

STATEMENT FOR THE RECORD
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THE U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT
BEFORE THE SENATE FOREIGN RELATIONS COMMITTEE
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Mr. Chairman, Ranking Member Barrasso, Members of the Committee,

I am honored to appear before you today as the nominee for Deputy Administrator of the U.S. Agency for International Development (USAID). It is a privilege to come before this committee again, and I am grateful to President Obama, Secretary Kerry, and Administrator Shah for their trust and confidence.

Let me begin by thanking my wife, Jackie, who has been by my side during my years in public service. As a trained social worker for more than 15 years, Jackie—like the men and women of USAID—has dedicated her life to serving those most in need. Her work in Tanzania to support young girls and women recovering from abuse not only transformed communities—it embodied this Administration’s commitment to empowering women and girls around the world.

It is a pleasure to return to the Senate and see so many colleagues and good friends. Between my time as an officer in the Army, as Sergeant at Arms in the Senate, and as U.S. Ambassador to Tanzania, I am proud to have dedicated more than 38 years of public service to our great Nation. I am honored that, if confirmed, I will have the opportunity to extend that record of service.

The leadership positions that I have held during the past four decades have prepared me to meet the challenge of advancing USAID’s mission: to end extreme poverty and promote resilient, democratic societies—while advancing our own security and prosperity.

From the battlefield, to the halls of the Senate, to the Embassy of Tanzania, I am fortunate to have gained a broad perspective of the opportunities and challenges facing the United States. These previous roles—as well as my time leading business and nonprofit organizations—have required me to manage and maximize resources efficiently, all while working towards ambitious objectives.

Three decades serving as an officer in the U.S. Army have prepared me for managing critical situations in complex environments—similar to those where USAID operates. From Afghanistan to Syria to South Sudan, USAID works in some of the world’s toughest places—dealing with fast-changing, high-pressure situations that require visionary leadership.

During my time as Senate Sergeant at Arms, I managed Congress's internal response in the wake of the September 11th terrorist attacks and the October 2001 anthrax attack—strengthening security throughout the Capitol complex and ensuring the continuity of our government. As these events reminded us all, we live in an interconnected, complicated, and often tumultuous time. USAID plays a critical role in rooting out the drivers of extremism, and I am prepared to diligently review our efforts to ensure that we are advancing our national security and are good stewards of taxpayer dollars.

Most recently, as the U.S. Ambassador to Tanzania, I oversaw more than 700 staff and contract personnel across eight agencies. I created a collaborative process with Embassy staff, NGOs, and Tanzanian nationals that produced real results in support of our diplomatic and humanitarian objectives. If confirmed, I look forward to fostering that same spirit of collaboration with my colleagues from the State, Treasury, Defense, and Agriculture Departments, the Millennium Challenge Corporation, Peace Corps, and others.

Since my nomination, I have had the privilege to speak with a number of development experts from the Agency, our diplomatic corps, and the National Security Council staff about their priorities and challenges in the years ahead.

If confirmed, I will focus on advancing the reforms that USAID has worked so ardently to achieve over the past five years. I will also work to institutionalize priority programs—like President Obama's food security initiative, Feed the Future, among other priority initiatives that will double electricity access in Africa, work toward an AIDS-free Generation, and drastically improve child and maternal health.

Alongside Administrator Shah, I will work to advance the Agency's new model of development that harnesses the power of science, technology, innovation, and partnership to accelerate progress for the world's most vulnerable people. In a time of constrained resources, this new approach has enabled USAID to maximize its impact in unprecedented ways. By applying it to all of the Agency's programs—from vaccinating children to empowering entrepreneurs—we can unlock resources for millions of at-risk communities around the world.

Key to that effort is forming public-private partnerships that leverage more resources and make the Agency's efforts more sustainable. Today, USAID is partnering with everyone from multinational corporations to local startups—investing in high-potential talent, groundbreaking technologies, and rigorous evaluation tools that deepen the impact of our work. Above all, these partnerships pave the way for USAID to work itself out of business—its efforts replaced over time by thriving civil societies, vibrant private sectors, and transparent, accountable governments.

By pairing policy reforms with private investment, the Agency is making historic strides towards ending extreme poverty. In my additional role as U.S. Ambassador to the East African Community (EAC), I saw the value of this approach firsthand—uniting markets, opening borders, and bringing unprecedented economic growth and prosperity to East Africans. I recall a CODEL visit to the Selian Agricultural Research Station in Tanzania, a joint venture between USAID, local farmers, and the Bill & Melinda Gates Foundation. Alongside several members of Congress, including Senator Barrasso, Senator Graham, and Senator Hagan, I witnessed how the research into drought-resistant, high-yielding varieties of maize was helping farmers lift their families out of poverty and move their village beyond the threat of chronic hunger.

