APPOINTMENT

1. I am to inform you that Col Mosen Uddin Ahmed handed over the appointment of Deputy Chief Military Observer (DCMO) to Col Charles Andre Nelson on 29 Apr 95.

2. Col Nelson extends his warm wishes and greetings to all MILOBS and hopes that with your co-operation and support he will continue and if possible improve upon the good work done by his predecessor.

3. Please inform all MILOBS under command.

  
K OPONG - KYEKYEKU  
LT COL  
FOR CMO

*Good*  
*9*  
*03/5*  
*DFC/CMO*

*A8*  
*5/5/95*



MA TO DFE/emo

FTQ

UNITED NATIONS  
ASSISTANCE MISSION FOR RWANDA



NATIONS UNIES  
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

TO : DCMO

FROM: MILOB GP HQ/LOG BRANCH

INFO: CMO

DATE: 25 April 1995

DATE: 25 April 1995

GENERAL

SUBJECT: HANDING/TAKING OVER NOTES AND CERTIFICATE

1. Attached please find the Handing/Taking over notes and certificate in respect of SLOGO for your necessary action.

2. Best regards.

H.KANTE  
LT COL  
OUTGOING SLOGO

2. With the new UNAMIR mandate, a lot of improvements have been achieved with regards to logistics support but still not adequate for the effective deployment and efficient operations of the MILOBs.

3. With the new posting order, I have been appointed to Sector 2A. It has therefore become necessary for me to relinquish the post of SLOGO MILOB GP HQ. I have attached the appointment before my departure.

I hope these notes receive the blessing of all of you at the MILOB GP HQ.

5. As SLOGO, your duties and responsibilities include:  
a. Advising the CMO on all matters concerning the MILOB GP.  
b. Coordination of all logistics requirements for the MILOB GP, depending on the approval of the authority for the arms, and the distribution of arms to the various MILOB Sectors.  
c. Supervising the work of the staff officers of the Log Branch, seeing to their welfare and initiating their assessment Report.

A8



**UNITED NATIONS**  
ASSISTANCE MISSION FOR RWANDA

**NATIONS UNIES**  
MISSION POUR L'ASSISTANCE AU RWANDA

UNAMIR - MINUAR

Office of the DFC/CMO  
UNAMIR Force HQ  
Kigali  
Rwanda

KE/ADM/01/95

19 April 1995

See Distribution

**HAND/TAKE-OVER NOTES FOR IN-COMING AMA TO DFC/CMO**  
**BY LT/CDR KE ITOKO M4836-OUT GOING AMA**

Reference:

A. UN/DA/OPS/108/G dated 06 APR 95.

**INTRODUCTION**

1. It is my pleasure to welcome you to Rwanda in general and UNAMIR in particular vide reference A. The under mentioned points, in addition to the oral briefing and the office to office walk-round I have taken through, will guide you in the smooth performance of your duties.

2. This paper will cover the following areas:

- a. FHQ Organisation
- b. DFC'S Staff
- c. Operations
- d. Communications
- e. Duties and Responsibilities
- f. Conclusion

*Leers*  
*HFW*  
*25/4*  
*DFC/CMO*

### **AIM**

3. The aim of this paper is to ensure a comprehensive Hand/Take-over that will enhance the performance of your duties.

### **FHQ ORGANISATION**

4. The mission is headed by the Special Representative of the Secretary General(SRSG) of the UNITED NATIONS, namely Ambassador S Khan. The civilian staff following the SRSG are the Executive Director, the Chief Administrative Officer (CAO) and others responsible for Finance, Communication, Supplies and Support, Building Maintenance Services, Legal Department, Movement Control, Protocol etc.

5. The military component is headed by the Force Commander (FC) followed by the Deputy Force Commander (DFC)/ Chief Military Observer (CMO) and the Chief of Staff (COS). I believe the force SOP and our office to office familiarisation walk round has enlightened you further on the FHQ Organisation.

