

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

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**HEARINGS**

BEFORE THE

**COMMITTEE ON FOREIGN RELATIONS  
UNITED STATES SENATE**

ONE HUNDRED TWELFTH CONGRESS

FIRST SESSION

—————  
MARCH 16 THROUGH DECEMBER 8, 2011  
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Printed for the use of the Committee on Foreign Relations



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COMMITTEE ON FOREIGN RELATIONS  
112TH CONGRESS—FIRST SESSION

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JIM WEBB, Virginia	JAMES M. INHOFE, Oklahoma
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CHRISTOPHER A. COONS, Delaware	JOHNNY ISAKSON, Georgia
RICHARD J. DURBIN, Illinois	JOHN BARRASSO, Wyoming
TOM UDALL, New Mexico	MIKE LEE, Utah

\*FRANK G. LOWENSTEIN, *Staff Director*

KENNETH A. MYERS, JR., *Republican Staff Director*

\*Note: WILLIAM C. DANVERS (assumed *Staff Director* position as of October 3, 2011)

## NOMINATIONS

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TUESDAY, JUNE 7, 2011

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

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Jeanine E. Jackson, of Wyoming, to be Ambassador to the Republic of Malawi  
Geeta Pasi, of New York, to be Ambassador to the Republic of Djibouti  
Donald Koran, of California, to be Ambassador to the Republic of Rwanda  
Lewis Lukens, of Virginia, to be Ambassador to the Republic of Senegal and to serve concurrently as Ambassador to the Republic of Guinea-Bissau  
Ariel Pablos-Méndez, of New York, to be Assistant Administrator of the United States Agency for International Development

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The committee met, pursuant to notice, at 10:08 a.m., in room SD-419, Dirksen Senate Office Building, Hon. Christopher A. Coons, presiding.

Present: Senators Coons and Isakson.

Also present: Senators Michael B. Enzi and John Barrasso.

### **OPENING STATEMENT OF HON. CHRISTOPHER A. COONS, U.S. SENATOR FROM DELAWARE**

Senator COONS. I'd like to call the subcommittee to order. I'm honored to chair this hearing for the nominees to serve as United States Ambassadors to Rwanda, Djibouti, Malawi, Senegal, and Guinea-Bissau, and the USAID Assistant Administrator for Global Health.

Today's nominees bring to the table a vast array of experience, specifically in Africa and serving our Nation around the world, and I look forward to hearing their vision for advancing U.S. interests and policy priorities.

Before we begin, I'd like to reflect briefly on my very recent trip to West Africa with Senator Isakson. Traveling in Nigeria, Ghana, and Benin over the past week, we witnessed first-hand the implementation of critical food security, global health, and development programs, in addition to United States policy aimed at making critical improvements in governance, transparency, and sustainable economic growth.

At each step, we met with elected officials, the U.S. Ambassadors, Embassy teams, Peace Corps Volunteers, and representatives from USAID, and I am proud and grateful for their service and commitment to diplomacy and impressed more than ever with the central role that our ambassadors play around the world.

As Senator Isakson noted during our trip, Africa's vast array of potential opportunities makes it the continent of the 21st century for the United States. During this nomination hearing, I look forward to continuing that conversation. I was grateful to Senator Isakson and his staff and the staff of this committee for putting together a very, very meaningful trip for all of us to West Africa.

Our first nominee today is Donald Koran to be Ambassador to Rwanda, which has emerged from the shadows of the genocide of 1994 to make progress in economic reform and health. Today Rwanda has one of the fastest growing economies in Africa, and United States policy encouraging economic liberalization while focusing on needed improvements to democracy and governance is essential to its future.

Mr. Koran is a career Foreign Service officer currently serving as the Director of Africa Analysis in the Bureau of Intelligence and Research at State, and his previous relevant assignments include Division Chief for West and Southern African Affairs in the Bureau of Intelligence and Research; Deputy Chief of Mission in Kigali, Rwanda; and desk officer for the DRC, Cameroon, and Equatorial Guinea.

Geeta Pasi is the nominee to be Ambassador to Djibouti, a key strategic ally in the region and home to the U.S. Combined Joint Task Force-Horn of Africa at Camp, I believe, Lemonnier. Djibouti is a valuable partner when it comes to combating piracy and other sources of instability in Somalia and the Horn, and I look forward to hearing from Ms. Pasi on balancing U.S. strategic interests in Djibouti with a broader set of regional concerns, including promoting democracy, good governance, and human rights.

Ms. Pasi is a career member of the Foreign Service and currently serves as Director of the Office of East African Affairs in the Bureau of African Affairs. Her other relevant experiences include posts as political-economic and international relations officers in Ghana, Cameroon, and West African Affairs.

Ms. Jeanine Jackson is the Ambassador nominee for Malawi. Malawi has made recent progress combating corruption and developing its largely agriculturally based economy, though many challenges still remain. In April, our country signed a \$350 million Millennium Challenge Corporation compact with Malawi. I look forward to hearing about what steps are being taken to ensure the government does not pursue deeply concerning new laws aimed at restricting human rights and media freedom.

Ms. Jackson is a career member of the Foreign Service, currently serving as the Minister Counselor for Management at the U.S. Embassy in Baghdad, and in addition to several posts coordinating diplomatic activities in Iraq and Afghanistan, Ms. Jackson previously served as U.S. Ambassador to Burkina Faso.

Lewis Lukens is the nominee to be U.S. Ambassador to Senegal and, concurrently, Guinea-Bissau. He's a career member of the Foreign Service, currently serving as Executive Director of the Secre-

tariat of the State Department. He previously served as Consul General in Vancouver, Executive Secretary in Baghdad, and Senior Director for Administration at the National Security Council in addition to tours in Cote d'Ivoire, China, and Australia.

Senegal is a moderate and largely secular democracy, which has experienced economic growth over the past decade but still faces challenges alleviating poverty and disease. And I look forward to hearing from Mr. Lukens about how the United States can promote growth in Senegal, including through the MCC, while combating drug trafficking in the region, in particular Guinea-Bissau.

Finally, we will hear from Dr. Ariel Pablos-Méndez, the nominee to be Assistant Administrator for Global Health at USAID. Dr. Pablos-Méndez currently serves as managing director of the Rockefeller Foundation, where he works to develop initiatives to address the global challenge of health systems, including the role of the private sector in health systems in the developing world.

His work in global health spans two decades, including as a researcher and physician focusing on multi-drug-resistant tuberculosis, developing public-private partnerships to combat disease, and delivery mechanisms for HIV/AIDS treatments to mothers and families.

And I look forward to hearing from him about his plans for integrating global health programs, and transitioning authority for GHI, the Global Health Initiative, from State to USAID, as envisioned in the QDDR, or the Quadrennial Diplomacy and Development Review.

This is a critical moment for USAID to demonstrate leadership over U.S. health programs globally, and Dr. Pablos-Méndez will sit at the helm of this historic and important change.

I look forward to hearing about plans for meeting the benchmarks in the QDDR and to better integrating GHI, so we can effectively promote global health.

I'm very pleased to, thus, welcome all of today's distinguished nominees. I look forward to your opening statements. But first, I will turn it over to Senator Isakson for his opening statement and then to Senators Barrasso and Enzi, who have joined us to introduce Jeanine Jackson.

Senator Isakson.

**STATEMENT OF HON. JOHNNY ISAKSON,  
U.S. SENATOR FROM GEORGIA**

Senator ISAKSON. Thank you, Mr. Chairman, and welcome to Senator Enzi and Senator Barrasso.

Ms. Jackson, you've been bragged about extensively in some of the meetings I've had with both these gentlemen already, so you do not come unnoticed, and you're very welcome to have you today, as we are all of the nominees for ambassadorship and USAID.

I've had the privilege of being in both Rwanda and Djibouti, both of which are significant countries for the United States of America.

President Kagame in Rwanda has done a remarkable job in transforming a nation from genocide to democracy, and in improving the health and the future of those people. And Djibouti is one of the most significant unknown investments of the United States of America there probably is on any continent in the world. And

having visited our troops there, and the many things they do there on the Persian Gulf and on the East African coast are very much appreciated.

I have not been to Guinea-Bissau, but, as the chairman said, we just returned from Benin and Ghana and from Nigeria, and many of the things that are going on in those three countries are pretty much germane to Guinea-Bissau, in particular with USAID.

We had the privilege of participating in a signing of a memorandum of understanding where a United States NGO, through USAID, is developing a critical maternity ward in the largest maternity hospital in Accra, Ghana, and really going to develop a better chance for babies born at risk to actually survive. And it's a great investment of private United States money coordinated by USAID and the people of Ghana.

We also had the privilege to work with USAID on a project in northern Ghana, or the north of capital, in their biggest agricultural asset, which is pineapple. Because of what's happened with Millennium Challenge investment and the assistance of USAID, we've turned some difficult situations for the farmers to actually make a living to where they now have a cooperative, like many in the United States. And through the investment of Millennium Challenge, we are working ourselves out of foreign assistance, because they are now profitable and productive in that product. And we're grateful for what USAID does in on a day-in-day-out basis, in terms of coordinating those events in Africa.

But I do welcome all of you, and thank you very much for your willingness to serve in some very difficult parts of the world.

And again, as the chairman has said, welcome Senator Enzi and Senator Barrasso to our hearing.

Senator COONS. Thank you very much, Senator Isakson.

And we'd now like to invite both of the Senators from Wyoming to make some introductory comments about Jeanine Jackson, the nominee to serve as Ambassador to Malawi.

Following their comments, I'll invite Ms. Jackson to give her opening statement, if I might.

Senator Barrasso. I'm sorry, Senator Enzi.

**STATEMENT OF HON. MICHAEL B. ENZI,  
U.S. SENATOR FROM WYOMING**

Senator ENZI. Thank you, Mr. Chairman. It's my privilege and honor to be able to recommend to you the nomination of Jeanine Jackson to be the United States Ambassador to Malawi. I strongly support her nomination. She's an excellent candidate for this important diplomatic position, and she has the distinction of being from Sheridan, WY, where Diana, my wife who is also here today in support, and I graduated from high school along with Jeanine, although I graduated quite a while before Jeanine did.

But my wife and Jeanine were classmates. They were best friends. They were fellow church members and fellow American Legion Girls State delegates.

