

RELEASE IN PART B5

December 30, 2009

UNCLASSIFIED**NOTE FOR THE SECRETARY**

FROM: S/P – Anne-Marie Slaughter

SUBJECT: End of Year Summary of S/P Accomplishments

As the year comes to an end, I wanted to reflect for a moment on the critical work that S/P has done over the past year and its direct impact on policy formulation and implementation, as well as on the articulation of that policy for the domestic and global community. I have a fabulous staff, all of whom are deeply engaged in a wide range of projects with other bureaus and S offices. Indeed, I see part of my function as attracting the best people possible and then lending them out to others as a collective asset. This approach also means that we often measure success precisely by things that we help make happen that we *don't* get direct credit for; as we all know, even the most brilliant S/P memo has to be translated into action by someone with line authority.

S/P has sought to inform you in a number of ways: providing you with sound analytical reviews; flagging issues and conflicts, developing long-term policy strategies; red-teaming existing strategies; and working closely with the speechwriters to develop an effective articulation of policy. Many members of S/P are also now directly involved with the QDDR, in helping to analyze problems and generate recommendations and in red-teaming recommendations coming from other sources. In addition to individual projects, S/P staff members now work collaboratively in five different groups: national security; global governance; development, democracy, and human rights; 21st century statecraft; and economics and energy.

Much of our days are spent in routine activities: clearing paper, working on memos with bureaus, answering dissent channel memos. But virtually every member of the staff has launched new initiatives and seen at least some of

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their ideas become policy and even action on the ground. I thought that you should see some of the initiatives that we have launched that have had a direct impact on the policy process. I look forward to introducing you to many of the great staff members responsible for all this when we have the traditional picture taken together as soon as we can arrange it.

U.S.-China Strategic and Economic Dialogue

- Co-lead for the conceptualization, development, and execution of the first U.S.-China Strategic and Economic Dialogue (S&ED). This Dialogue – hosted by Secretaries Clinton and Geithner with Vice Premier Wang Qishan and State Councilor Dai Bingguo – elevated the level of our discussion of foreign policy issues with a range of Chinese government ministries and gave the Secretary a valuable platform to guide U.S. relations with China. One key breakthrough of the S&ED was discussion at a senior level of overseas development assistance programs.

U.S.-India Strategic Dialogue

- Played key role in the design and launch of the overall U.S.-India Strategic Dialogue as well as a decisive role in sub-dialogues such as the U.S.-India Global Issues Forum. Our efforts and initiative helped maintain momentum in the U.S.-India relationship and lay the foundation for a strong, broad-based, and long-term partnership.

Iran

- Drafted policy paper with recommendations on Iran for the new Administration. While S/P cannot claim sole authorship of all the recommendations, many were adopted, such as an offer of direct engagement on the nuclear issue, without preconditions, as well as an offer of direct bilateral engagement. Another recommendation was to alter our rhetoric on Iran and to avoid inferences to regime change. In the wake of the political crisis after the June presidential elections, we have made recommendations on how to balance our acute concern about the deterioration of the human rights situation in Iran with our continuing efforts to achieve a resolution to Iran's nuclear issue.

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- Continued to participate fully in the State Department's management of the range of Iran-related issues, including the P small group and the broader P Coordination Group on Iran. Our impact can be seen in our ability to bring together as many threads on Iran as possible and assess the Iranian perspective to look for strategic opportunities.
- Communicated with private corporation "Twitter" to ensure that its services remained available to the Iranian people as a tool of communication during a time of peak use and importance in the aftermath of Iranian Presidential elections.

