

FOIA MARKER

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Folder Title: Somalia, 1993 (continued) [6]				
Staff Office-Individual: Global Affairs-Rice, Susan				
Original OA/ID Number: 277				
Row: 35	Section: 5	Shelf: 1	Position: 1	Stack: v

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. report	Somalia: Weekly Update (6 pages)	04/07/1993	P1/b(1)
002. cable	Re: [Interim Government] (3 pages)	04/07/1993	P1/b(1)
003a. list	[Report Distribution List] (4 pages)	04/08/1993	P1/b(1)
003b. report	[Duplicate of 001] (5 pages)	04/07/1993	P1/b(1)
004. cable	Re: Somalia: Implementing the Peace Conference Agreement (5 pages)	04/09/1993	P1/b(1)
005. cable	Re: Zimbabwean Participation in UNOSOM II (2 pages)	04/13/1993	P1/b(1)
006. cable	Re: Kapungu Discusses Addis Accord Implementation Plans (4 pages)	04/13/1993	P1/b(1)
007. agenda	NSC Deputies Committee Meeting (1 page)	04/16/1993	P1/b(1)
008. paper	Gaining Troop Support for UNOSOM II Strategy Paper (4 pages)	04/00/1993	P1/b(1)
009. cable	Re: Malaysian Participation in UNOSOM and Need for Assistance (3 pages)	04/05/1993	P1/b(1)
010. cable	Re: [UNOSOM Police Plans] (2 pages)	04/08/1993	P1/b(1)
011. cable	Re: Cambodia - Japanese Civilian Electoral Worker Killed in Attack on UNTAC Personnel (2 pages)	04/08/1993	P1/b(1)

COLLECTION:

Clinton Presidential Records
National Security Council
Global Issues and Multilateral Affairs (Rice, Susan)
OA/Box Number: 277

FOLDER TITLE:

Somalia, 1993 (continued) [6]

2012-0659-F

ke4146

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

Freedom of Information Act - [5 U.S.C. 552(b)]

P1 National Security Classified Information [(a)(1) of the PRA]

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C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

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012. cable	[Duplicate of 004] (5 pages)	04/09/1993	P1/b(1)
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OA/Box Number: 277

FOLDER TITLE:

Somalia, 1993 (continued) [6]

2012-0659-F
ke4146

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NATIONAL SECURITY COUNCIL

13-Apr-1993 14:24 EDT

~~CONFIDENTIAL~~

MEMORANDUM FOR:

Susan E. Rice

(RICE)

FROM: Jeff Q. Ragle
(RAGLE)

→ Susan

SUBJECT: ADDIS ACCORDS

CC: Edward F. Phillips

(PHILLIPS)

DECLASSIFIED E.O. 13526

White House Guidelines,

September 11, 2006

By VDE NARA, Date 01/09/17

2012-0659-F

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006. cable	Re: Kapungu Discusses Addis Accord Implementation Plans (4 pages)	04/13/1993	P1/b(1)
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UNCLASSIFIED

F: Somalia

To: NSC - Dick Clarke (202-395-1199) April 13, 1993
JCS - Skip Bowman (703-697-0255)
OSD - Jim Woods (703-695-4620)

From: State - David Shinn

Subj: Draft AID Strategy Paper on Relief and Rehabilitation

Attached is a first cut by AID on a strategy for increasing international support for humanitarian relief and rehabilitation assistance in Somalia. Comments are welcome at the CORE Group meeting on April 13 at 11:00 a.m.

INCREASING INTERNATIONAL SUPPORT FOR HUMANITARIAN RELIEF AND REHABILITATION ASSISTANCE IN SOMALIA.

The recently completed Policy Review Directive on Somalia concluded that the transition from relief to rehabilitation activities will proceed cautiously this calendar year, be tightly linked to security conditions, and be led by the UN through UNOSOM II. The U.S. will take an active role to try to ensure success, but should not take on primary financial or political responsibility for the recovery of Somalia. Encouraging adequate levels of international financing and support for Somali recovery is critical. Efforts need to focus on support for three interrelated types of assistance: relief/humanitarian, rehabilitation and recovery/reconstruction.

