

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. email	Elisa Harris to Robert Bell, Antony Blinken, William Danvers, and Gary Samore. Subject: [CWC Principals Committee] (9 pages)	11/20/1996	P1/b(1)
002. email	William Danvers to Peter Bass, Eileen Biernacki, Kristen Cicio et al. Subject: Global 150 Memo. (3 pages)	11/21/1996	P1/b(1)
003. email	Elisa Harris to Gordon Bendick, Christina Burrell, William Danvers, and William Davis. Subject: Revised Gameplan Draft. (9 pages)	11/21/1996	P1/b(1)
004. email	Elisa Harris to Robert Bell, Gordon Bendick, Christina Burrell et al. Subject: cwc gameplan. (9 pages)	11/22/1996	P1/b(1)
005. email	William Danvers to Gordon Bendick, Christina Burrell, and Willia Davis. Subject: One Again, with Changes. (9 pages)	11/25/1996	P1/b(1)
006. email	Fred Dohse to M. Kay Joshi. Subject: [Briefer for Bowles]. (17 pages)	11/27/1996	P1/b(1)
007. email	M. Kay Joshi to Jodi Kessinger. Subject: [Strategic Planning] (18 pages)	11/27/1996	P1/b(1)

COLLECTION:

Clinton Presidential Records
 NSC Emails
 MSMail-Record (Sept 94-Sept 97) ([Senator Helms])
 OA/Box Number: 590000

FOLDER TITLE:

[11/20/1996-12/23/1996]

2006-1363-F

vz5717

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

RR. Document will be reviewed upon request.

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M S M a i l

DATE-TIME 25 November 96 15:28

FROM Bell, Robert G.

CLASSIFICATION UNCLASSIFIED

SUBJECT CoS "Tutorial" [UNCLASSIFIED]

TO Biernacki, Eileen V.
Dohse, Fred J.
Friedrich, M. K.
Harmon, Joyce A.
Hilliard, Brenda I.
Joshi, M. Kay
Kessinger, Jodi
Millison, Cathy L.
Sens, Andrew D.
Wetzel, M. Jeanne

CARBON_COPY Andreasen, Steven P.
Bell, Robert G.
Bendick, Gordon L.
Burrell, Christina L.
Caravelli, John M.
Danvers, William C.
Davis, William K.
Durham, Robert J.
Edwards, Joan
Eggert, Tamara E.
Fort, Jane B.
Harris, Elisa D.
Heslin, Sheila N.
Kale, Dora A.
Kelly, Sandra L.
Moody, Angelyn D.
Mulligan, George D.
Pascual, Carlos E.
Pifer, Steven K.
Quinn, Mary E.
Rumer, Eugene B.
Samore, Gary S.
Seaton, James B.
Sestak, Joseph A.
Witkowski, Anne A.

TEXT_BODY Fred: per your request.

[[BOWLES.DOC : 3930 in BOWLES.DOC]]

ATTACHMENT
FILE DATE

25 November 96 15:25

ATTACHMENT
FILE NAME

BOWLES.DOC

Defense Policy and Arms Control Directorate

At the top of this Directorate's agenda are securing ratification of START II by the Duma, obtaining approval of the Chemical Weapons Convention (CWC) by the Senate, completing preparations for submission to the Senate of the Comprehensive Test Ban (CTB) Treaty, and ensuring the FY 1998 budget requests for Defense and Energy are consistent with the President's national security priorities. As discussed at a November 15 PC, the keys to approval of START II are active lobbying by Yeltsin and our persuading the Russians that (a) "START III" will entail further reductions, (b) NATO has no plans to deploy nuclear weapons in new NATO states, and (c) we can adapt the CFE Treaty in a manner that reassures them that NATO plans no significant military buildup in Central Europe. CWC will be strongly contested by Senator Helms and other Republican conservatives and will therefore require an all-out effort in the first quarter of next year, including heavy involvement by the President and national security Principals. A PC will review our legislative strategy in December. The keys to getting off on the right foot on CTB ratification next year are (a) establishing momentum through a "win" on CWC and (b) ensuring the FY 1998 DoE budget for our high-tech "stockpile stewardship" program does not give CTB opponents grounds for claiming we are not serious about maintaining confidence in our nuclear weapons absent testing. OMB's proposed "passback" for DoE is very worrisome in this regard. Our main challenge with regard to the FY 1998 DoD budget is to ensure we avoid shortchanging readiness, training and contingency deployment accounts (which would fuel charges of a "hollow Army") while still ensuring we fulfill our

