

LEADING THROUGH CIVILIAN POWER:  
2010 QUADRENNIAL DIPLOMACY AND DEVELOPMENT REVIEW (QDDR)

**“The QDDR Cliff Notes”**

**“Leading Through Civilian Power”** is an assessment of the global challenges today that outlines specific recommendations of how State and USAID can do a better job of advancing the interests of the American people. The review concludes that America must elevate civilian power alongside military power as an equal pillar of our foreign policy, recognizing that civilian power includes men and women from across the U.S. government that engage in international activity. It recommends that State and USAID work smarter and better by setting clear priorities, managing for results, holding themselves accountable, and unifying their efforts, all of which “will save money, but more importantly...save lives.”

The report is divided into four sections.

1. **Diplomacy for the 21st Century:** The QDDR recognizes that the diplomatic landscape of the 21<sup>st</sup> century relies on an increasingly diverse set of actors who influence international debate and requires that U.S. diplomacy be reshaped.
  - Empowers Chiefs of Mission as the CEO of interagency missions and holds them accountable. Prioritizes interagency experience for choosing and training diplomatic leadership.
  - Makes a few organizational changes to meet new challenges including creating a new Undersecretary for Civilian Security, Democracy, and Human Rights to consolidate human security issues and a new Undersecretary for Economic Growth, Energy, and the Environment to integrate global issues.
  - Calls for working with Congress to establish a Bureau for Counterterrorism.
  - Establishes public diplomacy as core diplomatic mission, with focus on women and girls.
  - Streamlines reporting requirements and establishes a new standard for risk management.
2. **Transforming Development to Deliver Results:** Consistent with the Presidential Directive on Global Development, the QDDR presents a plan for modernizing development as a core pillar of American foreign policy that focuses on results.
  - Strengthens monitoring and evaluation requirements and makes aid more transparent through USAID Forward dashboard.
  - Empowers USAID as preeminent development agency:
    - Names USAID as lead for Presidential Initiatives including Feed the Future and Global Health Initiative (within 2 years assuming USAID meets certain benchmarks.)
    - Restores policy and planning authority and budget capacity with USAID to produce its own budget in FY13.
    - Names USAID mission directors as primary development advisors to the U.S. Chiefs of Mission.
    - Builds greater human capacity by expanding mid-level hiring.

- Focuses development in six specific areas, with investing in women and girls throughout: Food security, global health, climate change, sustainable economic growth, democracy and governance, and humanitarian response.
3. **Preventing and Responding to Crisis and Conflict:** Given the importance of addressing fragile states, the QDDR outlines a new coordinated approach to respond to crisis and conflict areas.
- Identifies fragile states as a core civilian mission.
  - Clarifies that State will lead on complex political crises, USAID on humanitarian crises.
  - Creates new Bureau for Crisis and Stabilization Operations
  - Replaces the Civilian Reserve Corps with a more flexible Expert Corps from across and outside of the U.S. government.
4. **Working Smarter: Reforming our Personnel, Procurement and Planning Capabilities:** The QDDR puts forth detailed recommendations to ensure effective, efficient, accountable and transparent operations and programs.
- Rebuild civilian workforce by deploying right people to the right places at the right time
  - Updated approach to procurement.
  - Focuses on accountability and transparency, including the [USAID Forward](#) reforms already underway on procurement reform and innovation.
  - Establishes multi-year strategic plans that guide resource requests.
  - Calls for working with the White House toward a national security budgeting process.

**Implementing the QDDR:** The State Department and USAID have already begun to implement many of the reforms in the QDDR. The Deputy Secretary of State for Resources and Management and the USAID Administrator will oversee its implementation.