



POLICY

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OFFICE OF THE UNDER SECRETARY OF DEFENSE  
WASHINGTON, D. C. 20301-2000

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6 September 1994

In reply refer to:  
I-94/16636

MEMORANDUM FOR ACTING UNDER SECRETARY OF DEFENSE FOR POLICY

FROM: DIRECTOR, RWANDA TASK FORCE *ck*  
Prepared by Vincent D. Kern, ISA/MEA, x78824

SUBJECT: 7 September Meeting on Rwanda (U)  
INFORMATION MEMORANDUM

(U) Purpose: To provide you with background materials for your 1030, 7 September Ad Hoc Group (AHG) meeting on Rwanda in the White House Situation Room. A copy of the agenda is first under.

(U) Background Materials

TAB 1

- Latest RTF and EUCOM sitreps
- Summary of 30 August AHG - taskings and conclusions

(U) Issues:

(U) Operation Support Hope

TAB 2

Beyond the bad publicity DoD is getting from Monday's Washington Post article, there is a growing suspicion within the Interagency that we are not putting all of our cards on the table; in fact, the Joint Staff has not been. At last week's AHG, State asked if DoD was about to draw down in Kigali. Jerry Bates tabled a Revised Operation Concept paper that asserted we would continue 24 hour airfield support services at Kigali until 30 Sep. Three days later we cut our presence to a 3-5 person CMOC with a TALCE on call in Entebbe.

At last week's AHG, Joint Staff was tasked to provide a detailed withdrawal plan and will brief a later version of their working paper at Tab 2. Two major issues need to be decided by the AHG or Principals. The first, which at Tony Lake's direction is also a P-C-L luncheon item, is whether - for

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~~(S)~~ Radios

TAB 5

The UN has taken the position that, to preserve neutrality, they will not assist Radio Kigali or jam the Hutu extremist broadcasts. UNAMIR wants to set up its own radio station to encourage repatriation. To support this, they have asked the U.S. for broadcast equipment, 26 broadcast engineers, and transmitters (if the Brits cannot provide them). Based on information gaps identified during an interagency meeting held 6 Sep, a USG team led by Tim Connolly will meet with the UN 7 Sep to determine specific needs (e.g., technical parameters). Until we get a better sense of what the UN needs, we cannot determine the support we might be able to provide. Meanwhile, a NSA team will remain in Rwanda to try to identify the extremist-Hutu broadcasts so we will have the technical information required if we or the UN decide to neutralize them at a later time. Tim will brief. At tab:

- OSD Point Paper on Radio Broadcasts (Predates 6 Sep meeting)

~~(S)~~ Burundi

TAB 6

Negotiators have struck a tentative deal for national reconciliation, splitting senior government posts 55% FRODEBU (Hutu dominated) and 45% UPRONA (Tutsi dominated). This deal is not yet blessed by the hard-line elements of either major party. While it is progress, we still have a long way to go. Key issue for decision by the AHG or Principals is whether the US military should fly relief flights into Bujumbura as a stabilizing measure. We are opposed -- see our talking points at tab.

- Talking Points on U.S. Military in Bujumbura
- Embassy Bujumbura cable requesting end of ordered departure for dependents

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political and public relations reasons -- we should leave some of our forces in place longer than is operationally required. (No one has at yet suggested that any forces remain beyond 30 Sep.) We think the answer is no but that DoD needs to be up front in the interagency about our plans and the USG must do a better job with the media of "spinning" the withdrawal.

The second related issue is what more, if anything, should we do to facilitate a seamless hand-off to the UNHCR. This will probably come down to the issue of what equipment should we leave behind beyond the \$2.8M worth of gear we turned over at Goma. State/AID claim they need to know what DoD's plans are before they can develop a list and (at least at staff level) believe that the Joint Staff's inability to circulate their proposed plan in advance of the meeting is an attempt to remove equipment from the AOR before anybody can try to lay claim to it.

Both of the above decisions were to be made with press guidance to follow. But given that a week had passed without JCS or State/AID providing plans, Susan Rice directed at the 6 Sep EXCOM that OSD prepare Kigali-specific press guidance and table a strategy for our overall withdrawal. OSD/PA is working these and we will provide them to you soonest. At tab:

- Joint Staff Redeployment Paper (first draft)
- Washington Post article and OSD commentary
- OSD PA Overall Strategy Paper and Kigali-specific Press Guidance (Not yet provided)

~~(C)~~ Security in Refugee Camps in Zaire

TAB 3

No good options have emerged or are likely to, with the UN opposed to expanding UNAMIR, the Government of Zaire opposed to a private security force, and no country willing to provide security bilaterally. The UN's preferred option of providing additional training to the FAZ is doomed to fail and would cause us problems on the Hill. The Zairois plan to move the ex-FAR to the north is not credible. We strongly doubt that ex-FAR personnel would accept such a move peaceably and the proposed location along the Uganda border would allow them to muck about on the home turf of the RPF's long-time benefactor as well as Rwanda itself.

Per your conversation with the DJCS, the Joint Staff assessment of security requirements at Goma will be complete COB 8 Sep. Tony Lake will likely ping DoD for tardiness for this and perhaps for the Bujumbura airport

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survey for good measure. At tab:

- Draft State Cable on Security Options for Camps

(U) UNAMIR Deployment

TAB 4

Thanks in no small part to Ted Warner's efforts, as of 6 September, UNAMIR had deployed 4300 of the mandated 5500 troops. 680 Zambians began deploying on 6 September, and we have received a request to airlift 200 Malians.

The deployment of the first tranche of the expected 950 Tunisians could occur within the week but there is major glitch in the timetable for their deployment. They have been asked by the UN to slow their follow-on deployments for 1-2 weeks because the equipment is not yet in place and because the UN Force commander does not feel capable of logistically supporting the additional battalion.

For internal reasons, the UN will no longer issue "caveatted" LOAs. Allocation and earmarking of the recent USG payment of \$335M will require a plenary session of the General Assembly, still scheduled for 12 September, despite our efforts to have them hold it sooner.

Consequently, the UN has not yet issued the LOA that would allow us to move the German APCs which are to be provided to the Tunisians. When an LOA for the German equipment is received it will take an estimated 10 - 14 days to complete the lift.

While we are mindful of the logistical strain brought about by the deployment of nearly 3,000 UN troops in the last 3 weeks, we need to continue to apply pressure on the UN to deploy the Tunisians as quickly as possible. We believe that both the Zambians and the Tunisians are required in Rwanda ASAP to give coverage in the southeast where cross borders Hutu raids and Tutsi retaliatory actions are occurring and in the northwest where joint UNAMIR/RPF patrols could help lure hesitant Hutus home.

This issue was discussed at the 6 Sep EXCOM and State agreed to pursue it with USUN. We need to hold the UN's (and if need be State's and USUN's) feet to the fire on this matter. If the group wants to get down in the weeds, I will give a status report on other actions. At tab:

- OSD Paper on UNAMIR

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SECDEF WASHINGTON DC//USDP:ISA//  
AMEMBASSY TOKYO  
JOINT STAFF WASHINGTON DC//DJS//  
INFO SECSTATE WASHINGTON DC  
USCINCPAC HONOLULU HI//J5//  
USEUCOM VAIHINGEN GE//ECJ3/J4/J5/J8/ETCC/LRC//  
USTRANSCOM SCOTT AFB IL//TCJ3/J4/J8/CAT//  
DSAA WASHINGTON DC//OPS//  
COMUSJAPAN YOKOTA AB JA//J3/J5//  
USDAO TOKYO JA  
MDAO TOKYO JA  
AMEMBASSY NAIROBI  
AMEMBASSY KAMPALA  
AMEMBASSY KINSHASA  
USMISSION USUN NEW YORK  
USMISSION GENEVA

USDP:FILE  
USDP:AP

DRAFTER CDR PAUL GIARRA, USN, OSD/ISA SENIOR COUNTRY DIRECTOR  
FOR JAPAN, X57886

RELEASER

ANTHONY A. ALDWELL  
COL, USAF  
MIL ASST, ASD/ISA

02 SEP 1994  
USCISC ALTERNATE MESSAGEFORM

DECLASSIFIED

BY USDP

DATE 03/19/2014



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SUBJ: AFFIRMATIVE RESPONSE TO GOJ REQUEST FOR AIRLIFT ASSISTANCE, AND CLARIFICATION OF REIMBURSEMENT RATE (U)

1. (U) THIS IS A JOINT DEFENSE-STATE MESSAGE.
2. ~~(S)~~ THE UNITED STATES WILL PROVIDE AIRLIFT SUPPORT AS REQUESTED TO TRANSPORT JAPANESE SELF DEFENSE FORCE PERSONNEL AND EQUIPMENT FROM JAPAN TO THE RWANDA REFUGEE CRISIS AREA AND RETURN, UTILIZING USAF AIRCRAFT.
3. ~~(S)~~ THE TERMS OF THE OFFER TO PROVIDE LIFT ARE RELATIVELY SIMPLE: AGREEMENTS MUST BE FORMAL AND BILATERAL, NOT THROUGH THE UN. LIFT SUPPORT WILL BE REIMBURSABLE. PAYMENT WILL BE DIRECT TO THE DEPARTMENT OF DEFENSE.
4. ~~(S)~~ REIMBURSEMENT WILL BE CHARGED AT THE RATE CHARGED TO THE UNITED NATIONS AND OTHER ORGANIZATIONS SUPPORTING INTERNATIONAL PEACEKEEPING AND HUMANITARIAN RELIEF OPERATIONS. THIS IS THE RATE SPECIFIED FOR JCS EXERCISES AND CONTINGENCIES. THIS RATE IS EFFECTIVE FOR THE RWANDA EFFORT. OTHER LIFT REQUIREMENTS WILL BE EVALUATED AT THE TIME OF REQUEST.

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5. {U} FOR THE JOINT STAFF: COORDINATE WITH OSD RWANDA TASK FORCE TO PROVIDE AIRLIFT AS REQUESTED. THE REQUIREMENT TO NEGOTIATE A BILATERAL AGREEMENT AND DECISIONS CONCERNING MODALITIES OF PAYMENT REMAIN OUTSTANDING. COORDINATE PREPARATION OF A DRAFT AGREEMENT FOR DIRECT PAYMENT TO DOD WITH OSD/ISA AND OSD GENERAL COUNSEL.

6. {U} FOR EMBASSY TOKYO: OSD/ISA HAS INFORMED THE JAPANESE EMBASSY IN WASHINGTON OF THE DECISION TO PROVIDE LIFT AND THE RATE OF REIMBURSEMENT. REQUEST THAT YOU REITERATE PARAGRAPHS 2 THROUGH 5 ABOVE WITH THE GOJ, AND UNDERScore THE REMAINING REQUIREMENT TO NEGOTIATE AN AGREEMENT FOR PAYMENT.

7. {U} POC FOR THIS MESSAGE IS CDR PAUL GIARRA, OSD/ISA SENIOR COUNTRY DIRECTOR FOR JAPAN, {703-695-7886} DSN 312-225-7886.

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INTERNATIONAL  
SECURITY AFFAIRS

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

2400 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-2400



3 October 1995

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MEMORANDUM FOR ASSISTANT TO THE SECRETARY OF DEFENSE  
THROUGH: DIRECTOR OF ADMINISTRATION AND MANAGEMENT  
ASSISTANT FOR ADMINISTRATION, OUSD(P)

*John*  
12-4-95

Subject: Appointment of Consultant

I desire to renew the appointment of the below named individual as a consultant within the office of the Deputy Assistant Secretary of Defense for African Affairs, Office of the Under Secretary of Defense for Policy.

NAME: Charles G. Ikins  
SSN: (b)(6)  
DPOB: [REDACTED]  
ADDRESS: c/o COMTEX 4900 Seminary Road Suite 800, Alexandria, VA 22311  
PRESENT EMPLOYMENT: Consultant, ISA/AA, OUSDP

PROPOSED (AND PRESENT) COMPENSATION \$293.02 per day

PROPOSED LENGTH & NARRATIVE JUSTIFICATION: Mr. Ikins is presently serving this office as a consultant originally appointed to the Secretary of Defense-directed Somalia Task Force (STF). The STF provided direct policy support to the SECDEF and to the conduct of DoD support to the UN Operation in Somalia (UNOSOM II). Upon the withdrawal of UNOSOM II from Somalia in March 1995, Mr. Ikins continued to monitor events there and provide periodic updates to the USDP. Key among his Somalia-related duties has been the ongoing review and coordination of the "Montgomery Report," written by the former Commander, U.S. Forces Somalia, in an attempt to document the lessons learned from U.S. military involvement there. This review requires extensive discussions with the authors regarding DoD's participation in the policy decisionmaking process. Mr. Ikins, having served as both a military officer and as a civilian on the STF, and having participated in many of the interagency meetings during that period, is uniquely qualified to conduct this coordination. We do not expect the report, which the USD(P) has expressed personal interest in, to be fully cleared for release for some months.

We are very fortunate to have also had the services of Mr. Ikins as an ad hoc member of the Rwanda Task Force (RTF). DoD's attention to central Africa following the genocide in Rwanda in April 1994 (and our subsequent humanitarian operation, SUPPORT HOPE) continues to increase. In direct response to the Secretary of Defense and the Assistant Secretary of Defense for International Security Affairs, Mr. Ikins is at this moment



developing recommendations for an assistance package for the legitimate Government of Rwanda. As this proposal requires extensive coordination, Mr. Ikins' military and civilian experience has proven particularly useful.