Press Link:

http://www.nytimes.com/2009/06/17/world/middleeast/17media.html?_r=1

Was named by CNN in the top ten Internet moments of the decade:

<http://www.cnn.com/2009/TECH/11/18/top.internet.moments/index.html?iref=mpstoryview>

Afghanistan/Pakistan

- Participated directly in the President's Afghanistan and Pakistan Strategic Review and six month re-assessment and managed the substance of the U.S.-Pakistan-Afghanistan Trilateral Dialogue with the Office of the Special Representative for Afghanistan and Pakistan.
- Initiated concrete mechanisms for diaspora engagement, including coordinating State Department involvement with the Pakistani American community to send female doctors to Swat, working with the USAID Afghanistan and Pakistan Task Force to develop a workshop for the Pakistani Diaspora on how foreign assistance works in Pakistan; and played a key role in the growth and launch of the American Pakistan Foundation.
- Worked with Roshan telecommunications (along with DOD) to expand mobile banking in Afghanistan (where ninety-seven percent of the population does not have a bank account) to rural conflict areas to develop that population's financial capacity to save and transfer funds, receive micro-finance loans over cell phones, and make transactions for goods over cell phones .

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Press Link: <http://blog.executivebiz.com/state-department%E2%80%99s-alec-ross-leveraging-social-media-for-21st-century-statecraft/5157>

- Continued working (along with DOD) in Wardak Province with Roshan Telecommunications on a pilot project that is paying ANP salaries via mobile phone and ensures that salaries arrive on time, in their entirety, and can be instantly transferred to family members in other districts instead of having to leave the post to deliver them.
- Worked Text Swat campaign for Pakistan, which was a grassroots campaign connecting individuals across the globe to the plight of people in Pakistan's Swat Valley. A text via any cell phone results in a \$5 donation to internally displace persons through UNHCR.

Press Link:

http://www.politico.com/news/stories/0609/23310_Page2.html

- Worked with Mobile Accord and funded the establishment of the Humari Awaz (Our Voice), which was the first free Pakistani mobile phone-based social network for people to freely communicate with each other. The USG pledged to fund the first 24 million text messages for people to communicate directly and share information on where to receive medical supplies, aid, food, and other critical needs. In the first month over 100,000 people have signed up and 11.5 million texts have been sent. Since then it has exceeded 20 million texts with more than 250,000 followers.

Press Link:

http://blogs.state.gov/index.php/entries/new_media_pakistan/

<http://www.wiredpakistan.com/forums/viewtopic.php?id=9410>

<http://propakistani.pk/2009/11/03/pakistan-1st-mobile-social-network-to-emerge-soon/>

Iraq

- Led a multi-stakeholder initiative that will bring the Iraq National Museum online. BlueStateDigital took the lead on constructing the web platform for the Iraq National Museum, set to go live early 2010. Google, building on techniques used for Google Maps and Google Street View, sent three engineers to Baghdad in October to take more than

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15,000 pictures to catalog all the exhibits currently on display. After completing this phase of the project, people worldwide will be able to "walk" through the museum and take a close look at all of the artifacts in the museum. Mobile Accord established a short code and a foundation that will allow people to text "Iraq" to make a donation to the Museum. Howcast is producing "how to" instructional videos associated with the museum so that foreign visitors can learn about everything from how to help rebuild the museum to how they can determine if an Iraqi antiquity is stolen. YouTube is working with the museum to build a Museum YouTube channel in addition to its Iraqi government YouTube channel. Edelman will run a public relations campaign to help promote the "Iraqi Museum" short code and promote the museum.

- Worked a series of tech delegations to Baghdad that convinced the Iraqi government to reach beyond public sector circles in strategizing how to bring Iraq into the 21st century information grid. Resulting action included collaboration with the Deputy Prime Minister's Office to establish an Iraq Technology Task Force that brings together people from across Iraqi society, from the public and private sectors, students, women and others, to identify the technology needs of their own communities. A digital platform where U.S. tech companies will be able to receive requests directly from the Iraqi people is being finalized. Also established the Support Network for a Digital Iraq, which is a network of companies in the United States with an interest in supporting and/or investing in Iraq's ICT sector. The Network can also connect the Iraq Technology Task Force to the broader technology industry.
- Worked to establish the U.S.-Iraq Technology Internship Program, set to launch in January, which will place Iraqi engineering students in internships with American tech start-up companies to give them an entrepreneurial experience that they can bring back to Iraq. Plans are underway to establish an Iraqi venture capital fund that can be tied to this internship program.
- Worked to support YouTube's efforts with the Iraqi government to launch a YouTube channel. The channel will include clips from the Parliamentary sessions, direct messages from Iraqi leaders to citizens, instructional videos on how to engage with government services, and behind-the-scenes footage of the inner-workings of the Iraqi government.

