

**Testimony of Dr. Edward Douglas Menarchik
Assistant Administrator - designate
Bureau for Europe and Eurasia
U.S. Agency for International Development
Before the
Committee on Foreign Relations
United States Senate
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Thank you, Mr. Chairman and members of the Committee for this opportunity to appear as President Bush's nominee for Assistant Administrator of the Bureau for Europe and Eurasia (E&E) in the United States Agency for International Development (USAID).

If confirmed, I would join the USAID team at a critical time for foreign assistance as we work to better synchronize U.S. defense, diplomacy, and development efforts to attain our foreign policy objectives. The Director of Foreign Assistance and USAID Administrator, Ambassador Tobias, has instituted major reforms at the Department of State and USAID to more closely align our strategy and budget processes to achieve President Bush's and Secretary Rice's transformational diplomacy goals. USAID is also expanding collaboration with the Department of Defense (DOD) in civil-military planning, training and operations to assure optimal use of the development tool within the national security framework.

U.S. assistance is particularly critical to achieving U.S. Government foreign policy goals and in advancing U.S. national security in the Europe and Eurasia region and beyond. USAID programs contribute significantly to U.S. foreign policy goals of consolidating democratic gains throughout the Europe and Eurasia region; furthering integration into Euro-Atlantic institutions; promoting stability in the Balkans; achieving a peaceful settlement of Kosovo's future status without isolating Serbia; encouraging

Russia to be a responsible member of the global community, supporting democratic institutions and the rule of law; and, in Central Asia, furthering regional integration through energy, infrastructure, and trade linkages, as well as economic diversity and exposure to democratic values.

As the Assistant Administrator (AA) for the E&E region, I would energetically support the efforts of Secretary Rice and Ambassador Tobias to achieve these goals. In particular, I will assist Ambassador Tobias in implementing his reform agenda at USAID, ensuring that assistance is focused on the highest priority U.S. objectives and that it is implemented in a cost-effective and efficient manner, both in Washington and in our field missions.

I would also like to build on past efforts at USAID to define a vision and identify the steps and benchmarks that will lead to the eventual phasing out of U.S. assistance in the region, while leaving behind key institutions to ensure that U.S.-assisted reforms are sustained. I recognize that some countries are nearer to this goal than others, but I believe that planning for this eventuality will help us achieve it.

I am also keenly interested in deepening USAID's engagement with the Department of Defense. We need to coordinate our planning to enhance security, stabilization, transition, and reconstruction. Working together, we can ensure that USAID assistance in social, political, and economic sectors contributes as effectively as possible to security, stability and counterterrorism success in the Balkans, Caucasus, and Central Asia.

If confirmed, I will bring to this position a strong background in the foreign and security policy arena that will provide an understanding of the strategic context in which

USAID works. My almost 2 ½ years as USAID's Assistant Administrator for Policy & Programs Coordination gave me a unique strategic priority and budget setting position for transformational development, and an understanding of the need to reform our system. I will also bring the experience and knowledge gained from operating in complex and crisis settings. Building a cooperative working relationship in the interagency process is vital to the success of USAID's mission, and I believe my previous experience will serve me well in this effort.

Mr. Chairman, I have been a public servant my entire adult life. I believe public service is both a noble and high calling. My career has been both broad and deep in a variety of sectors - national security, foreign policy, military operations, international development and executive leadership positions in both academia and business. In the White House, I served as then Vice President Bush's military assistant in the 1980s, and was specifically involved in Middle Eastern, African, terrorism, and general Defense Department issues. While at the White House, and later as Assistant for Terrorism Policy in the Defense Department in the 1990s, I helped draft several white papers on terrorism when the public and the government were less focused on this threat. I believe this background makes me keenly aware of the challenges USAID faces in keeping its employees and partners safe in areas of danger and instability.

In addition, during my three years as a professor at the George C. Marshall Center for Security Studies in Germany, I worked with the Partnership for Peace countries of the former Eastern Bloc and those of Central Asia. I taught senior officials from the former Soviet Union how to operate a military in a democratic society. Many of my graduates are now in senior positions in the Europe & Eurasia region. I met with some of them last

month on my trip to the Caucasus, and discussed international development issues with them.

I have seen the devastation and ruin left behind from failed economic systems and dictatorships. And I have seen first-hand the benefits of training others in democracy and free market systems.

Finally, my post-graduate education in both international relations and religion has prepared me well for work on the world stage. I believe that I have the skills necessary to oversee the allocation of foreign aid budget resources in an efficient and objective manner, while remaining sensitive to a region's religions and cultures. All of these experiences as a military commander, director of a civilian war college at the National Defense University, presidential library director, and senior executive within USAID, have enhanced my leadership skills.

I am well-traveled and have lived and worked in many different areas both in and outside the United States. I have seen the ravages of war in Vietnam as a pilot, and the devastation left behind from fallen political regimes. I know how to start up organizations, how to fix broken organizations, and how to make organizations run effectively, efficiently, and purposefully. I had been specifically hired in my last four jobs to perform these difficult tasks. Should I be confirmed, I believe that my diverse operational, foreign policy, international development, and academic and executive leadership positions would serve me well in this important USAID position.

In conclusion, I am proud to be nominated for this position with the U.S. Agency for International Development, and am eager to serve the President and work with the Congress in carrying out our Joint State-USAID Strategy.

Mr. Chairman, thank you for providing me this opportunity to present my qualifications for this position and my views on the future of the Bureau for Europe and Eurasia. This concludes my testimony, and I would be pleased to answer any questions you may have.