I'm proud that an outstanding Wyoming native, who I've known for decades, has been nominated to contribute to this important foreign-policy goal of the United States in Africa.



I introduced Jeanine to this committee 5 years ago when she was nominated to be the Ambassador to Burkina Faso. That was also a country that, with her help, got a Millennium Challenge grant. And at this post she'll be able to work with a country that has one as they complete the tasks on that.

She excelled in her role in Burkina Faso, and she had the distinction at that time of being Wyoming's first career Foreign Service officer to be an ambassador. Today I introduce her as the first Wyomingite ever to have a second ambassadorship.

Ambassador Jackson's experience is extensive. She's a career senior Foreign Service officer and also served 30 years in the military and retired as a full colonel. She and her husband, Mark, have served together in the Army and the Foreign Service. Mark is now retired and will serve in an unpaid role of ambassador spouse, which also benefits our country and Malawi, so you could say we're going to get two for the price of one.

Ambassador Jackson has served our country with the military in Vietnam, Germany, and Korea, and in the Foreign Service, she's been in Switzerland, Nigeria, Saudi Arabia, Hong Kong, Kenya, Afghanistan, Iraq, and Burkina Faso.

Currently, she's completing 26 months as the Senior Management Counselor at the U.S. Embassy in Baghdad, by far the largest, most complex embassy in the world. She's leading all support-related planning and implementation to continue the efficient functioning of our Embassy in Iraq after the U.S. military completes its drawdown later this year.

You can tell that Ambassador Jackson doesn't shirk hard assignments. We watched through her eyes and through her explanation, as she's lived around the world. She's helped us to understand the world and around the world. In 2001, she became the first senior U.S. diplomat to serve in Afghanistan after the fall of the Taliban. In Kenya, in the years after al-Qaeda bombings, she played a major role in rebuilding the staff, operations, and infrastructure. In Hong Kong, she protected the interests of the U.S. Government agencies and employees at the time of the reversion to Chinese sovereignty. And here's one of the most fascinating ones to me, when the Soviet Union dissolved, she managed the establishment of U.S. embassies in 14 new countries.

The United States faces diverse and dynamic challenges and opportunities in Malawi. Promoting development includes an emphasis on the elimination of poverty, transparent governance, economic reform, anticorruption practices, and greater political and economic participation.

She was able to do those things in Burkina Faso, where she had to speak French. Here she gets to speak English.

Individuals like Jeanine Jackson understand these complexities, and they'll help the United States to achieve its goal. Because of her diverse experience, she can evaluate and persuade. She understands cultural differences and can adapt her approach.

Ambassador Jackson and Mark have taken on some very challenging assignments around the world and often enjoy driving to their new posts, once even driving from their post in Switzerland to the new post in Nigeria across the Sahara Desert. Nearly every weekend when I'm in Wyoming, I drive hundreds of miles across

the State to visit my constituents. Ambassador Jackson probably has driven close to 20,000 miles across Africa. The deserts and mountains of Wyoming are a long way from Malawi, but I know that Ambassador Jackson's childhood in Wyoming has prepared her for the adventures and challenges of serving in Africa.

It's a proud day for Diana and I. It's a proud day for Sheridan. It's a proud day for the State of Wyoming. And I want to enthusiastically endorse Jeanine Jackson on her nomination for Malawi.

Thank you, Mr. Chairman.

Senator COONS. Thank you very much, Senator Enzi.

Senator BARRASSO.

**STATEMENT OF HON. JOHN BARRASSO,  
U.S. SENATOR FROM WYOMING**

Senator BARRASSO. Thank you very much, Mr. Chairman and Senator Isakson. And I, too, want to add my congratulations as well as my support, along with that of Senator Enzi.

And I want to take just a moment to speak in recognition and support of the nomination of Ambassador Jeanine Jackson to be the United States Ambassador to Malawi. She is an excellent nominee. She will bring a tremendous amount of knowledge, experience, and energy to this position.

As you know, she's a native of Sheridan, WY, and I'm really pleased to have such a highly qualified, skilled individual from Wyoming to be nominated to serve the United States in this important diplomatic position.

She's currently serving as Minister Counselor for Management at the U.S. Embassy in Baghdad, Iraq. And I've had the pleasure of meeting with her, as well as her husband, at the Embassy in Baghdad during visits there. She's demonstrated to me her knowledge, her focus, and her determination. So I'm very grateful for her willingness, as well as that of her husband, to serve our country and provide strong leadership in implementing the foreign-policy goals of the United States.

Based on our discussions together and her extensive background in Africa, I'm confident that she grasps the opportunities and the challenges facing both Africa as well as Malawi. It is clear that she will make her family, as well as the people of Wyoming and our Nation, very proud. So I add with Senator Enzi my wholehearted endorsement and recommendation of her nomination to the committee and the full Senate.

Thank you, Mr. Chairman.

Senator COONS. Thank you very much, Senator Barrasso.

I think Senator Isakson would also like to add a comment.

Senator ISAKSON. Senator Enzi, is Diana in the room?

Senator ENZI. Yes.

Senator ISAKSON. Where is Diana?

Diana, stand up, would you? Don't sit down yet.

You know, an awful lot of times, the spouses of U.S. Senators get no attention at all. I have traveled with Diana to India and to Sri Lanka to see a demonstration of the mine-sniffing dogs that she has provided to countries around the world to save children from losing limbs or losing their lives.

So a lot of times, we get all the pictures and the publicity and the attention, but this lady is exemplary of the other wives and spouses of Members of the Senate who also do their part to make this country a better country and the world a better world, and I commend you, Diane, for what you do.

Senator COONS. Thank you, Senator.

And thank you, Diane, for being with us.

And Senator Enzi and Senator Barrasso, thank you very much for joining us today. Understanding your schedules may require you to be at other events, I'd welcome you to excuse yourselves at this point, if that's more convenient for you.

Ms. Jackson, if I might encourage you to begin with your opening statement, and then we'll go through the rest of the nominees.

And I would encourage all of the nominees to introduce your families, who should be recognized along with you for the great sacrifices they have made to support your commitments to public service, whether the military, the State Department, AID, or elsewhere.

Ms. Jackson.

Ambassador JACKSON. Mr. Chairman—

Senator COONS. I'm sorry, and I'll invite the other nominees to come forward to the table as well at this time.

Forgive the interruption, Ms. Jackson.

Thank you Ms. Jackson

**STATEMENT OF HON. JEANINE E. JACKSON, OF WYOMING, TO  
BE AMBASSADOR TO THE REPUBLIC OF MALAWI**

Ambassador JACKSON. Mr. Chairman, Mr. Isakson, it is a great honor and privilege to appear before you today as President Obama's nominee to be the United States Ambassador to the Republic of Malawi.

I appreciate the confidence the President and Secretary Clinton have placed in me by putting my name forward for your consideration. I'm also deeply grateful for the support of Senator Enzi; his wife, Diane; Senator Barrasso; and my husband, Mark; as well as the terrific support of the State Department's Africa Bureau.

Having served as Ambassador to Burkina Faso, I'm aware of the importance, if confirmed, of working with this committee and the Congress in order to advance United States interests in Malawi, including strengthening its democratic institutions, encouraging economic diversification, and building its health and education capacity.

Since joining the Foreign Service in 1985, I have held numerous positions overseas and in Washington. This experience, in addition to my military service, impressed upon me a clear understanding of the critical role that interagency cooperation plays, both in U.S. missions and here in Washington, in developing and implementing U.S. foreign policy.

My expertise with U.S. Government agencies is invaluable in my current assignment as Management Counselor of the United States Embassy in Baghdad. I lead large teams of U.S. Government civilians and military personnel to provide, in a hostile environment, the support platform for the world's largest embassy and the 35 U.S. Government agencies represented in our country team in Iraq.

Malawi, from its independence in 1964 until 1994, was a one-party state under authoritarian rule. Since 1994, when the people of Malawi voted in their first democratic, free, and fair elections, Malawi has strengthened its democratic institutions and has undergone peaceful transfers of power among political parties. The people of Malawi are proud that women comprise 22 percent of Parliament.

The economy of this small, landlocked country is heavily dependent on agriculture. This creates challenges, but the Malawian Government has taken steps to greatly increase productivity. Mineral deposits were recently discovered, which may present opportunities for Malawi to diversify its economy.

If confirmed, I look forward to assisting Malawi in addressing some of its most pressing needs with a focus on strengthening its health systems, providing quality education, and further developing democratic processes. The United States has active U.S. Agency for International Development, Centers for Disease Control, and Peace Corps programs, many of which are supported through PEPFAR. Malawi was the first country to sign a PEPFAR partnership framework and was selected to be one of eight Global Health Initiative Plus countries.

This year, the Millennium Challenge Corporation signed a \$350 million compact with Malawi to improve access to electrical power and which should enable further economic gains.

Malawi maintains good relations with the United States. It was the first southern African nation to receive United States-sponsored peacekeeping training and recently contributed troops to the U.N. operation in Cote d'Ivoire.

Malawi's cooperation on many issues is welcome, but we still have concerns. We are sensitive to the need for individual freedoms, including individual preferences. And we support a political space that is open to all.

If confirmed, I would work to support such a space for all Malawians.

Although Malawi is a small country, it remains one of the most underdeveloped. It is, nonetheless, a strategic partner of the United States. Despite ongoing challenges, Malawi holds great promise. If confirmed, I would look forward to working with the Government of Malawi and its people on mutual goals of a healthier, better educated, more prosperous citizenry that embraces democratic values.

Mr. Chairman, thank you again for the opportunity to appear before you today. I will be happy to answer questions.

[The prepared statement of Ambassador Jackson follows:]

PREPARED STATEMENT OF JEANINE E. JACKSON

Mr. Chairman and members of the committee, it is a great honor and privilege to appear before you today as President Obama's nominee to be the United States Ambassador to the Republic of Malawi. I appreciate the confidence the President and Secretary Clinton have placed in me by putting my name forward for your consideration. I am also deeply grateful for the support of my husband Mark, a retired Foreign Service officer.

Having previously served as Ambassador to Burkina Faso, I am aware of the importance, if confirmed, of working with this committee and the Congress in order to advance U.S. interests in Malawi, including strengthening its democratic institutions, encouraging economic diversification, and building its health and education capacity.