Mr. Ikins will also focus on issues concerning the neighboring country of Burundi, which is experiencing political and ethnic unrest very similar to that preceding Rwanda's descent into anarchy. The interagency has been working assiduously through diplomatic means to prevent this. Mr. Ikins advises me and makes recommendations regarding those areas where DoD can potentially make a contribution. Mr. Ikins is also key to preparing me for weekly interagency meetings on both Rwanda and Burundi.

I should also mention that Mr. Ikins' outstanding performance of duty has resulted in recent awards of the Secretary of Defense Award for Excellence and Defense Meritorious Service Medal. Both were exceedingly well-deserved.

Mr. Ikins helps this office to provide high quality, well-conceived and thoughtful policy options and decision implementation to the senior leadership of DoD. Because of his outstanding work with the Somalia Task Force and as an ad hoc member of the Rwanda Task Force, I ask that his part-time consultancy be renewed for 130 days as a consultant to the Rwanda Task Force. He holds a ~~Secret Clearance~~ clearance.



Bernd McConnell  
Deputy Assistant Secretary  
for African Affairs (acting)

BACKGROUND FOR COHEN  
MEETING

DECEMBER 18, 1996

- Temporary task forces have been established to deal with the crises in Bosnia, Rwanda, and Haiti.

- All of these organizational changes and new initiatives were accomplished without adding to OSD's authorized end strength.

- o Defense Agencies and DoD Field Activities:

- Two new Defense Agencies established; CIO & NIMA. CIO subsequently consolidated under NIMA.

- Four new DoD Field Activities; DoDEA, DMPA, DPMO, DCPMS. DoDEA and DMPA were fashioned from previously existing DoD Field Activities (DODDS and DMSA) with reengineered and expanded missions.

- All represent consolidations of previously existing functions and resources from elsewhere in the Department; not new growth.

**Building Renovation (Tab D):**

- o Pentagon is 55 years old and is badly in need of a total renovation.

- o A new heating and air conditioning plant has been constructed and the basement/mezzanine is being renovated. The remainder will be tackled over a ten year period in five wedge-shaped increments. The tenants in each wedge will be relocated to swing space outside the building while work is underway.

- o Next phase on hold until appointment of a Program Manager. The selection process is currently underway. Will be an important early decision of the new SecDef

**Regionalization (Tab E):**

**Executive Development (Tab F):**

**Role of OSD Staff**

- o Many who criticize the size of OSD have a narrow view of what that staff does or should do. OSD has many roles, e.g.:

- developing policy and providing policy advice to the Sec/DepSec
  - overseeing and evaluating policy implementation
  - providing policy advice and guidance to the DoD Components

## Office Secretary of Defense -11-26-94

	Civilian	Military	Total
SAICG	1	0	1
Explosive/Cat	1	3	7
Exotic Inv.	4	0	15
AT/AS/AS	0	0	0
Personnel	2	3	4
Sec Support	1	0	5
Non Lethal	1	0	1
Small Arms	1	0	1
Total Small Arms	15	14	41
USDP/	18	14	33
OT/USDP/	13	5	108
ASDP/AS	40	36	10
USDP/PI	70	10	85
ASDP/AS	44	23	62
ASDP/USDP/	45	40	86
Non Arms	10	3	13
ASDP/AS	38	16	64
Total USDP/	208	160	284
USDP/AS	53	21	41
USDP/AS/PI	154	33	187
DOHA	27	6	35
AT/AS/AS	13	0	34
ASDP/	11	1	12
USDP/AS	13	3	14
USDP/AS	6	3	11
USDP/AS	10	3	7
USDP/AS	72	7	29
USDP/AS	31	7	37
USDP/AS	18	2	30
USDP/AS	13	5	38
Total AS/PI	280	99	400
USDP/AS	176	8	182
Ex Public	110	22	135
Total USDP/AS	286	30	327
USDP/AS	42	9	51
USDP/AS	22	4	36
ASDP/AS	43	11	54
ASDP/AS	48	28	76
Total Public	276	52	328
ASDP/AS	143	24	158
OC	51	1	34
Ex Public	13	13	46
ASDP/AS	9	3	20
ASDP/AS	38	12	53
ASDP/AS	12	11	24
Ex Public	27	1	30
USDP/AS	13	1	18
Ex Public	1	1	14
ASDP/AS	6	0	10
ASDP/AS	9	7	18
OT/AS/AS	1	0	1
Total AS/PI	276	50	326

FUTURE STRENGTH  
AND ACTIVITIES UNDER DIRM COORDINANCE

	Choline	Adrenine	Total
AFIS	270	290	754
OLA	43	8	46
CAS	50		50
OLA	50	8	58
OLA	82	19	123
WHE	1360	138	1714
EPMA	10	11	104
Total PTs	2295	613	2808

	MIA's - 91-99-06		
	Livonian	Military	United
AIRSEA	134	3	187
DMDC	342	21	394
CSEA	110	10	120
PPAC	20	13	33
Total PTEs	607	47	654

	Christian	Military	Total
Join Off	4		4
Memorial	4		4
Prayer Set	3	1	4
Chap	13		13
Outlay Wigs	4		4
Total P73s	27	1	28

2000 000000 - 11 250-00	
USC000000	2
USC000001	2
USC000002	1
USC000003	00
USC000004	0
USC000005	2
USC000006	1
USC000007	0
USC000008	1
USC000009	1
USC000010	1
Total	00

	Direct	Indirect	Total
to CAD	30	34	30
to Sub F	20		20
to SUB F	1082	12	1194
to P&S	509	3	512
VAF	11		11
WOS	31		31
AC	49		49
Other Agencies	1144	203	1347
Total FTS	2446	242	2688

	Civilian	Military	Total
Test Statistics		26	26
Mean Civilian	5	17	3
SD Civilian	5	5	17
Mean Military	34	30	34
SD Military	4	4	4
Mean Total	5	5	2
SD Total	3	3	1
Total N	26	100	126

Special Programs - 11-30-98			
	LIVESTOCK	MILKARY	TOTAL
1001 ADAP	28		28
Adult Progs	12		12
Early Education	0		0
Career Prep	30		30
Small Bus Develop	21		21
SECURITY	3		3
<b>Total FTEs</b>	<b>104</b>		<b>104</b>

INRA 88000 - 12-4-96		
5	ASUC(PA)	1
2	AGUC(RAJ)	22
40	WSP(O.P.)	1
9	ULS A	1
18	AFIS	8
10	OTEA	36
2	RA. Roumoult	1
2	D LUCASO	1
1	ATCO(SAR)	1
91	<b>Subtotal</b>	<b>83</b>



#### 4TH ESTATE ORGANIZATIONS ESTABLISHED DURING FIRST CLINTON ADMINISTRATION

	<u>Organization</u>	<u>Established</u>	<u>Mission</u>
<b><u>Defense Agencies</u></b>			
	Central Imagery Office	1992	Provide support to DoD, CIA, and other Federal Depts and Agencies on imagery matters. (NOTE: Disestablished 1996 and transferred to the National Imagery & Mapping Agency).
	National Imagery & Mapping Agency	1996	Provide timely, relevant, and accurate imagery, imagery intelligence, and geospatial information to DoD, CIA, and other Federal Depts and Agencies in support of the national security objectives of the United States. (NOTE: NIMA consists of functions and resources previously assigned to two former Defense Agencies (CIO & DMA) and from elements of CIA, NRO, DARO, and the Military Departments.).
<b><u>DoD Field Activities</u></b>			
	DoD Education Activity	1992	Manage the DoD Dependents Schools, Section 6 schools, and Continuing Post-Secondary Education programs.
	Defense Medical Programs Activity	1992	Develop and maintain the DoD Unified Medical Program to Provide resources for all medical activities.
	DoD Prisoner of War/ Missing In Action Office	1993	Provide centralized management of prisoner of war/missing in action affairs within the Department of Defense.
	DOD Civilian Personnel Management Service	1993	Provide civilian personnel policy support, functional information management, and civilian personnel administrative services to the DOD Components and their activities.



**Task Forces:** The following temporary OSD cross-cutting organizations were established, using existing resources, to focus on specific issues:

- Bosnian Task Force
- Rwanda Task Force
- Haiti Task Force

## **TALKING POINTS**

### **Current Strength (Tab A):**

- o OSD: 2098 Authorized (1592 civ/506 mil); 2148 On Board (1546 civ/602)
- o WHS: 1718 Authorized (1560 civ/158 mil); 1523 On Board (1347 civ/176 mil)

### **Drawdown Requirements (Tab B):**

- o FY 97 Defense Authorization Act requires that OSD, WHS, and the DSAs, as a group, be reduced by 25% of their 1 October 1994 strength by 1 Oct 99. Interim targets are established for 1 Oct 97 (15%) and 1 Oct 98 (20%).

- o The Act allows the SecDef, on a one time basis, to waive the limitation in any single year by certifying that the cuts would adversely affect US national security. It also allows the SecDef to distribute the cuts among OSD, WHS, and the DSAs as he sees fit.

- o Full implementation would require the following annual reductions (from 1 Oct 96 on board strength) : -500 by 1 Oct 97, -241 by 1 Oct 98, -241 by 1 Oct 99.

- o Can be accomplished, but requires firm SecDef/DepSec stance. Get several requests for augmentations each week. Memorandum early on asserting commitment to reductions and against new augmentations, would be very helpful.

### **New Functions/Organizations During 1st Term (Tab C):**

- o OSD

- SecDef Aspin reorganized OSD to fit his vision of DoD's post cold war mission. e.g. ASD (Democracy Peacekeeping), & (Economic Security).

- SecDef Perry undid many of Aspin's changes and refashioned the organization to reflect his own priorities and management style. Most significant changes included establishment of two new Under Secretaries, one for Personnel & Readiness, and one for Comptroller.

- New initiatives were undertaken in such functional areas as economic affairs, peacekeeping and humanitarian assistance, acquisition reform, environment, and quality of life improvements. In addition, the National Security Education Program was transferred from DIA to OSD.

- performing representational and liaison functions (congress, media, internal DoD, other government agencies, etc.)
- providing visibility to high priority or sensitive activities (e.g. readiness, EEO, POW/MIA, Drug Coordinator) of the SecDef, the White House, or Congress
- carrying out essential business functions (e.g. program and budget review, preparation and execution; manpower management )
- overseeing centralized operating activities (Defense Agencies and DoD Field Activities, & designated executive agencies in the Military Departments)
- providing for civilian control of the military

o These are all legitimate functions. The extent to which they are performed is a function of the political circumstances at any given time, the priorities and management style of the SecDef, and the resources available.

o Fundamentally, OSD is the Secretary's personal staff and should be organized, staffed, and function in a manner that enables the organization to best serve him.

**NATIONAL DEFENSE AUTHORIZATION ACT FOR FISCAL YEAR 1997**  
**SECTION 903 - Reduction of personnel assigned to Office of the Secretary of Defense**

**BACKGROUND:** The Act requires that, effective October 1, 1999, the number of OSD/WHS/DSAs personnel may not exceed 75 percent of total civilian and military personnel assigned as of 1 October 1994. Additionally, it requires a phased reduction as indicated below:

- As of October 1, 1997, OSD/WHS/DSAs assigned personnel may not exceed 85% of 1 October 1994 baseline;
- As of October 1, 1998, OSD/WHS/DSAs assigned personnel may not exceed 80% of 1 October 1994 baseline;
- As of October 1, 1999, OSD/WHS/DSAs assigned personnel may not exceed 75% of 1 October 1994 baseline.

**CURRENT STATUS:** The Chart below reflects the baseline number to be used for the purpose of the reductions, and OSD/WHS/DSAs personnel totals after FY96 DepSecDef 5% reductions are completed.

Organization	1994 Baseline			1996 Baseline		
	Civ	Mil	Total	Civ	Mil	Total
OSD	1619	518	2137	1588	508	2096
WHS	1806	154	1960	1641*	159	1800
DSAs	662	56	718	611*	60	671
<b>Total</b>	<b>4087</b>	<b>728</b>	<b>4815</b>	<b>3840*</b>	<b>727</b>	<b>4567</b>

\*Includes decrease of 22 in P&S for HRSC and 10 to CISA for Decision Support Center.

**REDUCTIONS NEEDED TO MEET LEGISLATION REQUIREMENT:**

1994 BASELINE	OCTOBER 1, 1996	OCTOBER 1, 1997 (85% of Baseline)	OCTOBER 1, 1998 (80% of Baseline)	OCTOBER 1, 1999 (75% of Baseline)
4815	4567	4093 (-300*)	3852 (-241)	3611 (-241)
		*Includes -28 to offset increase in HRSC under P&D 623		

Reductions required between October 1, 1996 and October 1, 1999: (-962).

## OSD REORGANIZATION - 1993 - 1996

**Secretary Aspin:** Greater emphasis was placed on the Policy functional area; six of the 11 authorized ASD positions were realigned under the USD(Policy):

- |  |                               |
|--|-------------------------------|
| - ASD(Regional Security Affairs)                 | ASD(Democracy & Peacekeeping) |
| - ASD(Strategy, Requirements, and Resources)     | ASD(Policy & Plans)           |
| - ASD (Nuclear Security & Counter-Proliferation) | ASD(SO/LIC)                   |

In addition, the ASD(Economic Security) was established under the USD(A&T).

To accomplish the above, the ASD(PA&E) was redesignated the Dir, PA&E, and Legislative Affairs and Public Affairs were redesignated at the ATSD level.

All of the above was accomplished using existing resources.

