

**Remarks by Dr. Rajiv Shah at Senate Foreign Relations Committee Nomination Hearing
December 1, 2009**

Selected key points

- Shah told the committee that his top priority will be “restoring USAID’s effectiveness.”
- Shah assured Senators that the USAID Administrator “reports to the Secretary and will continue to report to the Secretary.”
- He told Senators that he believes, “the USAID Administrator has the opportunity and the responsibility to offer real leadership across the interagency processes” on issues such as Afghanistan and national security priorities, global health, and food security.

Budget and Planning Capacity

- Shah said he will “be responsible for the development budget and the AID budget.”
- Making USAID “the premier development agency around the world,” will require “the capacity to plan, think, invest, be financially accountable for a budget, and be responsible for reporting back to Congress and the American taxpayers in an effective way.”
- Planning and evaluation capacity will allow USAID to “offer intellectual leadership in designing programs and evaluating strategies” and ensure “cost-effective investments at generating outcomes.”

Civilian/Military Relationships

- Shah told Senators that USAID should help the Defense Department implement development “in a way that’s consistent with what’s been learned and what AID knows how to do...” He emphasized that, “it’s fine to have multiple objectives, it’s just important to be very clear and precise as to what those objectives are and which specific context. And that’s an area where AID should have a strong capacity to offer immediate leadership.”
- In his opinion, USAID “has a responsibility to step up and offer very clear, visible and understood strategic leadership so that in these places where we deploy development dollars in a national security environment, we are very clear about what’s the specific development strategy in different parts of the country, what is our role versus the role of other donors, how are we aggressively bringing other partners to the table in order to have a sustained approach to development, and what are the goals and objectives of resources that are more oriented around stability goals and long-term development goals.”

Monitoring, Evaluation, and Transparency

- Shah emphasized his interest in improving and integrating monitoring and evaluation into program design to help “understanding what works, what doesn’t work and also guiding program implementation as it’s happening to make sure that we’re optimizing the spending against our outcomes.”
- Shah expressed strong support for raising the profile of USAID and its work, emphasizing that there should be a “priority of reporting out those results in plain, understandable English.”