Since joining the Foreign Service in 1985, I have held numerous positions overseas and in Washington. This experience, in addition to my military service, impressed upon me a clear understanding of the critical role that interagency cooperation plays both in U.S. missions and here in Washington in developing and implementing U.S. foreign policy. My expertise with U.S. Government agencies is invaluable in my current assignment as Management Counselor of the U.S. Embassy in Baghdad. I lead large teams of U.S. Government civilians and military personnel to provide, in a hostile environment, the support platform for the world's largest Embassy and the 35 U.S. Government agencies represented on its country team.

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Mr. Chairman and members of the committee, thank you again for the opportunity to appear before you today. I will be happy to answer any questions.

Senator COONS. Thank you very much, Ms. Jackson.

Now if we might go to the other end of the panel and work our way down.

Ms. Pasi.

**STATEMENT OF GEETA PASI, OF NEW YORK, TO BE  
AMBASSADOR TO THE REPUBLIC OF DJIBOUTI**

Ms. PASI. Thank you, Chairman Coons, Ranking Member Isakson, members of the committee. It's an honor to appear before you today as the nominee to be the next United States Ambassador to the Republic of Djibouti.

I'm grateful for the confidence the President and Secretary of State have shown by nominating me to this position and for the support of Assistant Secretary for African Affairs Johnnie Carson.

First, Mr. Chairman, please allow me to acknowledge my family members who are here today. My sisters, Usha Pasi and Rita Pasi; my brother, Peter Pasi; and his wife, Halley Lewis, have all joined me this morning.

Mr. Chairman, please allow me to tell you a little bit about myself. My career has included challenging assignments that required

me to adapt to rapidly changing environments. I've served in several countries in transition and was in Ghana during its first democratic elections and Romania shortly after the fall of Nicolae Ceausescu. During a state of emergency, I helped steer Bangladesh toward democratic elections.

In Washington, I served in several positions, including as the Afghanistan desk officer, where I was working on September 11, 2001.

I currently serve as office director for East African Affairs and have policy and program responsibility for 11 countries in East Africa.

Mr. Chairman, if confirmed, I look forward to leading Embassy Djibouti in advancing U.S. interests. Our main interests in Djibouti are peace and security, good governance, and economic development.

Mr. Chairman, as you know, we share important interests and goals with Djibouti, an area of relative calm in a turbulent region, and an important partner in the fight against terrorism. Djibouti is surrounded by Eritrea, Ethiopia, and Somalia, and is less than 18 miles from Yemen. It has a strategic position at the Bab el Mandeb Strait, which joins the Red Sea and the Gulf of Aden, and through which some 40 percent of the world's shipping passes.

If confirmed, Mr. Chairman, I will continue to reinforce our bilateral relationship, as well as contribute to efforts to promote a stable, functioning, and peaceful Somalia, in coordination with our mission in Nairobi.

Djibouti hosts the only United States military forward-operating site in sub-Saharan Africa, Camp Lemonnier, the headquarters for the Combined Joint Task Force—Horn of Africa, or CJTF—HOA, and approximately 3,000 troops. I understand that you, Senator Isakson, and Senator Inhofe have visited Camp Lemonnier. If confirmed, I will continue to expand cooperation and coordination between Embassy personnel and Camp Lemonnier and its tenant commands.

If confirmed, I will also ensure that CJTF—HOA programming in Djibouti fits within the framework of U.S. Government priorities to advance our key interests.

Mr. Chairman, Djibouti's Presidential election in April underscored the importance of democracy and governance reforms, including enlarging space for media and civil society. If confirmed, I commit to work with our Djiboutian partners on these issues.

On the economic front, Djibouti's leadership has privatized its excellent deepwater port and airport, reducing corruption and increasing revenue flows. Construction of a new port facility is underway and will dramatically increase capacity.

Djibouti remains very poor, however, ranked 149 out of 177 countries on the UNDP Human Development Index. In addition, less than 5 percent of the land is arable. Our small USAID mission in Djibouti focuses on governance and democracy; health and education, particularly to combat low life expectancy; maternal and child mortality; and infectious disease. The United States also responds to food insecurity needs. If confirmed, I will make these programs a priority.

Finally, Mr. Chairman, if confirmed, my highest priority will be the protection of Americans and American business interests, including mission personnel living and traveling in Djibouti. In the fall, the mission will move to a new Embassy compound, meaning that all mission personnel will work in the safest and most secure facilities available. I am committed to good stewardship of this significant U.S. Government investment.

Mr. Chairman, I believe my prior experience in the Foreign Service has prepared me to serve as Ambassador to Djibouti. If confirmed by the Senate, I look forward to working closely with you and other members of the committee, and would hope to welcome you during my tenure.

Mr. Chairman, thank you again for the honor to appear before the committee today. I would be happy to take any questions you may have.

[The prepared statement of Ms. Pasi follows:]

PREPARED STATEMENT OF GEETA PASI

Chairman Coons, Ranking Member Isakson, Members of the Committee, it is an honor to appear before you today as the nominee to be the next United States Ambassador to the Republic of Djibouti. I am grateful for the confidence the President and Secretary of State have shown by nominating me to this position, and for the support of Assistant Secretary for African Affairs Johnnie Carson.

First, Mr. Chairman, let me acknowledge several family members and colleagues here today. My sister, Rita Pasi, brother, Peter Pasi, and his wife, Hallie Lewis, have all joined me. I am pleased to appear before you on this panel with my three colleagues, Don Koran, Lewis Lukens, and Jeanine Jackson.

Mr. Chairman, please allow me to tell you about myself. My career has included challenging assignments that required me to adapt to rapidly changing environments. I have served in several countries in transition and was in Ghana during its first democratic elections and Romania shortly after the fall of Nicolae Ceaucescu. During a state of emergency, I helped steer Bangladesh toward democratic elections. In Washington, I served in several positions, including as the Afghanistan Desk Officer where I was working on September 11, 2001. I currently serve as Office Director for East African Affairs and have policy and program responsibility for 11 countries in East Africa.

Mr. Chairman, if confirmed, I look forward to leading Embassy Djibouti in advancing U.S. interests with our team of Foreign and Civil Service personnel, military staff, and local employees. Our main interests in Djibouti are peace and security, good governance, and economic development.

Mr. Chairman, as you know, we share important interests and goals with Djibouti. An area of relative calm in a turbulent region and an important partner in the fight against terrorism, Djibouti is surrounded by Eritrea, Ethiopia, and Somalia, and is less than 18 miles from Yemen. It has a strategic position at the Bab el Mandeb Strait, which joins the Red Sea and Gulf of Aden, and through which some 40 percent of the world's shipping passes. If confirmed, Mr. Chairman, I will continue to reinforce our bilateral relationship as well as contribute to efforts promoting a stable, functioning, and peaceful Somalia in coordination with our mission in Nairobi.

Djibouti hosts the only U.S. military forward operating site in sub-Saharan Africa, Camp Lemonnier, the headquarters for the Combined Joint Task Force—Horn of Africa (CJTF-HOA) and approximately 3,000 troops. I understand that you, Senator Isakson, and Senator Inhofe have visited Camp Lemonnier. If confirmed, I will continue and expand coordination and cooperation between Embassy personnel and Camp Lemonnier and its tenant commands, including the CJTF-HOA contingent. If confirmed, I will also ensure that CJTF-HOA programming in Djibouti fits within the framework of U.S. Government priorities to advance our key interests.

Mr. Chairman, Djibouti's Presidential election in April underscored the importance of democracy and governance reforms—including enlarging space for media and civil society groups that face constraints. If confirmed, I commit to work with our Djiboutian partners on these issues.

On the economic front, Mr. Chairman, Djibouti's leadership has privatized its excellent deep-water port and airport, reducing corruption and increasing revenue

flows. Construction of a new port facility is underway and will dramatically increase capacity. Making Djibouti an attractive place for investment and center for regional and international trade is essential for its economic development. Djibouti remains very poor, ranked 149 out of 177 countries on the UNDP Human Development Index. Less than 5 percent of its land is arable. The small USAID mission in Djibouti focuses on governance and democracy, health and education, particularly to combat low life-expectancy, maternal and child mortality, and infectious disease. The United States responds to food insecurity through support for the Famine Early Warning Network office in Djibouti, as well as through USG-funded Food for Peace and Office of Foreign Disaster Assistance programs. The United States has also been the leading donor in the area of democratic reform and good governance. If confirmed, I will continue to make these programs a priority.

Djibouti's sole troubled relationship in the region is with Eritrea. Although Qatar's mediation efforts alleviated the conflict, the countries have not yet addressed the substantive issues of border demarcation. If confirmed, I will support international efforts to resolve this conflict peacefully and restore the border to the status quo ante.

Finally, Mr. Chairman, if confirmed, my highest priority will be the protection of Americans and American business interests, including mission personnel, living and traveling in Djibouti. With only a few private Americans in-country, I would, if confirmed, remain in frequent contact with them, on consular and security issues but also to benefit from their wisdom. In the fall, the mission will move to a new Embassy compound, meaning that all mission personnel will work in the safest and most secure facilities available. Maintaining this technologically advanced building in Djibouti will be a challenge, but I am committed to good stewardship of this significant USG investment.

Mr. Chairman, I believe my prior experience in the Foreign Service has prepared me to serve as Ambassador to Djibouti. If confirmed by the Senate, I look forward to working closely with you and other members of the committee, and would hope to welcome you during my tenure.

Mr. Chairman, thank you again for the honor to appear before the committee today. I would be happy to take any questions you may have.

Senator COONS. Thank you, Ms. Pasi.

Mr. Koran.

**STATEMENT OF DONALD KORAN, OF CALIFORNIA, TO BE  
AMBASSADOR TO THE REPUBLIC OF RWANDA**

Mr. KORAN. Mr. Chairman and members of the committee, it is an honor to have been nominated by President Obama to be the next United States Ambassador to Rwanda and to appear before you today.

Here with me today are my wife, Cindy, and my daughter, Laura.

Rwanda is known by most Americans for the 1994 genocide, which left the country and its people ravaged. I saw this legacy firsthand when I served there from 1999 to 2001. Since then, Rwanda has made great strides in rebuilding the country, as well as playing a positive role in the region and beyond. The United States works closely with Rwanda to advance these positive endeavors.

