



PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE  
WASHINGTON, DC 20301-2000

I-91/44803

DEC 18 1991

EXECUTIVE SUMMARY/COVER BRIEF

MEMORANDUM FOR THE DEPUTY SECRETARY OF DEFENSE

THROUGH THE UNDER SECRETARY OF DEFENSE FOR POLICY *PW* DEC 19 1991

FROM I. Lewis Libby - PDUSD/S&R, x55136 *ff j*

SUBJECT: Meeting on Coordination of Assistance to Former Soviet Union (FSU) (U)

PURPOSE: (U) To provide background and talking points for an interagency meeting DepSecState will chair on 19 December to coordinate assistance to FSU.

DISCUSSION: (U) DepSecState Eagleburger, the newly-appointed coordinator of assistance to the FSU, wants to assemble interagency representatives to discuss coordination of USG assistance to the FSU. The meeting will focus in particular on recent aid missions and on the President's January Coordination Conference. An agenda is attached at Tab 1.

(U) DoD has played an important role in providing immediate humanitarian assistance. Between December 17 and December 22, four relief missions will have delivered approximately 400,000 pounds of DoD excess food and large amounts of blankets, cots, and other DoD excess property, in addition to medicines donated by Project Hope. This effort has essentially been an ad hoc undertaking, keyed to relieving the most urgent needs. On a larger scale, the US Government has provided nearly \$4 billion in credits for purchase of US agricultural goods. Tab 2 contains a paper on DoD efforts.

(U) DepSecState may raise the status of DoD humanitarian missions; additional assistance that DoD can provide; and ways in which NATO might assist. We have attached talking points at Tab 3. At Tab 4 is a recent cable from Ambassador Taft outlining potential NATO contributions. At Tab 5 is an MFR on a recent meeting OSD staff had with DepSecState.

(U) DepSecState will likely want to help coordinate use of the \$100 million Congress has allocated from the DoD budget for transportation costs of humanitarian assistance. It is not clear if he will seek to have a voice in use of the \$400 million authorized to help with safety, transportation, and destruction of Soviet nuclear weapons.

Drafted: OUSDP/SEE:SMann, x46721 Classified by: ADUSD/SEE: DECLASS: OADR

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DATE 22 Sep 2017  
FOIA CASE # 12-F-1306

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United States Department of State

Washington, D.C. 20520

December 18, 1991

**MEMORANDUM**

**TO:** Deputy Secretary Donald Atwood, Defense  
Chairman Michael Boskin, CEA  
Director Henry Catto, USIA  
Under Secretary Michael Farren, Commerce  
Deputy Secretary Hanson Moore, Energy  
Deputy Secretary John Robson, Treasury  
Administrator Ronald Roskens, AID  
Deputy Secretary Ann Veneman, USDA  
Mr. Nicholas Burns, NSC Staff

**FROM:** Robert L. Barry  
Special Adviser for Soviet and East European  
Assistance to the Deputy Secretary of State

**SUBJECT:** Coordinators' Meeting on the Soviet Republics;  
Thursday, December 19, 11:00 a.m.  
"D" Conference Room, State

STATE	
DEFENSE	
CEA	
USIA	
COMMERCE	
ENERGY	
TREASURY	
AID	
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NSC	
OTHER	

Mr. Eagleburger will chair the first coordinators' meeting on assistance to the Soviet republics since the establishment of the new coordinating mechanism on December 19. The tentative agenda is as follows:

1. General discussion of coordination process. (State)
2. President's Coordination Conference, January 22-23, 1992 (State).
  - Objective and Structure
  - Functional areas of concentration; food, medicine, shelter, housing, logistics.
  - Role of USC agencies
  - Follow on activities
3. Recent developments in Food Aid (USDA, AID, DoD)
  - USDA Humanitarian grant aid, PVO monitoring.
  - DoD surplus food; December air shipments and follow-on surface shipments in January; PVO monitoring of latter.
  - Use of \$100 million in DoD authorization bill for logistics connected with humanitarian aid.
  - Use of NATO logistics assets.
4. Issues for the Future
  - 1992 technical cooperation program
  - Authorizing legislation
  - Review of barriers to business in the Soviet Union
  - Review of activities of OPIC, EXIM, TDP

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#### BACKGROUND PAPER

Subject: DOD Humanitarian Assistance Role in the Former Soviet Union

Background: On 5 and 12 Dec. STATE tasked DoD to provide airlift of DoD excess property consisting of blankets and cots, and privately-donated medical supplies to Moscow, Yerevan and Minsk, under the DOD Humanitarian Assistance Program in support of the Presidential Medical Assistance Initiative. One USAF C-5 with approximately 75,000 pounds of DoD excess blankets and 75,000 pounds of medical supplies arrived in Moscow on 17 Dec., where half of the cargo was discharged. The C-5 originally scheduled to go to Yerevan, Armenia, with the remainder of the cargo on 18 Dec., has been delayed 24 hours due to adverse weather conditions. On 19 Dec. a USAF C-141 originating from Rhein Main Air Base will deliver medical supplies and DoD excess material to Minsk.