oft-repeated promises to increase funding for weapons modernization beginning in FY 1998, enroute to a \$60 billion procurement funding level by FY 2001. This Directorate's goal for six months from now is to have brought START II into force, begun negotiations on "START III", won a two-thirds vote of the Senate on CWC, moved through the committee hearing phase on CTB ratification without significant controversy and observed relatively uncontentious committee mark-ups on the DoD and DoE FY 1998 budgets.

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M S M a i l

DATE-TIME 26 November 96 22:56
FROM Lee, Malcolm R.
CLASSIFICATION UNCLASSIFIED
SUBJECT China Textiles Paper for Deputies Meeting[UNCLASSIFIED]
TO Kyle, Robert D.
Moran, Betsy Q.
Norris, John J.
CARBON_COPY NO CC's on THIS MESSAGE
TEXT_BODY [[TEX1125.DOC : 5642 in TEX1125.DOC]]

**ATTACHMENT
FILE DATE** 26 November 96 22:55
**ATTACHMENT
FILE NAME** TEX1125.DOC

November 25, 1996

INFORMATION

MEMORANDUM FOR DANIEL K. TARULLO

THROUGH: ROBERT D. KYLE

FROM: MALCOLM R. LEE

SUBJECT: China Textiles Deputies Meeting; Wednesday, November
26, 1996

PURPOSE

To settle three issues in advance of December 2 textile agreement
negotiations in Beijing:

1. Should USTR seek to negotiate reductions in China's textile quota levels as a penalty for transshipment, or threaten quota reduction as an inducement for China to agree to closer Customs cooperation, or both?
2. Should USTR seek to negotiate numerical targets for U.S. exports as part of a market access package?
3. Should a quota phase out program continue to apply to China after 2004, after all other countries are quota free?

APPROACH

The U.S. delegation departs on Sunday for Beijing. The current bilateral agreement will expire on December 31. Ambassador Hayes plans to move forward with negotiations (even though it is not certain whether she will see Trade Minister Wu Yi). Last week's interagency meeting gave agencies a better understanding of USTR's negotiating objectives, but details remain sketchy. Three broad policy issues were identified for resolution by deputies.

You may want to open the meeting with a brief contextual overview, mentioning the successful leaders meeting in Manila and future state visits, but also noting China's emerging status as trade deficit leader, and the need to maintain credibility, both with the Chinese and here at home, if we are to move ahead with WTO accession and MFN.

You can then run through the agenda: quota reductions, numerical targets, and continued quotas after 2004. Before taking up the issues, it would be useful to have a brief discussion of the magnitude of the transshipment problem, as agencies disagree. Ambassador Hayes and Commissioner Weise can lead, with State replying.

You can then turn to each issue, asking Ambassador Hayes to articulate USTR's position.

You should ask what we expect with respect to threatened Chinese retaliation to our triple charges. Earlier Chinese press reports

have cited December 6 and December 10 as deadlines, but State expects China will not retaliate if there is any progress in negotiations. Finally, you may want to mention that agencies should be consulted on restrictions to be put into place should the current agreement lapse without a new agreement.

FYI, Senator Helms wrote to Secretary Christopher (four days after our last NEC deputies meeting on China textiles) urging support for our textile negotiators and the need to stand firm in enforcing our trade agreements. He stated that China's threat of retaliation for transshipment penalties raises serious questions about China's accession to the WTO.