With the assistance of the United States and other donors, the Rwandan Government has made remarkable progress in improving the living standards of its people, primarily through education and infrastructure development. It has improved the business climate, as evidenced by Rwanda's dramatic improvement in the World Bank's ease of business doing business index.

If confirmed, I plan to promote economic development in Rwanda, as well as opportunities for American trade and investment. The United States and Rwanda signed a bilateral investment treaty in 2008, now pending advice and consent of the Senate, which



would further improve the investment climate and provide additional protection to United States investors.

We also support Rwanda's leadership in the East Africa community and its efforts to promote development and economic integration. Development assistance can have a great impact in Rwanda, due to the government's strong track record in implementing programs. That strong track record, along with remarkable results, contributed to its selection as a Global Health Initiative Plus country.

The United States has been at the forefront of combating HIV/AIDS and malaria, and helping improve food security in Rwanda through the President's Emergency Plan for AIDS Relief, the President's Malaria Initiative, and the Feed the Future Initiative. Peace Corps returned to Rwanda in 2009 and currently has some 130 volunteers working in health and education programs.

The advancement of democracy and human rights are important components of our policy toward Rwanda, and one which the United States and Rwanda are committed to working closely together to achieve. We believe it is important for Rwanda to continue to develop and strengthen its democratic institutions to ensure political space for the opposition and to promote a strong, independent media.

In this context, I look forward, if confirmed, to build on and expand our mutual efforts with Rwanda on these important issues. Through our USAID mission, we have funded democracy and governance programs to strengthen the justice sector, media, and civil society.

My past experience in Rwanda, and as desk officer for the Democratic Republic of the Congo, has given me a deep appreciation for the importance and complexity of the relationship between those two countries. Their rapprochement in 2009, which put an end to years of conflict by proxy, has been the cornerstone of recent improvements in regional stability. Peace and security in the eastern Congo remain elusive, however, and we believe that Rwanda continues to have a critical and proactive role to play in stabilizing the region.

We strongly support the International Conference on the Great Lakes Region's recent declaration committing the DRC, Rwanda, and the Congo's other neighbors to addressing the illegal trade in minerals, and we commend the steps Rwanda is undertaking to ensure the trade continues only through legal and certified channels. The Democratic Forces for the Liberation of Rwanda, or FDLR, remains a violent threat to civilians in eastern Congo, though Rwanda continues to provide for the reintegration of FDLR members who demobilize.

Rwanda is an increasingly important partner internationally. It has over 3,000 peacekeepers in Darfur and some 250 troops elsewhere in Sudan who have benefited from U.S. military's Africa Contingency Operations and Training Assistance program. It also has almost 200 police assigned to the peacekeeping mission in Haiti.

President Kagame was among the strongest voices in the international community supporting action to prevent a massacre in Libya earlier this year.

If confirmed as Ambassador to Rwanda, I will continue United States efforts to support economic and political progress. Rwanda's development and stability are essential for its citizens and critical to the stability of central Africa.

I look forward to working closely with you, Mr. Chairman, and with the committee in this important endeavor, should I be confirmed. Thank you again, Chairman Coons and members of the committee, for the opportunity to appear before you today. I welcome any questions you might have.

[The prepared statement of Mr. Koran follows:]

PREPARED STATEMENT OF DONALD W. KORAN

Mr. Chairman and members of the committee, it is an honor to have been nominated by President Obama to be the next United States Ambassador to Rwanda and to appear before you today.

Rwanda is known by most Americans for the 1994 genocide, which left the country and its people ravaged. I saw this legacy first-hand when I served there from 1999 to 2001. Since then, Rwanda has made great strides in rebuilding the country, as well as playing a positive role in the region and beyond. The United States works closely with Rwanda to advance these positive endeavors.

With the assistance of the United States and other donors, the Rwandan Government has made remarkable progress in improving the living standards of its people, primarily through education and infrastructure development. It has improved the business climate, as evidenced by Rwanda's dramatic improvement in the World Bank's ease of doing business index. If confirmed, I plan to promote economic development in Rwanda, as well as opportunities for American trade and investment. The United States and Rwanda signed a Bilateral Investment Treaty in 2008, now pending advice and consent of the Senate, which would further improve the investment climate and provide additional protections to U.S. investors. We also support Rwanda's leadership in the East African Community and its efforts to promote development and economic integration.

Development assistance can have great impact in Rwanda due to the government's strong track record in implementing programs. That strong track record, along with remarkable results, contributed to its selection as a Global Health Initiative Plus country. The United States has been at the forefront of combating HIV/AIDS and malaria, and helping to improve food security in Rwanda through the President's Emergency Plan For Aids Relief, the President's Malaria Initiative, and the Feed the Future Initiative. Peace Corps returned to Rwanda in 2009 and currently has some 130 volunteers working in health and education programs.

The advancement of democracy and human rights are important components of our policy toward Rwanda, and one which the U.S. and Rwanda are committed to working closely together to achieve. We believe it is important for Rwanda to continue to develop and strengthen its democratic institutions, to ensure political space for the opposition and to promote a strong independent media. In this context, I look forward, if confirmed, to build on and expand our mutual efforts with Rwanda on these important issues. Through our USAID mission we have funded democracy and governance programs to strengthen the justice sector, media, and civil society.

My past experience in Rwanda and as desk officer for the Democratic Republic of the Congo has given me a deep appreciation for the importance and complexity of the relationship between those two countries. Their rapprochement in 2009, which put an end to years of conflict by proxy, has been the cornerstone of recent improvements in regional stability. Peace and security in the eastern Congo remain elusive, however, and we believe that Rwanda continues to have a critical and proactive role to play in stabilizing the region. We strongly support the International Conference on the Great Lakes Region's recent declaration committing the DRC, Rwanda, and the Congo's other neighbors to addressing the illegal trade in minerals, and we commend the steps Rwanda is undertaking to ensure the trade continues only through legal and certified channels. The Democratic Forces for the Liberation of Rwanda, or FDLR, remains a violent threat to civilians in eastern Congo, though Rwanda continues to provide for the reintegration of FDLR members who demobilize.

Rwanda is an increasingly important partner internationally. It has over 3,000 peacekeepers in Darfur and some 250 troops elsewhere in Sudan who have benefited from U.S. military's Africa Contingency Operations and Training Assistance (ACOTA) program. It also has almost 200 police assigned to the peacekeeping mis-

sion in Haiti. President Kagame was among the strongest voices in the international community supporting action to prevent a massacre in Libya earlier this year.

If confirmed as Ambassador to Rwanda, I will continue U.S. efforts to support economic and political progress. Rwanda's development and stability are essential for its citizens and critical to the stability of Central Africa. I look forward to working closely with you, Mr. Chairman, and with the committee in this important endeavor, should I be confirmed.

Thank you again Chairman Coons and members of the committee for the opportunity to appear before you today. I welcome any questions that you might have.

Senator COONS. Thank you.

Mr. Lukens.

**STATEMENT OF LEWIS LUKENS, OF VIRGINIA, TO BE AMBASSADOR TO THE REPUBLIC OF SENEGAL AND TO SERVE CONCURRENTLY AS AMBASSADOR TO THE REPUBLIC OF GUINEA-BISSAU**

Mr. LUKENS. Mr. Chairman, Senator Isakson, I'm honored to appear before you today. I wish to thank President Obama and Secretary Clinton for the trust and confidence they have placed in me as their nominee for Ambassador to the Republic of Senegal and the Republic of Guinea-Bissau.

Mr. Chairman, I would like to introduce my family. My wife, Lucy, and our daughters, Lallie and Leeza, have lived on five continents with me and have been exceptional representatives of the United States overseas. My Aunt Emily and my mother-in-law, Anne Buxton, are here today, and my parents, Alan and Susan Lukens, are here.

My father served this country for 36 years as a diplomat, mostly in Africa, including in Dakar. In fact, he appeared before this subcommittee 27 years ago as nominee for U.S. Ambassador to Congo Brazzaville.

For the past 22 years, I've dedicated my career to serving the United States through various positions at the White House, the State Department, and overseas. If confirmed, it would be a great honor and privilege to serve our country in this important post.

The United States and Senegal share a long, bilateral relationship. As a critical partner in Francophone Africa, Senegal is a key ally in the fight against terrorism and narcotics, and has been an important player on regional and international issues.

Senegal is one of the few African countries to have never experienced a coup d'etat and prides itself as a religiously tolerant nation. However, Senegal does face economic, governance, and press freedom challenges that threaten its democratic and development future. Senegal suffers from a crippling energy crisis that causes frequent power outages and has weakened economic growth. Senegal would like to emerge as a regional economic hub. And, if confirmed, I will work with the government to encourage enactment of economic reforms necessary to attract investment and expand market access.

Senegal will host Presidential and legislative elections next February. These elections are important to the country's democratic future. Concerns about democratic backsliding and corruption have tarnished Senegal's longstanding democratic reputation.

If confirmed, I will work with President Wade and the Government of Senegal in their efforts to prepare for transparent, fair, and credible elections.

Senegal is a recipient of U.S. foreign assistance programs, most notably a \$540 million Millennium Challenge Corporation Compact. The United States Government must be accountable to American taxpayers, and, especially in this difficult economic client, we'll ensure that every dollar is effectively used.

If confirmed, I will work closely with our strong partners in Senegalese civil and religious society and with the government to ensure that Senegal continues to improve on all of its indicators.

The small, former Portuguese colony of Guinea-Bissau is one of the world's poorest countries with an economy based on almost entirely on cashew production. Its poverty, its geography, and its historic instability have contributed to a flourishing narcotics trade that has compromised many elements of its military and civilian leadership.

U.S. law enforcement agencies have identified, and are currently working closely with, credible government counterparts. Through a memorandum of understanding signed with Portugal, we will have a United States diplomat placed in the Portuguese Embassy in Guinea-Bissau. This will help us increase our knowledge of the narcotics-trafficking situation and encourage the host government to raise its profile on this important issue.

U.S. goals there are to promote sustainable democratic political development, combat narcotics trafficking, and lay the foundations for economic growth. We are currently running successful, cost-effective programs that feed 50 percent of this country's school-aged children and that destroy unexploded ordnance and landmines laid since Bissau's war for independence.

To its credit, Guinea-Bissau recently held free and fair elections, is working to stabilize its economy, and recently qualified for debt relief by implementing fiscally sound policies.

