

**NOMINATIONS OF THE 112TH  
CONGRESS—SECOND SESSION**

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**HEARINGS**

BEFORE THE

**COMMITTEE ON FOREIGN RELATIONS  
UNITED STATES SENATE**

**ONE HUNDRED TWELFTH CONGRESS**

**SECOND SESSION**

—  
**FEBRUARY 7 THROUGH NOVEMBER 28, 2012**  
—

Printed for the use of the Committee on Foreign Relations



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COMMITTEE ON FOREIGN RELATIONS  
112TH CONGRESS—SECOND SESSION

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**NOMINATIONS OF PAMELA A. WHITE, LINDA  
THOMAS-GREENFIELD, AND GINA K. ABER-  
CROMBIE-WINSTANLEY**

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**WEDNESDAY, MARCH 14, 2012**

U.S. SENATE,  
COMMITTEE ON FOREIGN RELATIONS,  
*Washington, DC.*

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Hon. Pamela A. White, of Maine, to be Ambassador to the Republic  
of Haiti  
Hon. Linda Thomas-Greenfield, of Louisiana, to be Director Gen-  
eral of the Foreign Service  
Gina K. Abercrombie-Winstanley, of Ohio, to be Ambassador to the  
Republic of Malta

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The committee met, pursuant to notice, at 3:05 p.m., in room  
SD-419, Dirksen Senate Office Building, Hon. Robert Menendez,  
presiding.

Present: Senators Menendez, Durbin, Rubio, and Risch.

**OPENING STATEMENT OF HON. RICHARD J. DURBIN,  
U.S. SENATOR FROM ILLINOIS**

Senator DURBIN [presiding]. Good afternoon. This hearing of the  
Senate Foreign Relations Committee will come to order.

Today the committee will consider three nominations: the Honorable  
Pamela White to be Ambassador to the Republic of Haiti; the  
Honorable Linda Thomas-Greenfield to be Director General of the  
Foreign Service; and Ms. Gina Abercrombie-Winstanley to be  
Ambassador to the Republic of Malta.

Welcome to the nominees, their friends, and family.

I am pleased to stand in for Senator Menendez, my colleague, for  
a moment. He will be joining us very shortly. I will be brief with  
my introductory remarks, then turn to my friend and colleague,  
Senator Rubio, before we give each of you an opportunity for a brief  
opening statement. Please feel free at that time to introduce any  
family members or others that are with you today.

I want to congratulate each of you for your nominations. I am  
pleased the President has nominated three individuals with many  
years of experience who, if confirmed, will serve as the United  
States representatives and will be called upon to implement the  
policies of our Government, protect and advance our interests, and

help guide our Nation through the challenges we face around the world.

Before we take your testimony, I would like to start with the introductions of each of our nominees.

Senator Sherrod Brown of Ohio was planning on being here this afternoon to introduce Ms. Abercrombie-Winstanley but was not able to attend because of another committee assignment. I would ask unanimous consent that his very strong statement in support of her nomination be included in the record today.

[The prepared statement of Senator Brown follows:]

PREPARED STATEMENT OF HON. SHERROD BROWN, U.S. SENATOR FROM OHIO, IN SUPPORT OF THE NOMINATION OF HON. GINA ABERCROMBIE-WINSTANLEY OF OHIO TO BE THE UNITED STATES AMBASSADOR TO THE REPUBLIC OF MALTA

Mr. Chairman, thank you for the opportunity to speak in support of the nomination of the Honorable Gina Abercrombie-Winstanley, of the great State of Ohio, to be the next United States Ambassador to the Republic of Malta.

Located in the Mediterranean Sea, the Republic of Malta has been a gateway between Europe and North Africa. And it has long been a partner to the United States in promoting and preserving peace and security around the world.

The relationship between our nations spans from the days of World War II, when President Franklin D. Roosevelt called Malta, the “only tiny bright flame in the darkness—a beacon of hope for clearer days which have come.”

Today, our relationship has developed as the challenges and opportunities within the international community have evolved. We share interests in maritime law enforcement, search and rescue operations, combating pollution at sea, and enhancing air-space management. And with turmoil in the Middle East and challenges arising from the Arab Spring, Malta will once again be a critical partner in preserving global peace and security.

There are few Americans who are more qualified than the Honorable Gina Abercrombie-Winstanley, of Ohio, to represent the United States in this critical country at this critical time.

Born in Cleveland, she attended Cleveland Heights High School, where she studied Hebrew, an education reinforced by the culture of Orthodox Judaism that shaped the neighborhood of Cleveland Heights where she was raised. During high school, she first traveled to the Middle East on a student exchange trip from 1978–79, coinciding with Egyptian President Anwar Sadat’s historic visit to Jerusalem. After graduating, she earned a B.A. from George Washington University. She then became a Peace Corps volunteer in Oman and continued her public service as a Presidential Management Fellow at the United States Information Agency. After earning her M.A. in International Relations at the School of Advanced International Studies at Johns Hopkins in 1985, Abercrombie-Winstanley joined the U.S. Foreign Service.

Her Foreign Service career has taken her from Baghdad during the Iran-Iraq war, to Indonesia to Cairo, Tunisia to Tel Aviv. In 2002, during her service in Saudi Arabia, she was the first female Consul General and during the December 6, 2004, deadly al-Qaeda terrorist attack on the consulate, she was cited for acts of courage.

Her service abroad representing our country has been exceptional, as has her service here at home. She has served many vital posts across our national security apparatus—from the National Security Council to the United Nations to the State Department, working on challenging portfolios that include Egypt, Lebanon, Syria, and Jordan. From 1991–1993 she served as Special Assistant for Middle Eastern and African Affairs to Deputy and then later, Secretary of State Lawrence Eagleberger. And from 2008 to 2011 she served as Deputy Coordinator for Programs and Policy in the Secretary of State’s Office of the Coordinator for Counterterrorism.

Any career as a senior Foreign Service officer is difficult and demanding, and at the center of the challenging business of diplomacy. The Honorable Gina Abercrombie-Winstanley, of Ohio, has had a distinguished and decorated career mastering the delicate craft of that business. Her extensive knowledge and experience—from her high school days in Cleveland Heights to a diplomatic career in Washington and around the world—makes her uniquely qualified to be next United States Ambassador to the Republic Malta.

Senator DURBIN. And I understand that Senator Bill Nelson of Florida, our colleague, may wish to introduce Ambassador White. Senator Nelson, please proceed. Welcome to your lovely wife.

**STATEMENT OF HON. BILL NELSON,  
U.S. SENATOR FROM FLORIDA**

Senator NELSON. Well, thank you, Mr. Chairman, and to my colleague from Florida, Senator Rubio, not only I wanted to be here, but my better half, Grace Nelson, who is seated right here in the front row, wanted to be here to say a word about Pam White and also Linda Thomas-Greenfield, two real professionals.

We have known Pam longer because we first got to know her when she headed up USAID in Tanzania and then went to head up USAID in Liberia where Linda was the Ambassador. And Linda has just returned to the States for this new appointment just a couple weeks ago. Pam in the meantime—very unusual that a USAID top official then goes on and becomes Ambassador. And Pam has been the Ambassador to The Gambia for the last couple of years.

Now, why we wanted to be here is that in the good fortune that we have had—Grace and I—to travel over a good part of the world, especially the third-world countries. We have seen extraordinary public service particularly in third-world countries where a heart for service is so important. And indeed, that is what we first noticed in Pam. And we saw that and it was obviously recognized, and then she was sent to Liberia as the head of USAID and had stellar results in both of those countries that we had seen her work product. And for that to be recognized by the State Department and then for her to ascend to the position of ambassador in another third-world nation and now for her to be nominated to come to the Western Hemisphere in the poorest country in the Western Hemisphere, Haiti, of which Senator Rubio and I particularly have considerable interest because of such a connection between Haitian Americans, of which we have a substantial community in Florida, and the people of Haiti.

Haiti continues to need a lot of help. They are still coming through the ravages of the earthquake, and Haiti still needs a lot of help as they try to modernize into a functioning government. And I think that this present President Martelly is really trying. We have got to have a strong presence there representing the United States as he continues to try to reform that country. And so I could not give you a higher recommendation for someone to be one of our ambassadors, particularly to a country that is so important to the United States as Haiti is in the Western Hemisphere.

I would just say, in passing, about Ambassador Thomas-Greenfield that her record is stellar. The fact that she has been there in Liberia, this little struggling country headed by a woman, Mrs. Sirleaf, Helen Johnson Sirleaf, and how she has tried to take that country that was so, so accustomed to corruption and start turning it and how she has been successful and even so in the point of just being reelected.

So I come here as your colleague to share with you my personal comments, and I thank you for the opportunity, Mr. Chairman.

Senator DURBIN. Thank you very much, Senator Nelson. You are obviously invited to stay as long as you can, but I know your sched-

ule may call you off to another place. But we thank you for your introductions and testimony today.

I am going to say a few words about each nominee, then give my colleague, Senator Rubio, a chance, then turn this gavel over to Senator Menendez. Statements will be made, questions asked, and we will proceed with the hearing.

I visited Haiti earlier this year. It was not my first visit. It is sadly the poorest nation in our hemisphere. The international community showed an amazing outpouring of generosity after the terrible earthquake, but there is a lot of work that remains to be done.

I saw a sprawling displaced persons camp in Port-au-Prince, and I saw what just a small amount of money well spent might do. An organization, an NGO, known as GHESKIO, invited us to come over for a tour. We met Dr. Marie Deschamps, and as she walked me through, she showed me a well that had been drilled right on her property 600 feet down and was now providing clean drinking water, which they treated with chemicals to make sure it was even safer, clean drinking water for 120,000 people. And she said thank you because America built that well. And I said, where did it come from? And she explained and I finally realized it was a program that I had created in the name of Paul Simon, my predecessor, who wrote a book over 25 years ago about the shortage of water in the world. And we created the Paul Simon Water for the Poor Act. We funded it with an amount which by Federal standards is small change, about \$25 million or \$30 million. And I asked her how much did it cost to build your well, and she said about \$28,000 to supply clean drinking water for 120,000 people in a country that is plagued with cholera. It is an indication where money well spent can make a difference, but it is an indication of the dramatic need in a poor country like Haiti.

Amid these challenges, I have no doubt Ambassador White will display the commitment and versatility necessary to help move Haiti forward. She follows a great individual who represented the United States several times as Ambassador, Ken Merton. He is really one of the extraordinary public servants I have met, a hard act to follow, but I know you will do well.

Let me say a final word about your service in Gambia. I have been trying for years—literally for years—to secure the release of a Gambian journalist, Ebrima Manneh, who was taken into custody in 2006 by Gambian security personnel. Shamefully he was held incommunicado and has not been heard of since. I fear he may have died in custody.

His disappearance was symbolic of the troubling record of press freedom in Gambia, and despite request of human rights organizations and several Senators, the Gambian Government refused to account for him.

And then early last year, there was a breakthrough when Gambian President Jammeh formally requested a U.N. investigation into his disappearance and death. Ambassador White has been a tireless partner in this effort, and I thank you so much for standing up for American values in this request.

Linda Thomas-Greenfield served as U.S. Ambassador to Liberia, as has been mentioned, since 2008; before that, worked at the



Department of State and the Secretary for the Bureau of African Affairs, Refugee Counselor. She holds a B.A. from Louisiana State University and an M.A. from the University of Wisconsin.

If confirmed Director General of the Foreign Service, Ambassador Thomas-Greenfield will be responsible for recruitment, assignment, evaluation, promotion, discipline, career development, and retirement policies for the State Department's Foreign Service and Civil Service employees. It is a big responsibility. Foreign Service officers constantly embrace new challenges and hardships, including family separation, and it is important that the Director General is able to address those needs from personal experience.