DISCUSSION

1. Quota Cuts

USTR, Commerce (CITA rep) and Customs believe triple charges are insufficient to persuade China to agree to the kind of customs cooperation necessary to control "massive" transshipments. The evidentiary standard ("clear evidence") for application of charges following consultations is too high in the absence of cooperation from Chinese customs authorities. Quota reductions are essential to "compensate and offset" past transshipments and to induce China to cooperate. USTR staff says Ambassador Barshefsky supports quota reductions.

State, Treasury, and other agencies will likely agree to changing the evidentiary standard to "sufficient evidence" (consistent with WTO Agreement on Textiles and Clothing). This will give us them more flexibility to apply charges, including triple charges, for transshipments. They believe that the central objective of the negotiations should be reaching agreement on a detailed action plan for customs cooperation and enforcement. We have not tabled a detailed action plan, as we did in negotiations with China over

IPR.

State, Treasury, CEA, and OMB strongly oppose quota reductions. They argue:

□ The problem of transshipment is exaggerated. Allegations of \$2bn to \$10 bn (industry) in transshipments are unsubstantiated. Identified transshipments (\$80 mn in 3 years) are a fraction of one percent of legal shipments \$12 bn. Charges for transshipments in 1995 were half of those in 1991, and 1996 charges are currently one-fifth of 1995's. There is no data or research to show if transshipments are trending up or down since 1993. Comment: USTR argues transshipment charges are falling in part because they are difficult to prove.

□ The U.S. industry is not suffering serious damage. U.S. production has remained unchanged over the last 16 years. China supplies only 8% of our total textile and apparel imports. (What about unidentifiable transshipments?) The sectors wages, retail and producer prices are all rising. Quotas should not be cut for China or any other country.

□ Transshipments should be addressed with stricter customs action (i.e., lowering threshold for triple charges), not quota cuts.

□ Quota cuts would be a disproportionate response. They would deter, not induce customs cooperation, and would hurt mainly honest traders and investors, and the American consumer.

□ USTR has failed to give to China a detailed action plan for customs cooperation and enforcement. Agreement on a detailed action plan should be centerpiece of these negotiations. Use Macau and Hong Kong, where cooperation is producing results, as models.

Threatening quota reductions, or imposing quota reductions even if agreement is reached on an action plan, is counterproductive.

Recommendation: Lower evidentiary standard and expedite procedures for imposing transshipment charges. Table detailed action plan and seek customs cooperation agreement. Freeze China's quotas, and tie any increase to adoption of action plan and full implementation.

2. Market Access: Numerical Targets

Several barriers including import licensing, subsidies, and performance requirements hamper U.S. textile exports to China. Our imports from China of textiles and apparel products in 1995 were \$6.6 billion. The value of U.S. exports to China during the same period was \$64 million. Our 1995 sales to Hong Kong were \$248 million.

USTR supports setting numerical targets on U.S. exports to China.

Industry has recommended a target of \$248 million, citing Hong Kong's imports. USTR may also be considering a threat of cutting back China's exports to the United States if targets are not reached.

State, Treasury, OMB, and CEA support improvement of market access, but oppose setting targets as managed trade. Focus should be on identifying and removing barriers, to extent possible through WTO accession talks.

Recommendation: Numerical targets are ill advised. We have fought that battle before with Japan, and have moved on. You can ask USTR whether there are other quantitative indicators or criteria that would be useful to assess progress, as USTR has sought in recent trade agreements with Japan. We should also press USTR to articulate what the market access barriers are.

3. Duration of Quota Regime for China

USTR and Commerce (CITA rep) believe we should continue to impose quota restrictions on Chinese textile transshipments beyond 2004, when textile quotas will be phased out under the WTO. China should not escape the WTO's ten year phase out of textile tariffs because China has yet to accede. Ambassador Hayes argues that China may intentionally delay WTO accession until 2005 given the importance of textile trade to China. (???)