Thank you, Mr. Chairman, for your continued interest in the United States relations with Africa. If confirmed, I look forward to working with you, your committee, and other Members of Congress in representing the interests of the American people in Senegal and Guinea-Bissau. I would be happy to answer your questions.

[The prepared statement of Mr. Lukens follows:]

PREPARED STATEMENT OF DONALD W. KORAN

Mr. Chairman and members of the committee, it is an honor to have been nominated by President Obama to be the next United States Ambassador to Rwanda and to appear before you today.

Rwanda is known by most Americans for the 1994 genocide, which left the country and its people ravaged. I saw this legacy first-hand when I served there from 1999 to 2001. Since then, Rwanda has made great strides in rebuilding the country, as well as playing a positive role in the region and beyond. The United States works closely with Rwanda to advance these positive endeavors.

With the assistance of the United States and other donors, the Rwandan Government has made remarkable progress in improving the living standards of its people, primarily through education and infrastructure development. It has improved the business climate, as evidenced by Rwanda's dramatic improvement in the World Bank's ease of doing business index. If confirmed, I plan to promote economic development in Rwanda, as well as opportunities for American trade and investment. The United States and Rwanda signed a Bilateral Investment Treaty in 2008, now pending advice and consent of the Senate, which would further improve the invest-

ment climate and provide additional protections to U.S. investors. We also support Rwanda's leadership in the East African Community and its efforts to promote development and economic integration.

Development assistance can have great impact in Rwanda due to the government's strong track record in implementing programs. That strong track record, along with remarkable results, contributed to its selection as a Global Health Initiative Plus country. The United States has been at the forefront of combating HIV/AIDS and malaria, and helping to improve food security in Rwanda through the President's Emergency Plan For Aids Relief, the President's Malaria Initiative, and the Feed the Future Initiative. Peace Corps returned to Rwanda in 2009 and currently has some 130 volunteers working in health and education programs.

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Thank you again Chairman Coons and members of the committee for the opportunity to appear before you today. I welcome any questions that you might have.

Senator COONS. Thank you, Mr. Lukens.

Dr. Pablos-Méndez.

**STATEMENT OF ARIEL PABLOS-MÉNDEZ, OF NEW YORK, TO BE ASSISTANT ADMINISTRATOR OF THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT**

Dr. PABLOS-MÉNDEZ. Chairman Coons, Senator Isakson, good morning, and thank you for the opportunity to testify before you today and for your longstanding, bipartisan support for global health. It is an honor to appear before you as President Obama's nominee for the position of Assistant Administrator for Global Health at the United States Agency for International Development.

If confirmed, I will have the even greater privilege of serving the American people in fostering a healthier, safer, and more prosperous world.

USAID makes a profound statement about what America stands for. I am humbled by the trust and confidence that President

Obama and Administrator Shah have placed in me, and I'm grateful to have the support of Secretary Clinton.

If confirmed, it will be a privilege to work under their leadership and with USAID's talented and dedicated staff to reaffirm the agency's status as the premier development institution in the world.

I would like to recognize USAID's Susan Brems, the Senior Deputy Assistant Administrator, and Amie Batson, the Deputy Assistant Administrator, for their leadership to date in the Bureau for Global Health and the Global Health Initiative.

I also wish to acknowledge the support and love of my family and friends, including my wife, Mercedes, and three of my children, Ariel, Fernando, and Alejandra, who are with me here today.

I am a physician. Over the last 25 years, my career in academic medicine has been inspired by the lives of my patients, and the potential of the medical students and residents that I had the opportunity to teach. I am also a public health professional who, through research on tuberculosis, entered into the exciting arena of global health. I have dedicated my professional career to science and humanity, working with Columbia University, the New York City Department of Health, the United Nations, and the Rockefeller Foundation. My engagement with the Federal Government has until now been in an advisory capacity. If confirmed, I very much look forward to the opportunity to serve actively.

I grew up in Mexico in the 1960s, in an area where green revolution research, supported by USAID and the Rockefeller Foundation, transformed agricultural production and directly improved the lives of millions, my family included.

I trained in internal medicine in New York in the late 1980s. During those years, I watched young lives ravaged by HIV/AIDS before the advent of life-saving treatment and saw the threat of tuberculosis reemerge and intensify through multidrug resistance. These experiences made a strong impression on me and have shaped my career.

Recognizing that infectious diseases do not respect borders and that effective responses here at home largely depend on what happens in other countries, I ventured into global health. In this sphere, I have been fortunate to work in a range of initiatives, including the development of innovative public-private partnerships for new drugs and vaccines for the poor, like the Global Alliance for TB Drug Development; mobilizing a research coalition together with the NIH and other partners to scale up full treatment of HIV-positive mothers and their families—a prelude to PEPFAR; working with the World Health Organization to bridge the “know-do” gap with information technology or e-Health; and since returning to the Rockefeller Foundation, leading the initiative on the transformation of health systems in Africa and Asia.

If confirmed, I will draw upon these diverse experiences to provide leadership for evidence-based innovations, public-private partnerships, and interagency collaboration to promote access to proper health services at an affordable cost, especially for the world's poorest and most vulnerable people.

As we enter the second decade of the new millennium, global health has never been more central to the development agenda,

and the United States is a leader in both. Thanks to the foresight and leadership of members from both sides of the aisle, the President's Emergency Plan for AIDS Relief, the President's Malaria Initiative, and the Global Alliance on Vaccines and Immunization, as well as working in women's health, we have saved millions of lives and reestablished hope for the future, especially in Africa.

I have been a witness and a partner to this work, which is having an impact similar to the agricultural green revolution three generations ago. The American people can be very proud of these accomplishments.

President Obama's Global Health Initiative, GHI, signals the next phase of American leadership in world health and charges USAID to work with other agencies and partners to crystallize that vision. GHI will consolidate the fight against diseases of poverty while strengthening country-led health systems, with a focus on women and children. We expect by the year 2016 to contribute to save the lives of 3 million children, prevent more than 12 million HIV infections, and avert 700,000 malaria deaths. This is an ambitious agenda, commensurate with the extraordinary challenges faced by poor and vulnerable people in the world, and requiring both our commitment and new ways to solve problems.

Mr. Chairman, there cannot be a better time to join USAID and serve the American people. I am humbled to be considered for this position. If confirmed, I will be honored and excited to contribute, under the guidance of Congress, to realizing these mandates and those in the future fitting a changing world. Thank you very much for your consideration, and I look forward to your questions and recommendations.

[The prepared statement of Dr. Pablos-Méndez follows:]

PREPARED STATEMENT OF ARIEL PABLOS-MÉNDEZ

Mr. Chairman, Ranking Member, and distinguished members of the committee, good morning and thank you for the opportunity to testify before you today and for your longstanding, bipartisan support for global health. It is an honor to appear before you as President Obama's nominee for the position of Assistant Administrator for Global Health at the United States Agency for International Development. If confirmed, I will have the even greater privilege of serving the American people in fostering a healthier, safer, and more prosperous world.

USAID makes a profound statement about what America stands for. I am humbled by the trust and confidence that President Obama and Administrator Shah have placed in me and am grateful to have the support of Secretary Clinton. If confirmed, it will be a privilege to work under their leadership and with USAID's talented and dedicated staff to reaffirm the Agency's status as the premier development agency in the world.

I would like to recognize USAID's Susan Brems, the Senior Deputy Assistant Administrator, and Amie Batson, the Deputy Assistant Administrator, for their leadership to date in the Bureau for Global Health and the Global Health Initiative. I also wish to acknowledge the support and love of my family and friends, including my wife and children, who are with me here today.

I am a physician. Over the last 25 years, my career in academic medicine has been inspired by the lives of my patients and the potential of the medical students and residents I have had the opportunity to teach. I am also a public health professional who, through research on tuberculosis, entered into the exciting arena of global health. I have dedicated my professional career to science and humanity, working with Columbia University, the New York City Department of Health, the United Nations and the Rockefeller Foundation. My engagement with the Federal Government has until now been in an advisory capacity. If confirmed, I very much look forward to the opportunity to serve actively.

I grew up in Mexico in the 1960s, in an area where green revolution research—supported by USAID and the Rockefeller Foundation—transformed agricultural pro-

duction and directly improved the lives of millions, my family included. I trained in Internal Medicine in New York in the late 1980s. During those years, I watched young lives ravaged by HIV/AIDS before the advent of life-saving treatment and saw the threat of tuberculosis reemerge and intensify through multidrug resistance. These experiences made a strong impression on me and have shaped my career.

Recognizing that infectious diseases don't respect borders and that effective responses here at home largely depend on what happens in other countries, I ventured into global health. In this sphere, I have been fortunate to work in a range of exciting initiatives, including: (1) developing innovative public-private partnerships for new drugs and vaccines for the poor, like the Global Alliance for TB Drug Development; (2) mobilizing a research coalition together with the NIH and other partners to scale up full treatment of HIV-positive mothers and their families—a prelude to PEPFAR; (3) working with the World Health Organization to bridge the “know-do” gap with information technology or e-Health; and (4) since returning to the Rockefeller Foundation, leading the initiative on the transformation of health systems in Africa and Asia.

If confirmed, I will draw upon these diverse experiences to provide leadership for evidence-based innovations, public-private partnerships, and interagency collaboration to promote access to appropriate health services at an affordable cost, especially for the world's poorest and most vulnerable people.

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Thanks to the foresight and leadership of Members from both sides of the aisle, the President's Emergency Plan for AIDS Relief, the President's Malaria Initiative, the Global Alliance on Vaccines and Immunization and work in women's health have saved millions of lives and reestablished hope for the future, especially in Africa. Public-private partnerships are no longer seen as optional, but rather as essential to achieving long-term strategic goals.

I have been a witness and a partner to this work, which is having an impact similar to the agricultural green revolution two generations ago. The American people can be very proud of these accomplishments.

President Obama's Global Health Initiative, GHI, signals the next phase of American leadership in world health and charges USAID to work with other U.S. Government agencies and partners to crystallize that vision.

GHI will consolidate the fight against diseases of poverty while strengthening country-led health systems, with a focus on women and children. At a time of financial constraint, GHI calls for better evidence, game-changing innovation, integrated services and novel partnerships to take on grand challenges.