DoD was subsequently tasked to deliver two C-5 loads of DoD excess food staples and B-Rations, one each to St. Petersburg and Moscow on 20 and 22 Dec., under the DoD Humanitarian Assistance Program and as a supplement to the Department of Agriculture's food aid program.

DASD(GA) is directing overall DOD operations in the former Soviet Union. Schedule of flights is at Tab A.

#### Discussion:

- On 14 Dec., DEPSECDEF authorized DoD personnel to travel to the former Soviet Union to manage airlift missions to Moscow, Minsk, and St. Petersburg, communications support and for DoD civilians to assist in monitoring food deliveries

- On 16 Dec., the communications support requirement was cancelled when STATE provided radios from within their own resources.

- On 16 Dec., Embassy Moscow advised in Tab B that DoD food monitors were not required and on 17 Dec. by mutual agreement between OSD, DJS, and STATE, the requirement was cancelled.

- The DoD excess material and medical supplies for Moscow, Yerevan and Minsk is being distributed by Embassy officials and Project Hope respectively.

- Each C-5 load for the 20 and 22 Dec. food deliveries will consist of 150,000 pounds valued at \$200,000 (total \$400,000).

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- Embassy and Consul officials will supervise food deliveries to schools, orphanages, hospitals, churches and charitable organizations. Planning for food deliveries is reportedly on track and the country team is validating recipient organizations. Support from the Embassy team and host government authorities has been excellent.

- The DoD excess/medical flight has thus far received significant press coverage, including CNN. The food deliveries were announced by STATE on 18 Dec. and ASD(PA) released the Memorandum for Correspondents at Tab C.

- The food being delivered represents only 1-2% of the 1,000 sea containers of DoD excess food available for delivery to the former Soviet Union. Arrangements for future deliveries have not been made.

- Above humanitarian flights are currently being funded from the FY92 DoD Humanitarian Assistance appropriation (\$15M). Procedures for possible use of the \$100M in humanitarian aid earmarked from the DOD budget have yet to be established.

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Mr. Grey *Truman*

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STATE FOR EUR/SOV

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TAGS: EAD, MOPS, UR

SUBJECT: AIRLIFTS OF FOODSTUFFS

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REF: A) 91 STATE 407185 B) 91 STATE 403817 C) 91  
MOSCOW 35475

1. CONFIDENTIAL -- ENTIRE TEXT.

2. LOADING OPERATIONS AND SUPPORT PERSONNEL: PLEASE  
CLARIFY THE REQUEST STATED IN REF A FOR GROUND  
SUPPORT PERSONNEL. GIVEN THE SHORT GROUND TIME FOR  
THE AIRCRAFT, IT DOES NOT APPEAR PRACTICAL FOR ANY OF  
THE MILITARY PERSONNEL ARRIVING, AND DEPARTING, ON  
THE AIRCRAFT TO RIDE THE TRUCKS TO THE RECIPIENT  
LOCATIONS. THE AIRCRAFT IS CURRENTLY SCHEDULED TO BE  
ON THE GROUND FOR A TOTAL OF ONLY FIVE HOURS.  
EXPERIENCE TELLS US THAT BETWEEN DELAYS IN LOADING  
THE TRUCKS, DRIVING TO THE RECIPIENT LOCATIONS,  
OFF-LOADING THE TRUCKS, AND RETURNING TO THE AIRPORT,  
FIVE HOURS WILL BE NOT BE ENOUGH TIME FOR THE