- Sustaining adequate levels of support and resources for humanitarian relief efforts for the rest of this year should not be a major problem unless the security situation deteriorates significantly. International PVOs and IOs will continue to deliver food and medical assistance, with increasing involvement of Somali organizations and local authorities. Current mechanisms appear adequate to meet relief needs.
- Support for rehabilitation and recovery has lagged considerably because of concerns about feasibility (security plus political instability) and limited rehabilitation planning by the UN. The U.S. contribution to this phase of assistance during FY 93 already has been budgeted. Increased support from other sources will depend on perceptions of the security situation in Somalia and the ability of the civilian side of UNOSOM II to better prioritize and coordinate the Action Plan presented at the March meeting in Addis.
- Increasing support for longer term reconstruction will require a solid institutional coalition to prepare and identify funding for credible, "bankable" plans. While the investment impact of this longer range phase of assistance will not be felt for some months, probably well into 1994 under an optimistic scenario, the formation of the coalition to outline basic guidelines and objectives for reconstruction is important to shorter term recovery efforts as well.

NEXT STEPS

Rehabilitation

- USLO through the AID staff in Mogadishu will work with the UNOSOM humanitarian assistance staff to ensure that the sectoral working groups involving PVOs and other operational organizations continue to review and refine the Action Plan presented in Addis in March. The lack of realistic targets in this plan discouraged donor commitments of funds.
- The UN/DHA was to schedule a donor follow-up meeting to discuss more detailed project proposals for the DHA 1993 relief and rehabilitation plan, financing gaps and donor pledges. The meeting was supposed to have taken place in April. AID and State/IO have already cabled USUN to contact DHA and ask that this meeting be scheduled. Once we know the date and venue, AID/State will cable other donor countries urging more financial support.
- Donor support to fill key UN positions in Mogadishu and regional centers will contribute to the actions outlined above. A full complement of competent staff will contribute greatly to the credibility of UN efforts to increase funding commitments to the 1993 rehabilitation program. Cables have already been sent soliciting AID and State volunteers. In the cable to other donor countries asking for additional financial support, donors will be reminded of the need to supplement UN staff.

Reconstruction

- In line with requests from some donors to the World Bank, the U.S. is encouraging the World Bank to convene a meeting of key donors and the UN within the next month to begin informal discussions on reconstruction. AID is in contact with other bi-lateral donors to push this idea. Also, AID through State/IO and USUN have suggested a meeting with DHA and other UN agencies the week of April 19 to discuss next steps in reconstruction planning, including the role of the World Bank and other UN agencies.
- AID would propose and help fund a "technical" workshop on **Approaches to Reconstruction in Somalia** later in 1993. This gathering will serve the following objectives, either broadly if the initial meeting of donors fails to get to a level of detail, or more narrowly if initial organizational efforts move smoothly:
 - bring together representatives of donors, multilateral organizations, PVOs, academics and Somali experts to review the status of current assistance and planning efforts in Somalia;

- seek further agreement, at the sectoral or subsectoral levels as appropriate, on a consortium to fund and guide Somali reconstruction, led or co-chaired by the World Bank, and sanctioned by the UN; and
- encourage donor commitments of funding to reconstruction.

The basic concept of an international consortium to fund and guide the longer term reconstruction of Somalia has been favorably received in informal discussions with donors and international organizations.

This consortium and its initial outputs should not conflict with, but rather serve to strengthen and expand, the work to be done by the UN (DHA) in updating the 1993 plan presented in March in Addis Ababa, and the work to be done by the UNDP over the coming months for a mid-range plan for Somalia recovery.

NATIONAL SECURITY COUNCIL
WASHINGTON, D.C. 20506

→ Somalia

April 13, 1993

ACTION

MEMORANDUM FOR SAMUEL R. BERGER

FROM: RICHARD A. CLARKE

SUBJECT: Deputies Committee Meeting on Somalia

Attached at Tab A is the agenda for the Deputies Committee meeting on Somalia, Friday, April 16, 1993, at 4:45 p.m., in the White House Situation Room.

RECOMMENDATION

That you authorize William Itoh to forward the transmittal memo to his counterparts at Tab I.