Gina Abercrombie-Winstanley has served as Deputy Coordinator Counterterrorism at the Department of State since 2008. Prior to that, she served as the Director of the Office of Egypt, Syria, Lebanon, and Jordan at the State Department. She has also served as Policy Advisor at the Department of Defense and Director at the National Security Council. Ms. Abercrombie-Winstanley attained her B.A. from George Washington University and M.A. from Johns Hopkins.

A seasoned diplomat, her nomination to serve as Ambassador to Malta is a fitting followup to her work on counterterrorism efforts and leadership in the Middle East. Malta's role and counsel during the courageous uprising in Libya was representative of this tiny nation's large impact on the world. If confirmed, Ms. Abercrombie-Winstanley will be vital in reaffirming the strong friendship and partnership between Malta and the United States.

And before inviting your opening statements, I will turn to my colleague, Senator Rubio.

**STATEMENT OF HON. MARCO RUBIO,  
U.S. SENATOR FROM FLORIDA**

Senator RUBIO. Thank you, Senator Durbin. I appreciate the opportunity to be here as well on three important nominations.

The first, of course, is to Haiti which I visited for the first time in January of this year. I am impressed by the resilience of a people that have faced extraordinary struggles even before an earthquake, but yet have optimism about the promise of the future and the opportunity we have working together with the people of Haiti to help them build that future for themselves.

There are tremendous opportunities there for the hemisphere if, in fact, Haiti can turn the corner and build for themselves a more prosperous society and a more functional government. And the United States can provide invaluable assistance in that regard. I think Senator Durbin outlined just one program that we would like to be involved in, and there are others that are out there that we are already involved in that have proven to be a great success. We look forward to hearing from you about some of your ideas in that regard.

Ambassador Thomas-Greenfield comes very highly recommended, and from everything I have read in her record, you have a lot of people speaking very highly of you. And you have a very important job. In the next few months, you will have the responsibility of recruiting and assigning, evaluating, promoting, disciplining, being involved in the career development and retirement policies. It

sounds like a lot of work. So we look forward to hearing about your plans as well.

And last, but not least, Gina Abercrombie-Winstanley of Ohio. I have a letter here if I could have unanimous consent to submit on behalf of Senator Lugar in support of your nomination.

Senator MENENDEZ [presiding]. Without objection.

Senator RUBIO. Thank you, Mr. Chairman.

I had the opportunity to visit Malta I think in September of last year. We had gone to Libya. They did not want us to stay overnight in Tripoli, so we stayed overnight in Malta, got to meet the leaders there and got to spend some time in the nation, and grew to really understand its strategic importance in the region as a gateway between North Africa and the Middle East and Europe, but also an important ally. Though they are not a member of NATO, they have been such an important partner in so many of the operations that NATO has undertaken and I think will play a critical role in the months to come as the Libyan people struggle to reach, for example, their own democratic aspirations. So it is an important relationship. It is not often talked about.

And by the way, I was also very impressed with their economic development and their economic prosperity which I think serves as an example to the region as well.

So, again, it is not a station that people talk about. It does not wind up in the newspapers a lot. That does not mean it is not of value and strategic importance to the United States and to our allies in Europe and in North Africa and in the region. And so we look forward to hearing your testimony as well about your plans in regard to that assignment.

So thank you very much, all three of you, for your service to our country and for being here today.

[The letter to Senator Lugar from retired U.S. Ambassador Douglas W. Kmiec in support of Gina Abercrombie-Winstanley follows:]

PEPPERDINE UNIVERSITY,  
SCHOOL OF LAW,  
Malibu, CA, March 14, 2012.

Hon. RICHARD LUGAR,  
*Ranking Minority Member,  
Senate Foreign Relations Committee,  
Washington, DC.*

DEAR SENATOR: I understand that the Senate Foreign Relations Committee will today take up the nomination of Gina Abercrombie-Winstanley, as my successor for the post of U.S. Ambassador to the Republic of Malta.

I wish to formally encourage the committee to act favorably on Ms. Abercrombie-Winstanley's nomination.

While the nominee's schedule in preparation did not allow her to accept my offer of assistance or briefing, and thus, I cannot say that I know Ms. Abercrombie-Winstanley personally, she is well thought of by my former DCM, Richard Mills, who is an excellent judge of diplomatic talent, and it is patent that she has strong credentials as a career Foreign Service officer.

Of course, I stand ready to be of assistance to the Ambassador-designate or the Department of State at any time. With the nature of the entire region being in political transition, it is important for our new Embassy compound there to be alert and fully functioning.

Senator, I would take it as a kindness if you would submit this letter of positive endorsement for the record. It is a matter of completeness and fairness since the committee should draw no adverse inferences with respect to this dedicated public servant by virtue of the unfortunate White House silence that both your inquiry, and my own, received inquiring as to why efforts devoted to interfaith diplomacy

were allowed to be mischaracterized as “outside the scope of U.S. interests.” As you remember, having thoughtfully attended my swearing in, the President’s director of the Office of Faith-based Initiatives highlighted the significance of interfaith efforts in this pivotal part of the world as part of the “special Presidential logic” behind my appointment. Given the interest expressed by the “Arab Spring nations” in fashioning new governmental structures of a nature that will honor democracy and religious freedom, the need for sensitive, interfaith efforts to promote understanding and respect across the Abrahamic traditions is greater today than it was 2 or so years ago at the beginning of my service.

Parenthetically, I am pleased to report that in discussions even today my dedication to meeting this need did not end with the conclusion of my own service. While announcement would be premature, agreement will likely soon be reached establishing a joint program between several fine U.S. universities (including my home institution of Pepperdine University which for the 8th consecutive year was ranked as the number 1 dispute resolution program in the country by U.S. News and World Report) and the University of Malta. This joint venture will be devoted to Graduate study in an understanding of Hebraic, Christian and Islamic traditions as well as dispute resolution methodologies that can be employed both by State Department personnel and NGOs.

At this positive moment of transition, it is also appropriate for me to bring to the committee’s attention the fine work of the American and locally engaged staff in the Embassy over the last several years. As the IG found in the overall high evaluation given Embassy-Valletta, there were, as I recall, fewer areas needing improvement than there were inspectors. While it is invidious to single people out by name, some service was of such impressive dimension, I ask that special note be made of the work of Lenese Walls, my office administrator, DCMs Rick Mills, Jason Davis, and Arnie Campbell; our effective and highly respected Defense Attaché (Commander Jane Moraski; Lt. Commanders J. Phillip Webb, Sean Schenk, and Greg Tozzi); NCIS detailee, Matt Cummings, and Consular officer Tracy Brown. The work of the Bert Hernandez and his staff on matters of regional security is most noteworthy as well and in an appropriate forum deserves commendation.

All of these personnel assisted in maintaining our maritime safety and security center, and associated search and rescue training, undertaken in partnership with the Armed Forces of the Republic of Malta. These preparations, ever observant of the value deeply held by Malta of constitutional neutrality, became invaluable when it was necessary to act with dispatch to rescue American personnel from Embassy-Tripoli along with several hundred citizens of other nations in the face of the violence that erupted there in February 2011. The rescue which depended in part upon the diplomatic negotiation of the use of a private catamaran, was a success noted by Secretary Clinton personally when she visited Malta this past October. Our rescue capability was unquestionably enhanced by the generous humanitarian assistance supplied by Malta to all concerned, and in particular to those few evacuees who suffered injury in the face of the gale-force-5 storm experienced en route away from the unpredictable shooting environment on shore.

Finally, I wish to give recognition to the Embassy staff before your committee for the following matters of some importance as a result of U.S. initiative between 2009 and 2011:

- Completion of a \$125.5 million new Embassy compound.
- Signing of an enhanced security agreement, training and equipment with the Malta International Airport.
- Signing of enhanced security agreement with Malta Customs, as well as accompanying training and equipment.
- Ratification of the Avoidance of Double Taxation Treaty.
- Organized fundraisers for the needs of refugees who landed in Malta because of the violence in North Africa, including one memorable event with Actor Martin Sheen who premiered the movie, “The Way” for the humanitarian effort.
- Hosted the U.S. Secretary of the Navy and Leadership of the Sixth Fleet.
- Conference on Protection of Intellectual Property.
- Drafting of the first strategic plan for north-south engagement in the Mediterranean.
- Planning and instruction associated with U.S.-EU-Mediterranean Maritime Training Conference.
- Support for the resettlement of several hundred migrant families.
- Multiple efforts to advance a fuller understanding of the usefulness and advantages of SOFA.
- Day-to-day meetings and cables with diplomatic counterparts and the Foreign Minister, as needed.

- Welcomed congressional delegation as well as numerous foreign visitors, including His Holiness Benedict XVI.
- Renewal of the visa waiver program.
- Secured funding for alternative energy photo voltaic project at NEC.
- Helped institute skills training and English language courses for the migrant populations, especially those preparing for U.S. resettlement.
- Arranged for White House Chief of Staff Sununu (on site) and Secretary of State James Baker (via video) participation in the Mediterranean school of diplomacy conference marking the 20th anniversary of the end of the cold war and the Bush-Gorbachev meetings related thereto in 1989.
- Made efforts to promote interfaith dialogue and diplomacy surveys and conference planning.
- Promoted with conference presentation and public diplomacy: gender opportunity and equality.
- Successfully arranged with the Prime Minister for a high-level task force to address human trafficking; negotiated a new arrest protocol, with the expert assistance of Thomas Yeager, the Embassy political, economic, and cultural officer, focusing on identifying the slave trader, rather than prosecution of coerced victims; Mr. Yeager, by the way, came to the Department of State after 30 years of service in the U.S. Navy and his energy, preparation, and judgment reflected both his patriotic spirit and thorough nature.
- Arranged for U.S. educational/public diplomacy visits of members of the Maltese judiciary as well as leaders of the major political parties in Malta.
- Continued the full utilization of Fulbright scholars in the life of the Embassy and public diplomacy.

Senator, it was an honor to serve our Nation in the Republic of Malta. I count many Maltese citizens today as life-long friends, from President George Abela to the many who worshipped with me in morning Mass as I sought to visit the 365 Catholic churches on the main island as well as Gozo. I am pleased to report that relations between our two nations remain especially strong. Friendship and cooperation in virtually all matters, including the serious application of trade sanctions as needed to address the unfortunate actions in Iran, has been readily offered and accepted.

I wish Ambassador-designate Abercrombie-Winstanley complete success, and I know the people of Malta will welcome her, as they did me, with "uncommon kindness."

Respectfully submitted,

DOUGLAS W. KMIEC,  
*U.S. Ambassador (ret.),  
 Caruso Family Chair in Constitutional Law & Human Rights, Pepperdine University.*

**OPENING STATEMENT OF HON. ROBERT MENENDEZ,  
 U.S. SENATOR FROM NEW JERSEY**

Senator MENENDEZ. Thank you, Senator Rubio.

Let me start off by thanking Senator Durbin for filling in for me. I regret that I could not be here at the very start of the hearing but I had two nominees of President Obama to be judges for the Federal District Court to present before the Judiciary Committee.

And I will truncate my opening statement. I appreciate that he has already introduced the nominees.

I remain concerned about the slow progress in Haiti. I am concerned about the lack of job opportunities for Hispanics and other minorities in the State Department and about Malta's facilitation by the use of its flag and its ports of Iran's cargo shipping line, IRISL.

You have all been nominated to positions that will allow you to influence these matters. So I look forward to hearing your assessments, goals, and objectives and to enter into a dialogue with you. We have your testimony.

I would ask each of you to summarize your statement in about 5 minutes or so. Your full statements will be included in the record. And with that, Ambassador White, we can start with you and then move down the line.