### **DFC'S STAFF**

6. The DFC/CMO staff (including yourself) are :

- |                           |            |
|---------------------------|------------|
| a. Ltcdr Samuel Sam       | -MA        |
| b. Ltcdr Bright Dukobu    | -AMA       |
| c. Capt Emmanuel Baidoo   | -ADC       |
| d. Ms Susan Bye           | -Secretary |
| e. S/sgt Isaac Bessah     | -Clerk     |
| f. Sgt Ofori Nathan       | -Driver    |
| g. Cpl Norvihoho Lucas    | -Driver    |
| h. L/cpl Ayensokia Samson | -Cook      |

7. The development and maintenance of a good personal relationship with each of the above named will enhance a good performance of your duties.

### **OPERATIONS**

8. In addition to the Operations Branch Briefing Notes-Annex A, which I have handed over to you, I will like to state that Rwanda is sub-divided into 8 main sectors. Each of these is further divided into sub-sub-sectors. One significant point to note is that each sector is occupied by both formed troops and Military Observers (MILOBS) co-located for purses of mutual benefits.

9. The mission has two headquarters namely Force HQ in Kigali and Tac HQ in Butare (to the south). The latter is to cater for the formed troops concentrated in the south-western region of the country.

### **DUTIES AND RESPONSIBILITIES**

13. As the AMA your duties and responsibilities are stated in Annex C attached. You are required to study this list and ask questions to clear your doubts. You are to assist the ADC to organise any social function hosted by your boss. In the absence of the MA and/or ADC you are to act on their behalf accordingly.

14. DFC'S VISITS. In addition to the duties and responsibilities stated in Annex C you are the DFC's visit officer. You will be required to do the following:

- a. Draw up the DFC/CMO monthly visit programme.
- b. Fill the AIR Request Form and submit to G3 Air Ops in good time, in anticipation of DFC's visit to any location outside Kigali.
- c. Take down notes during the visits and draft a visit report to the FC for the DFC's signature.
- d. Remind the DFC/CMO of his daily and weekly programmes.
- e. Inform the Units to be visited in advance both by correspondence and telephone.

15. You will be required to take minutes of meetings chaired by the DFC/CMO, when the need arises. You are to carry out any other tasks/assignment as directed by the DFC/CMO.

### **TRANSPORTATION**

16. There is a vehicle (4 x 4 Runner) registration number - UNAMIR 1140 presently at the workshop for repairs. It is assigned to the office staff officers and men. Whenever you are opportuned to keep it over night you are to pick the MA and the clerk from their living accommodations for work. In the absence of the vehicle you may wish to use the UNAMIR vehicles from the transport despatch section by filling a form attached as Annex D.

In the morning however, there is a routine bus that will convey you from your residence at 0730 hrs to the office.

### **CONCLUSION**

17. With a sound knowledge of the UNAMIR Force Organisation and good rapport with the staff within and out side the DFC'S office you will not be a stranger in the mission area.

**HANDOVER/TAKEOVER NOTES**  
**OFFICE OF DEPUTY FORCE COMMANDER**  
**UNITED NATIONS ASSISTANCE**  
**MISSION FOR RWANDA (UNAMIR)**  
**FROM: BRIG GEN HK ANYIDHO**  
**TO : COL KS SHIVAKUMAR**

**INTRODUCTION**

1. I am handing over my duties as Deputy Force Commander as an additional duty to those you already carry out as Chief of Staff from 13 March to 8 April, 1995 when I will be on leave.

**RESPONSIBILITIES**

2. Your responsibilities as the DFC are as follows:

- a Deputizes for the FC and assumes command in his absence.
- b Carries out special assignments of cross-border or cross faction liaison.
- c Carries out all operational tasks on behalf of the FC.
- d Provides advice and suggestions on various aspects of the operations.
- e Directs, supervises and co-ordinates the work of the Military Staff.
- f Co-ordinates military and civilian staff effort. All civilian staff co-ordinate their activities through you on all matters of importance with a military pertinence.
- g Ensures FC is kept informed of the on-going situation as required.

3. In addition to the above-mentioned responsibilities, be reminded to endeavour to conduct regular visits, as I do, to troop locations to see what problems they are encountering as well the conditions under which they operate. Ensure to take necessary remedial action before things get out of hand. Specifically, if there is a report from a particular unit, you must try to visit that location to make an on-the-spot study of the situation. In this way it is possible to keep in close contact throughout the mission.