Approve _____ Disapprove _____

Attachments

Tab I Memorandum to Counterparts
Tab A AgendaDECLASSIFIED E.O. 13526
White House Guidelines,
September 11, 2006By VDE NARA, Date 01/09/17
2012-0659-F~~SECRET~~

Declassify on: OADR

~~SECRET~~
NATIONAL SECURITY COUNCIL

WASHINGTON, D.C. 20506

MEMORANDUM FOR

MR. LEON FUERTH
Assistant to the Vice President
for National Security Affairs

CAPTAIN H. L. SHEFFIELD
Secretary
Joint Chiefs of Staff

MR. MARC GROSSMAN
Executive Secretary
Department of State

MR. DAVID MEIN
Executive Secretary
(Acting)
Agency of International
Development

COLONEL MICHAEL B. SHERFIELD
Executive Secretary
Department of Defense

MR. RICK INDERFURTH
Office of the Representative
of the United States to the
United Nations

MR. JAMES R. OLIVER
Executive Secretary
Central Intelligence Agency

SUBJECT: Deputies Committee Meeting on Somalia (U)

There will be a Deputies Committee meeting on Somalia, Friday, April 16, 1993, at 4:45 - 5:45 p.m., in the White House Situation Room. Attendance is limited to principal plus one. The agenda is attached at Tab A. ~~(S)~~

William H. Itoh
Executive Secretary

Attachment
Tab A Agenda

DECLASSIFIED E.O. 13526
White House Guidelines,
September 11, 2006

By KDE NARA, Date 201201109/17
2012-0659 F

~~SECRET~~

Declassify on: OADR

~~SECRET~~

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RR. Document will be reviewed upon request.

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NSC/RMO PROFILE

RECORD ID: 9302336
RECEIVED: 13 APR 93 10

TO: LAKE

FROM: GROSSMAN, M

→ Somalia

DOC DATE: 12 APR 93
SOURCE REF: 9307508

KEYWORDS: SOMALIA

UN

PERSONS:

SUBJECT: STRATEGY PAPER FOR GAINING TROOP SUPPORT FOR UNOSOM II

ACTION: PREPARE MEMO FOR LAKE

DUE DATE: 16 APR 93 STATUS: S

STAFF OFFICER: JETT

LOGREF:

FILES: PA

NSCP:

CODES:

DOCUMENT DISTRIBUTION

FOR ACTION
JETT

FOR CONCURRENCE
BEERS
CLARKE
RICE

FOR INFO
SCHWARTZ

DECLASSIFIED E.O. 13526

White House Guidelines,

September 11, 2006

By VDE NARA, Date 8/10/17

2012-0659-F

COMMENTS:

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DOC 1 OF 1

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9307508
United States Department of State

Washington, D.C. 20520

April 12, 1993

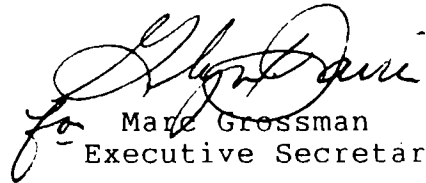
2336

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DECL:OADR

MEMORANDUM FOR ANTHONY LAKE
THE WHITE HOUSE

SUBJECT: Strategy Paper for Gaining Troop Support for UNOSOM II

The attached paper outlines an interagency-cleared strategy to obtain troop support for the UN peacekeeping operation in Somalia (UNOSOM II).


Marc Grossman
Executive Secretary

Attachment: Strategy Paper

DECLASSIFIED E.O. 13526
Department of State Guidelines,
September 11, 2006

By KDE NARA, Date 01/09/17
2012-0659-F

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DECL: OADR

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
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008. paper	Gaining Troop Support for UNOSOM II Strategy Paper (4 pages)	04/00/1993	P1/b(1)
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COLLECTION:

Clinton Presidential Records
National Security Council
Global Issues and Multilateral Affairs (Rice, Susan)
OA/Box Number: 277

FOLDER TITLE:

Somalia, 1993 (continued) [6]

2012-0659-F
ke4146

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

Freedom of Information Act - [5 U.S.C. 552(b)]

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We have also repeatedly stressed the necessity to coordinate in advance the line of the "permanent five" in implementing the already approved Security Council resolutions in order to avoid further damage to our financial interests. We were promised that Russia's concerns would be taken into account but so far there is no such coordination, and we would like to receive guarantees that our partners in the Security Council will not be pressing for solutions which would mean new financial hardship for Russia.