State, Treasury, CEA and OMB disagree. Quotas should not continue beyond December, 2004. A sensible, 10 year adjustment schedule has

been worked out in the WTO to move from quotas to tariff controlled trade. It is in our national interest not only to honor that commitment, but to apply the same principle to all our textile trade, be it with WTO members or others. Trying to restrict just China offers no real protection to U.S. industry, since other countries have or can quickly develop capacity to replace that kept under quota in China. The extension of quotas beyond the WTO/ATC schedule is inconsistent with our overall policy on China accession.

Comment: Assuming China accedes to the WTO before 2004, would continuing quotas for China beyond 2004 be WTO-consistent?

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Tab 1 USTR Paper
Tab 2 Helms Letter to Christopher

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FROM Samore, Gary S.
CLASSIFICATION UNCLASSIFIED
SUBJECT ACDA [UNCLASSIFIED]
TO Witkowski, Anne A.
CARBON_COPY Caravelli, John M.
Edwards, Joan
Harris, Elisa D.
Quinn, Mary E.
Samore, Gary S.

TEXT_BODY
Ann, This is ready to go into final if Bob is ok.

[[6570.DOC : 4409 in 6570.DOC]]

**ATTACHMENT
FILE DATE** 10 December 96 17:19

**ATTACHMENT
FILE NAME** 6570.DOC
6570
REDO

December 10, 1996

ACTION

MEMORANDUM FOR ANTHONY LAKE

FROM: GARY SAMORE
ROBERT BELL

SUBJECT: Replacing the Scientific and Policy Advisory Committee of
the Arms Control and Disarmament Agency (ACDA)

Patsy Thomasson of Presidential Personnel asked for our views
concerning the establishment of a new ACDA advisory committee,
named
the Director's Advisory Committee, to replace the Scientific and

Policy Advisory Committee, which was eliminated in April 1996 as a result of sunset legislation passed by Congress in 1993. ACDA's proposal for the Director's Advisory Committee is attached at Tab II.

We have no objection to ACDA's proposal. The committee would bring together a distinguished group of outside experts to work on a variety of useful projects related to arms control and nonproliferation. However, we note that it may become a red flag for Senator Helms and others in Congress who favor reducing the size of government and eliminating ACDA as part of efforts to reorganize the foreign affairs agencies. They may also accuse ACDA of circumventing sunset legislation by essentially recreating under another name the same advisory group that was eliminated by statute. Nonetheless, we are prepared to defer to John Holum, who feels that establishment of the new committee can be defended on its merits and presumably will not strengthen those seeking ACDA's elimination. There are no legal obstacles to establishing the new committee, provided that ACDA assures that any applicable legal requirements (e.g., FACA) are met.

ACDA's proposal must be submitted to GSA and OMB by December 13 to be considered as one of the thirteen such committees that are allowed government-wide.

Concurrences by: Alan Kreczko, Bill Danvers

RECOMMENDATION

That you approve attached memorandum (Tab I) from Nancy Soderberg to Patsy Thomasson supporting establishment of the ACDA Director's Advisory Committee.

Approve _____ Disapprove _____

Attachments

Tab I Soderberg-Thomasson Memorandum

Tab II ACDA Proposal to establish the Director's Advisory
Committee.

M S M a i l

DATE-TIME 12 December 96 16:32
FROM Harris, Elisa D.
CLASSIFICATION UNCLASSIFIED
SUBJECT PC paper [UNCLASSIFIED]

TO Bell, Robert G.
Bendick, Gordon L.
Blinken, Antony J.
Burrell, Christina L.
Danvers, William C.
Davis, William K.
Samore, Gary S.

CARBON_COPY Kelly, Sandra L.
Moody, Angelyn D.

TEXT_BODY [[21110.DOC : 4104 in 21110.DOC]]

attached is the PC briefing paper for tomorrow. pls clear asap. thanks!!

