

DECLASSIFIED BY USDP
DATE 10/14/2008
FOIA CASE # 08-F-1263

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October 6, 2003

TO: Honorable Andrew H. Card, Jr.
CC: Vice President Richard B. Cheney
FROM: Donald Rumsfeld *D.R.*
SUBJECT: Iraq Stabilization Phase Reporting Relationship

In this morning's *New York Times*, Condi, in effect, announced that, because of the President's concern about the post-war Iraq stabilization effort, the President has asked her to assume responsibility for post-war Iraq. In the story Condi inaccurately briefed that her "reorganization" was developed by "herself, the Vice President, Powell and Rumsfeld." That is not true. I was advised by memo on Friday, not consulted.

This memo is to recommend that Jerry Bremer's reporting relationship be promptly transferred from DoD to the Department of State and not be transferred to the NSC. The NSC is not staffed, organized or capable of handling the task, while the DoS clearly is capable of handling it.

Given the *New York Times* article, there is a compelling logic to making the transfer of responsibility from DoD to DoS now:

- First, the logic of having DoD handle the responsibility was that in the early period it would be essentially a security matter. At that time, we all agreed that, at some point, as the process matured, the responsibility for Iraq stabilization should move from DoD to State.
- Second, the responsibilities Bremer is now wrestling with are increasingly political and economic, not security.
- Third, Jerry Bremer has already been reporting to Colin, Condi and the President, as well as to me, so the practical effect of my proposed transfer should not be major.
- Next, many in the Department of State have adamantly felt that Bremer should report to State, so it is at least possible that a transfer to DoS will calm them down and stop them from complaining to the press.

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- Finally, Condi has already announced that the responsibility has been moved out of DoD, so that damage is done. The way she handled it is causing confusion and uncertainty both in Washington, DC and in Iraq. To not make the transfer now would likely cause still more confusion.

I should add that on Jerry Bremer's first trip back to the U.S. from Iraq some months ago, I told him that I would be happy to have him report to State anytime he felt that his work was such that a transfer of his reporting relationship would be appropriate and desirable. Therefore, he is already aware of my willingness to have his reporting relationship changed, now that the circumstances in Iraq are maturing.

I must add that it is an understatement to point out that it would have been vastly preferable to have executed a transfer from DoD to DoS in an orderly and coordinated way, rather than having to deal with it in the wake of that front page, column one, above-the-fold story that Condi briefed to the *New York Times*. With the buffeting our Administration is taking, it is beyond me why anyone would decide to shoot us in the foot one more time for good measure.

I urge that you take hold of this matter and work with the President to accomplish the transfer promptly, before more people in the White House, DoD or Iraq try to explain Condi's article by saying things that are not accurate. Scott McClellan is now out there saying that Rumsfeld was intimately involved in the decision, which is flat not true. The sooner the transfer takes place, the better.

Sorry to have to put this problem on your platter, my friend.

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