

Statement for the Record

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Nominee for USAID Assistant Administrator for Economic Growth, Education and Environment
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Senator Graham, Senator Kaine, and distinguished Members of the Committee, I am honored to appear before you today as the President's nominee for Assistant Administrator for Economic Growth, Education and Environment (E3) at the United States Agency for International Development (USAID). I thank President Trump and Administrator Green for their support and confidence in my ability to serve in this role.

I would like to start by thanking Acting Assistant Administrator Carrie Thompson and the entire E3 management team for their outstanding leadership. E3 consists of more than 200 of the most experienced and passionate development officials with whom I have had the pleasure of working, and I look forward to re-joining this incredible team if confirmed.

I am pleased to be joined here today by my friends and colleagues who took the time to come and cheer me on. I also want to recognize my parents, family and friends back home in Iowa who are here with me in spirit and watching this via videostream. And most importantly, I would like to thank my husband, Mark, and our four-year-old daughter, Hadley, who are here with me today. This moment was made possible because of your love, encouragement and support, and for that I thank you.

I have had the pleasure of serving at USAID for the past two years, and I share Administrator Green's mission and vision for international development, and the values this Agency holds dear: excellence, integrity, respect, empowerment, inclusion, human dignity, and a commitment to learning.

My career path has uniquely prepared me for this position. I spent twelve years at the International Republican Institute (IRI), an international democracy-development organization dedicated to promoting freedom and democracy worldwide. During my career at IRI, I managed a variety of programs, including cross-sectoral global ones, with a focus on citizen-responsive, democratic governance; civil-society and parliamentary strengthening; leadership development; and people-to-people exchanges. I carried out assignments in both Washington, as well as in the field, which provided me with valuable experience across the entire cycle of program design, implementation and management. In my role as Residential Country Director for Indonesia, I developed a greater appreciation and understanding of how to work with our partners to foster locally-led development and achieve sustainable impact in our shared development goals.

Importantly, I also was charged with increasing the political inclusion of women and youth; causes about which I am passionate. I have had the great privilege of working with women all around the world who are striving to make a positive difference in their communities and countries, often in the face of great adversity. Their endurance, passion, and commitment inspire me to this day. If confirmed, I look forward to continuing to champion USAID's programming to promote gender equality and female empowerment.

If confirmed, I will also bring my previous U.S. Government experience to this position. I spent several years working in the House of Representatives, and during the Bush Administration, I worked in the European and Eurasian Affairs Directorate of the National Security Council. Having served in both the legislative and executive branches of the U.S. Government, I have a deep understanding of the relationship between the branches of our government, as well as profound respect for the responsibilities endowed upon each. If confirmed, I look forward to working closely with Congress to advance our shared priorities in a bipartisan manner.

This professional experience will serve me well if I am confirmed as Assistant Administrator of the Bureau for Economic Growth, Education and Environment (E3). The E3 Bureau is a complex portfolio of offices that cut across all aspects of development and aim to tackle the key challenges that inhibit a country's ability to meet its development goals by providing technical leadership, research, and field support to our geographical bureaus and regional missions across the world. In many ways, the breadth and depth of the technical leadership embedded in E3 is the engine that drives USAID forward in advancing the Journey to Self-Reliance and ending the need for foreign assistance.

I would like to briefly highlight a few of the issues I will prioritize if confirmed as Assistant Administrator for E3.

Economic Growth and Trade: Broad-based economic growth is critical for creating high-quality livelihoods, fostering stability, and helping countries become increasingly self-reliant. As an economy grows, so does a country's ability to provide for the needs of its people – such as basic education, clean drinking water, and high quality health care. We need to continue to help our partner countries catalyze and sustain growth, while building their capacity to mobilize and manage domestic resources in an effective, transparent, and accountable manner that benefits all citizens.

As our partner countries' economies grow, so does their demand for U.S. exports, which multiplies opportunities for U.S. firms and creates more jobs for American workers. We will continue to work with our partner governments and the private sector to promote business-friendly markets, including fair and efficient regulatory and trade regimes that encourage competition, safeguard private property, and allow commercial enterprises to grow. These

actions support U.S. business interests by leveling the playing field and promoting market access overseas.