## **TROOP ROTATION**

4. Currently as you are aware, three units have recently rotated - AUSMED,

SENBATT and MALAWI COY. I have carried out some initial visits and as such there are problems in particular with MALAWI COY in Butare which need to be studied critically before an attempt is made to swap that unit with SENBATT in Kibuye. ETHIOBATT'S rotation is now more than likely to take place even though the actual confirmation is yet to be received from Addis-Ababa.

## **SECURITY**

3. **Security in the theatre:** As the COS you are naturally already aware of the security situation in the theatre, however I cannot overemphasise the fact that there is a need for all to remain vigilant. In this respect I would advise well coordinated patrolling in all sectors and the need to inculcate a stronger sense of vigilance amongst all contingents and MILOBS.

4. In view of the recent spate of serious incidents around the country, I would advise that all units be made very much aware of the various states of alert and be able to apply them at the appropriate time. Commanders from all units should take care of the security situations as they develop.

## **5. OUTSTANDING MATTERS:**

- a           **UNAMIR/RPA meetings:** It is necessary that we continue to have regular meetings between UNAMIR/RPA staff officers even though there may be some reluctance on their part to participate. The meetings must continue and I don't need to overemphasize this fact.
- b           **SOPs:** This was recently distributed for comments but we are yet to receive it back for any amendments. This ought to be pursued in order that we can produce a final report which should be adopted. It is too late in coming out.
- c           **Security Situation:** Regular appraisal of the security situation by the INT CELL needs no emphasis in view of the prevailing circumstances.
- d           **"OP RETOUR" and HAC Reorganization:** Both these issues need closer studying before a final recommendation is given to the FC.

HANDOVER/TAKEOVER NOTES

1. This to certify that I Brig Gen HK Anyidoho (GH/778) have on this day 13 March, 1995 handed over my duties as Ghana Contingent Commander to Col H Osae-Addae (GH/1091) due to my absence on leave.

13 March 1995



HK ANYIDHOHO  
Brig Gen  
DFC/CMO (CONTICO)

-----

2. This to certify that I Col H Osae-Addae (GH/1091) have on this day ....March, 1995 taken over the duties Acting Ghana Contingent Commander from Brig Gen HK Anyidoho (GH/778) whilst he is absent on leave from the mission area.

14 March, 1995



H. Osae-Addae  
Col  
COO TAC HQ  
BUTARE



HANDOVER/TAKEOVER NOTES - GHANA CONTINGENT COMMANDER

FROM: BRIG GEN HK ANYIDOHO (GH/778)

TO : COL H OSAE-ADDAE (GH/1091)

INTRODUCTION

1. I am handing over my responsibilities of UNAMIR Ghana Contingent Commander to you from the 13 March, - 8 April, 1995 due to my absence from the mission area on duty/leave overseas. You will relinquish the appointment on my return to Rwanda.

RESPONSIBILITIES

2. As acting Contingent Commander, you will be responsible to all matters relating to the Ghanaian Contingent. You will need to work closely with the Commanding Officer - Ghanbatt II, senior Ghanaian of the MILOB GP, the Civpol, Military Police and OC Supply Platoon and my MA.

GHANBATT DEPLOYMENT IN AO

3. As you are aware Ghanbatt II is now fully deployed in Sector 2. The Battalion's deployment strength returns is attached at Annex A for your information.

MEDAL DAY DELEGATION

4. The Delegation which arrived in Rwanda on 4 Mar 95 for UNAMIR GH2 Medal Presentation Day Parade and Ghana National Day celebrations is scheduled to leave for Ghana via Addis-Ababa on Wednesday 15 Mar 95. You must see them off at the Kigali International Airport on that date of their departure.

ADMISSIONS IN NAIROBI

5. WOI Dzidah and Sgt Kuvodu are on admission at the Aga Khan Hospital and St Luke Hospital respectively. The medical progress reports are submitted to this Hq by Ghanbatt SMO regularly. Ensure these are forwarded to GHQ(MED) and their service Headquarters in Accra as and when they are received.

WEEKLY SITUATION UPDATE

6. Weekly Situation Updates will be drafted by my MA for your approval before they are transmitted to Ghana.

GHANBATT TRANSIT CAMP

7. The transit camp in Kigali accommodating Ghanbatt bandsmen and some elements of the battalion was acquired by the battalion through its own private arrangement and not by UNAMIR. You are therefore to ensure that no other UNAMIR unit is asked to share the premises with Ghanbatt without the express permission of the Rwandese authorities which provided it.