A similar effort is under way in Latin America, where USAID is working to expand public-private partnerships that produce more mature public institutions, an active civil society, and a dynamic private sector—with whom USAID can partner to unleash untapped financial resources, spur innovation, and bring scientific and technological solutions to bear on the region's development challenges. For example, USAID's Development Credit Authority (DCA) uses risk-sharing agreements to mobilize local private capital to fill financing gaps in emerging economies like Mexico. In 2013 alone, DCA loan guarantees in El Salvador, Mexico and Nicaragua helped release \$98 million in local lending to 4,000 small- and medium-sized enterprises.

If confirmed, I will build on public-private partnerships in Latin America and around the world through the innovative efforts of the Agency's new U.S. Global Development Lab. The Lab represents an historic investment in the power of science and technology to bend the curve of development. If confirmed, I will focus on advancing the Lab's mission to generate, test and scale game-changing solutions to complex development challenges, while attracting private sector investment to improve the sustainability of our efforts. In Latin America, the Lab is already building on a solid track record of successful USAID partnerships with private sector companies in the region, including Coca Cola, Intel, Microsoft, and Starbucks.

In addition to solidifying the reforms already under way, I will also work to institutionalize the President's core development initiatives. I am committed to promoting a new era of agricultural growth through Feed the Future; ending preventable child death and achieving an AIDS-free Generation; enhancing opportunities for the next generation of global innovators through the Young African Leadership Initiative; combating global climate change; and through Power Africa, achieving the goal of doubling access to electricity on the African continent.

Having served on the ground in Tanzania, I can attest to the results of every one of these initiatives. For example, using a creative financing mechanism, USAID's Tanzania Mission was able to support the development of a power plant that will provide electricity for thousands of citizens that had long lived in the dark. Thanks to projects like these, more scientists can conduct

pioneering research on life-saving treatments; more young entrepreneurs can launch groundbreaking technologies; and more children will have the light to read by at night.

I also witnessed firsthand how the Agency's Feed the Future specialists collaborated with climate experts to ensure the sustainability of our food security programs. This kind of integrated approach helps countries like Tanzania increase food, energy, water and economic security, and reduce the likelihood and costs of climate-related shocks – such as storms, flooding or drought.

But above all, the success of the reforms and initiatives I have described—programs essential to fulfilling USAID's mission—depends on effective management, operations, and systems. If confirmed, I will devote a substantial part of my portfolio to ensuring that USAID maximizes its impact for every dollar it spends.

Doing so will require USAID to streamline program areas and make strategic investments. As the President's Directive on Global Development says, "The U.S. cannot do all things, do them well, and do them everywhere. Instead, the U.S. must focus its efforts in order to maximize long-term impact." Under Administrator Shah's tenure, the Agency has been committed to "selectivity and focus"—and if confirmed, I will work to apply this principle consistently to the decisions we make each and every day.

Instead of trying to find a "one-size-fits-all" approach, I will focus on promoting sustainable development through local solutions that empower change-agents on the ground, including entrepreneurs, university students, and government ministers. This approach builds resilient societies in areas of the world especially vulnerable to natural disasters and the consequences of climate change – from drought in the Horn of Africa, to Typhoon Haiyan in the Philippines, to a devastating earthquake in Haiti.

By responding quickly and forcefully to humanitarian crises, we avert suffering and strengthen our own security. My experience as the commanding general of an Army training and operational installation in Alabama illustrated the importance of working as a team to identify, respond to, and mitigate the effects of a crisis – all while remaining committed to advancing long-term solutions to endemic challenges.

Finally, I believe USAID has an important story to tell—and I will serve as an advocate for our Nation's work in development. From Nepal to Senegal to Honduras, there are tens of millions of families who have found pathways to prosperity, health, and security as a result of the American people's tireless work and generosity. In doing so, I will help build both domestic and international consensus for our efforts, ensuring that we have more partners across the world.

I have seen such success stories firsthand. In Tanzania, USAID helped reduce malaria infections by 50 percent, putting us much closer to eliminating the disease entirely. USAID also helped train scores of health workers on how to perform life-saving resuscitation on newborns—cutting mortality rates in half.

Sharing these stories not only puts a powerful face to USAID’s work, but it also furthers our national interests. Partner countries should know how the American people have contributed to improving their welfare—helping them raise their voices, grow their crops, protect their children from disease, and build strong democratic institutions. Today, an overwhelming number of Tanzanians express a favorable view of America; imagine the possibilities as we build on that success in other parts of the world.

As President Obama’s global development directive stated, “Development is vital to U.S. national security and is a strategic, economic, and moral imperative for the United States.” If confirmed, I welcome the opportunity to help lead our Nation’s efforts in this area.

In his last two State of the Union addresses, President Obama called on Americans to help end extreme poverty within the next two decades. This is a powerful mission—and I would be honored to serve USAID, this President, and our country to make our world a brighter and safer place.

Mr. Chairman, I thank you and the Committee for considering my nomination. I would be happy to address any of your questions.