Finally, we recognize the role of the private sector in meeting our vast array of development goals. Today, over 90 percent of resource flows to emerging and developing economies comes from the private sector. The private sector also creates nine out of every ten jobs in the developing world. These facts prove what our Administrator Mark Green has often said, that "Private enterprise is the single most-powerful force for lifting lives, strengthening communities, and accelerating self-reliance." Through USAID's new Private-Sector Engagement Policy, we are institutionalizing private-sector engagement as a core tenet of our operating model. We are committed to working hand-in-hand with the private sector to design and deliver our development and humanitarian programs in all areas. This policy signals an intentional shift towards enterprise-driven development as a more sustainable way to assist countries on their Journey to Self-Reliance.

Education: Education is a foundational driver of development, and transformational for individuals and societies, because it creates pathways to better health outcomes, economic opportunities, and peaceful, democratic societies. In 2018, E3 led the development of the U.S. Government Strategy on International Basic Education mandated by the READ Act of 2017. The goal of the Strategy is to achieve a world in which educational institutions in partner countries enable all individuals to acquire the education and skills needed to be productive members of society, with particular focus on improving learning outcomes and expanding access to education for all, particularly the most marginalized and vulnerable populations. It also served as the foundation for USAID's new Education Policy, which sets priorities and direction for our investment in this sphere. I want to thank this Committee for its support of USAID's education programming and look forward to continuing USAID's strong partnership with Congress on education.

Environment and Natural Resources: Prosperity and peace depend on healthy ecosystems, and the conservation of biodiversity is critical to achieving equitable and sustainable development. We will continue to invest in this sector as fundamental to achieving our objectives in public health, food security and economic growth, while simultaneously tackling environmental crimes, including wildlife trafficking, illegal fishing, and illegal logging. We will also continue our quest to reduce ocean plastics pollution by working with our local partners to stop plastics and other mismanaged waste from entering the ocean while improving recycling and the proper collection and disposal of solid waste. We also recognize the importance of a water-secure world, in which people and nations have the water they need to be healthy, prosperous, and resilient. We will continue to lead the Agency's implementation of the Water for the World Act of 2014, by assisting governments, civil society, and the private sector in our partner countries to plan, finance, and deliver safe water and sanitation services for the neediest, while sustainably

managing water resources. Finally, we also recognize that changes in climate pose new challenges for development, and we will continue to assist our partner countries' capacity to anticipate and withstand weather extremes, which can reduce the need for costly humanitarian response.

Energy and Infrastructure: Resilient infrastructure, including a sustainable energy sector, is the critical foundation for inclusive, sustainable growth and essential to a country's self-reliance. We will continue to help utilities in partner countries procure and produce sufficient power at affordable prices and institute the internal reforms necessary to improve their delivery of service, while supporting financially self-sustaining operations. We will also continue to support the establishment of strong legal and regulatory frameworks necessary to strengthen international energy systems and create economic opportunity for U.S. entities.

Gender Equality and Female Empowerment: Finally, at USAID, we recognize that promoting the equality and empowerment of women and girls is not simply a part of development, but the core of our development work. As the President's 2017 National Security Strategy notes, "Societies that empower women to participate fully in civic and economic life are more prosperous and peaceful." To that end, we will continue our commitment to supporting women and girls by integrating gender equality and female empowerment across every sector of USAID's work.

As you aware, through the USAID Transformation, USAID is re-orienting our structure and processes around the Administrator's vision for ending the need for foreign assistance. The E3 Bureau will change structurally, but the new successor bureau — the Bureau for Development, Democracy, and Innovation — will continue E3's focus on technical leadership, research, and field support across these sectors. If confirmed, I look forward to implementing Administrator Green's vision for a transformed USAID.

Senator Graham, Senator Kaine, and distinguished member of the Committee, as you can see, the leadership of the E3 Bureau is critical to achieving our development goals at USAID. It is therefore my honor to be here today as the Administration's nominee for the position of Assistant Administrator for Economic Growth, Education and Environment. If confirmed, I will work tirelessly on behalf of the American people to carry out USAID's mission to promote and demonstrate our democratic values abroad, while advancing a free, peaceful, and prosperous world. I look forward to your questions.