As stated by Administrator Shah, by building country-led health systems, harnessing new technologies and improving the efficiency of our efforts, we can save the lives of 3 million children, prevent more than 12 million HIV infections, and avert 700,000 malaria deaths by 2016. We can also ensure 200,000 pregnant women give birth safely, prevent 54 million unintended pregnancies and cure nearly 2.5 million people infected with tuberculosis.

This is an ambitious agenda, commensurate with the extraordinary challenges faced by poor and vulnerable people in the world, and requiring both our commitment and new ways to solve problems.

Mr. Chairman, there could not be a better time to join USAID and serve the American people. I am humbled to be considered for this position. If confirmed, I will be honored and excited to contribute, under the guidance of Congress, to realizing these mandates and those in the future fitting a changing world.

Thank you very much for your consideration. I look forward to your questions and recommendations.

Senator COONS. Thank you, Doctor.

And I'd like to thank all five of our nominees for your concise, yet broad opening statements that give both of us a strong sense of your background and skills, and the challenges that you will face in your countries or areas of appointment.

I'd like to begin our first round of questions, if I might. I'm going to ask a very broad question and then invite each of the five of you, in turn, to answer, to the extent it's directly relevant to your service.

As you know, we in Washington and in our country face unprecedented budgetary challenges. We have record deficits and a record



national debt, and are making some very tough choices going forward about spending. What, in your view, are the principal goals of U.S. assistance in your country of appointment or in your area of intended work? And how can we report back to the people we represent that these investments make good sense for the United States, from a strategic perspective, a humanitarian perspective, a development perspective?

And then if I could, just a subquestion: We just visited the West Africa Trade Hub in Ghana—2 days ago? I've lost track of time. And economic development and the potential of trade was an issue in all three countries. To what extent has your country of potential appointment taken advantage of AGOA? There's about to be another AGOA conference. And what more could we be doing to encourage trade and trade as a means towards development?

So what impact do you believe our investment in U.S. assistance in your country of appointment may make? What role do you see development playing in that?

If I might invite Ms. Pasi to begin and then the members of the committee, for the rest of my time.

Ms. PASI. Thank you, Mr. Chairman.

As far as the budget is concerned, the money that we're spending in Djibouti on assistance is really very targeted on quality of life, life expectancy, and is being put to excellent use. The U.S. Government is leading the way in providing food assistance to rural areas in Djibouti. We feed about 40,000 or 50,000 Djiboutians every day. The population is about 850,000 people, so that's quite significant.

Second, the life expectancy in Djibouti is very low, only about 56 years for women, 53 for men. And many of the projects that we're involved in through USAID focus on maternal health, child health.

Also, interestingly, as I mentioned in my opening statement, Djibouti has an excellent port, and that port serves Ethiopia, primarily for food aid and other products that are headed to Ethiopia. Truck drivers who come from Ethiopia drive up a corridor toward the port, and that area has now become an area where HIV has become increasingly prevalent.

So the money we receive, which is fairly limited, goes both to provide education to prevent the spread of HIV/AIDS, as well as to treat those who are affected. And Djibouti has the highest HIV-infection rate in the Horn, including the Arabian Peninsula.

As far as AGOA and trade, Djibouti has very little in terms of agriculture, because of the lack of arable land. Where their economic strength actually lies, I think, is extending services through the port. The port is doing an excellent job, and the Government of Djibouti hopes to expand it.

So our focus, in addition to democracy and governance, is on basic support for people to ensure they have a reasonable life, to try to assist them to get an education, and then to help them find employment in a country which has limited natural resources but has an extremely strategic location.

Senator COONS. Thank you, Ms. Pasi.

Mr. Koran.

Mr. KORAN. Thank you. Rwanda has an aid program of roughly \$210 million for fiscal 2010. The bulk of that, by far, is in health, about \$164 million. And there's been remarkable success in a num-

ber of areas. I think Dr. Pablos-Méndez could probably address it better than I could, but let me just give you one statistic, that from 2005 to 2008, the infant mortality rate was reduced from 86 to 62 per thousand live births, so that's a pretty dramatic and concrete effect of our assistance.

The next big chunk of our assistance is in education. Rwanda has aspirations to move to middle-income status within a generation, and, to do that, they need an educated population. And both USAID but also Peace Corps are working in that area.

Your question about the development of trade is particularly pertinent because Rwanda just recently has received substantial U.S. investment related to the export of coffee and tea by U.S. companies. And as I mentioned in my statement, there's a bilateral investment treaty pending before this committee—I believe there's actually going to be a hearing on it this afternoon—which would provide legal protections to United States companies and help foster greater United States investment in Rwanda. Thank you.

Senator COONS. Thank you.

Mr. Lukens.

Mr. LUKENS. Thank you, Mr. Chairman. Most of the aid that goes from the United States to Senegal is focused on two areas: health and agricultural development.

The \$540 MCC compact is being spent to develop road networks and also irrigation in both the north and south of the country to enable Senegal to boost its agricultural production. Senegal currently imports 70 percent of its food needs, which is a higher level than any other country in sub-Saharan Africa, so a lot of our development assistance is aimed at helping them to become more self-sufficient in the area of food.

The other part of our assistance falls under the health category. We have a very strong program there helping them combat malaria, and we have also developed health clinics to assist with prenatal and then mother and infant health care.

On trade, there's not a lot of Senegalese trade coming to the United States. Where we have worked with the Senegalese Government—and if confirmed, I'll continue to work with them—is to ensure that they develop trade policies that allow for transparency of trade and for businesses doing business there. That allows them to have a good sense of what the situation is there.

Thank you.

Dr. PABLOS-MÉNDEZ. Thank you very much.

The goal of the Global Health Bureau at USAID is to save lives, particularly the poor and most vulnerable people in the world, and to strengthening country-led health systems, both to contribute to a safer and more prosperous world.

The Global Health Initiative, as a whole-of-government initiative, is indeed trying to find efficiencies across the many health programs in the U.S. Government through interagency collaboration, through procurement reforms and harmonization, through smart service integration, game-changing innovation such as eHealth—Rwanda's going to be a fantastic laboratory for eHealth in coming years—as well as a relentless pursuit of results through proper learning and evaluation.

Senator COONS. Thank you, Doctor.

Ms. Jackson.

Ambassador JACKSON. Thank you, Senator. The assistance programs in Malawi really need to stay the course in that very poor country.

If our goal is a stable and democratic world, we need to stay the course in education and health, as a country that has better educated, healthy people is more likely to be democratic and treat its citizens with great respect.

As with the other countries, our programs there are focused on health and education. I'm very excited about the Global Health Initiative, because it integrates all the different health programs and better uses resources.

Our PEPFAR program has made an impact, and it has decreased the prevalence of HIV/AIDS, particularly in the group of ages 15 through 26, which is a significant group. And the education has focused on girls.

Malawi has exported a lot of goods through AGOA. It's anxious to do more. I intend, if confirmed, to work with them on their strategic plan to develop other ideas for exports, but also to encourage policies and actions that will encourage private investment, that will allow for that. The Millennium Challenge Corporation energy sector reform project will help a long way toward economic growth in Malawi.

Senator COONS. Thank you, Ms. Jackson.

Senator Isakson.

Senator ISAKSON. Well, I'm going to follow the same line that the chairman started with, because the biggest challenge we're going to have as a committee is to be able to sustain United States investment in foreign assistance at a level where it makes sense and it makes a difference.

Ms. Jackson made a statement in her opening statement about the importance of coordinating interagency roles in foreign countries, and I think coordination of that and the funding that funds those rules is a part of that program.

And, Dr. Pablos-Méndez, you've been published a couple of times talking about the importance of integration of global health initiatives. You talk about coordination and you talk about integration; to me, that says you're looking at things in a global perspective and trying to prioritize the money that's spent, and make sure we don't have duplication or redundancy in terms of programs.

So let me start by asking Ms. Jackson first, and then Dr. Pablos-Méndez, what have you done, such as your role in the Baghdad Embassy, or what you have done in terms of health, to maximize the return of invested dollars and find savings, or coordination of those dollars to increase the benefit to the people it's intended?

Ambassador JACKSON. Senator, thank you. There are two parts to that question: one is operations; one is programs. My expertise at this time is on administrative operations. And both in Malawi and in Embassy Iraq, and throughout the world, the State Department has integrated administrative services at embassies, and that has provided significant savings. Additionally, we have done a lot of off-shoring of administrative services that allows for fewer people to be at an embassy at any given location, and particularly in Baghdad.

In terms of health, the Embassy in Malawi has already begun the process of integrating its programs, and I look forward to working with USAID, CDC, and Peace Corps in doing that. I think it has a lot of potential for making a bigger impact at the local level, and it's really at the local level that it is accountable.

Thank you.

Dr. PABLOS-MÉNDEZ. Thank you. There are many specific opportunities that are taking place as we speak. Duplication and waste, certainly we don't want any of that. The portfolio review process that the Global Health Initiative is conducting is allowing us to see exactly who is doing what where, to make sure that we are maximizing the value of our dollars.

When it comes to the integration, the smart integration of services, a couple of examples may be illustrative. In Mali, the distribution of vitamin A, as well as the fight against neglected tropical diseases, deworming parasites, intestinal worms, have been put together now. And this has allowed the Government of Mali to scale up nationally with the same resources that they were doing before in just a couple of districts.

In Kenya, the integration of HIV/AIDS services with maternal-child services has also allowed the Government of Kenya, with the same resources invested by USAID, to scale up from three to eight provinces.

So there are many opportunities in working with our mission staff to look exactly at how we can bring that about. It's not automatic. It has to be really put together, but I'm very, very confident of the resourcefulness we have seen already. And we would like to make this systematic throughout all of our investments.

Senator ISAKSON. Well, I think the stewardship of the United States taxpayers' money, in terms of foreign assistance and foreign service, is going to be—not that we haven't been good stewards, but it's even more important now, given the difficult pressure on the budget, that we demonstrate how we are finding savings or efficiencies, and improving the return on our investments, such as Millennium Challenge.

The second thing I'll talk about real quickly, for Mr. Lukens, Mr. Koran, and Ms. Pasi, after you get past that importance, the second biggest challenge for all of us is to get our arms around corruption in Africa and the importance of those governments to reduce corruption.

Chairman Coons and I saw a demonstration. I'm not going to get into which country; all the countries we visited had ports, so that won't identify them. But we saw one country where you had to pass through 17 checkpoints to get from the port to the next country, and at each checkpoint, you had to pay somebody off to get to the next checkpoint.