**STATEMENT OF HON. PAMELA A. WHITE, OF MAINE, TO BE  
AMBASSADOR TO THE REPUBLIC OF HAITI**

Ambassador WHITE. Thank you very much. It is a great pleasure to be here today. Thank you, Mr. Chairman. I am honored to appear before you today as President Obama's nominee to serve as the next U.S. Ambassador to the Republic of Haiti. I am grateful for the trust and the confidence President Obama and Secretary Clinton have placed in me by nominating me to this crucial post. If confirmed, I look forward to working with you on Haiti, a country with which the United States shares broad and deep and long-standing ties and one that many Americans, including me, care deeply about.

Mr. Chairman, with your permission, I would like to submit my written testimony for the record and make a few remarks.

I first want to thank Senator Bill Nelson for the honor of introducing me to the committee. I am grateful for his support. Senator Nelson has been to Haiti and he knows its issues well. That he supports my nomination as Ambassador to that country is a vote of confidence that I deeply appreciate. Thank you so much, Senator and Grace.

I understand that some here were at Congressman Donald Payne's funeral today, and I just want to add he was a hero of mine and I will miss him and I grieve for him.

I would like to thank my friends and family for attending this hearing. Some have my front, meaning that they are watching me this way from afar in Senegal and my parents in Maine and friends there, and some have my back. That is to say, they are in this room. My son Patrick, USAID, State friends, Director Williams of the Peace Corps, and the Spences from Chicago. And thank you.

Mr. Chairman, for 35 years, maybe even a tiny bit more, it has been my privilege and my pride to serve the United States. I began in a tiny village in Cameroon as a Peace Corps Volunteer. As an officer at USAID, I have served in numerous countries in Africa. As Mission Director for USAID in Mali, in Tanzania, and in Liberia, and as Ambassador to The Gambia, I have worked hard to ensure that diplomacy and development take their rightful place alongside defense as the core instruments for promoting United States interests.

And my USAID service took me to Haiti from 1985 to 1990. It was a troubled period with lots of coups and lots of violence. But my posting there left me with a deep and abiding admiration for the people of Haiti. I have seen how courageous they are. I have seen how hard they work. I have seen the fortitude they have displayed in bouncing back from political or natural disasters one after another. The resilience and the dynamism of its people are among the most valuable resources that Haiti possesses.

Secretary Clinton has called Haiti "a test of resolve and commitment," and that challenge extends to the country's leaders, to its people, to its donors, including the United States of America. We

must never lose sight of the fact that the success of that country is ultimately in the hands of Haitians themselves. We must recognize there are no quick fixes in building capacity in Haiti. It is going to take time.

It is of critical importance that we help strengthen, expand, and diversify Haiti's private sector. Without a healthy economy, Haiti will remain poor. It will remain dependent. And this truth has to drive our collaboration with the private sector, and our investment in initiatives that are truly sustainable. It is Haiti's leaders who must foster an environment conducive to economic development and prosperity because without responsive, accountable, and transparent governance, without the rule of law, without the proper laws to attract investment, without a fully functioning government, sustained development will not be possible.

If confirmed, I will press Haiti's leaders and its people on these key matters.

In our efforts to help Haitians build a better future, attention and support from Congress has been invaluable, and I thank you for that. If confirmed Ambassador to Haiti, I will look forward to working with you in addressing the country's crucial issues.

Haiti is often described as the poorest nation in the Western Hemisphere, and perhaps in terms of money, it is. But it is among the richest countries in terms of culture and history and courage. The great pride the Haitians feel for their remarkable country makes success not only achievable but believable. If confirmed, I will work hard with Haitians to make sure their endless sacrifices and the bravery of the people who suffered through that horrific earthquake are rewarded with a better quality of life and with renewed spirit.

I thank you.

[The prepared statement of Ambassador White follows:]

PREPARED STATEMENT OF AMBASSADOR PAMELA A. WHITE

Thank you, Mr. Chairman. I am honored to appear before you today as President Obama's nominee to serve as U.S. Ambassador to the Republic of Haiti. I am grateful for the trust and confidence President Obama and Secretary Clinton have placed in me by nominating me to this crucial post. If confirmed, I look forward to working with you on Haiti, a country with which the United States shares broad, deep, and longstanding ties, and one that, as we have seen in the past few years in particular, many Americans care about very deeply.

Mr. Chairman, for 35 years it has been my privilege and my pride to serve the United States. I began my government service in a tiny village in Cameroon as a Peace Corps Volunteer. As an officer for the U.S. Agency for International Development, I have worked and raised a family in numerous countries, including Ivory Coast, Niger, Burkina Faso, Senegal and South Africa. As Mission Director for USAID in Mali, in Tanzania and in Liberia, and as Ambassador to The Gambia, I have worked hard to ensure that diplomacy and development take their rightful place alongside defense as the core instruments for promoting United States interests abroad.

My USAID service also took me to Haiti, where I lived and worked from 1985 to 1990. It was a troubled period, with coups and violence, and a legacy of misrule the effects of which are felt to this day. But my posting also left me with a deep and abiding admiration for the people of Haiti. I have seen how courageous they are. I have seen how hard they work. I have seen the fortitude they have displayed in bouncing back again and again from political or natural disasters. The resilience and dynamism of its people are among the most valuable resources that Haiti possesses, and are key factors in United States involvement with that country.

Those strengths have repeatedly been put to the test in Haiti's often turbulent history, and seldom more severely than in the 2-plus years since the devastating

earthquake of January 12, 2010. Even before that catastrophe, in February 2009, Secretary Clinton identified Haiti as a foreign policy priority and initiated a comprehensive, whole of government review of the U.S. Government's engagement with that country. The earthquake, with its staggering human and material losses, gave added urgency to our efforts.

Secretary Clinton has called Haiti "a test of resolve and commitment," and that challenge extends to the country's leaders, to its people, and to donors, including the United States. We must never lose sight of the overriding fact that, as committed as we are to Haiti, the success of that country is ultimately in the hands of the Haitians themselves. We can help plan, encourage, and support, but goals must reflect the priorities that the government and people of Haiti have identified, and on which they are leading the way.

In order for Haiti to be able to take the lead, the United States and other donors must equip key Haitian ministerial and government institutions with the capacity they need to manage funds, people, projects, and procurement. If the Haitian Government cannot deliver basic services to its people, there will continue to be the inefficiencies and crisis of confidence that have hampered development for decades. We must recognize that there are no quick fixes or shortcuts in building capacity in Haiti's governmental and nongovernmental sectors; the process requires a long-term commitment on our part.

We must also recognize the risk of spreading our engagement too thin to have lasting impact. The United States has focused additional attention on specific sectors and areas, with other donor partners concentrating on other areas in which they are more specialized. Today, we are supporting Haiti as partners in four sectors and working in three defined geographic regions. Together with Haitian and international partners, we seek to diminish and remove the most significant impediments that have limited Haiti's economic growth and development.

Some ask what the United States assistance has achieved, especially since the earthquake. While progress has been slower than we or the Haitian people would like, there have been tangible accomplishments. First, we helped save lives and ameliorated the worst effects of the earthquake and the cholera epidemic. As of March 1, the U.S. Government had built 28,653 transitional shelters in Haiti, repaired 6,002 damaged houses to shelter 8,102 households, provided hosting support to 26,523 households, and provided rental vouchers to roughly 1,200 households, thereby housing over 322,000 individuals. These efforts, along with support from the international community, have reduced the number of internally displaced people living in camps from roughly 1.5 million to 490,545 since the summer of 2010. In addition, our efforts have removed 2.31 million cubic meters of rubble—almost half of all the rubble that has been removed.

With Haiti's most pressing humanitarian needs being addressed, the United States has increasingly shifted its assistance toward the country's longer term development. Gaps and shortfalls must be filled in order to foster stability and economic growth in Haiti. The country requires critical infrastructure, an efficient and reliable energy sector, a modernized agricultural sector capable of serving both domestic and export markets, internationally competitive ports, an accessible system of health care and facilities that goes beyond meeting emergency needs, and a policing and justice system that serves the needs of its people. We are working with Haitian and international partners in a Haitian-designed and -led process to meet those needs.

The United States is responding to Haiti's desire for regional investments that support the development of economic corridors outside of Port-au-Prince. In particular, we have targeted some of our most significant investments in one of Haiti's poorest regions in the North. Working with partners from the private sector, bilateral and multilateral stakeholders, nongovernmental organizations, and Haiti's national government and local governments, we have broken ground on what will be one of the largest industrial parks in the Caribbean, at Caracol on the country's north coast. The initiative will transform one of Haiti's poorest regions, creating 15,000 new jobs that should grow to 20,000 jobs by 2016. The project also includes new housing settlements for 25,000 people complete with electricity, water, social services, and job opportunities nearby. The plans also encompass a state-of-the-art container port, an upgraded energy system to provide reliable electricity for 100,000 people and businesses; and rehabilitated health clinics and reference hospitals in the region. At the same time as we seek to create opportunities in industry, we are also working to support the agricultural sector, from which more than 60 percent of Haitians derive income, by increasing farmers' access to credit and linking smallholder farmers to viable markets and improving farm incomes and productivity. Our work in the agricultural sector will also serve to address some Haiti's

environmental problems and induce farmers to remain in rural areas, instead of flocking to Port-au-Prince.

The examples I have just cited reflect the critical importance the United States attaches to helping Haiti strengthen, expand, and diversify its economy. It is indisputable that no long-term development goals in Haiti can be sustainable without the growth of the private sector. The people of Haiti need that if they are to see improvement in their quality of life; the Government of Haiti needs that if it is to develop a tax base that will allow Haiti and not donors to fund essential social services. Regardless of our efforts in other areas, without a healthy economy Haiti will remain poor and dependent, and this truth has to drive our collaboration with the private sector and our investment in initiatives that are truly sustainable.

The United States is addressing assistance obstacles from our end, such as bringing our staffing up to needed levels and providing additional procurement resources. Our pace of programming is accelerating. We are working to ensure that requirements such as environmental assessments and seismic data are met in order to carry out our projects successfully. We are taking steps to increase local contracting as more of our reconstruction programs are designed and awarded, and are making headway in putting solicitations out for competitive bidding as quickly as possible.

This brings us back to the indispensable ingredient of Haitian ownership of its recovery. It is Haiti's leaders who must foster a political, societal, and economic environment conducive to economic development and prosperity, because regardless of how much stakeholders invest in Haiti, without responsive, accountable, and transparent governance; without just application of the rule of law; without new laws and changes in existing ones to attract investment; and without a fully staffed and functioning government in every branch, sustained development will not be possible.

High expectations lifted President Michel Martelly into office. It will now take hard work and dedicated people on all sides to translate those hopes into results and help Haiti fulfill its ambitions. The Parliament's recommendation and President Martelly's recent appointment of justices to Haiti's Supreme Court provide meaningful leadership to the judiciary and are cause for hope. We are also encouraged by the Martelly administration's steps to tackle corruption in the crucial energy sector. The respected U.S. Government-financed turnaround management team that his administration appointed to the serve at the state-owned electric company has already identified \$1.6 million a month in savings by rooting out waste, fraud, and corruption. Last week the Government of Haiti signed a far-reaching agreement with the management team to achieve ambitious targets in improving the utility's financial viability and expand the number of customers served.

The resignation of Prime Minister Garry Conille on February 24 comes as a setback to development, as Haiti once again risks being left without a fully functioning government able to tackle the many development challenges it faces. Haiti needs a government fully engaged in development decisions with the will to make choices and speed up the formal approval process. Haiti also needs a government that can reassure donors that it is on the path to strengthening the rule of law, ending a culture of impunity, showing no tolerance for corruption, and reaffirming its commitment to democracy by ending the inexcusable delays in holding elections. This is the moment that requires making tough choices and putting policy before politics. If confirmed, I will press Haiti's leaders and its people to show through actions their commitment to democratic values and a genuine openness to business.