4. During the last few months we have on a number of occasions explained our position on the whole range of problems, arising from the idea to establish UNOSOM-II. At expert level we have been given general considerations about the political importance of UNOSOM-II. Given the importance of these issues for us we believe that this time the answer should be given at a high political level.

Upon receiving reaction to our considerations we will urgently brief the leadership of the Russian Federation on the above issues, proceeding from the consistent support we give to the political and humanitarian efforts of the international community in Somalia, taking into account at the same time other factors mentioned above.

We will be in a position to begin discussions on the draft resolution within "the five" after we receive the reaction at political level (we believe this delay will not cause any complications since even with the proposed date for deployment of UNOSOM-II we still have more than enough time).

In particular, we hope that our detailed considerations concerning the establishment of voluntary Fund for peace-keeping operations in the former Soviet Union which we submitted to the State Department on March 15 will be given positive response.

1. As we have indicated in our earlier contacts, the leadership of the Russian Federation will have to be briefed on the draft resolution on expanding U.N. operation in Somalia before we are authorized to take a position on this issue.

In order to do that we need information on the problems which we have repeatedly raised and which so far have been left without an in-depth reaction.

2. In what concerns UNOSOM-II we are interested:

- that the operation be more closely linked to the process of political settlement. Earlier we have suggested that the Security Council should take an active stand and influence the participants of the meeting of Somali parties in Addis-Ababa. So we should wait for the outcome of the meeting;

- to exercise maximum restraint in defining the scale of the operation, to limit it to absolutely necessary parameters and, more so, to avoid expansion of its components beyond the tasks which had been assigned to UNITAF;

- to consider preliminary estimates by the U.N. Secretariat of the financial implications of UNOSOM-II before we come to discuss the concrete text of the resolution.

We have also urged that all the issues pertaining to the transition from UNITAF to UNOSOM-II be considered within the confines of the existing Security Council procedures. We have also questioned the idea to go ahead with practical aspects of commencing UNOSOM-II before necessary approval is obtained from the Security Council.

3. In a broader sense we have raised the question of primary importance for us which is the financial burden for Russia arising from peace-making activities and, in general, from the implementation of political decisions taken by the Security Council which we consistently support.

We have specifically requested support for the idea to establish a voluntary fund for peace-keeping operation in the former Soviet Union. We are still awaiting the response.



UNOSOM
UNITED NATIONS OPERATION IN SOMALIA

Tel: 873-1513333

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Fax: 873-1512473

T E L E F A X

202-1
736-7426

OUTGOING FAX NO:	DATE:
TO: RAC	FROM: MAS
FAX: 202-395-1199	REPLY FAX NO: 873.151.2473
INFO:	REF:
Cleared by:	Authorized by:
Total number of transmitted pages including this page: 5	

MESSAGE:

EYES ONLY

PHOTOCOPY PRESERVATION

EYES ONLY DICK CLARKE

UNOSOM TASK FORCE

Introduction

The organization, structure, and management of UNOSOM is not adequate to conduct the limited operation of its current mandate. Shortly, UNOSOM II will be tasked to conduct a greatly expanded \$1.55 billion operation covering the entire nation of Somalia and including a much broader scope of responsibilities (e.g. building a national police force, demining).

The United Nations has embarked upon a bold new challenge in Somalia and our goal is to ensure its success in as timely and effective manner as reasonably possible. The mission does not require a lot of people for a long time. However, a handful of innovative, creative, quick-study problem solvers (the real super stars of the past or the future) can make a tremendous difference to this nascent operation.

In order to ensure the success of this operation, we must assemble a world class staff that can "jump start" a very complex nation building challenge and rapidly establish the structure and procedures to sustain a longer term effort.

Mission:

Develop a "back-of-the-envelope" concept for the organization and manning of a UNOSOM staff capable of planning and managing an integrated, phased, strategy of humanitarian relief, security, political reconciliation, and basic nation building.