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MILITARY PERSONNEL TO RIDE TRUCKS AND STILL BE BACK AT THE AIRPORT IN TIME FOR AIRCRAFT DEPARTURE. WE THEREFORE SUGGEST THAT THE TWELVE MILITARY PERSONNEL SCHEDULED FOR THE FLIGHT BE PREPARED TO ASSIST THE LOAD TEAM AT PLANESIDE WITH THE PROCESS OF LOADING RUSSIAN TRUCKS. EMBASSY IS NOW RECRUITING RUSSIAN-SPEAKING VOLUNTEERS FROM THE LARGER AMERICAN COMMUNITY TO RIDE TRUCKS TO THE RECIPIENT LOCATIONS. EMBASSY ALSO STRONGLY URGES THAT THE MILITARY PERSONNEL DO NOT/NOT WEAR UNIFORM TO BE CONSISTENT WITH THE CIVILIAN NATURE OF AN OPERATION INVOLVING THE INTERNATIONAL RED CROSS. ALL PERSONNEL, PARTICULARLY THE ALCE TEAM, SHOULD BE ADEQUATELY DRESSED TO COPE WITH LONG HOURS IN SUB-FREEZING WEATHER.

4. VISAS: EMBASSY REPEATS RECOMMENDATION FOR DOD TO OBTAIN VISAS BEFORE ENTRY INTO COUNTRY. ISSUING PLANESIDE VISAS CAN BE A LENGTHY PROCESS WHICH COULD SLOW UP DISTRIBUTION OPERATIONS.

5. DOCUMENTATION: RECENT EXPERIENCE WITH MEDICAL AID INDICATES THAT A SPECIFIC LIST OF THE ITEMS IN THE CARGO AND A COPY OF THE WAYBILL ARE NEEDED TO SATISFY SOVIET CUSTOM REQUIREMENTS. PLEASE ENSURE COPIES ARE BROUGHT IN WITH THE AIRCRAFT. AN EMBASSY CUSTOMS EXPERT WILL BE ON HAND WITH THE NECESSARY EMBASSY SUPPORT LETTERS.

6. GROUND RADIOS: THOUGH IN PRINCIPLE A GOOD IDEA, GROUND RADIOS ARE NOT A PRACTICAL SOLUTION FOR THIS SITUATION. FIRST, THERE IS NO NETWORK INTO WHICH TO TIE THE RADIOS AND, SO, WITHOUT REPEATERS SET UP IN THE CITY, THE RADIOS WILL BE OF LITTLE USE. SECOND, THE SOVIET AUTHORITIES REQUIRE TWO WEEKS NOTICE FOR THE ISSUANCE OF PERMITS AND ALSO REQUIRE SPECIFIC INFORMATION SUCH AS THE SPECIFICATIONS OF THE RADIO SET AND OPERATING FREQUENCIES. IF DEPARTMENT CAN SUPPLY THAT INFORMATION, EMBASSY WILL TRY TO OBTAIN PERMITS, HOWEVER, WE BELIEVE THAT RADIOS WILL BE OF LITTLE PRACTICAL USE.

7. USE OF SOVIET MILITARY: EMBASSY WILL CONTINUE TO WORK WITH RUSSIAN GOVERNMENTAL ORGANIZATIONS TO OBTAIN THE REQUIRED CIVILIAN TRUCKS AND PERSONNEL; HOWEVER, WE REPEAT THAT WE MAY HAVE NO ALTERNATIVE TO THE USE OF SOVIET MILITARY TRUCKS AND DRIVERS.  
STRAUSS

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**MISSION ITINERARIES**

1960-01 (Delivery of Medical Supplies/Blankets to Moscow and Yerevan)

**ARRIVE****DEPART**

17/0900Z	Rhein Main AB	17/0530Z
18/0945Z	Moscow	18/0645Z
18/2100Z	Yerevan	18/1400Z
	Rhein Main AB	

1956-01 (Delivery of Medical Supplies and Blankets to Minsk)

19/1145Z	Rhein Main AB	19/0900Z
19/1700Z	Minsk	19/1400Z
	Rhein Main AB	

1960-02/03 (Delivery of Food to St. Petersburg and Moscow)

19/2315Z	Rhein Main AB	19/2115Z
20/0730Z	Pisa	20/0330Z
20/1630Z	St. Petersburg	20/1230Z
21/2315Z	Aviano AB	21/2215Z
22/0730Z	Pisa	22/0330Z
22/1630Z	Moscow	22/1230Z
	Torrejon AB	

1960-99 (Forklift Support for 1960-02/03)

20/0645Z	Rhein Main AB	20/0340Z
20/1345Z	St. Petersburg	20/1250Z
22/0600Z	Rhein Main AB	22/0230Z
22/1345Z	Moscow	22/1015Z
	Rhein Main AB	

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MEMORANDUM FOR CORRESPONDENTS

No. 521-M  
December 18, 1991

During the period Dec. 20 - 22, 1991, the Department of Defense, in support of the Department of State, will conduct the U.S. government's first humanitarian relief flights carrying food to the cities of St. Petersburg and Moscow, Russia. The food will consist of excess rations leftover from the Persian Gulf War and made available through the DoD Humanitarian Assistance Program.