CONCLUSION

8. I implore you to endeavour to conduct regular visits to Ghanbatt locations to see what problems they are encountering as well as the conditions under which they are operating.

9. Finally, I wish you good luck and God's guidance in your additional duties.

13 March, 1995



HK ANYIDOHO  
Brig Gen  
DFC/CMO (CONTICO)

Info:

CO GHANBATT II

ANNEX A TO  
HANDOVER/INTERVIEW  
NOTES - COMSEC  
DATED 13 MAR 95

FROM : GHANBATT HQ  
TO : UNAMIR HQ (KIGALI)  
INFO : TAC HQ (BUTARE)  
GHANCON HQ  
BN HQ

GH2/058/A

DATE : 10 MAR 95

GHANBATT DEPLOYMENT  
STRENGTH RETURNS

'A' COY - 4 & 101

					LOC	GR
a.	Coy HQ	-	1 & 17		BARE	5347
b.	Pl 1	-	1 & 23		KABILIZI	5067
c.	Pl 2	-	1 & 27		BARE	5347
d.	Pl 3	-	1 & 34		SAKE	4354

'B' COY - 5 & 107

a.	Coy HQ	-	2 & 23		RILIMA	2461
b.	Pl 4	-	1 & 29		RUHUHA	0644
c.	Pl 5	-	1 & 30		RILIMA	2461
d.	Pl 6	-	1 & 25		GATARE	1165

'C' COY - 4 & 109

a.	Coy HQ	-	1 & 18		GISHALI	4788
b.	Pl 7	-	1 & 32		BICUMBI	3876
c.	Pl 8	-	1 & 28		GISHALI	4788
d.	Pl 9	-	1 & 31		KAYANJI	5586

'D' COY - 5 & 108

a.	Coy HQ	-	2 & 25		RUKIRA	6557
b.	Pl 10	-	1 & 30		RUSENYI	6862
c.	Pl 11	-	1 & 29		RWANTERU	7948
d.	Pl 12	-	1 & 24		MULINDI	7667

<u>HO COY</u>	-	31 & 330		KIBUNGO	5961
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TOTAL	=	49 & 751			
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TOR/1132/FAX/D



Office of the DFC/CMO  
UNAMIR Force HQ  
c/o UNEP  
P.O. Box 30552  
NAIROBI  
Kenya

ANY/2277/1/95

27 January, 1995

See Distribution

HAND/TAKE-OVER NOTES FOR IN-COMING  
AIDE-DE-CAMP (ADC) TO THE DEPUTY FORCE  
COMMANDER (DFC) BY CAPT AY NSIAH (GH/2277)  
OUT-GOING AIDE-DE-CAMP

INTRODUCTION

1. May I avail myself of this opportunity to welcome you into the Area of Operation (AO). These points, in addition to the verbal briefing you have received from me since your arrival, are to guide you in the performance of your duties.

AIM

2. The aim of these notes is to ensure a smooth take-over and slick performance of your duties.

SCOPE

3. I will cover these areas:
- a. Operations
  - b. Communications
  - c. DFC's staff
  - d. Duties and responsibilities
  - e. Administration
  - f. 'Q' matters
  - g. Conclusion

4. OPERATIONS. Operationally, Rwanda is sub-divided into 8 main sectors. Each of these has been further divided into sub-sub-sectors. You need to acquaint yourself with all the sectors and their sub-sectors. It is worth mentioning that the majority of the Formed Units are deployed to the South-Western Sector of the country. As a result, UNAMIR has established two Headquarters - Force HQ in Kigali and Tac HQ in Butare (to the south). The following are the various sector HQ locations:

- a. Sector 1 - (NICOY) - BYUMBA
- b. Sector 2 - (GHANBATT) - KIBUNGO
- c. Sector 3 - (Tac HQ and MALAWICOY) - BUTARE and MALICOY - GITARAMA
- d. Sector 4A - (ZAMBATT) - GIKONGORO
- e. Sector 4B - (FRAFBATT) - KIBUYE
- f. Sector 4C - (ETHIOBATT) - CYANGUGU
- g. Sector 5 - (TUNBATT) - MUTURA
- h. Sector 6 - (INDBATT) - KIGALI

5. There is apparent calm in the country now but the security situation is far from safe. You have to follow closely the evolving operational situation daily to keep yourself abreast of the trend of events in order that you can be helpful to your boss. There are some security instructions and contingency plans for reacting to various degrees of threats - i.e. Plans NIKE, HECTOR and JASON. You need to study them carefully to acquaint yourself with the contents.