### Secretary Perry:

- Reduced the number of ASDs assigned to Policy from six to four.
- The ATSD(PA) and ATSD(LA) were redesignated at the ASD level using resources from the Policy cluster.
- Implemented a four USD organizational concept to reduce the SecDef's span of control. USD(A&T) and USD(Policy) were in place. Received Legislative approval to establish the following two additional Under Secretary of Defense positions:

- Under Secretary of Defense (Personnel and Readiness): Using existing resources from the ASD (P&R), the USD(P&R) was established including the DUSD(Resources and Requirements) and the DUSD (Readiness). In addition, the ASD(HA), ASD(RA), and ASD(FMP) were realigned under the authority, direction, and control of the USD(P&R).

- Under Secretary of Defense (Comptroller): The DoD Comptroller was redesignated at the Under Secretary level and the Dir, PA&E was realigned under the authority, direction, and control of the USD(C).

- USD(Acquisition & Technology) Reorganization: The ASD(Production and Logistics) and the ASD(Economic Security) were disestablished. These resources were used to help formulate the following current USD(A&T) structure:

- |                                |   |
|--------------------------------|---|
| - PDUSD(A&T)                   | - ATSD (NCB)                                |
| - DDR&E                        | - SADBUI                                    |
| - DUSD(Advanced Technology)    | - DUSD(International & Commercial Programs) |
| - DUSD(Acquisition Reform)     | - DUSD(Industrial Affairs & Installations)  |
| - DUSD(Logistics)              | - DUSD(Space)                               |
| - DUSD(Environmental Security) |   |

(10)

**EAST ASIA AND PACIFIC REGION  
JAPAN DESK**

Office of the Assistant Secretary of Defense  
(International Security Affairs)  
Rm 4C840, The Pentagon  
(703) 695-7886/7981

**COORDINATION SHEET**

**SUBJECT: PKO LIFT ASSISTANCE FOR JAPAN (S/NF)**

**OFFICE**

**INITIAL**

**OFFICE OF THE GENERAL COUNSEL**

(b)(6)

\_\_\_\_\_

**DSAA**

(b)(6)

\_\_\_\_\_

**OSD/ISA GLOBAL AFFAIRS**

(b)(6)

\_\_\_\_\_

**OSD/P&L LOGISTICS/TRANSPORT**

(b)(6)

\_\_\_\_\_

**THE JOINT STAFF**

**VADM Macke**

\_\_\_\_\_

**STATE DEPARTMENT**

(b)(6)

(b)(6)

*has seen.*

*Please clearance w/changes.*

**PLEASE CALL THE ABOVE NUMBER FOR PICK-UP.**



TO: OSD/TSA (AP)

2 Sep 1994

(b)(6)

Senior Country Director for Japan

SUBJ: Airlift Rates for Humanitarian/Peacekeeping Operations

1. Ref. our telecon on 2 Sep 94 and your question on airlift rates Air Mobility Command (AMC) would charge for the movement of Japanese troops or equipment in support of the Rwanda operation. All airlift missions like Provide Hope (Somalia), Provide Comfort, those in support of the Haiti and Cuban refugees, and the current operation in Rwanda all fall under the category of Humanitarian/Peacekeeping Operations.

2. Policy for the rate to be charged for these types of Special Assigned Airlift Missions (SAAM) was originally set by an OSD Comptroller policy memorandum dated 27 Oct 1992. That policy stated that AMC would use the DOD rate, which was the lowest rate available at that time. That rate was called the "SAAM rate." Since that time a lower rate has been established for JCS Exercises programmed and budgeted in each Services budget annually. In the last several years this "JCS Exercise rate" has sometimes been mistakenly called a "exercise/contingency rate." So currently, AMC has two airlift rates within the SAAM business area -- the original DOD rate (called the normal "SAAM rate") and the JCS Exercise rate (informally called the exercise/contingency rate).

3. The existence of two different rates within the overall SAAM area caused some confusion with customers like the Defense Security Assistance Agency (DSAA), and even the JCS Staff who began several years ago to extend the use of the JCS Exercise rate to unbudgeted/unprogrammed contingency/humanitarian operations because they mistakenly thought the JCS Exercise rate was a "exercise and contingency rate".

3. Recently OSD Comptroller released new policy guidance to clarify what specific rate would be used to fund contingency/humanitarian/peacekeeping operations. The first policy memo, dated 28 Jul 1994, was signed by Alice C. Maroni, Principal Deputy Comptroller, OSD(C). This policy memo (attached) established funding policy for the Defense Business Operation Fund (DBOF) areas to include transportation services (DBOF-T) provided by USTRANSCOM and AMC. Further clarification was added by the 23 Aug 1994 memorandum signed by the OSD Comptroller, Subj: Clarification of UN Airlift Rate (attached). This OSD (C) memo has formalized the term "exercise/contingency rate" and clearly stated it would be used for Humanitarian Relief and Peacekeeping operations.

4. BOTTOM LINE: Previous to these new policy memos, AMC had been charging the UN and all other missions in support of humanitarian/peacekeeping operations, the JCS exercise rate at the direction of the JCS Staff. The new policy confirms those

rates as proper. So, until directed otherwise by my chain of command or the OSD Comptroller, AMC will be billing the UN, and other non-DOD agencies/organizations at the JCS Exercise rate (exercise/contingency rate) for all airlift in support of peacekeeping/humanitarian operations. This currently includes airlift missions to Rwanda in support of UN operations, even if not specifically covered under a UN Letter of Assistance (LOA).

(b)(6)

Chief, Airlift Industrial Fund (DBOP-T)

HQ AMC/FMI

DSN: (b)(6)



~~SECRET~~

(11)

PRESIDENT'S FOREIGN POLICY GROUP MEETING  
Friday, August 19, 1994

**Issue: Rwanda Policy**

**Goma:** International water production for 18 August totaled 927k gals/distribution was 897k gals. This is 60% of the surge capacity and exceeds current international relief community requirements.

Heavy rains are complicating food and water distribution in the Goma camps due to degraded access roads. Food and water supplies remain adequate. UNHCR mortality figures reported yesterday rose to 780. Checkpoints reported 1,434 refugees returning to Rwanda yesterday, for a total of 42,244 to date.

Low-level security problems continue involving Zairian military, ex-Rwandan military, and bandits. To this point, the threat to U.S. forces remains low. The Zairian commander has authorized a private Israeli company to provide security for UNHCR/NGOs after we and the French depart the area.

**Bukavu:** Refugee movement continues slowly toward Zaire as the French withdrawal approaches. While no major exodus has occurred, USAID/DART personnel who recently visited Bukavu expect numbers there to increase. Estimate the actual influx of refugees to be 1,000-1,500 daily.

The interagency has agreed the paved all weather road from Kigali will be the primary logistics route to Bukavu. Fixing the local airport will not be pursued at this time.

**Burundi:** Bujumbura remains calm after opposition leader Hitimana was released on 16 Aug and university classes started on 17 Aug. Anti-Tutsi broadcasts continue from the French zone or northern Burundi.

State has asked about a DoD presence at Bujumbura airport. We have prepared TOR for a team to perform a logistic assessment that will help policy makers decide if a military presence in Burundi is indicated.

**UNAMIR:** UNAMIR now has 2000+ troops deployed, including 850+ Ghanaians, 400 Ethiopians (more coming), 300+ British and 520 Canadian.

- All 800 **Ethiopian** troops will be in place by the weekend. DSAA and State are working the deob-reob package for Ethiopian communications.

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~~Classified by DASD MIA  
Declassify on OADR~~

~~SECRET~~

- 450 additional Australian troops are expected to complete deployment within two weeks. We expect to receive a caveated LOA soon for the Australian main force. Transportation will require 32 C-5 sorties at \$8.5 million. DSAA is working on P&A for lift of German APCs.

- It appears Zambia will self-deploy its personnel beginning between 29 Aug and 6 September, assuming modalities can be worked out with UN. Lift of Dutch equipment for Zambia will begin on 23 Aug.

- Ghana: The UN signed a caveated LOA for transport of ROWPU, mine detectors, binoculars and spares for the Ghanaians. Lift will begin as soon as possible, perhaps completed by 19 August. Ghanaian ammo will be flown out after the 15 day Congressional notification; on the ground 1 or 2 September.

- A UNAMIR EOD team is working land mines in/around Kigali.

**The French:** Despite all assurances the French won't budge, we continue to push them to stay a bit longer, leave some equipment, and possibly help with security in Zaire. A/S George Moose will call Kagame to ask him to reverse the RPF position that the French leave.

JS proposed a French vice commander/staff for UNAMIR to help transition, ease Hutu concerns. We are wary of the RPF and French reaction. State will approach the RPF.

**PSYOP:** We are working providing an aircraft to locate extremist Hutu transmitters. We are waiting for USIA input on repatriation themes. SO/LIC continues to work details.

**Redeployment:** UNHCR has asked for substantial DoD staybehind people, equipment and services. This will require a major policy decision. JS is working operational considerations with the JTF. OSD will lead interagency discussions.

The JTF continues to plan repositioning of forces. Selected personnel and equipment are already being returned to home station.

506a2 Drawdown: State modified the 22 July signed PD

(b)(1)

Congressional notification occurred on 17 Aug, the White House is to have signed the PD 18 Aug freeing DoD to send the execute order that begins the Goma turnover.

Prepared by MAJ Mike Bittrick, ISA/MEA, x79753

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~~Classified by DASI MEA  
Declassify on OADR~~



OLICY

## OFFICE OF THE UNDER SECRETARY OF DEFENSE

WASHINGTON, D. C. 20301-2000

28 July 1994

(12)

MEMORANDUM FOR SECRETARY OF DEFENSE  
DEPUTY SECRETARY OF DEFENSE

THROUGH: ACTING UNDER SECRETARY OF DEFENSE FOR POLICY

FROM: DIRECTOR RWANDA TASK FORCE *file*  
Prepared by: LTC Johnson and MAJ Bittrick, x79753

SUBJECT: Recognition of the New Government of Rwanda (U)  
ACTION MEMORANDUM

**Summary:** ~~(S)~~ Next under is an NSC memo soliciting your views on recognizing the Rwanda Patriotic Front (RPF) government. DoD's only equity is to ensure the best possible legal protection for any forces deployed to Rwanda. A drawback of non-recognition is inability to conclude an agreement regarding the status of our forces. Although we may be able to obtain a UN determination to consider our forces "experts on mission" -- and thus adequately protected under international law -- this is less desirable than a direct agreement.

~~(S)~~ Beyond the status of forces issue, our interest is in prosecuting the humanitarian mission efficiently, which can occur with or without recognition. Our inclination is to recognize, on the grounds the RPF is certainly preferable to the defeated interim Hutu government and dealing with a sitting government may have bureaucratic pluses.

**Recommendation:** ~~(S)~~ Support recognition of the RPF government, including seating its representative at the UN.

OGC (7)**SECDEF Decision:**

Concur \_\_\_\_\_

Other \_\_\_\_\_

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BY USDPDATE 03/19/2014~~CONFIDENTIAL~~



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Recognition of the New Government in Rwanda

Issue A

What should be our diplomatic relationship with the new RPF-led government in Rwanda?

Option 1:

Given our continuing concerns about the nature of the RPF-led government, we could hold off on full recognition for the time being, both to use the carrot of recognition to encourage greater inclusiveness and an absence of mass retribution, and to learn more about reports of unacceptable activities of RPF operatives, including summary executions. At the same time, we could also launch an aggressive effort to enhance the visibility of our relations with the government of Rwanda through high-level visits (e.g., A/S Moose, CODEL Payne, who plan to travel to Goma/Kigali this coming weekend); increased cooperation on relief efforts, the use of Kigali airport as a hub for relief flights and perhaps a letter from Secretary Christopher to President Bizimungu. This would add to the sense of stability and security in Rwanda and could facilitate the return of refugees and displaced persons to their homes. In particular, we should give high visibility to our contacts with the Rwandan government's Hutu President and Prime Minister.

In these contacts, we should welcome the progress so far in working toward national reconciliation, but continue to stress that full diplomatic recognition will be tied to our judgment on the Government's movement on the following issues:

- Continued efforts to enhance its ethnic base, such as reaching out to members of the former governing Hutu party who were not involved in genocide, as outlined in the Arusha accords;
- Fostering rule of law, respect for human rights and exercise of restraint on the issue of retribution;
- Establishment through words and actions of the security and stability necessary to attract refugees back to Rwanda.

We should work with the United Nations (perhaps through a U.N. Security Council Resolution or Presidential statement) and other key players to communicate this same message of encouragement and a call for continued movement.

Option 2:

We could move to immediately recognize the current Rwandan government in order to facilitate the provision of humanitarian assistance and the possible entry of U.S. military personnel in Kigali and/or elsewhere in Rwanda. This option would be taken in response to the previous moves to include moderate Hutus in the government (including as President and Prime Minister), positive statements regarding the need to respect the rule of law and limit retribution, and efforts to create

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a safe and secure environment for the return of refugee. This action could be announced during Assistant Secretary Moose's trip to Kigali. Assistant Secretary Moose would carry a letter from the President or Secretary Christopher to President Bizimungu. We would coordinate this action with other nations.

At the same time, we would announce that we are continuing our efforts to encourage the Rwandan government to take the three steps outlined above with respect to broadening its political and ethnic base; respecting the rule of law and limiting retribution; and giving full meaning to its call for a safe environment for the return of the refugees.

#### Issue B

How would we respond to a move by the new RPF-led government for the seat at the United Nations?

##### Option 1:

Whether or not we move now to recognize the RPF-led government, we could support the seating of that government at the U.N. General Assembly and on the Security Council. This participation would facilitate humanitarian relief efforts in the country through greater contact between the government, the UNHCR and other U.N. bodies. The President pledged two weeks ago to work to unseat the representation of the current interim government, which no longer controls any territory within Rwanda and has clearly been involved in genocidal killings. U.N. recognition would also afford the government additional credibility, and may encourage the creation of the conditions needed to provide assurances for the return of the refugees from Zaire. Close ties with the international community will be essential to ensure that the new government abides by international standards on human rights.

