

Senate Oral Statement

Homeland Security and Governance Committee

Subcommittee on Oversight of Government Management, the Federal  
workforce and the District of Columbia

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By

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Mr. Chairman, Senator Voinovich, thank you for inviting me today to replace my colleague Ambassador Tom Boyatt. You have his full statement and I request that it be entered into the record. I would like to make a few oral remarks.

Simply put, the Secretary of State lacks the tools - people, competencies, programs and funding - to meet US foreign policy demands effectively.

To examine this problem the American Academy of Diplomacy has joined the practical background of many with government experience with the budget expertise of the Henry L Stimson Center. We are grateful Mr Chairman and Senator Voinovich that you have agreed to work with us.

Essentially this is a study to match resources with known requirements for all parts of the Function 150 Account under the authority of the Secretary of State.

We are looking at four broad areas:

- Core diplomacy
- Developmental diplomacy
- Public Diplomacy and
- Crisis Response

We have also looked at authority shortfalls.

The problems are long standing, growing over many years and administrations to a magnitude that now threatens the successful conduct of diplomacy.

Let me just note a few examples.

- In Afghanistan our Provincial Reconstruction Teams have each one State and one USAID officer. With the best luck with rotations we will only cover this need 10 months out of 12, often less.
- USAID lacks the contracting officers and supervision to flexibly manage its work. Since 1990 we have expanded the assistance budget 60% and reduced the work force by about 1/3. Is it any wonder supervision is lacking and contractor problems dominate the headlines.

And the world has changed. NGOs, multilateral organizations, and business all play a more prominent role in foreign affairs but we have not staffed to deal adequately with these new actors.

We have no reserve in personnel or budgets to deal with crises. We pay a serious opportunity cost in time lost as we struggle to reprogram funds, enact supplementals and scrounge staff. The staff we grab for crises leave great gaps; work undone. Funds come too late for initial impact when we can do the most good. We pay for this in our performance in crisis and elsewhere as we pay for lack of proper advance training.

For these reasons and on the basis of our study we will endorse the State request for additional State and AID personnel and for a crisis fund. We fully support passage of a Civilian Response Readiness Corps (S613) that has already passed the House (H1084).

Because our study looks further, five years, than a single budget we will call for more. These changes need to be part of the base budget because the needs are continuing.

We call for a rebalancing of the militarization of diplomatic and development functions. This is not an issue of protecting bureaucratic turf. Rather, it recognizes that:

- Putting everything on the military detracts from their prime war fighting mission, and,
- The military lacks the ability to couple short term response with longer term development.

- o The can build a school quickly but they cannot get its support into national education plans.
- o The can out-perform AID in building a generator for a small city but cannot integrate it into a national grid or long term development of revenue collection to keep it functioning.

There is room for everyone but the civilians need the resources and authorities to hold up their end.

Our precise recommendations are still in review but I can give you a general sense of where we are coming out.

We believe there will be a need for about 1250 additional personnel each for core diplomacy, for AID and for training. We will have precise recommendations in the early Fall and I hope we will be able to review them with you in detail.

Mr Chairman, Senator Voinovich, the next Administration of whatever composition will have to deal with multiple problems from terrorism to globalization, environmental degradation and failed states. Opportunities also abound from non-proliferation to improving financial systems in the reach of law. These critical challenges and opportunities can only be met effectively through a significantly more robust capacity that features skilled diplomats and foreign assistance professionals.

Thank you for your attention. I would be happy to respond to your questions.