References:

UNSC Resolution for UNOSOM II
Current rehabilitation and reconstruction strategy
UNITAF/UNOSOM military transition plan
Notes from the Conference on Political Reconciliation

Current Challenge:

1. Quick integration of a diverse, rudderless, collection of "one-man" gangs.
2. Basic "Teambuilding 101" in tough working conditions. As individuals and as an organization, UNOSOM does not recognize obvious opportunities. Basic leadership and management are absent, except in a very few cases.
3. The organization can grow exponentially but it will have to be skilfully managed and led with a delicate sense of pace and priority. It must move from reactive and tactical responses to incidents based on little information or analysis to a well-integrated, proactive, implementation of a broad strategy.

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4. Bright spot! The current admin/logistics leader understands the situation and is a problem solver. He recognizes the limitations of his staff to provide creative thinking, conduct long term planning, and manage multi-dimensional operations.

Macro Goals:

1. Political: Revive a complex and bitterly divided country with only the first signs of renewal.
2. Security: Stop arms, convert or neutralize warlords, deploy a multi-national force with sophistication.
3. Humanitarian: Coordinate disparate resources through an integrated political-military plan.
4. Public Affairs: From a sophisticated and sceptical world press to building a basic national capability.

Near Term Goals:

1. Assemble a first rate (international) consulting team to develop the conceptual and organizational framework to manage the revival and reconstruction of a nation from a condition of destruction, anarchy, and violence.
2. Analyze the UNSC Resolution and associated strategy documents (listed above) to determine the goals and objectives of UNOSOM II.
3. Develop the staff organization and manning that can manage the crisis while developing a strategy. Expand staff effectiveness by 500% in one month. For example:
 - from a one man center to a small a situation room with an integrated operations center
 - reports from around the country and trend analysis
 - simple office tracking of actions/calls(communications)
 - an admin/logs center
4. Seed the current building process with a few super-stars at various levels (preferably with an international mix of talent).

Suggested Team Members:

Leader: Arnie Kanter or equivalent

Members (or clones):

Dick Clarke

John Gordon

Jock Covey

Steve Hadley

Ed Cummings, Mike Kozak, and/or Rick DeCovis (Wynn's staff)

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Tiger

Jerry Bremmer
 Rich Armitage
 LTG (ret) Gus Pagonus
 Chet Crocker
 Dennis Ross
 Domestic superstar
 Media & Public Information (from basics to world class)
 HUMINT oriented intelligence management

Younger people needed immediately for transition:

Dick Schnick State, EUR
 Bob Blake State
 Walter Kansteiner CSIS
 Col Mike Peters, USA 914-938-3419
 Cdr. Kevin Moran, USN 401-841-3373 (*)
 Chief Ellen Tanner USN
 John Ordway FSI
 Neil O'Leary (or equivalent) White House
 John Fox USNATO
 Jim Pavitt
 Roman Popeaudeuk
 Andy Natsios

Randy Bears

R. Allen. Cressey

Mil Air
 DoD please?

Bapers - who's funding?
 Depots.

