

RELEASE IN PART
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MEMO FOR S

FROM: ANNE-MARIE
DATE: SEPT 12, 2009
RE: QDDR LEADERSHIP

I promised you I would send a list of things that I am prepared *not* to do to allow me to give the time necessary to lead the QDDR and make sure it is a success. First, I should note that I have managed to clear 10-15 hours a week for it on my schedule already – when it is up and running that will be closer to 20-30 hours, including dinners and other kinds of outreach. That is the kind of time that I think it will need. Thus far it has been as rewarding to work on as I anticipated.

Of the various things I currently have underway, I would propose

1. To hand off work on reforming the U.N. Security Council and other international institutions to Esther Brimmer. Although I have worked successfully on the G-8/G-20 issues, figuring out alternatives and working with the bureaus and the White House, the Security Council is a much bigger task, in no small part because USUN has very decided views on the subject and an ability to shape the agenda and certainly the time-frame of any action. I have spent a lot of time on those issues this summer with not much result.
2. To turn over the Global Issues Dialogue with India to Maria Otero. We were going to be running it together.
3. Not to participate, except as an advisor when consulted, in developing your initiative on Higher Education, unless we do some of it through the QDDR.
4. To cut back my travel dramatically, including participation on your trips. I would plan to travel only twice this fall, once to participate in policy planning talks with Jordan, Saudi Arabia, Iraq, Egypt, the UAE, and Morocco – the first round was held last year and we began planning the second round last spring, and then to participate in a second round of policy planning talks with the EU and Russia in Moscow in November. I would not accept invitations for new policy planning talks, although the Mexicans, the South Africans, the Colombians, and various other countries would like to hold them.
5. To cut back external speaking engagements to only those that would qualify as QDDR outreach and/or elaboration of your basic strategy as laid out in the CFR speech.
6. To cut back on speaking/lecturing at the Foreign Service Institute to various classes of senior executives in the foreign and civil service.
7. To hand off supervision of red team exercises to Ed Lacey, my career deputy, who is a natural skeptic and has worked for a long time on non-proliferation issues in ways that have deepened his native suspicion. Derek and I will of course be responsible for the final product, and I will have direct input, but will not run the projects as I normally would.

I would propose to continue doing the following things, all of which complement the QDDR.

1. To keep supervising my 4 S/P working groups on national security, development and democracy, 21st century statecraft, and global governance and to use them to generate ideas on key QDDR issues, although not in such a way as to compete with the QDDR staff.
2. To supervise work on the transition from the G-8 to the G-20 in whatever configurations that takes.
3. To work on the National Security Strategy with the White House. Many of the trends we are identifying and policies we are proposing are directly linked to the QDDR. This work will be done in the next 2-3 months
4. Assuming you approve the project, to work on an article on 21st century statecraft with Alec Ross and Admiral Jim Stavridis, which we have begun to exchange ideas/drafts on and which could be an opportunity to get some important ideas shaping the QDDR into the public domain before the report comes out. Doing it with a high-level military official will add credibility.
5. To continue advising on major speeches and policy initiatives as you direct.

B5