##### Option 2:

We could opt for the "empty seat" approach. This would give the United Nations some continued pressure with the new government to adopt good policies on the issues noted above.

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INTERNATIONAL  
SECURITY AFFAIRS

OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

2400 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-2400



3 October 1995

I-95/16690

(13)

MEMORANDUM FOR DIRECTOR, ADMINISTRATION AND MANAGEMENT

04 DEC 1995

THROUGH: ASSISTANT SECRETARY OF DEFENSE, ISA *FCSmit*  
ASSISTANT FOR ADMINISTRATION OUSD (*P. J. Smith*)

DEC - 4 1995

SUBJECT: Request for Temporary Overstrength for  
Consultant for the Rwanda Task Force (RTF)

In the wake of last year's genocide in Rwanda, DoD has seen its involvement in central Africa steadily grow. Our direct involvement in relieving the humanitarian crisis resulting from the genocide has established us as an important supporter of the new Rwandan government. At the same time, the neighboring country of Burundi is experiencing similar ethnic and political upheaval; DoD has been an active interagency participant in conducting a preventive diplomacy strategy aimed at forestalling both further bloodshed and its spread to neighboring countries. The SECDEF-directed Rwanda Task Force serves as DoD's policy representative in interagency activities addressing these and related issues. The SECDEF has demonstrated a personal interest in the success of the Government of Rwanda (he has visited there and received the Rwandan Vice President/Minister of Defense Paul Kagame at the Pentagon last December); ASD/ISA Nye and DASD Kern have both recently visited Kigali and discussed with the new government the prevention of a regenerated insurgency. As a result, we are experiencing an increased oversight requirement both internally and, as interagency taskings increase, externally.

Mr. Ikins has been, and is presently, actively involved in the review, analysis and development of sensitive policy options for DoD for this region and provides recommendations and advice for achieving consensus among the interagency in support of DoD's position. Therefore, in order to ensure that this office continues to provide high quality, well-conceived and thoughtful policy options to the senior leadership of DoD, we seek renewal of Mr. Ikins part-time consultancy within African Affairs. His present appointment expires 5 December. He possesses unique qualifications and is critical to the continued success of both this office and DoD in influencing the formulation of USG policy in central Africa.

I therefore request renewal of the temporary overstrength position necessary to retain him.

\* APPROVE *Harold G. Smith*

DISAPPROVE \_\_\_\_\_

DATE \_\_\_\_\_

*Bernd McConnell*

Bernd McConnell  
Director, Rwanda Task Force

\* NTE 12-4-96



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**RWANDA****BACKGROUND**

The Rwandan Civil War began in earnest on 1 October 1990. A large conventional military force, composed almost entirely of expatriate Rwandan Tutsi, attacked Rwanda from Uganda with the intention of militarily seizing the country from the single party control of the Hutu-led National Movement for the Development of the Republic (MRND). The invasion was stopped short of the capital by a combination of Rwandan Army (FAR) and French troops. The Rwandan Patriotic Front (RPF) was subsequently pushed back into Uganda by the FAR. For the next two years the RPF, supported logistically by the Ugandan government and the National Army, conducted periodic conventional military incursions into Rwandan territory. In 1992 the RPF seized a measurable portion of land in the north, displacing almost a million Rwandan citizens. After this limited success, the RPF petitioned for peace.

**RECENT EVENTS**

During 1993, the UN brokered a cease-fire and on 4 August 1993 the two parties signed the Arusha Accords to end the war. The Accords call for the establishment of a transition government with national elections and the seating of the new government by no later than December 1995. The Accords also call for an international force to monitor the process.

Resolution 872 of 5 October 1993 established UNAMIR as a peacekeeping observer operation acting under Chapter VI of the UN Charter. While the operation was scheduled to have as many as 1500 personnel, the UN was never able to raise more than a few hundred troops.

On 21 October 1993, there was a coup in neighboring Burundi a state also comprised of Hutu and Tutsi. The massacres in the Burundi countryside, coupled by the fear of their spread, led to a migration of several hundred thousand people to Rwanda. Besides this influx of displaced persons, the coup raised the tension between the Rwandan parties and slowed down the peace process considerably.

On 6 April 1994, the plane carrying the Hutu President of Rwanda was shot down. The President was killed and since then as many as 1,000,000 people, the majority of them Tutsis and moderate Hutus, have been killed.

On 17 May 1994, the UNSC adopted Resolution 918 expanding UNAMIR's force structure to a maximum strength of 5,500. UNAMIR's mandate, under Chapter VI of the UN Charter, is to contribute to the security and protection of displaced persons, refugees and civilians at risk in Rwanda, including through the

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establishment and maintenance, where feasible, of secure humanitarian areas; and to provide security and support for the distribution of relief supplies and humanitarian relief operations. UNSCR 925 extended the mandate until 9 December 1994.

On 17 July 1994, the RPF took the last Hutu government stronghold, Gisenyi. The RPF now controls all of Rwanda except a French secure zone.

Looking toward the future, Rwanda's borders are very porous and present an opportunity for the former Hutu militias to return easily to the fight should they summon up the strength materially and morale-wise to do so. There is a great likelihood they would be assisted in this return by Zairian "entrepreneurs" and corrupt government officials who would facilitate arms transfers and border crossing.

### **STATUS OF FRENCH INTERVENTION**

When the UN began to experience difficulty in raising the necessary troops and equipment, the Security Council approved the French operation creating a safe haven in SW Rwanda. The mission, authorized by UNSCR 929 of 21 June 1994, gives to the French Chapter VII peace enforcement ROE.

The French are protecting between one and two million people in their humanitarian zone, while over two million people have fled to Zaire. All of these people are in immediate danger of starvation. While the situation would improve dramatically if the NGOs had better access, the only real solution is for these people to return home.

In mid-July, the French announced their intention to pull all but a few of their forces out of Rwanda by 22 August. This leaves large questions about who will fill in the gap in Rwanda. Progress on political reconciliation will obviate much of the need for large numbers of UNAMIR troops to fill in the void left by the French.

### **STATUS OF EXPANDED UNAMIR**

While the massacres in Rwanda seem to have stopped as a result of the Rwanda Patriotic Front's (RPF) military victory, the importance of deploying quickly the expanded UNAMIR force has not diminished. The deployment of UNAMIR to its maximum strength of 5,500 is paramount to increasing the confidence of Rwandan refugees to the point that they will return home.

The UN, however, continues to have difficulties raising the necessary troop and equipment contributors. The Ghanaians will not deploy their final 280 personnel until they receive the balance of their mission essential equipment needs.

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The UN agreed in a Contracts Committee on 19 July 1994 to sign an agreement with the United States to provide some of that equipment (binoculars, mine detectors, and a ROWPU) under the 607 agreement. It appears at this point that the next shooters to deploy will be the Ethiopian battalion with a Malawian and Nigerian contingent to follow shortly. The Canadian logistical and communications contingent is expected to deploy by the early part of August. The UN hopes to have 2000 troops in place when (if) the French redeploy on 22 August.

## STATUS OF U.S. INTERVENTION

On 22 July, the President decided to deploy U.S. forces to alleviate the immediate suffering of Rwandan refugees in support of the ongoing humanitarian relief operations in Zaire. Overall, Operation SUPPORT HOPE appears on track and coordination with international friends and regional actors is ongoing to support the operation. The diplomatic and military sides of the immediate operation are coming together and humanitarian coordination with the UNHCR, French and other bilateral contributors, while not trouble-free, is going well.

The number one aim of the international effort is to have the refugees return home as quickly as possible. The harvest period is fast ending and only a trickle of refugees have started making their way back to their homes.

Inside Rwanda, the RPF and UNAMIR began conducting joint patrols on 23 July. The RPF government has recently authorized movement of relief supplies through Rwanda. At least 3000 and maybe tens of thousands of Hutus started returning home on 23 July.

Prepared by MAJ Bittrick, ISA/ME(A), x79753, 27 Jul 94

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OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE  
2400 DEFENSE PENTAGON  
WASHINGTON, DC 20301-2400



INTERNATIONAL SECURITY  
AFFAIRS

4 May 1994  
I-94/16546

15

MEMORANDUM FOR FRANK JONES, S & R (PK/PE)

THROUGH: DEPUTY ASSISTANT SECRETARY OF DEFENSE FOR  
MIDDLE EAST AND AFRICAN AFFAIRS

FROM: DIRECTOR, AFRICA REGION  
Prepared by: LTC Johnson and MAJ Bittrick, Africa  
Region. x79753

SUBJECT: Rwanda and Somalia Qs & As (U)  
INFORMATION MEMORANDUM

**Purpose:** To provide answers to possible questions on Somalia at the  
SECDEF's press conference on Thursday, 5 May.

RWANDA

**Question:** Is the United States considering military options to stop the  
violence in Rwanda?

**Answer:** We are looking at a range of options to deal with  
the humanitarian crisis in Rwanda and there are considerations for the use of force,  
but the UN has to define what it wants to accomplish in Rwanda before our analysis  
can be finalized. Without a clearly defined end state and thorough analysis, the use  
of force tends to provide short-term response options to a crisis that may require a  
long-term approach.

**Question:** Are American troops being considered for participation in a  
UN or regional Peacekeeping effort?

**Answer:** NO. As I mentioned yesterday we are willing to  
support the humanitarian relief effort, but no U.S. combat troops are expected to be  
involved.

**Question:** Does that mean other types of U.S. troops may be involved?

**Answer:** Yes. We have already received UN requests to  
transport relief supplies into neighboring countries and we expect more of them as  
the human suffering expands. Those type of requests will be reviewed on a case-by-  
case basis but if U.S. forces can make the difference between life and death of





innocent victims, without putting themselves at risk, we will consider supporting those requests.

**Question:** What is DoD doing to respond to the crisis in Rwanda?

**Answer:** Our Office of Humanitarian and Refugee Affairs is currently developing several options for providing humanitarian assistance in response to the crisis in Rwanda, including: assisting with UNHCR airlifts to Tanzania; providing excess DoD non-lethal supplies such as MRE's and medical supplies to refugees; and possibly funding commercially contracted relief flights into Kigali. We are actively working with the State Department and are prepared to respond to their requests for assistance where our capabilities and resources can contribute to the alleviation of the suffering resulting from the conflict in Rwanda. Currently, the focus is on providing assistance to Rwandan refugees who have fled to neighboring countries such as Tanzania. The Department's Disaster Relief funds will be used to cover the costs of these operations. None of these operations entails the placement of U.S. military forces into Rwanda.

### SOMALIA

**Question:** With the current UN mandate scheduled to expire on 31 May, will the UN stay committed past the end of May?

**Answer:** The UN Security Council is currently reviewing the options for extending the mandate. With national reconciliation talks among the factions now scheduled for the end of May, the UN feels that the clans are moving forward towards political reconciliation and the formation of a Somali government. With this in mind, the UN may extend the mandate for a-not-yet-determined period and continue to encourage all factions to continue negotiating.

**Question:** How many U.S. military personnel remain in Somalia?

**Answer:** Seventy (70) U.S. military remain in Somalia. There are 60 personnel supporting the United States Liaison Office broken out as follows:

- 54 Fleet Anti-Terrorist Security Team (FAST) Marines with 1 Navy Corpsman
- 1 Military Advisor to the U.S. Special Envoy
- 4 personnel which comprise the Central Command Intelligence Support Cell

On the UNOSOM staff, there are 10 military personnel that act as military contract administrators.

**Question:** How many U.S. military personnel remain off shore in Somalia?

**Answer:** The USS Peleliu Amphibious Readiness Group (ARG) and its Marine Expeditionary Unit (MEU) are in the CENTCOM area of

## Somalia

**Question: What is the number of U.S. personnel in Somalia?**

There are 71 personnel in Somalia. There are 60 personnel in the U.S. Liaison Office (USLO) :

54 Marines from the Fleet Anti-Terrorist Security Team (FAST) and 1  
U.S. Navy Corpsman  
1 Military Advisor to the U.S. Special Envoy  
4 personnel supporting the CENTCOM Intelligence Support Cell

There are twelve personnel on UNOSOM staff.

11 Military contract administrators/operation officers  
1 DoD civilian from the Defense Logistics Agency

**Question: What is the number of U.S. military personnel offshore?**

Answer: The USS Peleliu Amphibious Readiness Group (ARG) and its Marine Expeditionary Force are currently in the CENTCOM area of operation. They are in-place to provide the capability to carry out the full range of options that might be required in the area of operations.

The ARG consists of   2136 Marines  
                              2292 Navy personnel

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4428 Total

**Question: How would you assess the capability of the remaining forces in Somalia to continue to keep the peace there?**

Answer: Even after the United States completed its pullout from Somalia, some 19,000 troops from as many as 20 different nations remain. As you know, the United States through the United Nations has taken steps to increase the capabilities of the UNOSOM forces through the leasing of defense equipment, which includes 80 M-113 APCs, 30 M-60 tanks, 8 Cobra helicopter gunships, as well as 10,000 revolvers and M-16 rifles, and hundreds of trucks for military

innocent victims, without putting themselves at risk, we will consider supporting those requests.

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**Question:** How many U.S. military personnel remain off shore in Somalia?

**Answer:** The USS Peleliu Amphibious Readiness Group (ARG) and its Marine Expeditionary Unit (MEU) are in the CENTCOM area of

support. With the benefit of this equipment, and their experience in the field since this operation began, I would have to concur with the judgment of Gen. Montgomery, who said, "There's no reason that they shouldn't be able to adequately take care of themselves."