A U.S. Air Force C-5A from the 436th Military Airlift Wing, Dover Air Force Base, Del., will depart Pisa, Italy, on Dec. 20, with a cargo of approximately 28 pallets (approximately 150,000 pounds) of bulk foods and military B-rations. The bulk food will consist of assortments of tea, milk, bread, sugar, shortening, flour, rice and potatoes. The B-rations will be various entrees such as ham, beef, salmon, chicken and pork, fruits, vegetables, and dried foods such as potatoes, rice, pasta and milk. B-rations are packaged in cans, boxes, bags and retail-style serving containers in portions slightly larger than individual-sized meals. In St. Petersburg, the cargo will be turned over to U.S. embassy and consulate officials who will work with local authorities to ensure proper distribution to institutions such as schools, hospitals, orphanages, churches and other charitable organizations.

The C-5 will return to Pisa and depart again on Dec. 22, with a similar sized cargo of bulk food and B-rations bound for Moscow. Just as in St. Petersburg, the food will be distributed through U.S. embassy officials and local authorities.

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TALKING POINTS

DOD MISSIONS (R)

- Military air missions are underway to provide humanitarian aid.
- One C-5 carrying 75,000 pounds of privately-donated medical supplies and 75,000 pounds of DoD excess blankets arrived in Moscow Tuesday. Half of the supplies were offloaded there, half should reach Yerevan today.
- Today a C-141 is scheduled to deliver DoD excess blankets and Project Hope cargo to Minsk.
- Tomorrow, December 20, a C-5 is scheduled to deliver 150,000 pounds of food left over from Desert Storm to St. Petersburg. A similar delivery is scheduled for Moscow on December 22.
- We are reviewing what additional aid might be available. The food en route thus far represents only 1 to 2% of 1,000 sea containers of excess food available for delivery.

NATO ROLE (R)

- Obvious need to coordinate with NATO allies to ensure most effective dissemination of aid.
- Have seen excellent cable by Will Taft outlining possibilities: suggest we take this as our basic roadmap.
- Among the specific measures Will suggests --
  - o Using the NACC to formalize NATO's role in humanitarian assistance.
  - o Tasking NATO's Senior Civil Emergency Planning Committee (SCEPC) to coordinate aid operations.
- This will depend, of course, on where we decide to go with our own aid and on the precise outcome of the January coordination meeting.

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\*\*\*\*\* SECTION 01 OF 02 USDAO 06011

S/S -- PASS TO THE SECRETARY FROM AMBASSADOR TMT

STATE ALSO FOR P. C. T. AND EUR, PASS MSG FOR COMPT; OSD FOR HADLEY AND USDP, DIRECTOR OF CIVIL EMERGENCY PLANNING; EUROPEAN POLITICAL COLLECTIVE ALSO FOR CIVIL EMERGENCY PLANNING OFFICERS

MELBURN PASS TO RIGA, TALLINN AND VILNUS, MOSCOW FOR KIEV

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TAGS: NATO, CEP, PREL, OUP

SUBJECT: (U) NATO'S ROLE IN DELIVERING RELIEF TO THE FORMER SOVIET UNION.

1. ~~\*\*\*\*\*~~ SECTION 02 OF 02 USDAO 06011

SUMMARY

2. GIVEN THE IMPORTANCE TO WESTERN SECURITY INTERESTS THAT THE CURRENT UNRAVELLING OF THE SOVIET UNION REPRESENTS, IT IS ESSENTIAL THAT THE PREMIER WESTERN SECURITY ALLIANCE, NATO, ACTIVELY SEEK TO MITIGATE THE FORCES OF INSTABILITY. IN PARTICULAR, THE CURRENT WINTER, WITH THE INCREASING LIKELIHOOD OF SEVERE FOOD AND FUEL SHORTAGES, REPRESENTS BOTH A CHALLENGE AND AN OPPORTUNITY TO WHICH THE ALLIANCE CAN AND SHOULD RESPOND WITH PROMPTNESS AND VIGOR. THE ALLIANCE HAS CONSIDERABLE CIVIL AND MILITARY ASSETS THAT CAN HELP MAKE THE DIFFERENCE BETWEEN PROSPECTIVE CHAOS AND A MORE CONTROLLED TRANSITION TO A NEW ORDER.

