

October 16, 2002 7:38 AM

TO: Honorable Condoleezza Rice

FROM: Donald Rumsfeld

SUBJECT: NSC Meeting October 9—Middle East

I assume the conclusions from the meeting will be captured in a summary paper, to be sent to the participants, and that the paper will be sent to the Deputies to be reworked and cleared. My recollection of the conclusions from the meeting is that the reworked “roadmap” should be focused on the point the President made several times in the meeting—namely, that the goal is to weaken and eventually end the authority of Yassir Arafat. Therefore, each item in the “roadmap” should be checked to see that they focus on weakening Arafat. Also, I believe each item should be focused on results, not effort. Specific benchmarks and performance targets need to be established and met before moving to the next phase. A plan cannot be “performance-based” if the performance standards are vague.

For example, as George Tenet suggested, that the priority of the newly trained Palestinian Security Forces should be to dismantle the terrorist organizations (e.g., Hamas, Tanzim, al Aqsa), and that we measure progress not by effort—the number of people trained—but rather by results—progress in dismantling terrorist organizations.

The paper on the Middle East from the State Department to the NSC was dated Friday, October 4, 9:27 a.m. The paper was not sent to the Pentagon until Tuesday, October 8, at 4:19 p.m.—for the meeting that was held the next morning, October 9, at 8:55 a.m.

I am advised that my office called the NSC several times, attempting to get the material for the meeting. I continue to believe participants should have materials for a meeting at least 48 hours in advance.

In the meeting you told the President that the Deputies had worked the paper in two meetings. After the meeting, I checked and was told that while some work may have been done, the paper was not a Deputy product and had not been cleared by the Deputies. I am concerned that the President may have the wrong impression as I did.

DHR:dh  
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