In our efforts to help Haitians build a better future, the sustained attention and concrete support we have received from Congress have been invaluable, and I thank you for them. There is widespread understanding on Capitol Hill of why Haiti is important to the United States: its proximity to our country, the extensive personal and historical ties between the two nations, the value of a more stable and prosperous partner in the Caribbean, the risks posed by potential trafficking or refugee flows. If confirmed as Ambassador to Haiti, I look forward to working with you in addressing these crucial issues.

It would be a mistake to understate the scale of the challenges facing Haiti, or the need for a long-term commitment in order to achieve lasting progress. But the news from Haiti is by no means all negative. According to a recent Gallup poll, Haitians rate their lives better now than they did before the earthquake. Haitians' optimism is evident in a number of other areas as well, including the highest confidence in government institutions on record.

Haiti is often described as the poorest nation in the Western Hemisphere. But it is not when it comes to the resilience and creativity of its people and its natural economic potential. It is among the richest in terms of history and culture and courage. The great pride the Haitians feel for their remarkable country makes success achievable and believable. If confirmed by the Senate, I will do my utmost to give Haitians and Americans both further cause for hope and optimism about Haiti.



Senator MENENDEZ. Thank you, Ambassador.  
Ambassador Thomas-Greenfield.

**STATEMENT OF HON. LINDA THOMAS-GREENFIELD, OF LOUISIANA, TO BE DIRECTOR GENERAL OF THE FOREIGN SERVICE**

Ambassador THOMAS-GREENFIELD. Thank you, Mr. Chairman. Mr. Chairman and distinguished members of the committee, I am honored to appear before you today as President Obama's nominee to be the next Director General of the Foreign Service and Director of Human Resources at the Department of State.

If confirmed as Director General, I would be responsible for managing the recruitment, assignment, welfare, professional development, promotion, and retirement of the Department's Civil Service, Foreign Service, locally employed staff, and others who work at the State Department.

Since my return from Liberia as chief of mission just 2 weeks ago and reengagement within the Department, I have been reminded of the huge breadth of the Bureau's activities. I am excited by the opportunity to strengthen the security and prosperity of our Nation by leading and building an effective civilian workforce.

For 30 years, I have had the pleasure and the honor of working alongside talented State Department employees serving at our overseas missions and in the Department here in Washington and around the United States. I am proud to count many of them as my friends and all of them as my colleagues. They, like me, are pleased that the Department of State in 2011 once again ranked in the top 10 among large Federal agencies in the Best Places to Work in the Federal Government. It really is a great place to work.

Mr. Chairman, I would like to take the opportunity to introduce my family: my husband, Lafayette Greenfield, a retired Foreign Service specialist; our daughter, Lindsay, who recently joined the 123d Foreign Service Specialist class; and our son, Deuce, who also grew up in the Foreign Service and now is in law school. And we are very much a Foreign Service family.

Of course, the nature of the service has changed dramatically since I joined 30 years ago, with those changes accelerated by the events of 9/11. Sixty-five percent of all State overseas positions are now at hardship posts, and two-thirds of our diplomats abroad are serving in those difficult posts. They willingly face hardship and risk for the honor of serving their country and the opportunity to make a difference.

Like the Secretary, I believe these men and women are some of the most courageous, hard-working, and capable people I have ever met. They and their families deserve our support and, if confirmed, I will work hard to ensure that they have what they need to do their jobs well.

One of the Secretary's highest priorities is increasing the size of the State Department's staffing by 25 percent. This is a hiring initiative known as Diplomacy 3.0, for Diplomacy, Development, and Defense, representing the three pillars of our foreign policy.

With 3.0, the Department has been able to fill some of its vacant positions as well as to fund new positions in support of our highest foreign policy priorities. It has also enabled us to double the size

of our training complement. In 2011, we were able to increase the number of positions filled by language-qualified employees from 62 percent to 70 percent.

Recruiting a talented workforce that is truly reflective of the diversity of America is also critical to our staffing and I know important to you, Mr. Chairman. I am eager and I am energized to lead this effort, and if confirmed, ensure that we have the skills, the innovation, and diversity necessary to advance our Nation's interests.

The Department has made a great deal of progress, but more needs to be done to ensure that the Foreign Service reflects the face of America. We must continue to work wholeheartedly toward this goal.

We must also focus on assigning our men and women to posts and positions where they can best achieve our highest foreign policy goals. I would note this year that the Department is on track to fill over 800 positions in Afghanistan, Iraq, and Pakistan. I have no doubt that Foreign Service employees will continue to step forward and volunteer for these tough assignments as they have done in the past. If confirmed, I will work with others in the Department to help these dedicated public servants and their families manage these high-stress assignments.

Over 10,000 Civil Service colleagues provide the critical Washington base of support, along with 56,000 locally employed staff worldwide, to keep our embassies and consulates functioning effectively. If confirmed, I will continue to develop and manage programs to fully utilize all of our staff, and I will also work to ensure that they are compensated fairly for their contributions to our mission.

Foreign Service overseas comparability pay remains a management priority. This is a basic fairness issue. Foreign Service employees' base pay should not be reduced when they serve overseas.

In closing, Mr. Chairman, I am pleased to have the opportunity to address you and members of the committee, and if confirmed, I ask for help in ensuring that we are able to strengthen American diplomacy through our greatest resource, its people.

I will provide a more detailed written statement for the record.

Thank you very much.

[The prepared statement of Ambassador Thomas-Greenfield follows:]

PREPARED STATEMENT OF AMBASSADOR LINDA THOMAS-GREENFIELD

Mr. Chairman and distinguished members of the committee, I am honored to appear before you today as President Obama's nominee to be the next Director General of the Foreign Service and Director of Human Resources at the Department of State. I am gratified and humbled that President Obama and Secretary Clinton have chosen me for this key position.

If confirmed, I look forward to rejoining the HR Bureau where I once served as Staff Assistant 20 years ago. As Director General, I would be responsible for managing the recruitment, assignment, welfare, professional development, promotion, and retirement of the Department's Civil Service, Foreign Service, Locally Employed staff, and others who work at the State Department. Since my return from Liberia as chief of mission just 10 days ago and reengagement within the Department, I have been reminded of the huge breadth of the Bureau's activities. I am excited by the opportunity to strengthen the security and prosperity of our Nation by leading and building an effective civilian workforce.

For 30 years, I have had the pleasure and the honor of working alongside talented, dedicated Foreign Service and Civil Service employees, Locally Employed

staff, Family Members, and contractors serving at our overseas missions and in the Department here in Washington and around the United States. I am proud to count many of them as my friends—and all of them as my colleagues. They, like me, are pleased that the State Department in 2011 once again ranked in the top 10 among large Federal agencies in the “Best Places to Work in the Federal Government” ranking. It is a great place to work.

Mr. Chairman, I would like to take the opportunity to introduce my husband, Lafayette Greenfield, a retired Foreign Service Specialist; our daughter, Lindsay Greenfield, who recently joined the 123rd Foreign Service Specialist class; and our son, Deuce Greenfield, who also grew up in the Foreign Service and is now in law school. I guess you could say that the Foreign Service is in our blood.

Of course, the nature of the Service has changed dramatically since I joined 30 years ago, with those changes accelerated by the events of 9/11. For instance, the number of positions deemed too dangerous for family members to accompany has grown from approximately 200 in 2001 to over 1,300 today. In addition, 65 percent of all State overseas positions are now at hardship posts, facing crime, pollution, and other challenging living conditions. Two-thirds of our diplomats abroad are serving in those difficult posts. They willingly face hardship and risk for the honor of serving their country and the opportunity to make a difference. This puts a tremendous burden on our families.

Like the Secretary, I believe these men and women are some of the most courageous, hard-working, and capable people I have ever met. They and their families deserve our support and, if confirmed, I will work hard to ensure they have what they need to do their jobs well.

One of the Secretary’s highest priorities is increasing the size of State’s diplomatic staffing by 25 percent. This is the hiring initiative known as “Diplomacy 3.0” (D 3.0)—for Diplomacy, Development, and Defense—representing the three “pillars” of our foreign policy strategy.

With D 3.0 hiring, the Department has been able to fill some of its vacant positions as well as to fund new positions in support of our highest foreign policy goals. It has also enabled us to double the size of our training complement, which enabled more overseas positions to remain filled while replacements received required language and functional training. Because of this much needed influx in resources that allows us to train, in 2011 we were able to increase the number of positions filled by language-qualified employees from 62 percent to over 70 percent.

Recruiting a talented workforce that truly reflects the diversity of America is critical to our staffing efforts. I am eager and energized to lead this effort, if confirmed, and ensure that we have the skills, innovation, and diversity necessary to advance our Nation’s interests.

Aggressive recruitment outreach including through social media, has contributed to diversity recruitment gains. For instance, from 2005 to present African-American takers of the Foreign Service Officer Test increased 61 percent, Hispanics 82 percent; and women 131 percent. Pass rates for these groups increased 112 percent, 172 percent, and 131 percent respectively. And, hiring of African-Americans increased 36 percent and hiring of Hispanics increased 43 percent. The Department has made a great deal of progress, but we must continue to work wholeheartedly toward this goal.

We must also focus on assigning our men and women to posts and positions where they can best achieve our highest foreign policy goals. This year, the Department is on track to fill over 800 positions in Afghanistan, Iraq, and Pakistan.

I have no doubt that dedicated Foreign Service employees will continue to step forward and volunteer for these tough assignments, as they have done in the past. If confirmed, I will work with others in the Department to help these dedicated public servants and their families manage these high-stress assignments.

Over 10,000 Civil Service colleagues provide the critical Washington base without which our embassies and consulates could not function effectively. Many of them volunteer to go overseas to difficult posts. They contribute to almost every aspect of the Department’s operations from human rights to narcotics control to trade to environmental issues. They are also the domestic counterparts to consular officers abroad, issuing passports and assisting U.S. citizens in trouble overseas. To maximize our effectiveness, we must increase our flexibility to deploy employees where most needed. Therefore, we are creating more opportunities for Civil Service employees to work overseas.

Of the approximately 56,000 Locally Employed (LE) staff employed worldwide by all U.S. agencies overseas under chief of mission authority, nearly 45,000 work for the Department of State. These loyal colleagues are a key component of our mission. They have been at our embassies the longest, and they perform dozens of essential functions that keep our missions open even under the most difficult circumstances.

If confirmed, I will ensure that we continue to develop and manage programs to fully utilize our local staff. I will also work to ensure they are compensated fairly for their contributions to our mission.

Foreign Service Overseas Comparability Pay (OCP) remains a management priority. This is a basic fairness issue; Foreign Service employees' base pay should not be reduced when they serve overseas. If OCP is taken away in the future, we know it will not only impact our employees' morale and salaries, but also their retirement. I look forward to working with you, Mr. Chairman, and other members of the committee to ensure that does not happen.

I am pleased that the Department of State ranks high as an ideal employer. If confirmed, I will do all that I can to make it an even better, more "family friendly" employer, and more representative of the face of America.

In closing, Mr. Chairman, I am pleased to have the opportunity to address you and the members of the committee. If confirmed, I ask for your help in ensuring that we are able to strengthen American Diplomacy through our greatest resource—our people. I look forward to helping the Secretary ensure that the Department and its people are ready to meet our foreign policy challenges and objectives.

Senator MENENDEZ. Thank you, Ambassador.  
Ms. Winstanley.

**STATEMENT OF GINA K. ABERCROMBIE-WINSTANLEY, OF OHIO, TO BE AMBASSADOR TO THE REPUBLIC OF MALTA**

Ms. ABERCROMBIE-WINSTANLEY. Mr. Chairman and members of the committee, it is a privilege to appear before you today as President Obama's nominee to serve as the United States Ambassador to the Republic of Malta. I am honored by the confidence placed in me by President Obama and Secretary Clinton.

I would also like to thank Senator Brown for his introductory statement.

If confirmed, I look forward to working with this committee and the Congress in advancing U.S. interests in Malta.

