

TESTIMONY OF JACOB LEW

U.S. SENATE COMMITTEE ON FOREIGN RELATIONS

NOMINEE FOR DEPUTY SECRETARY OF STATE

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Thank you very much. It is my privilege and honor to testify before the distinguished Members of this Committee. To echo Secretary Clinton's sentiment, I hope this is only the beginning of what will be a close and collaborative relationship.

I am delighted that joining me today are my wife Ruth and my daughter Shoshana. Together with my son Danny, who could not be in Washington today, my family has always supported my involvement in public affairs. The sacrifices of public service often fall on the people closest to us, on whom we rely so heavily. I am always grateful to be blessed with a family that appreciates the importance of this work and bears the burdens with good cheer, support, and enthusiasm.

I also want to express my appreciation to President Obama and Secretary Clinton for their confidence in my ability to take on this new and challenging role at this new and challenging moment for our nation. If confirmed, I look forward to working closely with my friend and colleague, Jim Steinberg, and I am eager and excited to be part of this team that will work to advance the foreign policy of the United States in the coming years.

With me in spirit are the people who are not able to be here today – in particular my parents Irving and Ruth Lew – who taught me the importance of being involved in public affairs – and the late Speaker Thomas P. O'Neill, Jr., who for eight years was both my boss and mentor as I gained invaluable experience in the policy and legislative process.

Growing up on the Hill, I developed enormous respect for the institution of Congress and the Members of the Senate and House who fulfill its purpose. Mr. O'Neill lived by simple maxims, none more important than "politics stop at the water's edge" – that bipartisan consultation and cooperation are vital to our foreign policy. My commitment to both is sincere and it will be sustained.

In my work in the Speaker's Office, and then at the Office of Management and Budget, I had the opportunity to participate from a vantage point that cut across the entire federal government. In part because of that perspective, I have a strong view that we owe the American people performance that focuses on getting the job done, and that resolves questions – policy, procedural, and jurisdictional issues – in the interest of that goal.

So, if confirmed for this position, I will focus on getting the job done: on making sure the Department is well-coordinated internally and is collaborating effectively with

other agencies and organizations, on spending smarter as we build capacity to execute against our objectives, and on delivering results.

In her statement and testimony for this committee, Secretary Clinton laid out the opportunities for leadership that America faces, and the strategies that this administration intends to employ in pursuit of those opportunities. The Secretary described “smart power,” which uses the full range of tools at our disposal – diplomatic, economic, military, political, legal, and cultural – so that we can effectively protect our security, advance our interests, and promote our values in the world.

Diplomacy is the first choice – which is why the President has committed to a foreign policy with diplomacy at the vanguard. If confirmed, I will concentrate on making sure that the President and Secretary of State have the tools that they need to pursue and accomplish our foreign policy objectives.

I pledge to work collaboratively to augment the Department’s capacities so that it can fully meet today’s challenges. This will not be simple and will require internal coordination, as well as close cooperation with the Department of Defense and the relevant committees on the Hill. But both Secretary Clinton and Secretary Gates have made it clear that we must enhance and expand our civilian capacity to do results-oriented, sophisticated, hands-on, diplomatic and development work. In Iraq, Pakistan, and Afghanistan, our Foreign Service and USAID professionals work on the ground to achieve our goals of supporting stable, responsible governance. Our civilian response capacity can lessen the burden on our military; and effective development and diplomatic work can avert the need for military engagement down the road, while protecting our interests.

I know that foreign assistance is of particular interest to this committee, as it is to the President and Secretary, who have pledged to increase our aid. Our support for development and good governance, and our role in defending human rights and alleviating suffering in the world, reflect our values and advance our interests. With limited resources and tremendous need, we must ensure that the return on our investment is significant and real. Across our foreign assistance programs we must use our resources effectively and efficiently; work collaboratively within and across agencies to reduce any overlap and to ensure that we have clear objectives for each initiative; and leverage the resources of international organizations, allies, corporations, foundations, and NGOs to maximize our impact. We must learn from efforts that have not succeeded, while bolstering those that are delivering results.

To achieve our foreign policy goals, we must focus on using our resources well. But we will also need additional resources. It is not possible to have the foreign presence that we need at current funding levels. There are not enough people or enough dollars to achieve our objectives. I pledge to work with the Congress to demonstrate that resources are used effectively, and to make the case for the additional resources needed to ensure success.

I look forward to joining the dedicated, talented professionals of the State Department who do the difficult work of conducting America's foreign policy, often enduring hardship and great risk. I will be honored to be a part of their team. I recognize that every day, thousands of Foreign Service, Civil Service and locally engaged staff work hard to advance our interests, so I will work hard in my post to further enable and empower them and their service to our country. The President, the Secretary, and the other members of the foreign policy team have laid out an ambitious mandate. I am confident that with the right strategies, resources, training, and tools, we will build the capacity to deliver on that mandate.

We will face a broad array of challenges in the months and years ahead. The decision to fill the Deputy role for which I have been nominated demonstrates President Obama and Secretary Clinton's commitment to build a strong foundation for a successful foreign policy. I am grateful for their trust, and eager to get to work.

Thank you very much for the chance to speak with you today, I look forward to answering your questions.