That type of situation is a great depressant, in terms of U.S. investment and, for that matter, European investment or any other investment in a foreign country. So I'd like to know from the three of you, to the extent that you're familiar with it or would want to work on it, what will you do to help raise the importance of reducing corruption in the countries you'll go to in Africa?

Mr. Lukens.

Mr. LUKENS. Senator Isakson, thanks for that question.

This is an issue that we follow very closely in Senegal, and I will just say that I think the MCC has been a very effective tool in raising the awareness of the local population on corruption issues.

As you know, countries have to meet certain standards to qualify for MCC. And in the case of Senegal, those standards, their rankings on international lists has been slipping, and it's created a great deal of attention in Senegal because we hold them to these standards.

The way that we run the MCC there, we run it through programs that require strict accountability and transparency and serve as a role model for government dealings in the rest of country. So it's certainly an issue that we're aware of and that we will continue to follow, and use MCC as an example to promote transparency and anticorruption efforts.

Mr. KORAN. Rwanda rates as generally one of the least corrupt countries in Africa. It ranks, as I mentioned, very high or very favorably on the transparency international index. As I mentioned, it's made dramatic improvement in the World Bank ease of doing business index.

That said, obviously, it could do better, as any country could. And I think, if confirmed, some of the areas I would look at in particular are building strong institutions, fostering rule of law, and good governance.

One area that I think is particularly interesting in Rwanda is USAID would like to do more programs through the government, provide the government money in order to build a road as opposed to directly contracting with it. And as part of this, USAID would work with the Rwandan Government to improve its government procurement system, so it meets international standards. Obviously, you can't run our tax dollars through the government if you're not confident that it'll be done correctly and with minimal or no corruption. And so this will be an interesting test case, I think one of the first in the world, that will be piloted in Rwanda.

Senator ISAKSON. Thank you.

Ms. Pasi.

Ms. PASI. Thank you, Senator Isakson.

In a way, I feel that Djibouti has made a very positive step in the area of dealing with corruption by modernizing and improving the port and putting the port under management that is considered world-class. It's an excellent port.

Of course, much remains to be done, and corruption continues to be an issue there. If confirmed, it would certainly be something I would follow closely.

And another angle of looking at it, I think, would be coordinating with other donors. This gets back to the earlier question about how we're going to manage our limited funds to make sure that all the funds that are being given to Djibouti, whether by us or other partners, are being used efficiently and effectively. Thank you.

Senator ISAKSON. Thank you.

Mr. Chairman.

Senator COONS. Thank you, Senator Isakson.

I have a whole series of questions here now that are individual to your specific countries and roles, so please, if we could keep—

I'll try to keep the questions short. If you can keep the answer short, that would be constructive as well.

Ms. Pasi, if I could, if confirmed as Ambassador, what steps would you take to ensure better coordination with the commander at Camp Lemonnier, and what degree of oversight will your post, in particular, require, given you've got 3,000 DOD personnel on the ground.

Ms. PASI. Thank you, Mr. Chairman.

There is already an excellent working relationship between the current Ambassador and the head of Camp Lemonnier, something I would plan to continue.

The Horn of Africa contingent of CJTF-HOA has representatives all over East Africa in each of our embassies. So I would see my role, if confirmed as Ambassador, to coordinate on regional projects, since there bilateral coordination going at each embassy, and to make sure that we are working closely and collaboratively. That is going on now, and I would plan to continue it.

Thank you.

Senator COONS. In the most recent elections, I think they were in April, President Guelleh was elected for another term. But there were some real questions about whether those elections were really fair and open, given the arrest of opposition figures and the expulsion of some U.S.-funded monitors in the lead-up. What could you do, what could the post do, what can the Nation go, to more effectively advocate for democratic reform within the Guelleh administration or in partnership with them?

Ms. PASI. Thank you, Mr. Chairman.

You're right that President Guelleh was elected with 80 percent of the vote in April. The opposition figure received 20 percent of the vote. That said, we're working toward and continue to use our limited funding for democracy and governance to create space for the opposition, to ensure a level playing field so that in the future, the opposition members will feel comfortable running, will have access to media. It's something that we continue to work on.

The issue of democracy and governance is a top priority for us in Djibouti and we work closely with the Djiboutians.

The government did invite Democracy International, a U.S. Government NGO, to leave over what they—

Senator COONS. They invited them to leave or they told him to leave?

Ms. PASI. They told them to leave, yes.

Senator COONS. Very diplomatic.

Ms. PASI. They told them to leave, because they explained that they were dissatisfied with the actions of a fairly junior member of Democracy International.

We were, naturally, disappointed, but we were very pleased that Djibouti agreed to welcome any other U.S. NGO to work in Djibouti, and we're currently looking to find another NGO that would be able to continue the work.

We view our involvement—it's going to take time in Djibouti. I think democracy is not made in a day, but it's certainly a top priority. Thank you, sir.

Senator COONS. Thank you, Ms. Pasi.

Mr. Koran, what's your assessment of the state of democracy in Rwanda? And do you consider the Rwandan Government tolerant of dissent? And what's your assessment of their elections? I think they were in August 2010.

Mr. KORAN. The elections were peaceful and orderly. But as the White House statement on the elections highlighted, there were a number of issues with the registration of political parties, arrests of journalists, arrests of political party leaders. So I think, if confirmed, one of my top priorities would be working with the Rwandan Government to ensure that both local and international NGOs and the media are allowed to operate freely.

Senator COONS. There are also two last things, if I might. There was some leadership taken by Rwanda in the U.N. on some difficult issues around tolerance and orientation. How do you plan to encourage that? It's rare on that continent. And then last, the relationship with the DRC is very complex, as you referenced in your opening statement. And what do you see as the path forward in terms of strengthening Rwanda's role in stabilizing the DRC.

Mr. KORAN. Your first question, I think, refers to the Human Rights Council in Geneva discussions on LGBT rights.

Senator COONS. That's right. That's correct.

Mr. KORAN. Rwanda has stood out on the continent to some as advocating a very tolerant position on that. And as far as I can tell in my research, there's no issue in Rwanda with LGBT rights. They're quite in contrast to some of their neighbors on that. I'm not sure what motivates it, but it's certainly a positive development.

On the Congo, I think relations are probably better now than they have been any time in the last probably 17, 18 years. When I served in Rwanda before, it was occupying about a third of the Congo. As I mentioned in my statement, Rwanda and Congo have now reached a rapprochement, and they're working very well together to deal with common security threats in the eastern Congo.

Senator COONS. Thank you.

Mr. Lukens, thank you to you and your extended family, your wife and your father, for apparently two generations of service to our Nation.

There have been some real concerns, as you mentioned, about the gradual erosion of good governance and transparency in Senegal. What are your assessments of these trends? And what would you do, if confirmed as Ambassador, in terms of advancing tolerance and the strength of democratic institutions in Senegal?

Mr. LUKENS. Thank you, sir.

If confirmed, I'll continue to work with our agencies at post and with the Government of Senegal to encourage them to stay on the path that they really have been on for over 4 years of a moderate, democratic nation.

There are elections, as you know, in February, coming up in February. While no candidates have officially declared yet, there are many testing the waters, and there's great expectation that President Wade will run again. There are currently 166 opposition parties in Senegal, so it's a very thriving democracy, but that poses its own challenges.

So we will continue to work with the Government of Senegal, with civil society to ensure voter registration, and really work altogether to encourage free and transparent elections.

Thank you.

Senator COONS. I'll simply mention, as I wrap up and hand the microphone over to Senator Isakson, that in Nigeria, in particular, I was quite impressed with the chairman of their national electoral commission, and with the constructive role that SMS technology played in allowing a rapid vote tabulation that was then deemed an independent and fair way of evaluating the effectiveness of the voting process.

We also saw a demonstration, I think it was Ghana, if I'm not mistaken, of SMS technology assisting smallholder farmers in getting access to information about market conditions and pricing. It's really striking what technology is doing for both economic development as well as democracy.

I will continue with a few more questions, but I'll defer to Senator Isakson at this point.

Senator ISAKSON. Mr. Koran, when I was in Rwanda a few years ago, I guess it was 2008, I was struck by the things that President Kagame did to take that nation from genocide to democracy and stability. One of the things that impressed me was, I believe I'm right, it's pronounced Umuganda Sunday. Are you familiar with what that is?

Mr. KORAN. It's a voluntary workday.

Senator ISAKSON. Right, where you had one Sunday a month, they shut down the roads. They close everything and everybody works on community projects that they jointly decide are necessary.

In fact, Senator Corker and I helped dig up a stump in a village somewhere in Rwanda. I still don't remember the name of the village today.

But he did a lot of things to bring people together and get a sense of community. With that said, I read recently of some arrests of journalists, and difficulties in terms of opposition leaders and things of that nature, that are little inconsistent with the Rwanda that I saw when I was there. Is there any deterioration in terms of that, or were those just isolated instances?

Mr. KORAN. Well, certainly areas of concern, but, obviously, Rwanda, as you said, has come a long way since 1994. It's remarkable what they've done.

I think President Kagame, in particular, has focused quite correctly on the economy, with the idea that if you can have a growing economy, opportunities for everybody, you're going to reduce these ethnic and political tensions. And Rwanda has been quite successful at that, enjoying real gross domestic product growth rates of 5 to 6 percent over the last 15 years.

But there have been incidents in the past. I wouldn't say it's necessarily a trend getting worse, because you're seeing incidents happening on occasion, going back for 10 or 15 years. And it's obviously something we're concerned about.

I think one of the issues which, if confirmed, I would hope to work with Rwanda on, or continue working, because I think the Embassy is doing quite a job on it already, are the laws against divisionism or genocide denial, which are somewhat ambiguous.



And while I appreciate the logic behind the laws, their interpretation is sometimes vague and ambiguous and can at times be used to stifle legitimate political discourse.

So I think it's a question of clarifying those laws, so that they address the very real issues of concern but without going beyond those issues.

Senator ISAKSON. Mr. Chairman, I really don't have another question. If I have anything specific, I'll submit it for the record.