6. COMMUNICATIONS.

- a. Radio. The Force HQ command net operates on Channel 7. You have been given a hand held Motorola set. This has been pre-tuned to Channel 7. Additionally, you have a charger. You should keep your radio on at all times. Your call sign is Z9C, the DFC is 9A, the MA is Z9A and the A/MA is Z9J. The rest of the call signs for the various appointment holders is attached as Annex A.
- b. Telephone. An International Direct Dial (IDD) facility is available at the Operations Room. However, private calls are allowed once a week per person for a duration of 5 minutes.
- c. Postal facilities. Presently, all external correspondence is routed through the UNEP office in Gigiri, Nairobi. The postal address is as follows:

UNAMIR Force HQ  
c/o UNEP  
P.O. Box 30552  
NAIROBI - Kenya

Apart from this, the UNAMIR Post Office Box in Kigali has started operating. Here is the address:

UNAMIR Force HQ  
P.O. Box 749  
KIGALI - Rwanda

d. Internal telephone communication. UNAMIR Force HQ operates its own telephone facility. Each office is allotted an extension number. There is a telephone directory in the office for use. You should make use of it as much as possible. All external calls within Rwanda/Kigali (outside the Force HQ), are booked through the switchboard.

7. In addition to this, there is a Rear Link in GHANBATT location which delivers and transmits messages to and from Ghana. Important and urgent correspondence to Accra is, however, sent by fax through the Ghana High Commission, Defence - London. The fax number is this: 081-342-8566.

8. DFC's Staff. The DFC/COS has a staff of 8 (including yourself). They are:

- |    |           |   |                         |
|----|-----------|---|-------------------------|
| a. | MA        | - | Lt Cdr Samuel Sam       |
| b. | AMA       | - | Lt Cdr Itoko Kingdom    |
| c. | ADC       | - | Capt EA Baidoo          |
| d. | Secretary | - | Ms Susan Bye            |
| e. | Driver    | - | Sgt Ofori Nathan        |
| f. | Driver    | - | Cpl Norvihoho Lucas     |
| g. | Clerk     | - | S/Sgt Bessah            |
| h. | Cook      | - | L/Cpl Ayensokia Sampson |

9. You need to develop a very good personal relationship with each of them to enhance the smooth performance of your duties.

10. DUTIES AND RESPONSIBILITIES. Generally, your duties include operational, administrative and social matters in which your boss is involved. Essentially, these are some of your duties:

- a. Keeping the DFC informed regarding his official and social commitments.
- b. Responsible for the DFC's welfare and comfort.
- c. Arranging for the DFC's visits to contingents and elsewhere in the mission area in conjunction with the MA. Some of these trips will be by helicopter. Remember to liaise with the Air Staff Officer and complete the Air Request Form to avoid embarrassment. Copy of Air Task Request Form is attached as Annex B.
- d. Accompanies the DFC on travel within the mission area and if required, outside the mission area.

- e. Liaises with the travel section on DFC's travel outside the AO. In each case, you will arrange and confirm all transportation and accommodation in respect of each itinerary including checking in/out at airports and hotels. Additionally, you will have to complete the necessary administrative procedures including Movement of Personnel Forms (MOP) and PT8 (where applicable). Copy of MOP is attached as Annex C.
- f. Assisting in organising social activities hosted by the DFC.
- g. You are the DFC's Welfare Officer for his staff.
- h. Organize the DFC's meetings in liaison with the MA or A/MA. Where necessary you may have to liaise with the RPALO, if the DFC has to meet the Rwandese Government or Military Authorities.
- i. Screens all cables (when directed) for presentation to the DFC for action or information.
- j. Acts as a personal Adjutant to the DFC as required. At this point, I will advise that you familiarize yourself with the filing system as fast as you can. In addition, you will keep and maintain the DFC's personal account file. Remember that you are only a staff officer, do not evince excess power or authority than is necessary for your purpose.
- k. You may carry out any other tasks as directed by the DFC.

