

**April 22, 2002 2:20 PM**

TO: Vice President Richard B. Cheney

CC: Honorable Colin Powell  
Honorable Paul O'Neill  
Honorable George Tenet  
Honorable Condoleezza Rice

FROM: Donald Rumsfeld

SUBJECT: Areas Not Being Governed

Paul O'Neill recently spoke to the World Economic Forum and talked a bit about this problem—from Afghanistan, to Somalia, to Indonesia, to Colombia.

It is pretty clear there has to be a new entrepreneurial model of nation building. A model has to be fashioned, and then all the various national and international aid structures probably need to be thought through and undoubtedly reorganized and reoriented to try to achieve it.

Our interest in a more stable and peaceful world suggests that it needs order, safety, prosperity, the rule of law, private property and freedom. That, needless to say, is a much bigger order than simply being against terrorism, which we must also be.

It strikes me that it would be useful to get some folks thinking about this. Newt Gingrich has some good ideas on this subject, as does Hernando de Soto, who has been working some in the Arab world.

Thanks.

DHR:dh  
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