I am delighted and proud to be accompanied today by members of my family: my husband, Gerard, and my daughter, Kara. I am also joined by my brother, John; my sister, Navy captain retired, Lynne Hicks; and my brother-in-law, colonel retired, Larry Hicks. I am also supported today by many friends and loved ones.

My family has personal connections to Malta. My father-in-law made many stops there as a naval officer during World War II and my niece studied nursing in Malta at St. Luke's Hospital for Nursing.

After 27 years in the Foreign Service, I believe my experience developing and implementing policy on counterterrorism issues with European, African, and Middle Eastern partners, as well as advancing U.S. interests on a bilateral basis in the Middle East, will enhance my effectiveness as chief of mission, should you decide to confirm me.

Malta is a valued European partner, often serving as a bridge between the West and the Middle East. I have a unique background to strengthen the relationship between the United States and Malta. This includes my service in the Middle East as Consul General in Jeddah, Saudi Arabia and tours in Iraq, Israel, and Egypt, as well as my tenure as Director of Near East, South Asian Affairs at the National Security Council at the White House, and as a professional staff member, a proud one, working for this committee under then Ranking Member Biden.

Over 50 years ago, Malta's courageous resistance during World War II prompted Franklin Delano Roosevelt to refer to Malta as a

nation that stood alone but unafraid in the center of the sea, one tiny bright flame in the darkness. Malta is small in size but has never backed away from occupying a large role when history has called upon it. We have seen this recently in its commendable actions in support of the aspirations of the people of Libya.

As we recently witnessed, Malta's strategic location in the Mediterranean Sea is important to both global security and international commerce. Last February when U.S. citizens and others were evacuated from Libya to Malta, the Maltese Government assisted 20,000 evacuees from 90 countries, including more than 200 American citizens. Maltese officials and the U.S. Embassy in Valletta worked side by side to arrange emergency and humanitarian services to meet evacuees as they arrived in Malta and assist in their onward travel.

Though not a member of NATO, Malta provided emergency landing services for NATO planes and cooperated closely with NATO on its maritime embargo. Malta authorized thousands of overflight requests in support of Operation Unified Protector, free of charge and at a substantial cost to its ability to route lucrative commercial traffic.

Malta has offered to be a hub for all humanitarian assistance to Libya.

On the trade and investment front, the recently ratified double taxation agreement bolsters the already strong economic relationship between the United States and Malta by fostering greater investment in trade. The United States is Malta's second-largest trading partner outside of the EU. American firms directly employ over 2,000 people in Malta, not counting the several thousands who work for U.S. franchises. In the small nation, that means 1 out of every 50 Maltese workers is employed by an American company.

Malta shines as a beacon of peace and economic success in the southern Mediterranean and is ready to provide essential assistance and know-how to its transitioning North African neighbors.

As a career Foreign Service officer, my life's work has been to strengthen our great country's political and economic ties with other nations and to achieve results through mutual understanding, communication, and cooperation. If confirmed, I pledge to do everything I can to lead an Embassy that represents the finest values of the United States and to advance American interests by strengthening the bonds between the United States and Malta.

Mr. Chairman and members of the committee, thank you for this opportunity to appear before you, and I would be pleased to answer any questions you have.

[The prepared statement of Ms. Abercrombie-Winstanley follows.]

PREPARED STATEMENT OF GINA K. ABERCROMBIE-WINSTANLEY

Mr. Chairman and members of the committee, it is a privilege to appear before you today as President Obama's nominee to serve as the United States Ambassador to the Republic of Malta. I am honored by the confidence placed in me by President Obama and Secretary Clinton. If confirmed, I look forward to working with this committee and the Congress in advancing U.S. interests in Malta.

I am delighted and proud to be accompanied today by my family: my husband, Gerard, my son, Adam, and my daughter, Kara. I am also joined by my brother, John, my sister, Lynne Hicks, a retired Navy Captain, and my brother-in-law, Larry Hicks, a retired Colonel. I am also supported today by many friends and loved ones. My family has personal connections to Malta: my father-in-law made many stops

in Malta as a naval officer during World War II, and my niece studied nursing in Malta at St. Luke's School of Nursing.

After 27 years in the Foreign Service, I believe my previous experience developing and implementing policy on counterterrorism issues with European, African, and the Middle Eastern partners, as well as advancing U.S. interests on a bilateral basis in the Middle East, will enhance my effectiveness as chief of mission, should you decide to confirm me. Malta is a valued European partner, often serving as a bridge between the West and the Middle East. I have a unique background to strengthen the relationship between the United States and Malta. This includes my service in the Middle East as Consul General in Jeddah, Saudi Arabia, and tours in Iraq, Israel, and Egypt, as well as my tenure as Director for Near East South Asian Affairs at the National Security Council of the White House, and as a professional staff member working for this committee under then-Ranking Member Biden.

Over 50 years ago, Malta's courageous resistance during World War II prompted Franklin Delano Roosevelt to refer to Malta as the nation that "stood alone but unafraid in the center of the sea; one tiny bright flame in the darkness." Malta is small in size but has never backed away from occupying a large role when history has called upon it. We have certainly seen this most recently in its commendable actions in support of the aspirations of the people of Libya.

As we recently witnessed, Malta's strategic location in the Mediterranean Sea is important to both global security and international commerce. Last February, when U.S. citizens and others were evacuated from Libya to Malta, the Maltese Government assisted 20,000 evacuees from 90 countries, including more than 200 U.S. citizens. Maltese officials and U.S. Embassy Valletta worked side by side to arrange emergency and humanitarian services to meet evacuees as they arrived in Malta and assisted in their onward travel. In addition, Maltese authorities waived passport and other entry requirements, easing the evacuees' burdens.

Though not a member of NATO, Malta provided emergency landing services for NATO planes and cooperated closely with NATO on its maritime embargo by providing manifests for Maltese-flagged ships. Malta authorized thousands of over flight requests in support of Operation Unified Protector free of charge, and at a substantial cost to its ability to route lucrative commercial traffic. Malta has offered to be a hub for all humanitarian assistance to Libya, and as such, the World Health Organization has asked it to serve as a base for its shipments.

On the trade and investment front, the recently ratified Double Taxation Agreement (DTA) bolsters the already strong economic relationship between the United States and Malta by fostering greater investment and trade. The United States is Malta's second-largest trading partner outside of the EU, accounting for approximately 5 percent of total trade, and American buyers account for approximately 9 percent of Malta's total exports. American firms directly employ over 2,000 people in Malta, not counting the several thousands who work for U.S. franchises. In this small nation, that means one out of every 50 Maltese workers is employed by an American company. These American businesses continue to grow stronger. For example, in the wake of the worldwide financial crisis, as a stimulus measure, Malta provided targeted government assistance of 0.7 percent of GDP to manufacturing firms in 2009. One of the companies which received assistance, U.S. parts manufacturer Methode Electronics, not only retained its American workforce in 2009, but increased employment in its Maltese subsidiary as well. American investment overseas is vital, and Malta works to the benefit of both countries.

Malta shines as a beacon of peace and economic success in the southern Mediterranean, and is ready to provide essential assistance and know-how to its transitioning North African neighbors. As a career Foreign Service officer, my life's work has been to strengthen our great country's political and economic ties with other nations, and to achieve results through mutual understanding, communication, and cooperation. If confirmed, I pledge to do everything I can to lead an Embassy that represents the finest values of the United States, and to advance American interests by strengthening the bonds between the United States and Malta.

Mr. Chairman and members of the committee, thank you for this opportunity to appear before you. I would be pleased to answer any questions that you may have.

Senator MENENDEZ. Well, thank you all very much.

Let us also welcome your family and friends because service, of course, is a demand upon families, and we appreciate them being here supporting you.

I will start off the questioning.

Ambassador White, let me ask you. There are many of us who are frustrated with the progress of reconstruction and of assistance to the Haitian people despite both our commitment as a country and the world's commitment. And so as you approach this assignment, could you share with the committee what you think are the key obstacles to a more rapid reconstruction and development in Haiti?

And as part of that, could you talk about political instability as part of the equation, if you believe that is part of the equation? I happen to believe it, but I would like to hear your views on it.

And last, I am just going to lump this all together, but will repeat it if necessary.

Some of the latest reports about the government appropriating land seemed to reveal it doing so at the expense of the most vulnerable populations, and that is upsetting. If there is going to be land reconfiguration, you would hope that vulnerable populations would be the beneficiaries.

So could you speak with us a bit about reconstruction and how we can do this more successfully, what are the obstacles, how we address them, and go from there?

Ambassador WHITE. Everyone, I do believe, is a bit frustrated with the slowness of the reconstruction.

But could I just for one second say that Ambassador Merton and the accomplishments of his team has done in Haiti after living through that horrific earthquake. When they woke up one morning, 250,000 bodies were in the street and 10 million cubic feet of rubble was everywhere in Haiti, and they put on their boots and they put on their gloves and their staffs did and many volunteers, many people went down there to help and they made a difference. I mean, they got 1.2 million people in temporary shelters. So they got them in shelters. They fed them. They took care of them.

To this day, they removed half the rubble. And you know, half of 10 million cubic feet is something to talk about—10 million cubic feet. You can have dump trucks back to back from Key West to Bangor, ME. That is how many dump trucks that would take. And that they have taken almost half of that out with the USG efforts, another million cubic meters were taken out with wheelbarrows and who knows what by private citizens.

The 1.5 million people were homeless, and today it is 490,000. So well over a million people have been moved from the tents into something at least better than tents, different things, but better than tents. And like I said, half the rubble is gone.

So accomplishments in an incredibly difficult country even in the best of times, good for them and good for the U.S. Congress for giving them the money to move forward.

Now, one of the problems, of course, with Haiti is it lacks capacity. They have not had a functioning government. It took a long time for Preval to go and for Martelly to get in and then name a Prime Minister who unfortunately did not last very long. They are now looking for a new one. So there has been—the key pieces of government that are needed—the Haitian Government that are needed—to get this recovery moving quicker have not been in place very long. And we have got to have that going or we are going to have trouble making reconstruction and recovery any faster.

I also think that the humanitarian response drained every ounce of people's strength for about a year, and then they started looking toward sort of a longer term recovery. To get those pieces in motion, especially to get the pieces in motion if you are going to use Haitian NGOs and Haitian diaspora and Haitian qualities, that just takes time. There is nothing you can do about it.

And Ambassador Thomas-Greenfield and I served in Liberia together and we kind of picked Liberia up from this post-war disaster, and what do you do and how you do it? And I must say I think we did a really great thing.

Senator MENENDEZ. So are you telling the committee that things are going as they should?

Ambassador WHITE. I think that we have got the pieces in place if we can get the government to work, and that is a big "if." I hope that we can make them do that. I think we can put some pressure on them to make them do that. I think they want to make that happen. They want Haiti to succeed. But, yes.

Just in the last month, I keep getting updates on some of the activities that USAID is doing in Haiti, and I see that they are awarding contracts, bigger contracts, reconstruction contracts. A new factory is going to be built in the north. It is going to come up with 22,000 jobs. There is nothing like giving people a job that is going to allow them to move the country forward, but we need the government to move too.

Senator MENENDEZ. So as I listened to your answer, the government is the biggest obstacle toward the type of further progress we would like.

Ambassador WHITE. I actually do believe that is true; yes.

Senator MENENDEZ. Ambassador Greenfield, you and I had a good conversation yesterday, and as I said to you then, Pastor Suarez called me again and said be nice. And what ensues is not about you but about the Department. And so I want to visit that with you on the record.

I believe the State Department has the worst record of the hiring of minorities, particularly of Hispanics. This is something that I have been pursuing since my days in the House on the International Relations Committee. This is something I have pursued on this committee, and I do not seem to get anybody's attention.

Now, sometimes for a Senator the only way to get somebody's attention is to hold up a nominee, and it is not my desire to do that here.