Need one person
 as point
 of contact =>

Ellen Tanner
 Jeff Ragle

who: admin
 asst

✓
 pers appt
 slots

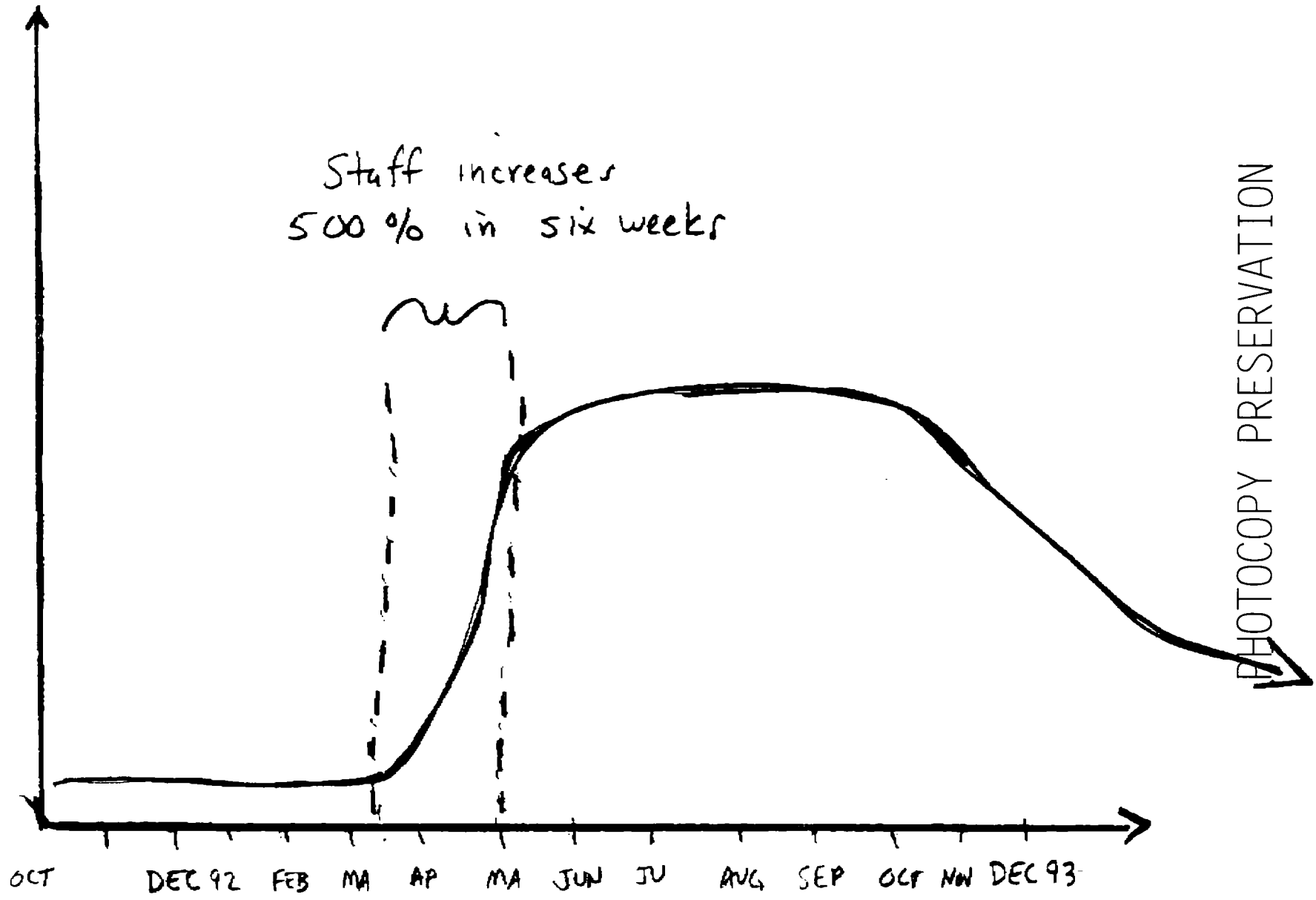
Ed Phillips

+ Ellen Tanner.

↓
 would
 have to deep
 intel
 support

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UNOSOM
Staff
Size



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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
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009. cable	Re: Malaysian Participation in UNOSOM and Need for Assistance (3 pages)	04/05/1993	P1/b(1)
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COLLECTION:

Clinton Presidential Records
National Security Council
Global Issues and Multilateral Affairs (Rice, Susan)
OA/Box Number: 277

FOLDER TITLE:

Somalia, 1993 (continued) [6]

2012-0659-F
ke4146

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P1 National Security Classified Information [(a)(1) of the PRA]
P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
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C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
010. cable	Re: [UNOSOM Police Plans] (2 pages)	04/08/1993	PI/b(1)

COLLECTION:

Clinton Presidential Records
National Security Council
Global Issues and Multilateral Affairs (Rice, Susan)
OA/Box Number: 277

FOLDER TITLE:

Somalia, 1993 (continued) [6]

2012-0659-F

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
011, cable	Re: Cambodia - Japanese Civilian Electoral Worker Killed in Attack on UNTAC Personnel (2 pages)	04/08/1993	P1/b(1)

COLLECTION:

Clinton Presidential Records
National Security Council
Global Issues and Multilateral Affairs (Rice, Susan)
OA/Box Number: 277

FOLDER TITLE:

Somalia, 1993 (continued) [6]

2012-0659-F
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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
012. cable	[Duplicate of 004] (5 pages)	04/09/1993	P1/b(1)

COLLECTION:

Clinton Presidential Records
National Security Council
Global Issues and Multilateral Affairs (Rice, Susan)
OA/Box Number: 277

FOLDER TITLE:

Somalia, 1993 (continued) [6]

2012-0659-F
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