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This YouTube channel will give Iraqi citizens—and the larger global community—daily access to the milestones and challenges of the Iraqi government and aims to bring transparency, openness, and innovation to the Iraqi government and its citizens.

Western Hemisphere

- Drafted a series of memos and notes and organized a series of high-level discussions to help shape and flesh out the Administration's evolving policy toward the region and crystallize key aspects of our approach, before the new WHA Bureau leadership came on board.

Colombia Policy Planning Talks

- Led Colombia Policy Planning Talks in October that helped develop a baseline understanding of common interests, as Colombia makes the transition to a net contributor to global public good.

Honduras

- Developed pragmatic options, in consultation with WHA, that helped ensure that our response to the June 28th coup was consistent with our principles and strategic objectives and that our approach remained within the Inter American consensus.

Mexico

- Continued working with Carlos Slim on a crime alert network in Mexico that leverages telecommunications to involve citizens in reporting crimes and providing anonymous tips on drug cartel activities. Mexican telecommunication companies will subsidize the creation of a shortcode (i.e. 4044) for individuals to send in information for free. That information will be aggregated by an anonymous third party, which will then distribute the facts, figures, and information to the appropriate parties.

Press Link:

http://www.businessweek.com/globalbiz/blog/globespotting/archives/2009/11/hillary_clinton.html

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<http://thekojonnamdishow.org/shows/2009-09-22/technology-and-21st-century-diplomacy>

Cairo Implementation

- Led the Department's effort to execute the President's call in his June 4 Cairo speech for a "New Beginning with Muslims around the world." Specifics include:
 - Provided the policy lead for Cairo follow-up and developed the strategic guidance for all Bureaus, Offices, and Embassies.
 - Played leading role in close coordination with the White House and the interagency in launching and developing the initiatives the President announced in his speech (all initiatives under development; half already launched).
 - Established a continuous system of communication with our Embassies in the field to receive their input and post them on activities in Washington and a coordinating process in Washington to support the ongoing effort.
 - Worked closely with R to establish a public diplomacy effort to support and amplify our efforts.
- Developed the **Economic Opportunity** strategy for our "New Beginning" efforts. You announced two of these components in your Morocco speech: A Global Virtual Entrepreneurship Network and Business Development Centers.
- Formulated and developed a new partnership between the Department of State and **Partners for a New Beginning**, an independent group of 12 to 15 eminent Americans from industry, education, NGOs, Foundations and entertainment, that will systematically reach out to the private sector to develop partnerships to advance New Beginning programs and goals. We are finalizing the details and are working towards a launch in January 2010. Madeleine Albright has agreed to chair and Walter Isaacson has agreed to serve as a vice-chair. This is an extraordinary opportunity to harness private sector resources and capabilities in a difficult fiscal environment. It will send a powerful message to Muslims around the world that we are engaging some of our most prominent citizens to

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advance the New Beginning. And, this will be a flagship public-private partnership and example of 21st Century Statecraft.

Global Governance and the G-20

- Provided strategic guidance on the elevation of the G-20 as the primary forum for international economic cooperation; continue to monitor G-8 to G-20 transition process and work to protect State equities throughout the transition; engage key partners and allies to determine the most promising organization and structure for the G-8 and G-20 going forward.

Working Group on Political Islam

- Established an interagency working group on political Islam, dedicated to rationalizing policy toward non-violent Islamist groups. Produced a working paper on best practices in engaging Islamist organizations; and outreach to multiple posts is underway to map current diplomatic activity with these groups, as well as lessons learned.

Working Group on Interfaith Strategy

- Established an interagency working group on interfaith engagement strategy, which meets every 2-3 weeks to coordinate USG global interfaith efforts. Developed an interfaith strategy, as well as two signature initiatives: regional interfaith working groups (the first begins in Jakarta in January); and a proposal for Community and Interfaith Engagement Officers. We represented the USG with two well-attended listening events at the Parliament of World Religions in December.

Reinvigorating the Forum for the Future

- Worked very closely with the White House and NEA to change the focus of the Forum for the Future from a forum that promoted dialogue to a more action-oriented forum in which partners from government, the civil sector and the private sector would join together to work on shared projects responsive to the needs and aspirations of people in the broader Middle East and beyond. The Global Virtual Entrepreneurship Network

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is a perfect example of the sort of shared project that will help the Forum become more action and results-oriented.

U.S.-North African Economic Partnership

- Worked very closely in partnership with EEB to develop the U.S.-North African Economic Partnership initiative, in which we will put forward a series of programs to develop ties to - and between - private sector partners across the Magreb, helping to advance economic regional integration and political reconciliation. We hope that Undersecretary Hormats will be able to launch this initiative this Spring.

Middle East Regional Architecture

- Developed a proposal that was approved by Deputies to establish a new architecture for multilateral cooperation in the Middle East base. We have launched consultations on the proposal and hope to move to the next phase of our initiative within the next few months.

Yemen

- As a result of a note I sent you earlier in the year, a comprehensive, whole of government strategy to mitigate the risk of state collapse. A number of steps have already been taken to deal with the crisis in Yemen: a more integrated approach to U.S. and international assistance, including the development of a Friends of Yemen network to coordinate donor funding and to help the Yemeni government understand the need for reform, and development of a regional diplomatic strategy.

Working Group on Small Gulf Monarchies and Saudi Arabia

- Worked actively with NEA and posts in the Arab Gulf to develop a five-year strategy for diplomatic efforts in Saudi Arabia, and also in the small monarchies of the Arab Gulf. S/P now facilitates a strategy working group on Small Gulf Monarchies, and is developing a working group with the embassy in Saudi Arabia. As a result, we have developed a prioritized list of our long-term objectives, and are working to develop new initiatives in these countries to meet these objectives. Targeted new

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initiatives include efforts to consolidate U.S. diplomacy toward Saudi Arabia, efforts to build capacity in the diplomatic networks of Gulf states, enhanced educational and professional engagement, support for economic diversification and media professionalization, and more effective coordination on policy toward Iran, Iraq, and Yemen.

DRC

- Planned collaboration between UN and non-government aid groups within the Democratic Republic of Congo along with administrators of internally displaced persons (IDPs) camps to communicate via existing mobile phone infrastructure. Information shared will pertain to criminal and in particular sexual and gender based violence (SGBV) in areas at high-risk of SGBV in and near IDP camps in eastern Congo.
Press Link: <http://thekojonnamdishow.org/shows/2009-09-22/technology-and-21st-century-diplomacy>
- Continued working with radio and cell phone companies in Eastern Congo to get ex-combatants on the airwaves to make personal appeals to militants.
Press Link:
http://www.businessweek.com/globalbiz/blog/globespottting/archives/2009/11/hillary_clinton.html
<http://thekojonnamdishow.org/shows/2009-09-22/technology-and-21st-century-diplomacy>
- Continued working in partnership with American private sector companies, Afghan telecommunications experts, and Congolese stakeholders to establish a mobile banking program that will pay the Congolese Army's salaries via mobile payments.

Haiti

- Led the security sector component of the Haiti Policy Review headed by Cheryl Mills and continue to coordinate the development of a new security sector strategy for Haiti.

PiracyUNCLASSIFIED

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- Helped lay the groundwork leading to your April 15 announcement of the Administration's counter-piracy strategy; continue to work within the Department and the Interagency to promote the prosecution of pirates, efforts to go after pirate money, and to ensure that the USG's developing Somalia strategy will promote counter-piracy measures in Puntland and elsewhere in Somalia.

Global Health Initiative

- Developed initial conceptual framework (principles and strategic approach) for the Global Health Initiative, a six-year, \$63 billion administration initiative focusing on the critical health needs of the poor.

Human Rights

- Developed matrix of reform options for the upcoming review of the **Human Rights Council (HRC)** in 2011, so we will be well-positioned to advance our policy of re-engagement in a way that strengthens human rights at the HRC and throughout the UN system.
- Advised DRL in designing NGO outreach strategy to 5-6 cities across the country, beginning with New Orleans, for our first **HRC Universal Periodic Review**, to enable us to lead by example through a transparent process. Convening the NY NGO consultation.
- Participated in the **U.S. delegation** to the **UNGA Third Committee** and **HRC**, to advance S/P's research into comparing the efficacy of universal membership bodies (such as the Third Committee) and limited membership bodies (such as HRC).
- With input from State and Justice Department offices, continued compiling an "elements paper" for a proposed **Human Rights and Democracy Executive Order** for the NSC.
- Coordinated preparation of an IM for you outlining our objections to the OIC-backed "**Defamation of Religions**" notion, co-signed by IO A/S Esther Brimmer, Acting DRL A/S Karen Stewart, and me. The Memo also outlines our proactive approach to combating religious intolerance.

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- Continued participating in an interdepartmental working group that is examining whether and how to reposition our stance on **economic, social, cultural rights**.
- Assisted with elements of your **speech on human rights, democracy, and development** at Georgetown University in December.
- Convened a series of interdepartmental meetings on **accountability for mass atrocities**, such as rape in the DRC, following your trip there, to facilitate coordination of multilateral and bilateral engagement.
- Continued to work with the White House to determine an international strategy for open and equal access to the Internet in defense of Article 19 of the U.N. Declaration on Human Rights. Multifaceted approach that requires interagency collaboration, international messaging, and U.S congressional support.

Press Link:

Carlstrom, Gregg, "State Takes New Media Around the World," *Federal Times*, June 08, 2009.

Women's Issues

- To facilitate gender integration within the UN, helped IO draft the accountability language in **Security Council Resolution 1888**, which we sponsored and was adopted in September. The Resolution establishes a SRSG on Sexual Violence and technical teams of experts.
- Drafted an IM to you on **Security Council Resolution 1325**, co-signed by A/S Esther Brimmer, Amb. Melanne Verveer, and me, in anticipation of the 10 year anniversary of the Resolution, which addresses the role of women in peace negotiations and peace operations.
- Assisted S/GWI and other bureaus in framing our strategy toward the proposed **UN Gender Composite**, to ensure it becomes a vehicle for mainstreaming, not segregating, gender in the UN system.

21st Century StatecraftUNCLASSIFIED

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21st century statecraft builds the foundation for 21st century leadership by forging connections and building relationships with as many different actors across as many different sectors as possible -- from government to people, people to government, and people to people. In addition to the examples of 21st century statecraft woven throughout this document, please find below examples of S/P's leadership in utilizing 21st century statecraft not only to support, but to facilitate our civil society goals and State Department capacity building.

- Worked with others in State with more than 30 private sector partners to establish Alliance of Youth Movements (AYM) as a third party vehicle to support grassroots movements in places like Iran, China, and other parts of the world where repressed populations are relying on technology to make a difference. AYM is the only 501c3 that engages and empowers a new cadre of civil society actors that have a URL or a Web site instead of an office, followers and members instead of a paid staff, and use open-source platforms instead of having a robust budget. This initiative has been so successful that the British government recently contributed \$700,000 to the cause.

Press Link:

<http://www.npr.org/templates/transcript/transcript.php?storyId=113876776>

- Worked to create a platform for civil society groups across the globe to communicate with each other (Civil Society 2.0), share best practices, potentially receive USG grants for their work, and access web-based tools designed to instruct and enhance community organizing.