But it also cannot continue this way. Your predecessor came before the committee not too long ago and answered a series of questions. It sounded really great until we went from percentage terms to actual numbers. And as I shared with you, in the State Department's Civil Service over the last 3½ years, we increased the number of Hispanics by four. In 2009 versus today on female Hispanics, we increased the number by 20, but of course, what we started from is incredibly low. Among the Foreign Service employees, we have similar numbers. So I will not gauge in percentages anymore because the percentages always paint a different picture.

And when I listened to those who are in the Foreign Service from the Hispanic community, I often hear about the challenges those individuals face not only getting through the test, which is one



thing, but then the subjective element of not being able to orally communicate effectively, which is incredibly subjective. Now, with all due respect, if that is the standard of all ability, then I believe there are many people from our community who can meet that standard.

So I am trying to get a sense of how you, in this position, are going to change the course of events because the current way of doing things is not acceptable. The last census makes that pretty clear. And so if you could share with me and the members of the committee how you will go about changing the course of events in a way that will give me some hope so that we can vote your nomination out of this committee and on the floor with the expectation that things will change.

Ambassador THOMAS-GREENFIELD. Thank you, Senator. We did have a good conversation yesterday, and I can tell you that you did get my attention such that I was afraid to even give you those statistics that were in my official testimony, and I decided I would not give them.

Senator MENENDEZ. I accepted that as what the Department told you to say.

Ambassador THOMAS-GREENFIELD. Yes.

Senator MENENDEZ. So I get it.

Ambassador THOMAS-GREENFIELD. But you did get my attention.

I had the opportunity to look at these charts on the board, and unfortunately those numbers in those charts reflect the reality. And what they reflect is the reality of the challenge that is going to be before me if I am confirmed by the Senate. And if I am confirmed as the next Director General, I can assure you that this will be one of my top priorities as Director General. And I said to you yesterday I am sure that all the other Director Generals have said the same thing.

Senator MENENDEZ. They have.

Ambassador THOMAS-GREENFIELD. And you said that to me yesterday as well. But I am also going to say to you that I do take this personally. I take it as a personal commitment that I am making to this committee that I will work diligently to improve those numbers, and I will not sleep unless those numbers are improved. I will personally put my own hand on all of the recruitment policies. I will review those policies to ensure that if there is anything in the implementation of our policies that is blocking increasing those numbers, that we will work to remove those.

I am concerned that these numbers are so low. I am equally concerned that the African American numbers have gone down since I joined the Foreign Service 30 years ago.

So we have a lot of work to do, and I will be working with the staff in the Director General's office, if I am confirmed, to ensure that when I come before you the next time—in fact, you will not have to call me. I will be directly in touch with you to let you know what progress we are making on getting this done. And I will look forward to working with you and your staff to get your ideas on how we might move forward to improve these numbers not just for Hispanics but for all groups.

The Foreign Service is not successful if it does not represent the face of America. I have had the experience of being in the Foreign

Service for 30 years, and I have seen this for 30 years. I am in the position now to make a difference, and I do intend to use my position to make a difference.

Senator MENENDEZ. Well, I appreciate your answer, and there are one or two things I want to follow up with you, but in deference to my colleagues, I am going to have them go and we will come back. But I do appreciate your answer.

Senator Rubio.

Senator RUBIO. Thank you.

Ambassador White, when I was in Haiti earlier this year, one of the major obstacles—and I think I mentioned that to you when we talked earlier today—one of the major obstacles that I found to private investment in the country is the absence of a credible land registry. And there are numerous competing claims for a plot of land, for example. And so investors, particularly in Florida, people that are interested in going to Haiti and doing some sort of investment and business venture, are worried that there is nowhere to register their property claims. And I think that is something that the Haitian Government shared with us as well during our visit.

What ideas do we have? What could the U.S.'s role be in terms of creating capacity in that regard, both from your experience in serving there before and your experience around the world. Have you encountered that? And what is it that we can do from a capacity-building standpoint? What programs do we have in place or should we think about putting in place to help in that regard?

Ambassador WHITE. It is a huge problem. It is a problem in every country I have ever served in. It was a problem in Liberia, God knows. It is always a problem because there has not been any formal system of getting deeds. It has been a worse system, worse in Haiti, because the little registry that there was before the earthquake was destroyed during the earthquakes, and now we are starting not only from zero but minus-zero.

There has been a small start when they are trying to set up these communities of just kind of discussion with people in the communities and deciding, yes, we will on the basis of who lived there for what amount of time so we can just kind of get it rolling. But there are several stakeholders, including the U.S. Government, that are working with the Ministry of Justice, that are working with the Bureau of Lands that are trying to map out where these plots are and who owns them and what kind of paperwork is needed. And this is going to take a while.

But I do think that it is not only the United States of America like I said, but it is other donors as well. There has been progress. There will be more progress. There is an enormous amount of attention from both the Haitian Government and donors on this issue, and I do see that we are moving forward. And you are right. It has got to be done.

Senator RUBIO. Thank you.

I guess a question for Ambassador Greenfield. I have been on the committee now for a year, so some of this is new to me.

What are the challenges to recruiting people to be interested in the Foreign Service in the modern era? I mean, is it a challenge, when we go on college campuses or across the country? I read somewhere—maybe it was in your testimony—about the use of

social media and other platforms to get people excited about it. We have a lot of talented young people around the world. I think this young generation of Americans are the greatest connectors and collaborators in world history in terms of working with other people on things through the use of social media. What are some of the challenges we face in getting people interested in Foreign Service other than the pay?

Ambassador THOMAS-GREENFIELD. I was going to start with pay.

Thank you for that question. That is an excellent question.

I think some of the challenges are life in the Foreign Service. It is not just the job of the individual who is being hired. The whole family becomes part of this, and it is very hard sometimes for people to make the decision or for families to make the decision to sacrifice their own lives for a Foreign Service career of another family member. So I think that is one of the big challenges.

The other, I think, is the fear of living overseas and leaving everything behind to go and live in a foreign country and try to learn the culture and the life of living in a foreign country.

I think we can address those concerns of people, and we are attempting to address those concerns because once they come in the Foreign Service, they see that it is easy. But I think we have to look in a more strategic way at those life changes that people are required to make if they go into the Foreign Service.

Senator RUBIO. Thank you.

And, Ms. Winstanley, I have a question actually directly related to Malta. It is an issue we also encountered when we were over there. It has to do with the issue of human trafficking. And I have read some reports where there has been some—let me begin by saying that I think our relationship with the Government of Malta is excellent. We are very grateful for that partnership. We are very grateful for that alliance that we have and for all the cooperation they have given. By no means is this a criticism of the government or that alliance, but a recognition of a problem that by our own trafficking in persons report we know exists today.

Malta received a tier 2. They are on the watch list status for a second year in a row. They are both a source and a destination country for European women that are being subjected to sex trafficking.

Surprisingly enough—there are multiple sources that say this—in 2010 the Government of Malta did not even identify a single victim of trafficking despite very many credible reports in that regard.

What ideas—and I think from your service elsewhere as well, but what ideas do we have about helping to address that issue? Obviously, it is a complicated one. It is a global one. But given its strategic location as a gateway between the Middle East and North Africa and the rest of the West, I do not think that problem is going to get any better unless it is addressed honestly. So what can we do from the position you are going to occupy to be of assistance in that regard?

Ms. ABERCROMBIE-WINSTANLEY. Thank you, Senator. A wonderful question and certainly this would be, if confirmed, one of my priorities when I arrive in Malta.

The Maltese have had trouble with identifying victims and we have been working with them to help them do so, as well as ensur-

ing that they do not hold victims responsible or charge them for crimes that are directly related to them having been trafficked. We worked with them for a workshop this past July to help them identify victims to address that specifically. In the last couple of months, they also have had a case that they brought to successful prosecution giving someone a 10-year sentence for trafficking in persons. This is the first successful prosecution and shows that they are moving in the right direction. They have got a chairman of the board to counter trafficking in persons, and as I said, it will be my priority when I get there.

Senator RUBIO. Thank you.

Senator MENENDEZ. Well, thank you very much.

Senator Durbin.

Senator DURBIN. Thanks to all three of you.

Ambassador White, I was recently in Port-au-Prince, as I mentioned, and I stayed at a nice place and there was a heavy rainstorm. And the woman who kind of the manager of the property—we were looking out the window at the rain, and she said tomorrow morning in Port-au-Prince they will report how many people died. I said, died? She said, from the rain. I said, it is a heavy rainstorm but why would people die? She said, there will be drownings in Port-au-Prince as a result of rainfall.

The story behind that has a lot to do with the fact that this country has very little, if any, infrastructure to move water or sewage for that matter. It is just open. It runs through the streets and overwhelms residences and drowns children, that sort of thing.

But there is a second part to the story, and that is what has happened to Haiti as a country. Lift this up and show it. It is not difficult to see the border between Haiti and the Dominican Republic—

Ambassador WHITE. It surely is not.

Senator DURBIN [continuing]. Because to the right on this island of Hispaniola is the Dominican Republic which has had a serious effort to plant trees. To the left is Haiti where the trees have just been removed. So when the rain falls, it comes rolling down these hills and mountains into these cities, drowning the poor people who live there.

I have tried to put some money in, as I mentioned earlier, for various projects, and one of them is reforestation in Haiti. They cannot reclaim this land for agricultural purposes or any purpose until they deal with that issue. And it is hard because people chop down every tree they happen to grow because they need wood for heat when it gets chilly by their standards.

When I brought this up with the previous President, he kind of laughed at me and said it will never work. I think it has to work. And when President Martelly weighs this as one of his concerns, I hope that you will make it one of yours when you are Ambassador, that we can join in this effort toward reforestation.

I would like to have your comment.

Ambassador WHITE. Yes. I could not agree with you more. It will be something that I will look at.

Unfortunately, during the 5 years that I was in Haiti, I literally saw that happen right before my eyes. It kept coming lower and lower and lower. They kept chopping more and more trees. And

back in those days, AID tried desperately to stop it, too, by planting trees, planting trees. They would chop them down. We would plant. They would chop them down. We would plant. It was just an endless cycle of wasted money to tell you the honest-to-God truth.

And so what we have decided to do now are kind of two things. Well, actually three things.

One, we are going to tie planting of trees to fruit trees and trees that can actually give a profit, and they sell the mango or they sell the cocoa or they sell the coffee, whatever. So there will be less incentive to cut down a tree. That is one thing.

The second thing is we are going to do some plantings high up and try to protect them so that they will take root. It takes maybe 6 months to a year to get the root in there. We are going to have to use some protection of some fir trees, et cetera, to keep on the higher levels. The fruit trees will not grow up there.

But I think the key that we did not use 25 years ago was that we have got to give a decent substitute for charcoal or they are just going to keep cutting down the trees because they need something to cook their food with. I mean, people have got to eat. So we have got to decide what is that alternate fuel and how can we use it, how can we introduce it. And we are starting some pilot programs and using gas, using some briquettes that are made out of things that are not wood, et cetera. So I think that is going to have to be the key, that we are going to find a substitute for the wood so the wood can do what it needs to do and save the banks from falling into the ocean and killing people.

Senator DURBIN. The other thing that was very obvious—and you can see it when you catch a plane to go to Port-au-Prince—is how many Americans and others are literally volunteering their lives to help these people. It is a noble thing and a heartwarming thing. But it is frustrating too. There are so many NGOs stumbling over one another doing this and that thing. You often wonder if there is any coordination even among American NGOs about what they are trying to achieve.

There is a second aspect of this. One NGO, in particular, was close to Senator Mike DeWine of Ohio, and Senator DeWine made more than 20 trips to Haiti. That NGO was called Hands Together. It was run by a Catholic priest. They have schools and orphanages and feeding places and the like. And I visited them again when I was just recently there. Father Tom does a great job. He has given his life to this. And he has so many volunteers and helpers. They do wonderful work with a limited amount of money.

