

Statement of Dana J. Hyde
Nominee to be Chief Executive Officer, Millennium Challenge Corporation
Senate Foreign Relations Committee
November 19, 2013

Chairman Markey, Ranking Member Barrasso, members of the Senate Foreign Relations Committee – thank you for the opportunity to address you today.

It is an honor to be here as President Obama’s nominee to serve as the next Chief Executive Officer of the Millennium Challenge Corporation.

I spent my early childhood in a town of 2,000 people in eastern Oregon – hours away from a city of any size. So I am particularly humbled to sit before you as the President’s nominee to lead a groundbreaking agency working to fight global poverty on behalf of the United States. It is a dream come true.

I hope you won’t mind if I take a moment to thank my family here today: my husband, Jonathan, our two wonderful sons, Judah and Elijah, and our very beloved Esmeralda. I also want to thank my mother, Jayne, who could not be here today, and my grandmother Lucia, who is with me always. While I could never thank them enough, at least today I can enter my gratitude into the record. So thank you, especially to my three guys.

When I was working at the State Department, I saw up close two initiatives started by President Bush and continued and expanded by President Obama – PEPFAR and the Millennium Challenge Corporation. I saw how they transformed not only people’s lives but entire communities – even entire countries. PEPFAR, of course, has saved millions of lives and helped build the foundation for entire health systems. And MCC broke new ground in America’s fight against global poverty. It was based on a model of development that moved beyond aid to investment – working in true partnership with countries to create sustainable, broad-based economic growth. That model of country-led, results-oriented development has been increasingly adopted across our government. And that’s a great thing – for the countries we work with and for the American taxpayers who make our work possible.

I’ve seen MCC in practice. I’ve visited MCC teams in Tanzania – working to spur economic activity through better roads and reliable electricity, both on the mainland and Zanzibar – and in Mozambique, working to improve water, sanitation and agricultural productivity. The people running the programs aren’t Americans – they are Tanzanians. They are Mozambicans. They are deeply invested, whether in terms of their own funding or in terms of time and effort. And hard assets like roads, electrical grids and water pumps are linked to policy and institutional reforms necessary to sustain those investments. It’s not hard to see why these programs get

results. Country ownership makes a difference. It is amazing to see what challenges these countries are willing to tackle to build and maintain their partnership with MCC. We always say that our goal in development assistance is to put ourselves out of business, by helping our partners build their capacity so eventually they don't need our help anymore. That's exactly what MCC and its partner countries are doing together.

So, as someone who cares deeply about development as a vital tool of American foreign policy, I am grateful for MCC and for the opportunity to be considered to lead this institution. MCC is a critical partner in our total development efforts – together with the important work of USAID, the Overseas Private Investment Corporation, the U.S. Trade and Development Agency, and the Treasury Department, which directs U.S. contributions to multilateral development banks. I want to see MCC continue to excel. For almost ten years, it has been innovative, rigorous and committed to excellence. I want it to keep setting the bar higher for the next ten years. It must continue to be an agency that is open to new ideas... that measures its results transparently... and that uses those results, good or bad, to recalibrate its strategies and improve.

As you know, in addition to my very rewarding years at the State Department, I've also served at the Office of Management and Budget, where I had the privilege of overseeing the budgets of six cabinet agencies. I believe in data-driven, cost-effective policies. I want the American people to always get their money's worth from anything their government does on their behalf. At MCC, that means calculating economic rates of return to determine what projects will deliver the biggest bang for the buck; it means rigorous measurement and analysis to ensure performance and results; and it means making the results publicly available so the American people and Congress can decide if their money was well spent, and so others can learn from MCC's experience.

And as someone who served on the staff of the 9/11 Commission, I believe we should be using every tool in our toolbox to keep our nation safe. Helping economic opportunity appear in places where there is little to be found – helping countries create the conditions for their citizens to start businesses, get new skills, and create jobs – is critical to regional and global stability. As the greatest economy in the world, and as a nation that celebrates entrepreneurship and human ingenuity, the United States should continue to be a leader in advancing opportunity and prosperity worldwide.

So thank you again for considering my nomination. If confirmed, I'll do my absolute best to serve with honor and integrity, in pursuit of our national interests, in keeping with our national values, on behalf of the American people.

Thank you. I'm happy to answer your questions.