3. THIS CLEARLY CANNOT BE DONE IN A VACUUM. THE EFFORT NEEDS TO BE COORDINATED WITH OTHER GROUPS SUCH AS THE EC AND G-24, THE UN HUMANITARIAN ORGANIZATIONS, AND PRIVATE VOLUNTEER ORGANIZATIONS (PVO) AND NON-GOVERNMENTAL ORGANIZATIONS (NGO). IT NEEDS TO BE INTEGRATED INTO THE PROCESS PROPOSED IN YOUR PRINCETON SPEECH. HOWEVER, NATO HAS THE UNIQUE COMBINATION OF BOTH CIVIL AND MILITARY EXPERTISE THAT IS NECESSARY TO ENSURE THAT RELIEF EFFORTS ARE DELIVERED TO THOSE WHO REALLY NEED THEM.

4. AS INDICATED IN MY REPEL OVERVIEW OF THE HMC, I SUGGEST YOU PROPOSE TO ALLIANCE MEMBERS THAT NATO TAKE THE PRECIPITANT COORDINATING ROLE IN DELIVERING THE HUMANITARIAN RELIEF TO THE SOVIET UNION AND ENSURING ITS EFFECTIVE DISTRIBUTION. I BELIEVE THAT THIS MUST BE DECIDED BY NATO MEMBERS, IN ASSOCIATION WITH THE FIRST MEETING OF THE HACC, IN ORDER TO MINIMIZE THE OPPORTUNITY FOR THE FRENCH TO BLOCK THIS INITIATIVE.

THE CONCEPT

5. NATO'S SENIOR CIVIL EMERGENCY PLANNING COMMITTEE (SECEP), IN CONJUNCTION WITH NATO'S MILITARY LOGISTIC STRUCTURE, CONTAINS THE CORE CAPABILITY NECESSARY TO SUPPORT A SUCCESSFUL RELIEF OPERATION. IN SECEP'S SURROUNDING BODIES THERE EXISTS A COMBINATION OF GOVERNMENT AND PRIVATE-SECTOR EXPERTISE THAT CAN QUICKLY BE BROUGHT TO BEAR IN THE CURRENT SITUATION. ONE OF THE GREATEST PROBLEMS IN PROVIDING EFFECTIVE RELIEF IS THE

MR. HADLEY/USDP-2SP; MR. WOLFOWITZ/USDP

ACTION  
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FAILURE OF THE INTERNAL DISTRIBUTION SYSTEM OF THE SOVIET UNION. NATO'S CIVIL TRANSPORTATION EXPERTS (AIR, SURFACE, AND WATERWAYS) CAN MAKE AN INITIAL ASSESSMENT OF THE PREFERRED METHODS OF TRANSPORTATION. NATO'S ENERGY AND FOOD AND AGRICULTURE EXPERTS CAN MAKE AN ASSESSMENT OF CRITICAL NEEDS AND IDENTIFY WAYS TO FILL THE MOST URGENT NEEDS. AND NATO'S JOINT CIVIL-MILITARY MEDICAL COMMUNITY CAN IDENTIFY PROBLEM AREAS AND WORK TO MEET THESE NEEDS.

6. NATO'S MILITARY LOGISTIC ASSETS CAN BE EMPLOYED IN A MANNER SIMILAR TO WHAT WAS DONE TO ASSIST THE GERMANS IN THE TURKEY/IRAN BORDER AREA IN OPERATION PROVIDE COMFORT, ON WHATEVER SCALE IS ULTIMATELY REQUIRED BY THE SITUATION ON THE GROUND. IN ORDER TO ENSURE THAT RELIEF SUPPLIES REACH THE APPROPRIATE DESTINATION, AT LEAST INITIALLY, THE NATO LOGISTIC STRUCTURE, OPERATING IN CLOSE COORDINATION WITH SOVIET TROOPS, CAN PROVIDE THE NECESSARY COMMUNICATIONS, REFUELING REPORTS, SUPPLY CENTERS TO SUPPORT THE RELIEF OPERATION, AND CANO AIRLIFT TO DEAL WITH THE MOST URGENT NEEDS. AS IN THE CASE OF THE HUNGARIAN OPERATIONS, THE LONGER-TERM EFFORT MUST BE SUSTAINED BY CIVIL AUTHORITIES.