He sent me an e-mail 2 weeks ago, and his chief of staff was gunned down right out in front of his school. And he was heartbroken and ready to give up because security is just absent from many, many places, Cite Soleil in Port-au-Prince, for example.

And now we hear from President Martelly, whom I admire and think has the potential of really adding something very positive to Haiti, that he wants to create an army. It would seem that a police force may be more important at this moment in terms of establishing at least basic law and order in this island.

What are your thoughts about this notion of a Haitian army?

Ambassador WHITE. Yes; that is an excellent question. Thank you, Senator.

We struggled with this also in Liberia. Ambassador Thomas-Greenfield and I, believe me, had many, many meetings with President Sirleaf on standing up an army, standing up a functional police force.

I believe that we came to the conclusion then, and I have certainly come to the conclusion and the administration has come to the conclusion, that what we need in Haiti and what we are going to put our resources against is a strong police force. We need to stabilize the country. We have got to stop these killings. We have got to stop the rapes of the women. We have got to stop abuse. And that is not an army's job. That is a strong police force job. So I feel very strongly about that, to tell you truth.

And let me just mention that the discoordination, if you will, of a million NGOs—they want to do the right thing and their heart is in the right place. Again, we found the same thing in Liberia. They were pouring in there, especially lots of Liberian Americans who had spent years and years in the States and wanted to go back. They started a school here and a clinic there, and then, oh, they did not have books. They did not have medicine. You know, what were they doing and who were they coordinating with?

The minister—the fabulous Minister of Plan there, was my best friend, now the Minister of Finance, a Harvard graduate—and I decided that we would in his ministry, in the Ministry of Plan, start a donor mapping using IT. So we used spatial technology. It was cutting-edge. We had a picture and we had a map and we had a little description who was it, what were they doing, how much were they putting, and were they having any real impact, success of any kind. It took us 2 years to put it together, but today he can bring the screen up and he knows where all these people are. And we are going to do that in Haiti too.

Senator DURBIN. Good.

The last point I will make is that I learned while I was there that what was once a thriving coffee industry has all but disappeared in Haiti. Some 10 percent of what was their top production remains. I have approached a company in Chicago that sells coffee that they import from all around the world and asked them if they would make this a special project. There is not any reason why others could not join them. So perhaps our insatiable appetite for coffee will lead to some more commerce coming out of Haiti.

Thank you.

Ambassador WHITE. Thank you. Just so you know, also—now I am sounding like I am 3 million years old instead of just a million years old. But in any case, in Tanzania we did a fabulous coffee project. Starbucks came over and they were putting coffee—that they used to pay 2 cents a kilo for and now it is up to like 30 cents. And it is selling like hotcakes. I do not know why we could not do the same thing in Haiti and have it that much closer to the United States of America. So I am with you on that one.

Senator DURBIN. Thanks.

Senator MENENDEZ. Thank you, Senator Durbin.

Ambassador Greenfield, let me just go back to you for a moment. For my friends at the State Department, the charts that are

displayed here show the demographics of America after the 2010 census. And I look at the 2011 State Department figures, and Native Americans and Hispanic Americans are the only groups that are underrepresented by population as a percentage of the population. In the case of Hispanics, when comparing their representation in the State Department to the size of their U.S. population, the underrepresentation is pretty dramatic.

And then I look at 2009—and this is why I am a little upset at the testimony that was given previously—2011 numbers are worse than 2009 numbers. So we are not only dramatically underrepresented, we are moving in the wrong direction.

So with that again as the premise of why I have focused on this so much, I would like to ask, Will you commit to look at the recruitment efforts outside of traditional schools? I appreciate those schools from which we have drawn the Foreign Service. They are some of the greatest schools, but they are not where a lot of the pools of these diverse communities are necessarily at. And there are very good schools with very good, diverse pools that would be maybe helpful in the recruitment process. Is that something that you can tell me you will do?

Ambassador THOMAS-GREENFIELD. Absolutely.

Senator MENENDEZ. In terms of the oral exam, will you, as part of your overall review of this process, look at how the oral exam is being performed in a way that makes it somehow more objective and less subjective and therefore a filtering system by which the progress does not take place?

Ambassador THOMAS-GREENFIELD. I have asked that question as a result of our meeting yesterday to talk to the folks who administer the oral exam to see how it is administered and to look at the issues that you have raised. They have assured me that that is not an issue, that in fact the pass rate of the oral exam for Hispanics is even with other populations. It is the written exam that is the issue. But I do assure you that I will look at both, and if there is a problem, we will work to fix it.

There clearly is a problem, based on the chart that you have given me here, with our recruitment efforts. Trying to figure out where that is and how we address it will be one of my highest priorities. And I will be relentless.

Senator MENENDEZ. I appreciate that answer.

Something is wrong because your predecessor came in and told us how many people were recruited, took the test and passed the test, but then they do not get into the Foreign Service. So if the hardest part is getting people and then passing the written test and then they do not enter in the Foreign Service, there is disconnect there, and what that tells me is look at the oral exam. But I would be open to learning that there are other issues.

I always believe that at an institution, it starts from the top and works its way through the entire process in a way that leads everyone to understand that there is shared responsibility to make progress in this effort. Is that something that you will seek to do within the Department?

Ambassador THOMAS-GREENFIELD. Yes, sir. And we are looking at all of leadership in the Department because the recruitment part of it is a big part of it, but it is not all of it. We also have an issue

of mentoring so that we retain the people, the small numbers of people that we recruit, and that is the role of our leaders. And I will, as Director General, if I am confirmed, really drill that into all of our ambassadors, all of our senior leaders in the Department that they must take responsibility for mentoring staff who are coming in. One of the problems that I think that many Hispanics and African Americans and other minorities have when they come in the Foreign Service, there are not leaders that they have who mentor them, and we are going to make sure that that happens as well. But it is not just my problem. I will make it the entire Department's problem.

Senator MENENDEZ. Thank you.

I know that this precedes you, but do you know if the Department has submitted its diversity and inclusion strategic plan as required by the March 1 memo from the OPM Director, John Barry?

Ambassador THOMAS-GREENFIELD. It is in final draft, and I understand it is due on March 16 and it will be turned in by that date.

Senator MENENDEZ. I know your confirmation has to take place, but I hope that internally there is a way in which they can allow for your input so that some of the things we have talked about might be incorporated in that ultimate memo.

Finally, not on a minority hiring question, but do you believe that, as the Director General, you are going to have the authority and the flexibility with respect to the type of personnel policy that will allow the State Department to deal with the diplomatic challenges of the rapidly changing world we find ourselves in?

Ambassador THOMAS-GREENFIELD. I think I will have that authority and flexibility, but it is not only the role of the Director General again just with recruiting and retention. It is a Departmentwide responsibility and there are a number of entities within the State Department that have responsibility for some kind of hiring. I would give, for example, the new CSO Office. The director of that office was here for his hearing yesterday. They will be looking at how they can bring in people in a search type of way to deal with emergencies so that if we do not have people who are already employed, we can bring them in quickly so that they can address some of our emergent needs.

Senator MENENDEZ. Well, thank you very much for your answers.

Finally, Ms. Winstanley, I do not want you to think I left you out of the equation, though I am sure you would be happy to be left out. [Laughter.]

Senator MENENDEZ. It is not that bad. Ambassador Greenfield took it all for you. She is going to be a great Director General.

Let me ask you. I have heard many good things about Malta, but there is one that as the United States continues to pursue trying to deter Iran's march to nuclear weapons, is of real concern to us. And I want to hear that you would make it one of your priorities if you are confirmed. It is with reference to Iran's shell game with its cargo shipping line, IRISL. It is an entity which has been designated by the United States and the European Union because of its central role in evading sanctions designed to stop the movement of controlled weapons, missiles, and nuclear technology to and from



Iran. Some 57 ships designated by OFAC, the Office of Foreign Assets Control of the United States, the U.N., and the EU continue to fly the Maltese flag despite their clear connections to IRISL. Thirty-three of those ships are currently in Iranian ports or have been there this year.

So I would hope, if you are confirmed, that you will raise this at the highest levels of the Maltese Government and urge them to cut business ties to ensure that IRISL is not using them as a shell process to evade the tremendous efforts that the Obama administration and this Congress pursued using peaceful diplomacy tools, which are sanctions, to deter the Iranians from their nuclear weapons program. Can you make that commitment to the committee?

Ms. ABERCROMBIE-WINSTANLEY. Senator, I absolutely can make the commitment that, if confirmed, this will be among my highest priorities.

The Maltese have taken some steps in the recent past including agreeing not to reflag any additional Iranian ships. So they will not be reflagging new Iranian ships. They have also been supportive of enforcing U.N. sanctions with regard to Iranian cargo and they have interdicted ships and seized illegal cargo. So they have taken what we consider some important steps. They are small steps, what we consider small wins. We are going to be working for big wins. So this will be something I will take up at an early opportunity, if confirmed.

Senator MENENDEZ. Thank you.

Senator RUBIO.

Senator RUBIO. Thank you.

Ambassador White, we talked about this earlier today as well when the issue of the restavek, which is a concept I was not familiar with until very recently. For those who are watching or may be in the audience and do not know what it is, it is an unfortunate practice of very poor families in Haiti over the decades to place their children with better-off families who provide them employment, usually domestically, in exchange for providing for these children and sometimes even educating them.

The problem, of course, has been that over the years there are now people that have taken advantage of that system or have taken advantage of that problem and make it much, much worse, as you are aware. A moment ago, Senator Durbin showed us a picture of the Haitian-Dominican border. In addition to a deforestation problem on that border, there is the reality that on that border you can buy a child, that there are children that are trafficked and sold as child prostitutes both into the Dominican Republic and in those border towns in that region. It is a very tragic situation.

As we met with folks in Haiti, one of the solutions that has clearly been offered is the idea of providing every child—and it is one of the priorities of the President, President Martelly, is to provide children educational opportunities. One of the things that I was struck by during my visit was these very poor families but children walking to and from school in impeccable uniforms which is an indication of a real societal value for education. Families will do anything if they can get their kids into a school. In fact, we visited one of these schools. It was called the Institute for Human and

Community Development. They specifically focused on victims of human trafficking, providing them an educational opportunity.

But there are still challenges along the way. One of the challenges I found, unfortunately, is that there is the idea that this is more of a cultural problem than a human tragedy. And I am not saying that is widespread in the society, but there are some that view it that way.

The other is as you said, that there is not the governmental capacity to deal with this. What I thought the most enlightening approach was the more children they can get into a school setting, which in my understanding is a very cost-effective measure, the likelier it will be for these parents not to put their kids in this environment.

And by the way, not to put the blame completely on the parents. I mean, there are folks posing as NGO members who are going into camps and saying they have got jobs for these kids, and in fact, they are nothing but traffickers who are doing these horrible things.

So what initiatives can we do in support of that ambition of providing—given our current set and as your background with USAID, you are probably even more insightful in this regard. What can we do in terms of helping the Haitian people build more capacity in their educational front particularly for children so that we are accomplishing the dual goals of, No. 1, creating intellectual and academic capacity, you know, workforce capacity, in the country, but at the same time giving these children an alternative and their families an alternative to the restavek situation? So what are our existing programs and platforms and what can we build on?

Ambassador WHITE. Thank you very much, Senator.

Yes. In my mind over the years, we have not put enough emphasis not only on primary education but secondary education. If a young girl graduates only from primary school, she does not have a longer life. She does not have a higher earning wage. She does not have fewer children. If she spends 2 years in secondary school, then we are starting to make a difference. So we need to not only concentrate on—not we, the United States Government, but the donors as a whole because education happens not to be one of our focus areas, although we are doing it around some of our development corridors, but we are paying attention to the national level in certain areas like curriculum. But we have got to concentrate on education.