Press Link: <http://www.state.gov/r/pa/prs/ps/2009/nov/131234.htm>
<http://www.globaldevelopmentcommons.net/node/3478>

- Worked to bring new and current technologies (25,000 new FOBs) into the daily conversation at the State Department and modernizing the image and practice of USG Diplomats.

Press Link:

<http://www.usnews.com/blogs/washington-whispers/2009/06/14/hillary-clinton-turns-state-department-tech-friendly.html>

<http://www.washingtonpost.com/wp-dyn/content/article/2009/04/05/AR2009040501732.html>

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http://www.businessweek.com/print/magazine/content/09_26/b4137050286263.htm

- Created an online partnership between international embassies and U.S. students to utilize digital communications and connectivity to contribute, remotely, to that Embassy's country goals – a Virtual Student Foreign Service:

Press Link:

<http://link.brightcove.com/services/player/bcpid1705667530?bctid=23024457001>

<http://www.cnewmark.com/2009/09/public-diplomacy-virtual-student-foreign-service.html>

<http://www.state.gov/r/pa/prs/ps/2009/sept/129413.htm>

- Continued working to bring top executives from U.S. tech companies and officials from foreign governments together to discuss creative ways to use technologies that may include YouTube, Twitter, or Facebook to address those needs of a country that intersect with U.S. foreign diplomatic and development goals.

Press Link:

http://www.businessweek.com/print/magazine/content/09_26/b4137050286263.htm

Like-Minded Allies Group

- Successfully institutionalized the Strategic Policy Planning Dialogue, a forum aimed at encouraging closer collaboration amongst our major transatlantic and transpacific allies on a range of global strategic challenges; and established a website to support the Dialogue. Hosted formal plenary meeting in Washington in July, facilitating briefings by key senior USG officials with like-minded counterparts on key issues, including Afghanistan-Pakistan, Iran, North Korea, and the global economic crisis. Established a Global Governance Working Group under the Dialogue to facilitate an exchange of ideas on issues relating to the G8/G20 and the future of multilateral cooperation. Exploring the possibility of establishing other working groups, for example, on the Middle East and North Korea. (NOTE: The nine participating countries

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in the SPPD include the U.S., UK, France, Germany, Italy, Canada, Japan, Australia, and South Korea.)

S/P-Sponsored Policy Discussion Dinners

- Developed a Protocol for the ongoing Policy Discussion Dinners and organized a series of policy discussions with outside experts representing the full spectrum of views to engage with you on key issues, including: Afghanistan/Pakistan; Asia; Mexico; India; Africa; Higher Education; Iran; and Women.

S/P-Sponsored In-house Policy Seminars

- Organized a series of in-house policy seminars for the Deputy Secretary and other 7th Floor Principals on a range of issues, including: Strategic Partnerships; Diaspora Communities and Diplomacy; anti-corruption; ungoverned spaces.

S/P-Prepared Independent Policy Analyses, “Red Team” Assessments, and Recommendations

- As part of S/P’s mandate to provide objective reviews and analyses, including red team analyses, S/P prepared papers/recommendations on: Extending Deterrence for the Middle East; Gaining Russian Support on Iran; North Korea Policy; A Roadmap for Getting to Global Zero Nuclear Weapons; and The Congressional Commission on the Strategic Posture.

S/P Outreach

- S/P reaches out to all bureaus and offices to integrate them into the policy planning process. For example, S/P formed a strategic linkage with the G family focused on elevating and integrating development issues into G Bureau diplomatic initiatives. S/P and G send representatives to their respective staff meetings and collaborate closely on policy issues related to democracy/human rights, humanitarian concerns, and science issues. This model can be expanded to include other Under Secretary level cooperation as appropriate.

Dissent Channel ProcessUNCLASSIFIED

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- Oversaw the Dissent Channel process, evaluating and assessing recommendations on: Iraq Policy; Science, Health, and Avian Influenza Policy; Bosnian Constitutional Reform; Consular Namecheck Policy; Aid Delivery in Micronesia; Pakistan Policy; Aid Program in Pakistan; and Trafficking in Persons.

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