Of course, ultimately, the success of the continuing operation will be up to the Somalians themselves, who must take advantage of the opening provided by the continuing UN mission and work together to rebuild their country.

**Question:** Would you agree with a headline in Time magazine that U.S. troops, "leave behind a country in no better shape then when they arrived." (Time, 3-28-94.)

**Answer:** I think that any way you want to assess Operation Provide Hope, you would have to qualify it as a success. One million Somalis are alive today that would not have been alive had it not been for the U.S.-led UN mission. The Somalis have been given a chance to restore order and some measure of stability to their country which had fallen into a bitter civil war, after years of life under a brutal dictator. The United States came in to do and job and it has accomplished that goal.

Unfortunately, I can't tell you that all the problems of Somalia are solved. Far from it. That's why the United States and the United Nations are working to foster cooperation among the various Somali groups and factions. We hope that, given the opening that the UN has provided and will continue to provide, that these forces will work cooperatively for the benefit of their country. Ultimately, it is up to them to rebuild their society. The United States and the United Nations can help, but they can't do it alone, nor should they be expected to.

operations. They are in place to provide the capability to carry out a full range of options that may be required in the AO. The ARG consists of approximately 4400 personnel.

**Question:** What is the number of UN personnel in Somalia?

**Answer:** There are almost 19,000 UN military personnel in Somalia. The primary troop contributors are Pakistan, India, Egypt, and Zimbabwe.

**Question:** What U.S. equipment has been left behind in Somalia?

**Answer:** The U.S. has leased the following major end items of equipment to the United Nations. After the leases expire, the equipment will revert to the possession of the U.S. government.

- 30 M60A3 Tanks
- 80 M113 Armored Personnel Carriers
- 8 AH-1S Cobra Attack Helicopters
- 5 OH-58C Observation Helicopters (to be delivered in mid-May)

In addition to the above equipment, the U.S. has transferred the following small arms and vehicles to the UN operation in Somalia which is training and equipping the future Somali National Police force.

- 5,000 .45 cal revolvers
- 5,000 M16 rifles
- 258 half-ton trucks
- 100 two and one-half ton trucks





POLICY

~~CONFIDENTIAL~~  
OFFICE OF THE UNDER SECRETARY OF DEFENSE  
WASHINGTON, D. C. 20301-2000

17

28 July 1994

In reply refer to:  
I-94/16605

MEMORANDUM FOR ACTING UNDER SECRETARY OF DEFENSE FOR POLICY

FROM: DIRECTOR, RWANDA TASK FORCE *File*  
Prepared by MAJ Bittrick, ISA/MEA, x79753

SUBJECT: Rwanda Operations Update (U)  
INFORMATION MEMORANDUM

(U) PURPOSE: To update you on current issues.

~~(S)~~ SUMMARY: Operation SUPPORT HOPE is moving ahead, but relief agencies are beginning to complain about the problems of water distribution. The Dick Clarke Core Group met again today, highlights below:

~~(S)~~ UNAMIR: The IWG continued its discussions about "jump starting" UNAMIR. The Ethiopian battalion may deploy by 15 August with little additional incentive. For our part, we hope to have the Ghanaian equipment needs processed through the UN by the end of next week. The equipment could be made available one week after this and the Ghanaians deployed shortly thereafter. There seems to still be a question about whether the French will help support additional Senegalese troops -- we put the issue in the SecDef's book for this weekend. The Brits have come on board saying they will provide 250-300 soldiers to UNAMIR, including maintenance techs, a heavy engineering squadron and a field ambulance unit. Four airlift requests (all to Kigali) are now in PK/PE channels: 1) MREs from Kuwait, 2) British troops and equipment, 3) South African APCs (end of Aug), and 4) Aussies w/ equipment.

(U) \$\$ & Cents: The President approved a supplemental for Rwanda broken out as follows: OFDA - \$20M, ERMA - \$30M, and DoD - \$270M (\$100M of which in a contingency fund requiring Presidential certification before release).

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DATE 03/19/2014

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## RWANDA UPDATE

28 July

### DoD Humanitarian Assistance:

- **Water:** Additional commercial filtration units are arriving. Production capacity: 74k gallons per day. Production now limited by availability of trucks.

- **Air Ops:** Forklifts and TALCE have arrived in Entebbe; destination is Goma. C-5 flights are expected to resume today into Goma, after ramp repair by French engineers.

-- A combat control team arrived in Goma today to support airfield operations.

-- In an unconfirmed report, the Rwandan ambassador in Uganda said Hutu extremists are planning to shoot down a U.S. plane going into Kigali.

- **Medical:** The deployment of a preventive medicine detachment has been delayed for an unspecified period.

- First two prepo ships arrive in Mombasa in two days.

- LTG Schroeder (with a small team) will make daytime assessment of Kigali today. He will continue on to Entebbe.

- Jet fuel at East African airports is strained. Provided by ocean tankers with surface transportation to inland airfields. Defense Fuel Region Europe is attempting to accelerate commercial deliveries; EUCom is staffing possible solutions.

- Our mission in Geneva told UNHCR Ogata we will not abandon our airhead at Entebbe in favor of Kigali. She will be visiting the region this weekend and would like to meet SecDef Perry.

- Burundian authorities approved the visit of our assessment teams to Bujumbura.

- Personnel numbers: 73 - Goma, 417 - Entebbe, Bukavu - 20, 15 - Nairobi, and 9 - Mombasa.

- SF, Pysop and Civil Affairs units are prepared to deploy in support of SUPPORT HOPE. Forces will not enter Rwanda without SecDef approval.

- Deployment orders are being prepared for: Tripoli ARG/15th MEU to establish air bridge to the Rwandan AO from off-shore near Kenya, and 800 SOF personnel to humanitarian relief area.

### Humanitarian Situation Update:

- **Goma:** Up to 40,000 refugees are believed to have left the area for Rwanda.

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(S) UN Foibles: The UN is having a difficult time deciding who's in charge with fighting between UNHCR (who should lead), DHA and DPKO.

(U) Meetings, 29 July: PCG will meet to follow-up on action items. Joint Staff owes Lake a security assessment of Kigali and options for a U.S. military role in Rwanda.

(U) A Senate Brief is probably coming soon, similar to the testimony we gave the House.

(S) Water Distribution is a problem; CJCS is aware and energized.

(U) War Powers may come into play for some of our forces if deployed into Rwanda. Dallaire is seeking Chapter VII authority for UNAMIR troops in the far southwestern part of Rwanda.

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**Diplomatic Activities:**

- Zairian politicians halted plans of leaders from the former regime from convoking a meeting near Goma (a good sign). The FAZ is continuing to disarm FAR elements.

- RPF President Bizimungu is slated to meet President Museveni today.

**Interagency Activities:**

- The SecDef is planning to visit Goma this weekend. Many would like to meet him, including the Belgians, UNHCR Ogata (who is concerned about perceptions the relief operation is no longer UN civilian control) and possibly President Museveni.

- SecDef will testify before the House Appropriations Committee Defense Subcommittee today.

- The Deputies met yesterday to discuss the deployment of US forces into Rwanda, among other issues.

-- A meeting of NGOs with high-level representation from across the interagency will occur at the White House today.

- Congressman Reynolds and 2 other members of the Black Caucus will be in Goma on 30 July.

Prepared by: MAJ Bittrick, RTF, x79753

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**EXSUM RWANDA UPDATE**  
28 July

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- **Goma:** Up to 40,000 refugees are believed to have left the area for Rwanda.

- **RPF zones:** The harvest season begins in 2 weeks with insufficient numbers in the country to harvest. Without a return to the agrarian cycle, long-term dependency on aid will occur.

- The UNHCR has begun to set up "crisis units" across the border in the Rwandan towns of Gisenyi and Ruhengeri as the start of a campaign to bring the refugees home. Major effort begins today.

**Other Humanitarian Activities:** On French departure from Rwanda: PM Balladur ducked question during press interview, saying that he couldn't believe the international community can't manage to get troops on the ground given the established date by the French.

**UNAMIR Activities:**

- Reports conflict on whether the RPF will accept "Franco-African" troops in UNAMIR or not.

- **Great Britain** announced yesterday it will provide a logistics battalion of 600-700 personnel.

- Nigerians plan to deploy a reinforced company 300-man company with diverse elements (inf, eng, signal, recon) depending on the wishes of the UN. It appears that another reinforced company from Somalia will also deploy, probably sooner than the other, possibly by the end of this month.

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- **Bukavu:** The UN U/SYG reports while Goma is desperate Bukavu has a greater potential for disaster once the French depart. UNAMIR deployed 3 teams of military observers.

- **French zone:** Unless they are replaced following their departure, the French believe the 2.5M DPs in their secure zone will follow them to Zaire.

- **RPF zones:** The harvest season begins in 2 weeks with insufficient numbers in the country to harvest. Without a return to the agrarian cycle, long-term dependency on aid will occur.

- The UNHCR has begun to set up "crisis units" across the border in the Rwandan towns of Gisenyi and Ruhengeri as the start of a campaign to bring the refugees home. Major effort begins today.

- **Refugee and displaced persons totals:**  
 -- Displaced within Rwanda: Up to 5.3M. Rwandan refugees in neighboring states: 2.3M.  
 -- 460,000 in Tanzania (half in Benaco camp).  
 -- 10,500 in Uganda.  
 -- 2.2M in Zaire (1.2M Goma, 60-312k Bukavu, 230-400k Uvira)  
 -- 210,000 in Burundi.  
 - **Death toll:** over 500,000.

#### **Other Humanitarian Activities:**

- As an example to other Europeans, the UK almost doubled its humanitarian assistance commitment to \$27M.

- During a meeting of the P-5, the Russians advocated the creation of a Rwanda tribunal, a la Yugoslav model.

- On French departure from Rwanda: PM Balladur ducked question during press interview, saying that he couldn't believe the international community can't manage to get troops on the ground given the established date by the French.

- The new government in Kigali is investigating at least 30,000 people for possible involvement in the massacre campaign.

#### **UNAMIR Activities:**

- Ghana has asked the UN for ammunition for its contingent: small arms and mortars. USUN has asked that we contact the Ghanaian government directly to ascertain needs. This will facilitate deployment of the additional Ghanaian troops.

- The French have 2,800 troops deployed in southwest Rwanda: 2,500 French, 240 Senegalese, 10 Mauritians, 7 Egyptians, 44 Chadians, and soon 40 each from Niger, Guinea-Bissau and the Congo.

-- Reports conflict on whether the RPF will accept "Franco-African" troops in UNAMIR or not.

- Support for the **expanded UNAMIR** is growing slowly. 578 troops are now in Kigali. The UNSYG reportedly will have 2,000-2,500 troops on the ground by mid-August.

**Troop contributors:**

-- The UN has requested the Nigerians ready their troops to move.

-- 520 Ghanaians are now in theater. The remaining 280 personnel will deploy within 14 days.

-- Chad sent 40 troops to support Operation Turquoise on 19 July. Final strength will be 125-150.

-- **Great Britain** announced yesterday it will provide a logistics battalion of 600-700 personnel.

-- Nigerians plan to deploy a reinforced company 300-man company with diverse elements (inf, eng, signal, recon) depending on the wishes of the UN. It appears that another reinforced company from Somalia will also deploy, probably sooner than the other, possibly by the end of this month.

-- In addition to those already committed, Canada will send 25 additional runway repair troops to Kigali.

-- Australia will send a 300-man hospital with a 120-man security detail. It will deploy from 6 - 22 Au.

-- Ethiopia could begin its deployment by the 29 July according to the contingent commander. The Ethiopians are prepared to use their own aircraft - AN-12s and L-100s.

-- Mali will contribute medical personnel (in addition to its 150-200 troops) if a sponsor can be found.

**Equipment Contributors:**

-- Belgium will adopt the Malawian unit.

-- The Dutch will provide 54 trucks, 25 jeeps, 15 generators, 10 mobile kitchens, a cargo plane, two mobile medical assistance facilities, 35 water trucks, and generators along with food, medical personnel and other supplies.

-- France's contribution will not extend beyond equipping a 500-person unit comprised of soldiers from Senegal, Chad, Niger, and Guinea-Bissau.

-- The Danes are seriously considering providing APCs.

-- New Zealand sent a C130 to Rwanda with 36 personnel. They will remain at least 30 days.

--

**Diplomatic Activities:**

- Zairian politicians halted plans of leaders from the former regime from convoking a meeting near Goma (a good sign). The FAZ is continuing to disarm FAR elements.

- AMB Rawson signed an MOU with the new Rwandan PM and MinDef on the status of U.S. forces in Rwanda.

- RPF President Bizimungu is slated to meet President Museveni today.



### **Interagency Activities:**

- The SecDef is planning to visit Goma this weekend. Many would like to meet him, including the Belgians, UNHCR Ogata (who is concerned about perceptions the relief operation is no longer UN civilian control) and possibly President Museveni.

- SecDef will testify before the House Appropriations Committee Defense Subcommittee today.

- The Deputies met yesterday to discuss the deployment of US forces into Rwanda, among other issues.

-- A meeting of NGOs with high-level representation from across the interagency will occur at the White House today.

#### **- Taskings:**

-- State and OSD (SO/LIC) are to identify officers to work at the UNHCR in a liaison capacity.

-- The status of a request to airlift Moroccan troops will move today, after receiving feedback from embassy Rabat.

-- State will approach the GOF, asking they consider remaining in Rwanda. SecDef will discuss this with French MOD Leotard today.