11. ADMINISTRATION. As indicated earlier, you are the Welfare Officer for the DFC's staff. You should take an interest in the administrative/welfare problems of them all. Your boss could be too busy and may overlook some pertinent welfare matters affecting his staff. You should be interested in the Pay and Allowance of the staff, especially the NCOs. Try also to monitor closely the maintenance schedule for all the DFC's vehicles. As much as you would like to develop a fine working relationship with the NCO staff, you should keep up your head and maintain effective control over them.

12. It is equally important to develop a good working relationship with members of other Branches/Departments of the Force, both Military and Civilian. You will find yourself dealing with almost every department of the Force. I had a good working relationship with the people I came in contact with.

13. Q Matters. Please take note of the following items which are national stores for which you will be held personally responsible in the event of any loss:

- a. Weapons: 3 x AK47 Rifles and 1 x Pistol P38 were brought into the AO for use by the DFC's personal staff. Details are as follows:
  - (1) AK 47 serial Nos.
    - (i) K 232040
    - (ii) 1964 NA 6946
    - (iii) K13758
  - (2) Pistol P38 - 352572
  - (3) 5 x AK 47 magazines - ie 4 fully charged x 1 empty
  - (4) 120 x 5.6 rds

- (5) 8 x 9 mm rds
- (6) Pistol Holster (P38)
- (7) 2 x AK 47 Magazine Holders

b. Ghana Armed Forces Plaques: The DFC (CONTICO) has in stock some Ghana Armed Forces Plaques which are usually presented to visiting VIPs. The present stock level is 7.

c. Ghana Armed Forces Flags: We also have in stock 4 x Ghana Armed Forces flags which are used for some special ceremonies. They will be in your custody.

14. On your return home, you will liaise with Lt Col Abdullai (Signal Regiment) for hand over of the weapons. The plaques, if you still have some left, together with the Ghana Armed Forces flags will be handed in at GHQ (DPR).

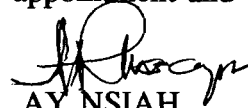
15. CONTINGENT Files: The office maintains some files on contingent matters. All those files, together with the DFC's personal file(s), will also be carried along with you home.

### CONCLUSION

16. Let me remind you that you are the eyes and ears of the DFC, do not hesitate to disclose vital information to him. Remember also that your personal conduct and character can very easily affect the image or reputation of your boss. You should remain urbane in all your dealings both official and non-official.

17. Your boss is very open and frank and may chastize you openly if you fumble. He is very knowledgeable and you will learn much from him.

18. Finally, I would like to congratulate you on your appointment and wish you God's guidance for a successful tour of duty.



AY NSIAH

Capt

ADC to DFC (out-going)

Distribution:

Action:

ADC to DFC (In-coming)

Information:

MA to DFC

Enclosures:

Annex A - Approved Callsigns on Channel 7

Annex B - Air Task Request Form

Annex C - Movement of Personnel Form



ANNEX A TOANY/2277/1/95DATED JAN 95FORCE CO-ORD NET CALLSIGNS (CH 7)

19 DEC94

<u>FUNCTION</u>	<u>CALLSIGNS</u>
FORCE HQ CP	0
FORCE COMMANDER (FC)	9
MA TO FC	Z9
AMA TO FC	Z9G
ADC TO FC	Z9D
DRIVER FC	Z9E
BODYGUARD FC	Z9F
PUBLIC AFFAIR O	Z9PA
DEPUTY FORCE COMMANDER (DFC)	9A
MA TO DFC	Z9A
AMA TO DFC	Z9J
ADC TO DFC	Z9C
FC SECRETARY	Z9S
COS	9B
D COS OPS	93
D COS OPS DRIVER	Z93
D COS SP	98
COO	93A
C PLANS	93B
G3 PLANS 3	93L
SENIOR DUTY O (SDO)	93C
DUTY O	93F
DUTY O	93G
DUTY O	93J
DUTY O	93K
MILITARY INT O	92
FORCE AIR O	93H
AIRPORT OPERATIONS	H0
FORCE SIGNAL O	96
FORCE ENGR O	E9
EOD	E1
FORCE PM	PM
KIGALI MP STATION	ESCORT 0
CO MP COY	ESCORT 9
MP PATROL 1	ESCORT 1
MP PATROL 2	ESCORT 2
MP PATROL 3	ESCORT 3
MP PATROL 4	ESCORT 4
MP PATROL 5	ESCORT 5
FORCE MEDICAL O	M9
FORCE MED OPS	M93
FORCE MED LOG	M94
FORCE HEALTH O	M94A
CMPO	91
C LOG O	94
CHIEF LO	93E
UNAMIR LO TO RPA	93E1
FORCE SIGNAL OPERATIONS	96A
MILOB GP HQ	C0