**ATTACHMENT
FILE DATE** 12 December 96 16:29

**ATTACHMENT
FILE NAME** 21110.DOC
~~UNCLASSIFIED WITH CONFIDENTIAL ATTACHMENT 21110~~
~~UNCLASSIFIED WITH CONFIDENTIAL ATTACHMENT~~

~~UNCLASSIFIED WITH CONFIDENTIAL ATTACHMENT~~
~~UNCLASSIFIED WITH CONFIDENTIAL ATTACHMENT~~

December 12, 1996

INFORMATION

MEMORANDUM FOR ANTHONY LAKE

THROUGH: ROBERT BELL/GARY SAMORE

FROM: ELISA D. HARRIS

SUBJECT: Principals' Committee Videoteleconference on CWC
Ratification -- December 13, 1996

On Friday afternoon, you are to chair a Principals' Committee Videoteleconference on CWC ratification. Our objectives for the meeting are to:

- sensitize top agency officials to the challenges we face in securing ratification before April 29 and the consequences of failure;
- obtain their approval of the CWC ratification gameplan (see Tab A), including a January 13 kick-off event with the President and a high-level effort to work with Senator McCain on acceptable amendments; and,
- discuss how to respond to questions which may be raised about the treaty.

The Challenge Ahead

We propose that you begin the PC by noting the challenges we face in getting an acceptable resolution of ratification out of the Foreign Relations Committee and to the Senate Floor for a vote before April 29 over the objections of Senator Helms and other conservative Republicans. You should also explain in concrete terms how failure on CWC ratification will affect our other second-term arms control goals (including CTBT ratification), our leadership in international nonproliferation and anti-terrorism efforts and our chemical industry (which could lose hundreds of millions of dollars and many well-paying jobs because of CWC-mandated trade restrictions against non-Parties).

All of this should be as obvious to other agencies as it is to us.

Unfortunately, this does not seem to be the case. DOD agreed before

Thanksgiving, for example, to have Bill Perry talk to Senators Stevens and Warner about ratification. As of Thursday afternoon, the calls still had not been made. For its part, State/H, which has the lead on treaty ratification, did not even bother to comment on

the
gameplan when it was distributed for agency comments and
clearance.
We need to convince Principals that we are facing a "NAFTA-like"
battle and that a successful outcome will require their full
participation.

The Gameplan

We propose that you next turn to Bob Bell to outline the main
elements of the ratification gameplan, copies of which were
distributed with the PC meeting notice on Wednesday. While we do
not
need to have Principals discuss every aspect of the plan, we
would
like to obtain their support for a White House ratification
kick-off
event on January 13, the fourth anniversary of the treaty being
signed. (A scheduling proposal has been submitted to you in
package
8047. See Tab B.) We would also like Principals to approve
having
the NSC approach Senator McCain about helping to negotiate
acceptable
amendments to the resolution of ratification. You should seek
Principals approval of these specific items as well as the
overall
ratification gameplan.

DOD may express concern about emphasizing the CWC's
anti-terrorism
benefits, on the grounds that the treaty was not designed to deal
with this problem. You should point out that the CWC will make
it
harder for terrorists to acquire chemical weapons by requiring
parties to eliminate their chemical weapons and to control
transfers
of certain dual-use chemicals that can be used to make them. It
will
also help strengthen intelligence-sharing between the U.S. and
other
countries on terrorists efforts to obtain chemical weapons as
well
as enhance our own legal authority to investigate and prosecute
such
terrorists.

Discussion

If time permits, you should encourage a discussion of how we

might
respond to questions which may be raised about the treaty on
issues
such as the CWC's impact on small business, verifiability, rogue
states outside the treaty, and Russian CW capabilities and
intentions.