-- Joint Staff will put together a water flow chart, outlining when purification equipment and amounts of potable water will be available to the refugees.

-- JS legal (in league with others) will put out a non-paper discussing SOFA and government recognition issues.

- The lease/sales cases for the non-vehicle equipment for the **Ghanaian UNAMIR contingent** was to go up to the UN yesterday. The lease and sales data for the vehicles went up to the UN on Saturday and but the UN did not look at it in the Contracts Committee yesterday.

- The UN anticipates moving our **M113 APCs** to Kigali this week.

- PK/PE is processing a **UN request for airlift of UNAMIR contingents** to either Entebbe or Kigali

- Congressman Reynolds and 2 other members of the Black Caucus will be in Goma on 30 July.

Prepared by: MAJ Bittrick, RTF, x79753

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## EXSUM RWANDA UPDATE

29 July

### DoD Humanitarian Assistance:

- Water: Water distribution is running into major snags with limited means. UNHCR has expressed concern about water management and have asked us to organize the water tanker operation. U.S. Mission Geneva has asked to see EUCOM plans. CJCS is aware and energized.

- War Powers may come into play for some of our forces if deployed into Rwanda. For instance, BG Dallaire is seeking Chapter VII authority for UNAMIR troops in the far southwestern part of Rwanda.

- LTG Schroeder (with a small team) made a daytime assessment of Kigali yesterday. He met with RPF triumvirate -- talks went well and he received assurances should U.S. troops deploy into Kigali. Humanitarian flights are welcomed.

- Jet fuel at East African airports is strained. Normally it is provided by ocean tankers with surface transportation to inland airfields. Defense Fuel Region Europe is attempting to accelerate commercial deliveries; EUCOM is staffing possible solutions.

- Personnel numbers in the Rwanda Crisis Area (RCA): 96 - Goma, 461 - Entebbe, 0 - Bukavu, Harare - 88, 15 - Nairobi, and 108 - Mombasa.

- AMB Rawson believes we should establish an operations hub in Kigali ASAP.

### Humanitarian Situation Update:

- Goma: The new Rwandan government want refugees to return, but it has no radio coverage in the east where it's conciliatory message is most needed. 9,000 - 10,000 are returning per day, according to UNHCR chief, Goma. He further believes refugee figure of 700k rather than 1.2M -- this is a source of discord between Zairian (more \$\$ for more refugees) and UN officials.

- RPF zone: Two UN sorties flew into Kigali airport yesterday. The Canadian medical unit is scheduled to deploy tomorrow. The mine threat remains in the countryside -- over 50,000 emplaced since 1990. The harvest season begins in 2 weeks with insufficient numbers in the country to harvest. Without a return to the agrarian cycle, long-term dependency on aid will occur.

**Other Humanitarian Activities:** The UN is having a difficult time deciding who's in charge with fighting between UNHCR (who should lead), DHA and DPKO.

### UNAMIR Activities:

- BG Dallaire met with AMB Rawson, urging that humanitarian flights begin ASAP into Kigali.

- The French have 2,800 troops deployed in southwest Rwanda: 2,500 French, 240 Senegalese, 10 Mauritians, 7 Egyptians, 44 Chadians, and soon 40 each from Niger, Guinea-Bissau and the Congo.

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Authority: EO 12958 as amended  
Chief, Records & Declass Div, WHS

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- Support for the expanded UNAMIR is growing slowly. 578 troops are now in Kigali. Latest developments:

-- Ireland will send 32 military specialists and has asked us to transport them with their equipment (log, transport, engineering).

-- Russia is considering airlift assistance.

**Diplomatic Activities:** State sent a cable to the GOF, asking they consider remaining in Rwanda beyond 21 August. AUSDP raised the issue during MOD Leotard's meeting with SecDef yesterday. Leotard responded positively.

**Interagency Activities:**

- The IWG continued its discussions about "jump starting" UNAMIR. The Ethiopian battalion may deploy by 15 August with little additional incentive. There seems to still be a question about whether the French will help support additional Senegalese troops. The Brits have come on board saying they will provide 250-300 soldiers to UNAMIR, including maintenance techs, a heavy engineering squadron and a field ambulance unit.

- The SecDef will visit the RCA this weekend. Touchdown at Entebbe is 0740Z, will depart Entebbe at 2000Z, same day. Many would like to meet him, including the French, UNHCR Ogata and President Museveni and possibly, the Belgian Ambassador.

- The meeting of NGOs with high-level representation from across the interagency went well at the White House yesterday. The Chairman got enthusiastic applause. He will brief the White House Press Corps today.

- For our part, we hope to have the Ghanaian equipment needs processed through the UN by the end of next week. The equipment could be made available one week after this and the Ghanaians deployed shortly thereafter. The ammo request remains a problem. Dick Clarke asked Ted Warner to determine how much it would cost for DoD to provide the remaining equipment for the Ghanaian battalion directly to them, thus circumventing the UN's interminable contracting process.

- The UN has almost abandoned its effort to move the rest of our M113 APCs to Kigali by road. Only 14 of 50 have been delivered to Kigali. Along this line, State (mainly PM) is still pushing for DoD to provide free airlift for UNAMIR, specifically, the remaining M113s from Entebbe to Kigali and additional UNAMIR units and equipment.

- Joint Staff owes Dr. Lake a security assessment of Kigali and options for a U.S. military role in Rwanda for the Principles Meeting.

Prepared by: MAJ Bittrick, RTF, x79753

DECLASSIFIED MAY 12 2008  
Authority: EO 12958 as amended  
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**29 July**

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- **Bukavu:** The UN U/SYG reports while Goma is desperate Bukavu has a greater potential for disaster once the French depart. UNAMIR has deployed 3 teams of military observers.

- **French zone:** The RPF has been reported in the north of the secure zone, but without incident. Clashes continue between French and Hutu militiamen. Security in the zone is precarious. 90,000 refugees have left the French zone, returning home. French forces have suffered at least 10 mine-related casualties.

- **RPF zones:** Two UN sorties flew into Kigali airport yesterday. The Canadian medical unit is scheduled to deploy tomorrow. The mine threat remains in the countryside -- over 50,000 emplaced since 1990. The harvest season begins in 2 weeks with insufficient numbers in the country to harvest. Without a return to the agrarian cycle, long-term dependency on aid will occur.

- More reports of violence in **Burundi**, with radio reports of over 2000 dying during clashes in the NW. The interim President stated that the armed forces were trying to stem the fighting. In meetings yesterday, the MOD and Interior Minister agreed the situation was getting out of control.

- Zaire has approved the French establishment of a radio station in Zaire to counter Hutu propaganda.

#### **- Refugee and displaced persons totals:**

- Displaced within Rwanda: Up to 5.3M. Rwandan refugees in neighboring states: 2.3M.
- 460,000 in Tanzania (half in Benaco camp).
- 10,500 in Uganda.
- 2.2M in Zaire (1.M Goma, 60-312k Bukavu, 230-400k Uvira)
- 210,000 in Burundi.
- **Death toll:** over 500,000.

### **Other Humanitarian Activities:**

- The UN is having a difficult time deciding who's in charge with fighting between UNHCR (who should lead), DHA and DPKO.

- The UNHCR is becoming increasingly frustrated with the lack of donor response to its "service package" request.

- Elizabeth Dole, President, American Red Cross, will visit the RCA on 1 August.

#### **UNAMIR Activities:**

- BG Dallaire met with AMB Rawson, urging that humanitarian flights begin ASAP into Kigali.

- The French have 2,800 troops deployed in southwest Rwanda: 2,500 French, 240 Senegalese, 10 Mauritanians, 7 Egyptians, 44 Chadians, and soon 40 each from Niger, Guinea-Bissau and the Congo.

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- Russia is considering airlift assistance.

#### **Diplomatic Activities:**

- State sent a cable to the GOF, asking they consider remaining in Rwanda beyond 21 August. AUSDP raised the issue during MOD Leotard's meeting with SecDef yesterday. Leotard responded positively.

- The intel community assesses near-term reconciliation between Tutsi and hard-line Hutu elements as unlikely.

#### **Interagency Activities:**

- The IWG continued its discussions about "jump starting" UNAMIR. The Ethiopian battalion may deploy by 15 August with little additional incentive. There seems to still be a question about whether the French will help support additional Senegalese troops -- we put the issue in the SecDef's book for this weekend. The Brits have come on board saying they will provide 250-300 soldiers to UNAMIR, including maintenance techs, a heavy engineering squadron and a field ambulance unit.

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- **Taskings:**

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-- A cable responding to Moroccan questions on a request to airlift their troops to Zaire will move today.

-- Joint Staff will put together a water flow chart, outlining when purification equipment and amounts of potable water will be available to the refugees.

Prepared by: MAJ Bittrick, RTF, x79753

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# SECRETARY PERRY'S VISIT TO OPERATION "SUPPORT HOPE"



## EXECUTIVE BOOK

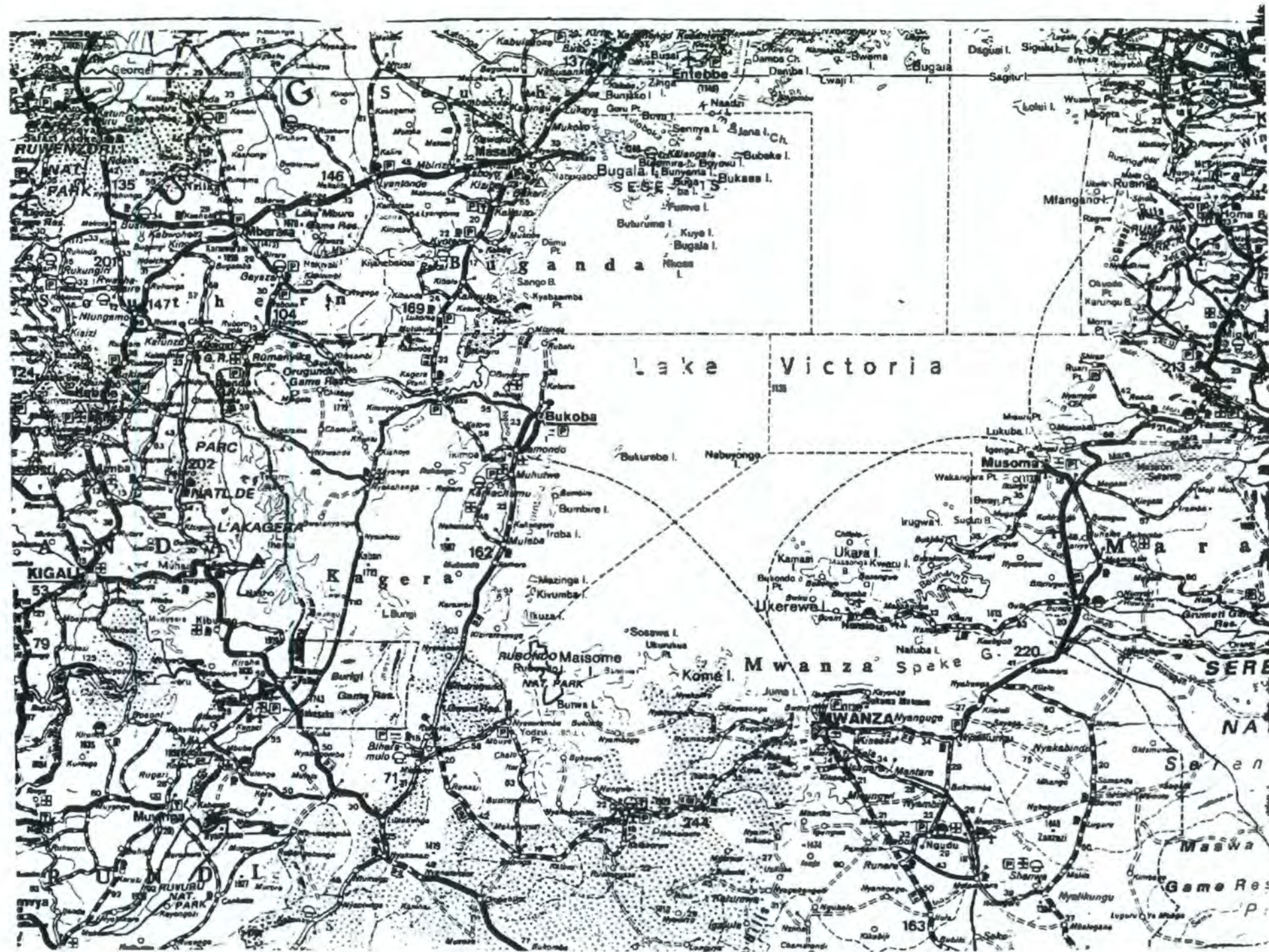
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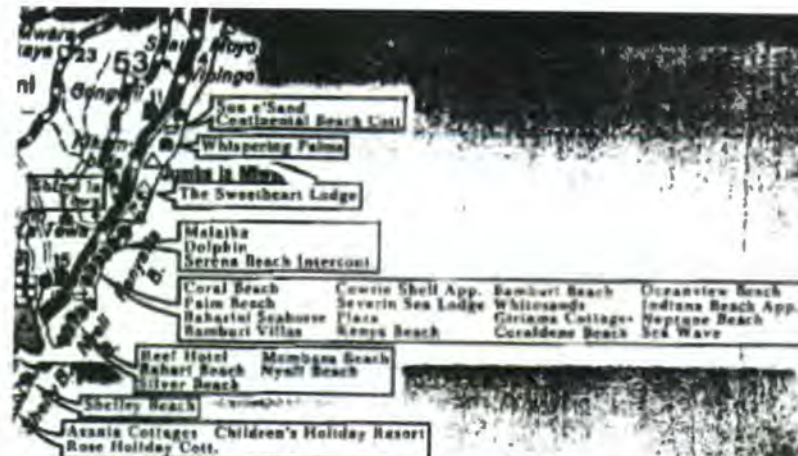
BY USDP

DATE 03/19/2014









Sand Island Beach Cottages  
Moonlight Bay  
Mawani Cottages

alcom Bay Lodge  
Golden Beach  
Leopard Beach  
Palm Beach Guest House  
Seaside Lodge

ade Winds  
and Sea Lodge  
a Crest Lodge

Rosa Villas  
and Twenty  
Beach Cottages

Tini Beach Bungalows  
Twiga Lodge  
Minilass United Camp  
Tini Sea Castles Cott.

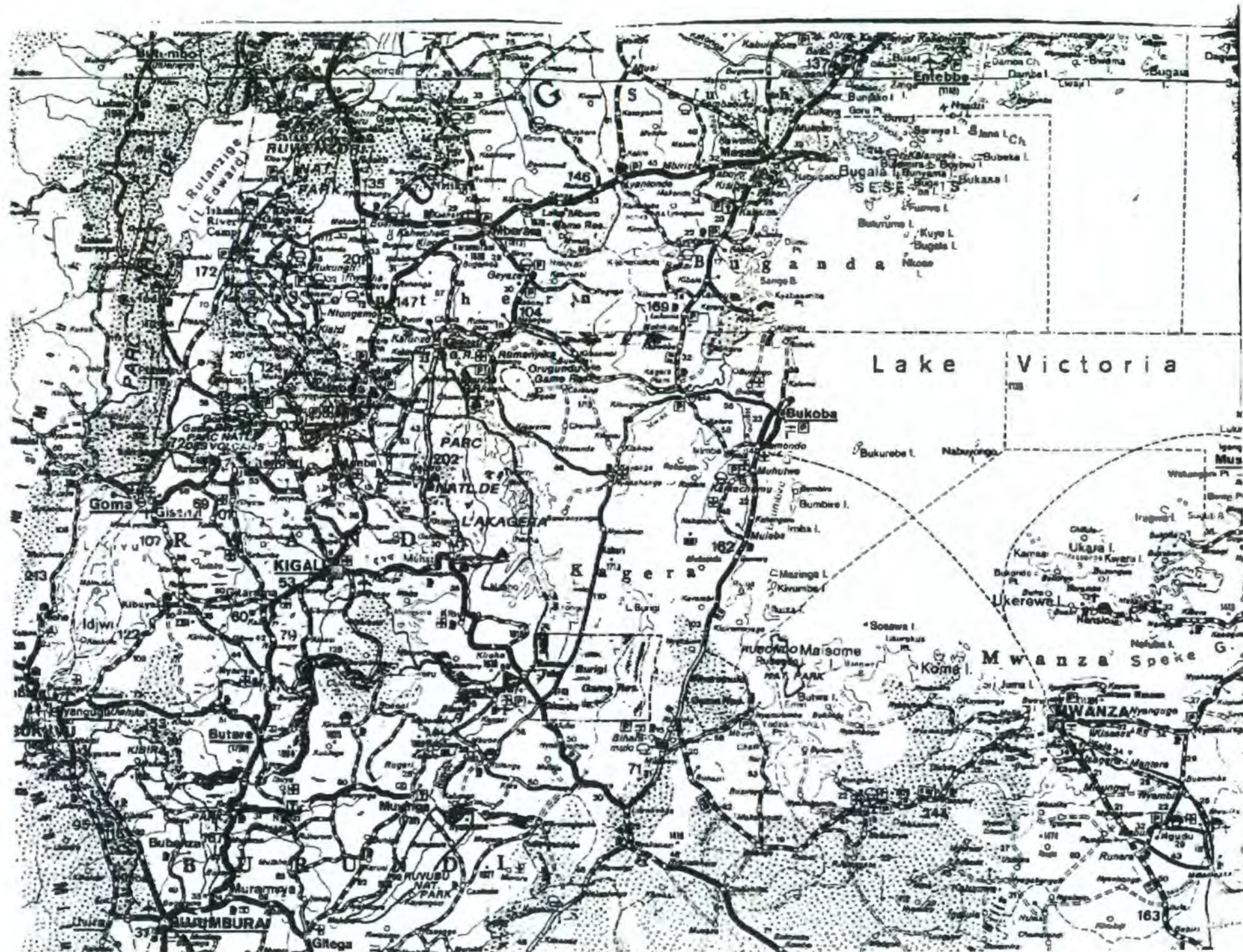
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1:700 000













## AIRFIELDS

- **GOMA**: C-141 CAPABLE; MOG - 1XC-141 / 6XC-130; DAY ONLY; NO FUEL
- **BUKUVU**: C-130 CAPABLE; MOG - 6XC-130 (EST) ; DAY ONLY; NO FUEL
- **KIGALI**: C-5 CAPABLE; MOG - 1XC-5 / 2XC-141 / 4XC-130; NIGHT CAPABLE; LIMITED FUEL; GOMA - 90 MILES, BUKUVU - 100 MILES
- **BUJUMBURA**: C-5 CAPABLE; MOG - 2XC-5 / 3XC-141 / 6XC-130; DAY ONLY; LIMITED FUEL; GOMA - 175 MILES, BUKUVU - 85 MILES
- **ENTEBBE**: C-5 CAPABLE; MOG - 3XC-5 / 6XC-141 / 10XC-130; NIGHT CAPABLE; FUEL-UNKNOWN; GOMA - 325 MILES, BUKUVU - 415 MILES

## TABLE OF CONTENTS

ITINERARY	TAB A
SCENE SETTER & TRIP OBJECTIVES	TAB B
TRAVELLING PARTY/BIOS	TAB C
COUNTRY BACKGROUND, SUBTABBED BY COUNTRY NAME	TAB D
-MAP	
-BACKGROUND/TALKER	
-RECENT INTELLIGENCE	
-DSAA SUMMARY	
-SELECTED BIOS	
MEETING WITH UGANDAN PRESIDENT MUSEVENI	TAB E
UNAMIR SUMMARY/MEETING WITH FORCE COMMANDER MGEN DELLAIRE	TAB F
UNHCR SUMMARY/MEETING WITH MRS OGATA	TAB G
JTF COMMANDERS	TAB H
MEETING WITH THE FRENCH	TAB I
RECOGNITION OF NEW RWANDAN GOVERNMENT	TAB J

**NOTIONAL GROUND ITINERARY TO BE UPDATED BEFORE TAKEOFF**

0800 Press Conference

0815 Tour Tactical Airlift Control Control Element  
(TALCE)

0900 Depart Entebbe for Kigali, Rwanda via tactical  
aircraft TBD

**SET WATCHES BACK ONE HOUR**

0900 Arrive Kigali

1200 Depart for Goma, Zaire

1230 Arrive Goma

1245 Situation Update by Brig Gen Nix

1400 Meeting with French Minister of Defense Leotard

1500 Meeting with UN High Commissioner for Refugees  
Mrs Ogata

1530 Depart Goma for Entebbe

**ADVANCE WATCHES ONE HOUR**

1730 Arrive Entebbe

1745 Depart Entebbe for Kampala via motorcade

1830 Meeting with President Museveni

1915 Depart Kambala for Entebbe

2000 Depart Entebbe for Cairo, Egypt via VC-137

Dinner served enroute

Enroute Time: 4+20



~~CONFIDENTIAL~~

## SCENE SETTER FOR "SUPPORT HOPE" TRIP

**Summary:** Your trip to the Rwanda Crisis Area comes at a pivotal time in the ramp-up of U.S. forces. As you told the press, your main objectives are to assess the situation at Entebbe and Goma, review the plans of our military commanders, and determine what additional management support might be necessary. This trip will underline further to our allies and especially the UN that we mean business in the region, but may also includes the potential danger of giving the UN the impression that we intend to do their work.

**Entebbe Airport/Meeting with President Museveni:** First elements of our Tactical Airlift Control Element (TALCE) arrived on 26 July. Overall control of the air flow remains with the UNHCR air cell in Geneva. For your proposed meeting with Uganda's President Museveni, see **Tab D** for country background and **Tab E** for discussion paper.

**UNAMIR Meeting (Tab F):** Your meeting with UNAMIR Commander Major General Romeo Dallaire (Canada) may include the UN's Special Representative for Rwanda Mohammad Shaharyar Khan (Pakistan).

**Meeting with UNHCR, Mrs. Ogata (Tab G):** High Commissioner Sadako Ogata (Japan) hopes to see you in the region.

**Meeting Commander, JTF SUPPORT HOPE (Tab H):** The commanders on the ground are Lieutenant General Daniel Schroeder, Commander Joint Task Force, and Brigadier General Jack Nix, Commander Joint Task Force Forward.

**French Officials (Tab I).** We are working possible meetings with French Prime Minister Balladur or other senior officials in Goma.

**Possible Meeting with new Rwandan government.** You may also meet with the leadership of the Rwandan Patriotic Front which now claims its place as the legitimate government of Rwanda. See **Tab C** for bios on the three main leaders: Prime Minister Twagiramungu, President Bizimungu and Major General Vice President and Defense Minister Paul Kagame, the victorious general of the Rwandan civil war. The NSC memo on the recognition issue is at **Tab J**.

~~CONFIDENTIAL~~



**TRAVELING PARTY**  
**SECRETARY OF DEFENSE VISIT TO AFRICA**  
**JULY 30-AUGUST 1, 1994**

1. Dr William J. Perry, Secretary of Defense
2. Rep. Donald M. Payne (D-NJ)
3. Mr Walter B. Slocombe, Acting Under Secretary of Defense for Policy
4. Amb George Moose, Assistant Secretary of State for African Affairs
5. General George Joulwan, USA, Supreme Allied Commander, Europe; and Commander-in-Chief, US European Command
6. Mr Bob Hall, Special Assistant to SecDef
7. Ms Phyllis Oakley, Deputy Assistant Secretary of State for Refugee Affairs
8. Mr Vince Kern, Director for African Affairs, Office of the Secretary of Defense (OSD)
9. Mr Bill Hudson, Executive Director for Bureau of African Affairs, Department of State
10. MG Jared L. Bates, USA, Vice Director for Operations (J3), Joint Staff
11. Ms Julia Taft, President, American Council for Voluntary International Action
12. Ms Nan Borton, Director, Office of Foreign Disaster Assistance, Agency for International Development
13. BG Paul Kern, USA, Military Assistant to SecDef
14. (b)(6) USAF, Director for Information, OSD Public Affairs
15. (b)(6) USA, Special Assistant to Gen Joulwan
16. (b)(6) USAF, Flight Surgeon
17. (b)(6) USN, Military Assistant, OSD Public Affairs
18. (b)(6) Aide de Camp to General Joulwan
19. (b)(6) SecDef Personal Security
20. (b)(6) Security Agent for SecDef
21. (b)(6) Security Agent for SecDef
22. (b)(6) OSD Photographer
23. (b)(6) Security for SACEUR
24. (b)(6) USAF, OSD Communicator
25. (b)(6) SACEUR Communicator

**Media Party:**

26. Mr Charles Aldinger, Reuters
27. Mr David Briscoe, Associated Press
28. (b)(6) Armed Forces Radio and Television Service
29. (b)(6) Armed Forces Radio and Television Service

30.07.94 07:52

HQ. USEUCOM DIROPS WAIHINGEN, GE

002

**DRAFT**

ITINERARY  
SECRETARY OF DEFENSE  
WILLIAM J. PERRY

30 July 1994 - 1 August 1994

As of: 07/25/94 11:23 PM

Saturday, 30 July 1994

1905 Arrives in Brussels with 25 PAX (Four Media: 2-Wire service & 2-AFRTS)  
(PJL GEN Joulwan & four PAX)

2030-0150 En route to Cairo, Egypt

Sunday, 31 July 1994

0150 Arrives in Cairo, Egypt.

0320-0740 En route to Entebbe, Uganda.

0740 Arrives in Entebbe, Uganda. Greeted by LTG Schroeder & Honorable  
Johnnie Carson, U.S. Ambassador to Uganda.

~~0740-0810 Press Conference immediately~~

~~0840-0850 Meets with LTG Daniel R. Schroeder & Honorable Johnnie Carson.~~

~~0850-0930 Meets with President of Uganda.~~

0930-1010 Visits Tanker Airlift Command Element (TALCE), at airhead operations for briefing  
(closed to media).

1010-1030 Tour TALCE (photo opportunity).

1030-1100 En route to Kigali, Rwanda via C130. Greeted by Honorable David P. Rawson, U.S.  
Ambassador to Rwanda.

1100-1140 Meets with Honorable David P. Rawson.

1140-1230 Meets with Prime Minister Faustin Twagiramungu, Prime Minister to Rwanda &  
MG Paul Kagame, Vice Chairman RPF.

**MEET WITH UNAMIR CDR AT UNAMIR HQ**  
En route to Goma, Zaire via C130. Greeted by BG Jack P. Nix, Jr.

1230-1345 Press Conference immediately. / CBS "FACE THE NATION" IF AVAILABLE

1345-1415 Situation update given by BG Nix and COL Al Davis, OIC Goma.

1415-1515 Meets with Madame Baccoko Ogata, UNHCR (photo opportunity). Situation update.

1515-1645 Meets with Mr. Francois Leotard, French Minister of Defense.

1645-1855 Visits Airlift Control Element (ALCE).

1855-2000 En route to Entebbe, Uganda via C130.