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\*\*\*\*\* SECTION 02 OF 02 USDAO 06011

S/S -- PASS TO THE SECRETARY FROM AMBASSADOR TMT

STATE ALSO FOR P. C. T. AND EUR, PASS MSG FOR COMPT; OSD FOR HADLEY AND USDP, DIRECTOR OF CIVIL EMERGENCY PLANNING; EUROPEAN POLITICAL COLLECTIVE ALSO FOR CIVIL EMERGENCY PLANNING OFFICERS

MELBURN PASS TO RIGA, TALLINN AND VILNUS, MOSCOW FOR KIEV

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TAGS: NATO, CEP, PREL, OUP

SUBJECT: (U) NATO'S ROLE IN DELIVERING RELIEF TO THE FORMER SOVIET UNION.

NGOS AND PVOs.

7. NATO OFFERS THE CONSIDERABLE ADVANTAGES OF ITS DUAL CIVIL-MILITARY NATURE. FOR EXAMPLE, THE PRIVATE SECTOR WILL HAVE ACCESS TO TRANSPORTATION CAPABILITIES THAT ARE NOT AVAILABLE TO THE MILITARY, BUT WHICH ARE PARTICULARLY WELL SUITED TO OPERATION ON THE INLAND INTERWAYS OF THE SOVIET UNION. THESE COULD BE PARTICULARLY USEFUL IN SETTING UP AND OPERATING REFUELING DEPOTS. FURTHERMORE, THE CIVIL EXPERTISE CAN BE USED TO PROVIDE THE INITIAL ASSESSMENTS AND PROPOSE A SET OF FEASIBLE APPROACHES; THE MILITARY LOGISTICS CAPABILITY CAN PROVIDE RAPID, INITIAL EXECUTION.

8. THE BENEFITS OF THIS APPROACH ARE MANY.

-- NATO MILITARY ALREADY HAVE ACQUIRED VALUABLE EXPERIENCE IN RELIEF OPERATIONS IN OPERATION PROVIDE COMFORT.

-- NATO CIVIL EXPERTISE HAS BEEN EFFECTIVELY USED IN BOTH DESERT SHIELD/PRESIDENT SUMMIT OPERATIONS AS WELL AS IN CONSULTING WITH THE EAST ON SPECIFIC PROBLEMS.

-- ONE OF THE COOPERATIVE AREAS IDENTIFIED IN THE HMC SUMMIT DECLARATION WAS CIVIL-MILITARY COOPERATION. IT WOULD BE HARD TO ILLUSTRATE THIS IN A BETTER WAY.

-- NATO AND SOVIET MILITARY FORCES OPERATING TOGETHER IN A HUMANITARIAN OPERATION CONVEYS EXACTLY THE RIGHT SIGNAL TO BOTH EAST AND WEST.

-- NO OTHER ORGANIZATION, NOT THE EC, THE MEU, THE UN, OR THE INTERNATIONAL RED CROSS, CAN REACT AS QUICKLY OR AS EFFECTIVELY AS NATO. WITNESS THE EC EFFORTS IN HUNGARIAN HUNGARIAN RELIEF.

PAGE 1 OF 2  
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-- IT ENHANCES NATO'S ROLE AS A SECURITY ALLIANCE.

THE WAY AHEAD

9. YOU MAY WISH TO SURFACE THIS IDEA DURING YOUR DISCUSSIONS IN THE SOVIET UNION. IF THOSE AUTHORITIES ARE AGREEABLE TO THIS APPROACH, THIS COULD BE A MAJOR PART OF YOUR INTERVENTION IN THE UAC. NATO, AS AN ORGANIZATION, SHOULD BE INVITED TO PARTICIPATE IN THE JANUARY CONFERENCE PROPOSED IN YOUR PRINCETON SPEECH.

10. GENERAL GALVIN, AS SACTUR, SHOULD BE TASKED, BY NATO, TO DEVELOP AN OPERATIONAL PLAN THAT COULD BE PUT INTO PLACE IMMEDIATELY. NATO CIVIL EMERGENCY DESIGNEES SHOULD BE SELECTIVELY ACTIVATED TO MAKE AN IMMEDIATE ASSESSMENT. CLEARLY THE COORDINATION BETWEEN THE MILITARY AUTHORITIES AND CIVIL EXPERTS MUST BE CLOSE, FREQUENT AND EXTENSIVE, AND CAN BE JUMP-STARTED USING US CHANNELS. USEDCOM AND THE FEDERAL EMERGENCY MANAGEMENT AGENCY COULD START INITIAL PLANNING AND ASSESSMENT BEFORE THE UAC MEETING NEXT THURSDAY.

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