Concurrences by: Bill Danvers, Tony Blinken

Attachments

Tab A Ratification Gameplan

Tab B Scheduling Proposal

M S M a i l

DATE-TIME 23 December 96 17:08
FROM Lorin, Matthew E.
CLASSIFICATION UNCLASSIFIED
SUBJECT broadcast [UNCLASSIFIED]
TO Armstrong, Fulton T.
CARBON_COPY NO CC's on THIS MESSAGE
TEXT_BODY [[INTBR2.DOC : 4436 in INTBR2.DOC]]

**ATTACHMENT
FILE DATE** 23 December 96 17:7

**ATTACHMENT
FILE NAME** INTBR2.DOC
XXXX
cc: Vice President
Chief of Staff

ACTION

MEMORANDUM FOR LEON E. PANETTA

FROM: SAMUEL R. BERGER
BOB NASH

SUBJECT: Personnel Appointments Related to International
Broadcasting

Purpose

To determine a strategy for updating membership of the
Presidential
Advisory Board for Cuba Broadcasting, the Directorship of Office
of
Cuba Broadcasting (OCB) and the Directorship of International
Broadcasting Bureau (IBB)

Background

Following a long battle on the Hill concerning the future of U.S. international broadcasting, on April 30, 1994, President Clinton signed the International Broadcasting Act of 1994. The Act reorganized the international broadcasting operations, including those of RFE/RL with a highly lauded projected savings of over \$240 million which the President touted as one of our more significant re-engineering accomplishments. Under the new law, the Bureau of International Broadcasting (BIB) was abolished and replaced by a new bipartisan Broadcasting Board of Governors placed within USIA. This new Board has the power to "direct and supervise all broadcasting activities including those under the Radio Broadcasting to Cuba Act, and the Television Broadcasting to Cuba Act," as well as "to review, evaluate and supervise grants for broadcasting and related activities... and to allocate funds appropriated for international broadcasting..." The Act also declared a sense of Congress that funding of RFE/RL should be assumed by the private sector not later than December 31, 1999.

USIA, State Department and we believe that the advent of the second administration provides an opportunity to review the various Board memberships, fill vacancies on the Cuban Broadcasting Advisory Board, and lay the groundwork for more effective processes for membership renewal. It is also an appropriate time to fill the Directorship of the Office of Cuba Broadcasting, vacant for the past year and a half after the departure of Director Lobo, who left in the wake of allegations by staff at OCB that Jorge Mas Canosa was exerting "undue influence" on personnel and programming decisions at OCB (Mas was exonerated of the charges concerning personnel but the State Inspector General report on programming is not yet complete).. The apparent conflict in authorities created by the Broadcasting Act and interpersonal tensions between the BBG (particularly its

chairman,
former ABC News executive David Burke), USIA and the Board of
Cuba
Broadcasting arising from the move of the Office of Cuba
Broadcasting
to south Florida and other issues have brought Cuba broadcasting
problems to the fore over the past year.

We believe that Senator Helms and other Members of Congress are
preparing legislation that they believe will diminish the
tensions
between broadcast entities. They have concluded that BBG was
given
too much authority under the International Broadcasting Act of
1994
and seek to rescind the BBG's administrative authorities and
reduce
its status to that of an advisory board. We believe it is
premature
to endorse such an initiative, particularly in light of President
Clinton's strong support for the Act.. Action on pending
personnel
issues, however, should help contribute to greater effectiveness
and
harmony among broadcasting entities.

Issue #1: Renewal of the Cuba Advisory Board

The Presidential Advisory Board for Radio Broadcasting to Cuba
was
formed in 1984 to review the effectiveness of activities carried
out
under the Cuba Broadcasting Act and make recommendations to the
President and the Director of USIA. The current nine-member
board
(including Chairman Jorge Mas Canosa) was appointed for a
three-year
terms by President Reagan in 1984. President Bush did not renew
any
member's terms after 1989, but the Board and its Chairman
continue to
serve, until such time as new appointments are made, as
authorized
by the law. Two members have died, and the terms of the seven
others
technically expired several years ago.