CHIEF MILITARY OBSERVER

C9

FUNCTIONS

CALLSIGNS

HUMANITARIAN HQ	MP0
CHIEF HUMANITARIAN O	MP9
HUMANITARIAN	MP1
HUMANITARIAN	MP6
AUSTRALIAN CONTINGENT HQ	AS0
AUSTRALIAN CONTINGENT COMDR	AS9
CIV POL HQ	P0
HUMAN RIGHTS LO	HRL
INDBATT RRF SECTION	RR1
INDBATT REINFORCEMENT SECTION 1	RR2
INDBATT REINFORCEMENT SECTION 2	RR3
CANADIAN CONTINGENT HQ	CN0
MOVCON	94G
OC 3 CSG	39
CANADIAN HELICOPTER	CANADA 1
	CANADA 2
	CANADA 3
UNREO	UNREO BASE
SPECIAL PROJECT O	SPO
SECTOR 6 HQ INDBATT	6
CIV POL HQ	P0
AMERICAN EMBASSY	US

AIR TASK REQUEST FORM

1. IDENTITY OF APPLICANT

- A. Name.    MA TO DFC  
B. Branch or Section.      HQ UNAMIR  
C. Location, Building, Room Number.      2029  
D. Telephone Number or method of Contact.      11122

2. FLIGHT REQUEST

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

3. SIGNATURE OF APPLICANT \_\_\_\_\_ APPOINTMENT \_\_\_\_\_

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

\_\_\_\_\_  
Signature  
SO2 G3(Air)

5. FLIGHT AUTHORIZATION

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

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

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

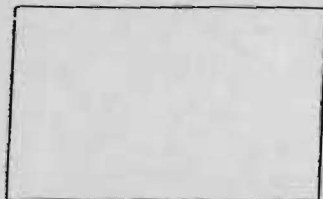
This mission meets UNAMIR  
requirements and is cost  
approved  
CAO through AirOps \_\_\_\_\_  
ANNEX B TO SOP AIR

ANNEX C TO

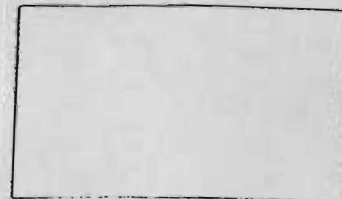
ANY/2277/1/95

DATED

JAN 95

United Nations  
Assistance Mission for  
Rwanda

FOR MOV CON USE ONLY

Nations Unies  
Mission pour l'Assistance au  
Rwanda

FOR MOV CON USE ONLY

## MOVEMENT OF PERSONNEL

Title Rank

Last, First Name (TYPE OR PRINT IN BLOCK CAPITALS)

Nationality

UNAMIR ID No.

or Passport No

Section /Office/ Branch

Contact Number

## ITINERARY

TRAVEL FROM:	TRAVEL TO:	DATE: DD/MM/YY
RETURN FROM:	TRAVEL TO:	DATE: DD/MM/YY

Purpose of Travel:

Mode of Transportation

(SPECIFY)

DISTRIBUTIONS (As applicable)

Chief Administrative Officer  
Chief Finance Officer (Orig + Copy)  
Chief Civilian Personnel Officer  
Chief Transport Officer  
Chief General Services  
Mail Unit  
Staff Member's Section  
Staff Member

Initiating Officer  
(Head of Section /Office /Branch)

Authorized By

SRSG/FC/ED/CAO-DEC AO SC DR C MOCCOS

Applicable for movement outside the Mission area only.  
Approved by: