

Reshaping the Foreign Bureaucracy
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Wendy Chamberlin

President Obama's first visit to an executive agency was to the State Department. He set out a clear message when he appointed Clinton, and he demonstrated confidence in his own leadership when he asked Gates to stay on. We need these three top leaders to be committed to development. USAID has been beaten up and distorted. It now is an agency that contracts out to NGOs and for-profit organizations.

There has been a great deal of study about what will happen to USAID under the Obama Administration. There are three possibilities:

- 1) USAID becomes an empowered, independent cabinet level agency.
- 2) USAID folds into the State Department.
- 3) There is an invigorated effort to rebuild the structure of USAID.

President Obama and Secretary Clinton should assign a high profile superstar as minister of AID who is skilled in change management and who will have a regular seat at the table at cabinet meetings. He or she should also be full empowered to control the agency's own budget and planning.

In light of the Kerry-Lugar bill (waiting to be passed in Congress), How do you establish a new relationship with Pakistan? We need to focus on the people and how to build good relationships. How not to do it is the way that we are doing it. Even contracting to local NGOs does not get you to reach a tipping point. The United States being an invisible [presence to] the Pakistani population is not the way to go. We need a new way to develop abroad.

Richard Moose

There are significant managerial issues at State. The department must build an effective, sustained interest in the resources, mainly its people. It is of utmost importance of diplomacy for state to focus on its competence and career development, including how its Foreign Service Officers are selected and trained. Those skills have been neglected in recent years. Military services show that you can nourish leadership if you concentrate on doing so. Money could make it possible, but it also needs to be a cultural revolution. The Secretary has to lead that effort.

Sam Lewis

Substantive change must start at the top. A system that brokers fairly different points of views [must be established], and that will only happen in the White House and at the secretarial level. A lot depends on the President and is in the personalities of the players. It is important for there to be coordination and interagency transparency.



Concerning Israel-Palestine, serious diplomatic attention has been paid to human rights issues there. The Gaza situation will require a huge AID role, but you cannot rebuild places until you see some modicum increase in the security situation. We don't have an answer for it.

Despite all of the problems in Iraq and Afghanistan, a lot has been learned. We need to preserve knowledge and come up with new strategies of how to use it.

Karen DeYoung

Secretary Clinton got cheers when she said that "my mission will be to take back" the authorities that the State Department lost. This will be a very difficult thing to do when we have two wars going on and the military is in countries doing things they have never been before. The US Military in Djibouti does development work.

Powell was successful in the Department of State because he brought a military sense to it. He thought you cannot have a structure that is not transparent.