We have got to make sure that the police are trained in recognizing child abuse, and it is different from what the traditional restavek was supposed to be. It was supposed to be that someone cared for the children from the rural areas into the city areas that they could not take care of them in the rural areas. They could not provide any services. Instead it has become in many instances just a domestic service and often abusive.

We just signed a huge contract with several organizations—three I believe—that are going to look into issues of youth employment, girl abuse, women abuse, and especially this restavek story that is going on down there because we all know that it is untenable from a human rights' point of view.

Senator MENENDEZ. Thank you, Senator Rubio.

Thank you all for your testimony. I want you to know that you must have a lot of friends because this room is almost—not quite—but almost as filled as when George Clooney was here today. [Laughter.]

There are not as many cameras, but there are a fair number of people here.

Thank you for all of your responses to the questions.

The record will remain open until this Friday. I would urge the nominees, if you receive a question from any member, that you answer it expeditiously. It will expedite the process of your nomination.

And with the thanks of the committee to all the nominees, this hearing is adjourned.

[Whereupon, at 4:15 p.m., the hearing was adjourned.]

#### ADDITIONAL QUESTIONS AND ANSWERS SUBMITTED FOR THE RECORD

RESPONSES OF LINDA THOMAS-GREENFIELD TO QUESTIONS SUBMITTED  
BY SENATOR RICHARD G. LUGAR

*Question.* Based on your most recent tour as Ambassador to Liberia, can you share your thoughts on how the State Department could better train its Foreign and civil service officers to prepare for working in those environments? What's missing and what do you see as some critical steps the Department could take to strengthen its focus on prevention and mitigation?

*Answer.* One thing I learned is that, as the Secretary observed in her recent Quadrennial Diplomacy and Development Review (QDDR), it is vital that agencies learn to work better together in support of U.S. development and diplomacy goals. This is nowhere more important than in countries in which we are working to prevent, mitigate, or respond to conflict such as Liberia. In Liberia, I practiced the concept of "one team, one mission" that brought all the agencies together. With this objective in mind, the Foreign Service Institute (FSI) and USAID have created their first-ever joint courses: a distance learning course on Development in Diplomacy, and a new classroom course on Partnership in Development and Diplomacy. Both courses stress the importance of joint planning and execution of development and diplomacy goals across agencies, and offer simulated exercises to train Foreign Service and Civil Service employees how to do such cooperative work in the field. We also have Area Studies courses that prepare employees from different agencies for the social, political, cultural, economic, religious, and governmental dimensions of the countries where they will serve together.

In addition, the State Department is taking steps to strengthen its focus on conflict prevention and mitigation. In November 2011 State announced the establishment of a new Bureau, the Bureau of Conflict and Stabilization Operations (CSO). The responsibilities of this new Bureau will be to anticipate major security challenges; provide timely, operational solutions; build integrated approaches to conflict prevention and stabilization; and to leverage partnerships with nongovernmental and international partners.

*Question.* According to the 2010 Quadrennial Diplomacy and Development Review, more than 25 percent of State and USAID's personnel serve in the 30 countries classified as highest risk for conflict and instability. The QDDR recommended expanding training for all predeployment staff that are going to those countries. However, class schedules and deployments often do not line up and Foreign Service officers are unable to complete the trainings. Distance-learning courses could fill this gap until there are opportunities for in-depth and in-person study. What steps will you take to develop a more comprehensive course offering that includes distance-learning courses on crisis and conflict prevention and ensure they are offered—and taken by FSOs?

*Answer.* FSI is working to revamp its training offerings in this area with the new CSO Bureau, and can explore the creation of a distance learning course, which would require both time and resources, in that context. In recognition of the unique challenges posed by the growing number of countries with a high risk for conflict and instability, FSI created a Stability Operations Training Division focused on

predeployment training for employees assigned to Afghanistan, Iraq, or Pakistan and training in support of conflict prevention and reconstruction operations. The courses for Afghanistan, Iraq, and Pakistan are offered on a monthly basis throughout the transfer cycle to provide every opportunity for employees to attend.

FSI and the staff of Under Secretary of State for Civilian Security, Democracy, and Human Rights are discussing how the Department might expand training to employees headed to other countries at risk for conflict and/or instability. One idea is to use FSI's current "Foundations in Conflict Prevention and Response" course, which is currently directed at members of the CSO Bureau's Civilian Response Corps, as the basis for a course that would be targeted at any Foreign Service and Civil Service employees serving in posts where conflict and/or instability may be an issue.

*Question.* Within the State Department and USAID there seems to be virtually no mid- and senior-level career training made available on crisis prevention. This deficit is problematic for future leaders of the Foreign Service. How do you think the absence of such courses can be addressed and what role do you see for yourself in helping to ensure such training is available?

*Answer.* The Foreign Service Institute (FSI) and the Bureau of Conflict and Stabilization Operations (CSO) are working together to expand the emphasis on conflict prevention in FSI's "Foundations in Conflict Prevention and Response" course, which is directed at the Civilian Response Corps. FSI and CSO are discussing with the J family of bureaus ways to offer similar training to all officers deploying to pre- and post-conflict countries. FSI is also exploring how to integrate conflict prevention and response training into existing courses in our Political Tradecraft and Area Studies divisions.

Working effectively in pre- and post-conflict countries requires strong leadership. As such FSI sends out trainers to conduct onsite Crisis Management Training at all our overseas missions, with exercises that include the Ambassador and other senior management. Every post receives this training at least every 2½ years. FSI also offers a classroom course on its campus on "Leading in a High Threat Post." If confirmed as DG, I will strongly support these efforts and will ensure that we continue to expand training as needed.

*Question.* What has been the impact of the U.S. Government National Security Language Initiative in terms of recruitment to the Foreign Service? How many new FSOs received NSLI grants/training?

*Answer.* The State Department's programs for high school and university students launched under the National Security Language Initiative in 2006 are having a significant impact in increasing the pool of Americans studying and mastering critical-needed foreign languages. More than 1,500 American students are participating in these exchange programs each year. As more of these students finish their education and develop in their careers, we expect a growing number will pursue a career in the Foreign Service. In a recent survey of the 2006-2011 alumni of one of our programs, the Critical Language Scholarship Program, just over half of the respondents are still in school, while about a quarter are employed full-time. Of those employed full time, two-thirds say that their language skills have helped them obtain their current job. Nearly a quarter of those employed are working in government service (18 of them working for the State Department or USAID), while another half are working for nongovernmental organizations, international organizations, and educational institutions, furthering their skills and knowledge.

RESPONSE OF PAMELA A. WHITE TO QUESTION SUBMITTED  
BY SENATOR RICHARD G. LUGAR

*Question.* Are you supportive of the establishment of a United States-Haiti enterprise fund?

*Answer.* The United States attaches critical importance to helping Haiti strengthen, expand, and diversify its economy. No long-term development goals in Haiti can be sustainable without the growth of the private sector. This is essential both to improve the quality of life of the people of Haiti and to develop a tax base that will allow the Government of Haiti and not donors to fund essential social services. An enterprise fund on the model of those that have succeeded in Central and Eastern Europe and funded with sufficient, additional resources is worth examining and could potentially add to our existing tools for promoting a healthy private sector in Haiti. These include an active Development Credit Authority program with local banks for small and medium enterprise lending; the current discussion for the provi-

sion of assistance to help Haitian financial institutions provide loans to finance the construction and repair of homes and business; a mobile money operation with cell phone companies and the Gates Foundation; and assistance for investment in micro, small, and medium enterprise in Haiti especially by the Haitian-American diaspora.

RESPONSES OF PAMELA A. WHITE TO QUESTIONS SUBMITTED  
BY SENATOR ROBERT MENEDEZ

*Question.* Can you explain what your role and objectives as Ambassador to Haiti would be, if you are confirmed?

*Answer.* The United States has a solid strategy for contributing to the reconstruction and development of Haiti, one that reflects Secretary Clinton's vision of a more promising future for that country. If confirmed I will work with all my energy to translate the goals of a more prosperous and stable Haiti into reality. Because the success of Haiti's recovery is ultimately up to the Haitians themselves, I will, if confirmed, work to establish the strong working relations with Haiti's decisionmakers that will help us expedite that process.

*Question.* As the United States Government shifts from emergency aid to longer term development programming, what steps will you take to ensure this transition is carried out in a way that will not further marginalize vulnerable earthquake victims? How will you ensure there are no gaps in the provision of basic services for Haitians who remain displaced?

*Answer.* One of the important obligations of the Government of Haiti is ensuring that its plans for the country's reconstruction work benefit the widest possible range of citizens. Providing basic services to Haitians displaced by the earthquake remains a crucial task of the Government of Haiti. These challenges underscore the importance of building capacity in Haitian institutions. The United States coordinates closely with other donors and with Haitian authorities to help the Government of Haiti take the lead in the country's recovery and fulfill the key responsibilities of a sovereign government toward its citizens. USAID will continue to provide basic health services to over 40 percent of the population.

*Question.* What progress do you see on the Martelly government's 16/6 initiative to rehouse 6 camps into 16 neighborhoods?

*Answer.* The United States fully supports the Martelly administration's 6/16 initiative, whereby six priority camps located in public spaces will be closed and their residents reintegrated into the 16 neighborhoods from which they originate. Together with International Organization for Migration, USAID's Office of Transitional Initiatives is supporting Mayor Parent's initiative in Petionville, which has dismantled two camps in two public parks in the heart of the city and provided camp residents with options—which provided resettlement assistance to more than 1,300 people.

This initiative builds on lessons learned in Haiti over the last 19 months and works in phases: registration/census of camp residents, announcement of the program, options counseling with residents, relocation, and followup after reintegration.

*Question.* As Ambassador, would you increase diplomatic efforts to encourage the Haitian Government to adopt comprehensive housing solutions and ensure the protection needs of vulnerable communities are integrated into the Haitian Government's 6/16 housing plan?

*Answer.* The U.S. Government is working with Haitian officials, at both the national and local levels, and the International Organization for Migration, which is the lead agency in the camp management cluster, to find long-term, sustainable solutions for the 490,545 people still living in precarious situations in displaced persons camps. USAID has successfully piloted a program to offer choices to camp residents including housing repairs to structurally sound, existing homes; installation of temporary shelters; or 1-year rental vouchers. The majority of IDPs accepted rental assistance and moved out of the camps voluntarily.

*Question.* Can you provide an assessment of the adequacy of information being provided publicly regarding the reconstruction efforts?

*Answer.* One of the greatest benefits of the Interim Haiti Recovery Commission (IHRC) was its public releases to Haitians regarding reconstruction progress, and the comprehensive report at [www.cirh.ht](http://www.cirh.ht) on the progress of each individual reconstruction project. Now, the Government of Haiti is working with the Inter-American Development Bank (IDB) and United Nations Development Program (UNDP) to improve the government's ability to use information technology to update these

progress reports and to get out information to Haitian citizens about progress in the reconstruction.

*Question.* Since the Interim Haiti Reconstruction Commission (IHRC) has been allowed to lapse, how effectively are international donors able to coordinate foreign aid and reconstruction activities with each other and with the Haitian Government?

*Answer.* The October 2011 lapse of the mandate of the Interim Haiti Recovery Commission did present a coordination challenge. In response to this challenge, the resident representatives of the 12 major public sector donors (aka the G12), all of whom were members of the IHRC Board of Directors, have continued their coordination with each other on the ground and with the Office of the Prime Minister.

*Question.* How would you suggest improving coordination among donors and with the Haitian Government?

*Answer.* The greatest opportunity to improve donor coordination is through advancing the Government of Haiti's efforts to make it easier, more routine, and more automated to collect information from donors using improved information technology. Both the Inter-American Development Bank (IDB) and the United Nations Development Program (UNDP) are supporting Haitian Government efforts in this regard. I helped advance such initiatives and experienced their positive impact during my tenure in Liberia, and look forward to the success of these efforts in Haiti, if I am confirmed.