We recommend that you authorize Presidential Personnel to begin
the
process of identifying candidates to fill vacancies on the Board

and
replace sitting members in a phased fashion. A sudden clean
sweep of
the Chairman and the entire Board is not as important as
establishing a reliable mechanism for rotating new blood in and
out.
Although a controversial figure in many circles, for example, Mr.
Mas
is indisputably the most influential Cuban-American leader and
has
tremendous experience in Cuba broadcasting -- suggesting that an
unceremonious and precipitous removal may be counterproductive.
We
recommend that Mr. Mas's mandate as Chairman be extended for one
or
two years, after which he can serve as "Chairman Emeritus" to
reflect
his unique contribution to USG broadcasting to Cuba.

To prepare for this transition, we recommend that Presidential
Personnel be authorized to undertake to appoint a new member of
the
Board to be designated as Deputy Chair and to assume the full
chairmanship upon Mr. Mas's departure from the Board. The Deputy
Chair would then be replaced, so that someone can prepare to
assume
leadership behind him/her three years hence.

Issue #2: Appointment of Director of Office of Cuba Broadcasting

The absence of a permanent Director of the Office of Cuba
Broadcasting for the past 18 months has given rise to management
problems typical of prolonged absences. It has also fueled
allegations that Mr. Mas has "undue influence" over the TV and
Radio
Marti's day-to-day operations. The Acting Director, Rolando
Bonachea, is widely seen as a personal friend of Mas's and has
been
accused of doing his bidding in the station. The allegations
remain
unproved but have undermined Marti's public image and led some
on-island listeners to give credence to Cuban government
propaganda
that Radio Marti is merely a political tool of Mr. Mas and the
Cuban-American National Foundation he heads.

We recommend that you authorize Presidential Personnel to
identify
an individual to assume the post of OCB Director. We understand
that

USIA Director Duffey and BBG Chairman David Burke both have preferred candidates that Personnel may desire to take into consideration.

Issue #3: Appointment of Director of International Broadcasting Board

The Director of the International Broadcasting Board (IBB), Geoff Cowan, retired last month. Mr. Cowan, who served concurrently as Director of the Voice of America, was the primary interface and implementing agent of the BBG. The 1994 International Broadcasting Act provides that this position be chosen by the Chairman of the BBG with concurrence of the majority of the Board. However, Mr. Burke, himself a Presidential appointment, should be amenable to cooperating with the administration on personnel issues. We understand that Mr. Burke is considering MR. Sandy Unger for the position.

We recommend that you encourage Mr. Burke to move expeditiously, noting that in an effort to reconcile differences, the consultation process is almost more important than the final outcome. And, that you authorize Presidential Personnel to begin a search process for the position of Director of IBB. In lieu of another candidate, or during the period of the search, Presidential Personnel may want to consider initiating a process whereby Evelyn Lieberman, newly appointed Director of the Voice of America, be double-hatted as Chairman of the IBB as Mr. Cowan was. This may only be a temporary solution, as this may at times present some conflict of interest for her as she balances the demands of all the broadcast services, not just VOA.

Need to Improve Cooperation

At this juncture, we do not see a need to change the membership of the recently appointed Broadcast Board of Governors and its staff. Differing legal interpretations of the BBG's exact mandate (see

attached USIA and BBG legal counsel opinions) have made for a difficult transition, and personality issues and personnel conflicts have exacerbated tensions. We are optimistic, however, that the aforementioned personnel changes, coupled with improved cooperation between the BBG, IBB and USIA will obviate the need for additional personnel changes, such as replacement of Mr. Burke as Chairman of the BBG.

RECOMMENDATION

That you authorize Presidential Personnel to begin identifying candidates to serve on the Presidential Advisory Board on Cuba Broadcasting, including one as a Deputy Chairman to assume the chairmanship in one or two years; to identify a new Director of the Office of Cuba Broadcasting; and to identify a new Director of IBB or appoint Evenlyn Lieberman to serve concurrently as Director of VOA and IBB.

Approve _____

Disapprove _____

Attachment

Tab A USIA Organizational Chart

Tab B Cuban Broadcasting Advisory Board Membership

Tab B Broadcast Board of Governors' Membership