

**FW: G**

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**From:** Jan Piercy [redacted]

**RELEASE IN PART  
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**To:** hdr22@clintonemail.com hdr22@clintonemail.com

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**Subject:** FW: G

We should not be sending you much "in process", but in re G and [redacted] Margaret's memo below is definitely worth reading. Margaret has extensive international experience, developed international rosters during the first Clinton Presidential transition, then became Assistant Administrator of USAID for Asia, where she was well-respected. Would agree with her positive assessment of [redacted] in the first Clinton Admin and we would have to check receptivity to a return.

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**From:** Margaret V. W. Carpenter [mailto:[redacted]]  
**Sent:** Sunday, January 25, 2009 8:57 PM

This will be blunt. It's a real challenge to come up with good names for the Under Secretary for Democracy and Global Affairs ("G") at State, in part because this empire is a grab-bag of largely unrelated functions, bureaus, offices, and special envoys, many of which were created to appease special interest groups or members of Congress. See the description and org chart on the State website: [www.state.gov/g/](http://www.state.gov/g/)

The creation of G as a superstructure over disparate bureaus made little sense in 1993, and less today in my opinion. The bloat accelerated in the Bush Administration under Secretary Rice's ill-fated push for "Transformational Diplomacy," with its emphasis on imposing democracy, human rights, women's rights, etc., on vast parts of the world, whether or not countries were receptive, and whether or not these efforts were really in US interests. I think the G structure should be reviewed and streamlined along with USAID, PEPFAR, and MCC. There are many Civil Servants in positions in OES (Oceans, Environment and Scientific Affairs) and perhaps in other G bureaus, who may be difficult to dislodge.

As currently defined, the G job requires a Renaissance person with broad international and technical experience, excellent management and intra-State and interagency coordination skills, and a high tolerance for dealing with bureaucratic nonsense

and pressure from special interests. A loyal political supporter with no prior State or international experience would be very hard pressed to thrive in this position or provide HRC with the guidance and support she needs on these diverse issues.

I believe [ ] is without a doubt the best qualified person, if she'd do it. I haven't been able to come up with any other really impressive candidates yet. It's possible that an outstanding major university president with strong international experience and/or interests could eventually do a good job. But I couldn't come up with anyone, and most of them probably wouldn't be available quickly. It wouldn't help to announce someone who couldn't start right after confirmation.

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I hope others will be able to add to this very short list.

Margaret