**MEET WITH UGANDAN PRESIDENT MUSEVENI IN KAMPALA**  
En route to Cairo, Egypt

Monday, 1 August 1994

0150-0520 En route to Chievres AB, Belgium

0850 Depart for Washington DC

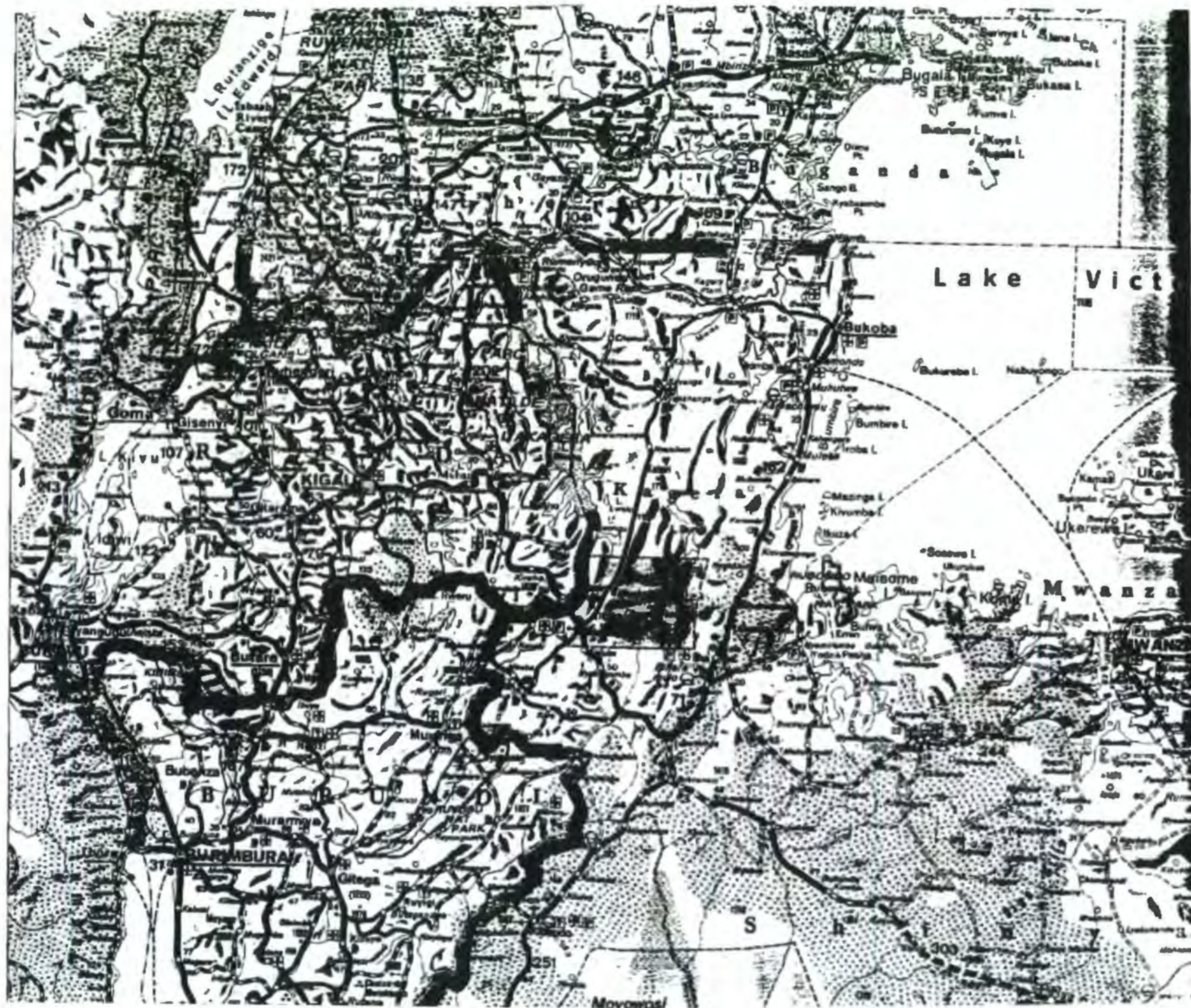
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Over 100°C  
No climate data

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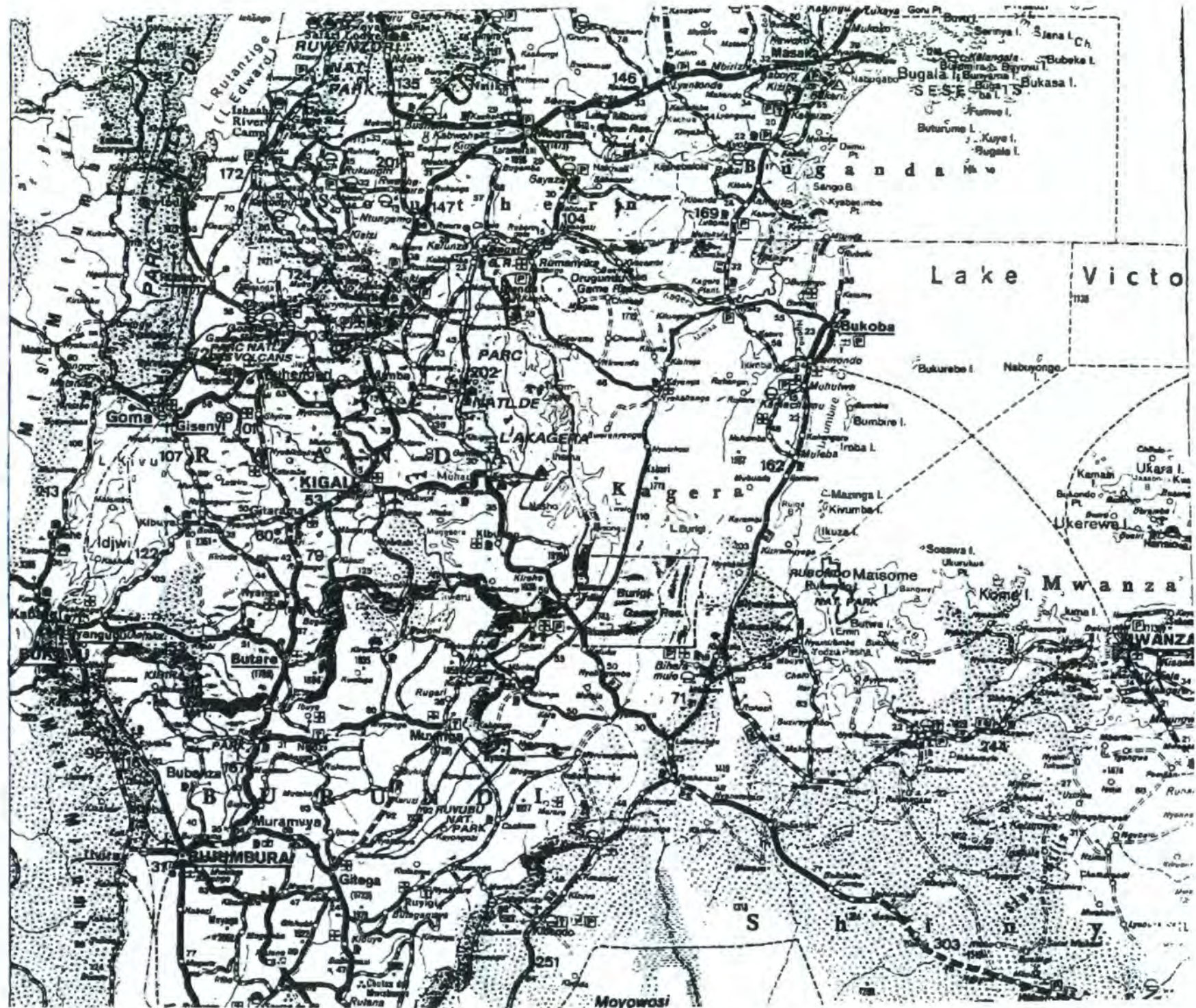




ture

above 20°C  
in October

IX X XI XII





# RWANDA: REFUGEE SITUATION

REFUGEE TOTAL

REF AREA

FRENCH

"SAFE AREA"

POP: 3 MILLION)

157,600

10,000

20,000

RWANDANS

AND BURUNDIANS

ZAIRE

Bukavu  
700,000

Cyangugu  
7,000

Uvira  
200,000

Kamanyola  
400,000

Kayanza  
5,813

Ngozi  
17,071

Muyinga  
35,250

FRENCH  
SECURITY  
ZONE  
1.8 M

Goma  
1,300,000

500,000

Gisenyi

Kisoro  
3,700

Byumba

Ntungamo  
5,000

16,000

240,000

90,000

RWANDA

Kigali

50,000

125,000

Kirundo  
7,353

Ngara Dist  
375,200

Kibungo

Karagwe Dist  
62,400

UGANDA

TANZANIA

BURUNDI

- RPF CONTROL
- ▨ REFUGEE AREAS
- FRENCH "SAFE ZONE"

208J013





Germany  
Stuttgart

Dist: 1,883 NM

Cairo

Dist: 1,938 NM

Goma

Entebbe Dist: 294 NM

Rwanda Mombasa  
Dist: 651 NM



**ITINERARY  
SECRETARY OF DEFENSE VISIT TO AFRICA  
JULY 30-1 AUGUST 1994**

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(All Times Local)

**SATURDAY, JULY 30**

0600 Depart Andrews AFB for Brussels, Belgium  
via VC-137 aircraft

Breakfast and Dinner served en route

Enroute Time: 7+05

**SET WATCHES AHEAD SIX HOURS**

1905 Arrive Brussels

Met By General George Joulwan, SACEUR

2030 Depart Brussels for Cairo, Egypt

Enroute Time: 4+15

**SET WATCHES AHEAD ONE HOUR**

**SUNDAY, JULY 31**

0150 Arrive Cairo for refueling

0320 Depart Cairo for Entebbe, Uganda

Enroute Time: 4+20

0740 Arrive Entebbe International Airport

**MONDAY, AUGUST 1**

0020 Arrive Cairo for refueling

0150 Depart Cairo for Chievres Air Base, Belgium

Enroute Time: 4+30

**SET WATCHES BACK ONE HOUR**

0520 Arrive Chievres Air Base

0650 Depart Chievres Air Base for Shannon, Ireland

Enroute Time: 1+35

**SET WATCHES BACK ONE HOUR**

0725 Arrive Shannon International Airport for refueling

0855 Depart Shannon for Andrews AFB

Breakfast and Lunch served enroute

Enroute Time: 7+35

**SET WATCHES BACK FIVE HOURS**

1110 Arrive Andrews AFB

- know / political
  - are we doing enough
  - how can we avoid getting involved with them for ever
  - management problems - need to work w/ NGOs
  - focus on LT solution - UNAMIR, DoD just reevaluation!
- SECRETARY OF DEFENSE

## OBJECTIVES

### "SUPPORT HOPE" TRIP

- Assess security and logistic situation in Entebbe and in Goma
- Meet ~~leadership~~
- Review plans of U.S. Commanders, ~~UNAMIR and UNHCR~~
- Control w/ local gpts (U, Rw); w/ UNHCR, w/ RF, UNAMIR
- Determine additional management support necessary for EUCOM to accomplish its mission
- Highlight both what we have done in the region and what we are now doing
- Provide a symbol of support to the UNHCR, UNAMIR and UNAMIR Commander MG Dallaire, emphasize limits & OS rules, appropriate reference to UN.
- Thank our own leaders and troops on the ground for their execution of the President's directive to:
  - alleviate the suffering of the Rwandan people
  - establish conditions encouraging repatriation
- Define the limits of DoD assistance to the leadership of UNAMIR and UNHCR

- unusually complex human political effort - pol int-
- Consensus:
  - are we doing enough
  - doing it as well as possible
  - scope of US commitment
- Local boys
- UN, local gpts, NGOs, 3rd g.
- escape

- Msgs
  - Determination & work problem - humanitarian nature of our role
  - Comp w/ :
    - NGOs
    - locals,
    - UN
    - other ops

~~SECRET~~





POLICY

THE UNDER SECRETARY OF DEFENSE

WASHINGTON, D. C. 20301-2000

23

AUG 10 1994

In reply to:  
I-94/16616

MEMORANDUM FOR DIRECTOR, ADMINISTRATION & MANAGEMENT

THROUGH: ASSISTANT FOR ADMINISTRATION, OUSDP

*J. G. Miller*  
8-10-94

SUBJECT: Temporary Detail of Military Personnel

I request the detail of a junior military officer and a senior NCO to ISA's SecDef-directed Rwanda Task Force (RTF) for a period of 179 days. The detailed officer will serve as the RTF reports officer, drafting the daily Rwanda situation report, drawing information from all source intelligence, Joint Staff and EUCOM input. This sitrep is the principal current reference document on Rwanda and is relied on by the SecDef, the AUSDP and other principals and staffs. The NCO will provide standard administrative support to the task force.

We are currently attempting to operate what has become essentially a 24-hour/7-day operation "out of hide," relying on borrowed and part-time help from people who have other duties. Our one full-time action officer on the RTF is on a temporary overstrength which expires in December. We anticipate we will be seeking renewal of that overstrength position, but anticipate the current pace of humanitarian activities which necessitate this request for detail will have subsided somewhat by then.

The fast-developing nature of events in Rwanda and the refugee crisis area make this request critical for support of the mission and the Secretary of Defense. My POC is Bernd McConnell, (703) 697-8824. Thank you for your assistance in this urgent matter.

*W. B. Slocombe*  
Walter B. Slocombe  
Acting Under Secretary  
of Defense for Policy

*Approved:*  
*Arthur S. Ehlens*