But I do have a comment to make to each of you. Each of you has accepted a responsibility to go to a place few Americans will ever see, and many Americans have never even heard of, but are very important in terms of our country and the future of our country. So when you're on duty in a place that few people are paying attention to back home, remember that the chairman and I on this committee are a line of communication. If there's some way that we can help and support your effort, or get information to the attention of people higher than ourselves, we consider that part of our responsibility and hope you will keep in contact with our offices throughout your terms of service in each of the countries and, in your case, in terms of USAID.

Thank you, Mr. Chairman.

Senator COONS. Thank you, Senator.

I just have one more question each for the remaining three, if I could, and then I think we'll conclude.

I just want to associate myself with Senator Isakson's comments, in terms of our being available to you as a resource. I think it is very challenging service on which you embark. We noted, in our most recent trip, as I have in another trip I've taken as a Senator, just the critical role that Ambassadors play, and how difficult, at times, it can be to have clarity of direction, to have unity of effort, across many different agencies. And what a difference it makes when there is a well-functioning and well-led Embassy.

So I'm grateful for your service and appreciate your willingness to stay in touch with us, to the extent there are things that we need to be informed about.

If I might, Mr. Lukens, I just wanted to also ask about Guinea-Bissau. I'm very concerned about what I read in the backgrounder about narco-trafficking and emerging criminality, and the real challenges at the very highest level of government, in terms of our engagement with them. And I'd be interested in how you see the challenge of the limitations of our engagement with Guinea-Bissau; how having an officer in the Portuguese Embassy is going to work; and then what sort of additional resources, training, skills you're going to need to reach out to from other agencies in order to be effective in this sort of malleable structure, where you're an Ambassador in Senegal, in charge of Senegal and so forth, but also responsible for our relations with a country that poses some real threats to our interests in the region and the world.

Mr. LUKENS. Thank you, Mr. Chairman. I intend to fully engage on the issues to do with Guinea-Bissau and travel there frequently. As you mentioned, and as I mentioned in my statement, having a full-time State Department officer actually living and working in Guinea-Bissau will help us tremendously, as we try to learn more about the situation there and how we might better help the govern-

ment there, and help us to identify factions within the government that we can trust, and work with them to solidify rule of law and antinarcotics trafficking efforts.

The agreement we have is that the diplomat, our Foreign Service officer, will live and work out of the Portuguese Embassy. We also have leased office space there that is used for temporary visitors, and there's a continual flow of visitors from different government agencies that have a stake in the economic development and anticorruption efforts in Guinea-Bissau. So our officer there will be able to assist other agency temporary duty personnel as they come through. I think that'll give us much greater insight than we have had up until now into the key players in the government and the situation on the ground, and also help us to—quarterly visits by the U.S. Ambassador can help. But I think having someone there full time, really getting to know people in the government, will really help us to send a strong message of what our values and priorities are.

Senator COONS. Thank you. Good luck on that very difficult mission. I look forward to hearing back from you about some of the challenges.

Dr. Pablos-Méndez, as I referred to in the opening, the QDDR suggests that GHI should be transferred largely from State to AID. And this is, I think, in some ways may be a challenging undertaking. How do you assess USAID's ability to meet the benchmarks that are outlined in the QDDR and what do you think are the challenges in continuing this sort of dual role, where there is still oversight from State's Office of Global AIDS Coordinator and yet actual execution through USAID on the overwhelmingly majority of the actual funds and activity under PEPFAR, for one example?

Dr. PABLOS-MÉNDEZ. Thank you. As you point out, the QDDR already specifies a transition of the leadership of the Global Health Initiative to USAID. This is specified over a period of 18 months to conclude in September 2012, after meeting a set of benchmarks, a set of 10 or so of them, including program reviews by areas, country plans, evaluation plans, and so on, that already crystallize the vision of GHI as a whole-of-government integrated approach to global health.

These exercises are being conducted already, and, indeed, half of them are already quite along the way. I feel very confident of the teams involved across the U.S. Government to crystallize these in the remainder of the time. During this transitional period, Secretary Clinton has appointed Lois Quam as executive director to facilitate the coordination in this transition period.

If confirmed, this is one of my priorities. I know that this has created some confusion or lack of clarity, but there's, I think, an understanding among all the parties involved, all the agencies, to get there, and the sooner, the better. As a priority for USAID, if we can accelerate this process of benchmarks in the next 12 to 15 months, we will do so.

The final determination, of course, is that of Secretary Clinton, and we will be working closely with the Secretary of State, in this regard. PEPFAR, itself, which is another whole-of-government initiative that has been quite successful in the last 10 years or so, and a large percent of that already is implemented through USAID. To

some extent, many of the major initiatives are already implemented through USAID across the U.S. Government and in an integrated fashion in country missions.

So I feel very confident, if confirmed, that we can get there. If we can do it faster than specified, I'll be very happy.

Senator COONS. And so would we.

Ms. Jackson, thank you for your service, and your husband's. And I was intrigued by the trip across the Sahara, as we were speaking before.

As you know, the United States recently signed a \$350 million MCC pact with Malawi, but it was delayed for several months over concerns about press freedoms, and basic human rights respect, and the criminalization of homosexuality, among other things. But this is a critical investment, as you referenced in your opening, in the electricity sector, and could contribute dramatically to Malawi's economic development.

What steps do you intend to take to ensure that those issues don't reemerge as major problems in Malawi, that they're not sort of backsliding on human rights or democracy? And what do you see as the major challenges to successfully implementing the MCC?

Ambassador JACKSON. Thank you, Senator.

The \$350 million compact for the energy sector is a very important one for Malawi. It was put on hold due to amendments to two of 197 penal codes in the Malawi Constitution, the first one dealing with the government potentially being able to stop publication of material that was contrary to public interest. The Government of Malawi publicly and repeatedly reaffirmed its constitutional press freedoms, and I will, if confirmed, continually remind them of that. They do have a very vibrant media.

The second related to the threat of the rights to lesbian, gay, bisexual, and transgendered individuals has caused a vibrant and very public debate, which, heretofore, has not occurred in Malawi. So just the press freedom and being allowed to express people's opinions on that particular issue validates that MCC's stand on the case was very, very important.

Malawi truly understands that if there is a criminal punishment against an individual, that MCC will immediately take action to investigate for suspension or termination of the MCC compact.

I carry with me the MCC indicators, and I'm constantly using those as a means to remind governments—I did this in Burkina Faso, and I intend to do in the Malawi—that the MCC indicators are a representative of U.S. Government values, and that we are very serious about them.

Thank you.

Senator COONS. Thank you, Ms. Jackson.

I'd like to thank all five of our nominees who testified today.

Senator Isakson, you have no further questions?

Senator ISAKSON. No.

Senator COONS. I will state that we're going to leave the record open until the close of business tomorrow, Wednesday, June 8, to the extent there are other members of the committee who were not able to join us here today but wish to submit additional questions, or if there are any additional amplifications you choose to submit.

But I am grateful for your testimony. I'm grateful for your service. And I think Senator Isakson and I both expressed our enthusiasm for finding opportunities to come visit you in the field and to be a resource to you, should there be challenges that arise in your service.

Thank you very much. This concludes today's hearing.  
[Whereupon, at 11:26 a.m., the hearing was adjourned.]

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ADDITIONAL QUESTIONS AND ANSWERS SUBMITTED FOR THE RECORD

RESPONSES OF DR. ARIEL PABLOS-MÉNDEZ TO QUESTIONS SUBMITTED BY  
SENATOR JOHN F. KERRY

*Question.* Please differentiate between your role, if confirmed, and that of the Executive Director of the Global Health Initiative (GHI).

*Answer.* As set forth in the Quadrennial Diplomacy and Development Review (QDDR), pursuant to the direction of the Secretary of State and the GHI Operations Committee (USAID Administrator, Global AIDS Coordinator, and Director of the Center for Disease Control and Prevention), the Executive Director of GHI was appointed by the Secretary of State to facilitate the coordination of agency programs to meet GHI goals, including the transition of GHI leadership to USAID upon completion of the benchmarks, and support the objectives for global health.

If confirmed, I look forward to working with Administrator Shah, the other members of the Operations Committee and the GHI Executive Director to meet GHI goals. My unique role is to ensure that all USAID's work embraces GHI's seven principles and that USAID's programming contributes optimally to achieving GHI's ambitious health targets in a whole-of-government mode.

If confirmed, I will also work to ensure the effective transition of GHI leadership to USAID within the next year, as mandated in the QDDR. I will do this by ensuring that USAID is poised to lead GHI inclusively. I will continue to implement and strengthen USAID processes for broad evidence-based consultations to ensure that our investment portfolio, funding decisions and country health plans are aligned to achieve maximum health impact. If confirmed, I will also ensure that USAID is leading an effective GHI interagency communications strategy, and streamlining information management to focus on accountability for performance. I will promote a culture in USAID of interagency collaboration that leverages domestic government capacity to achieve global health impact; and work to ensure country ownership of USAID's efforts under GHI. To do this, I will work closely with the Executive Director and the members of the GHI's Operations Committee.

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RESPONSES OF DR. ARIEL PABLOS-MÉNDEZ TO QUESTIONS SUBMITTED BY  
SENATOR RICHARD G. LUGAR

*Question.* Next week, the Global Alliance for Vaccines and Immunizations (GAVI) will hold their first ever pledging conference. The United States has played a huge role in the creation of GAVI. As a strong supporter of vaccines, I have closely followed the rollout of the pneumococcal vaccine. Should the United States make a multiyear pledge to GAVI; and if so, how much should the United States commit?

*Answer.* On June 13, 2011, at the GAVI Pledging Conference in London, USAID Administrator Rajiv Shah announced a \$450 million commitment from the United States over 3 years (FY 2012–14), subject to congressional appropriation. With this pledge, the United States surpassed \$1 billion in commitments to GAVI for the purchase of vaccines. In his statement, Dr. Shah said "I am pleased to announce that the United States will continue one of the best, most cost-effective life-saving investments we have ever made. Over the next 3 years, subject to congressional approval, we will devote \$450 million to GAVI's mission, which seizes upon the opportunity to save 4 million lives by 2015 . . . This multiyear commitment leverages the billions of dollars that other donors have committed to GAVI, multiplying the impact of our funding more than eightfold. At a time when budgets around the world are being scrutinized, this partnership with donor and host country governments, civil society and private sector partners ensures our development dollars have the greatest impact. Not only is our commitment inspiring the generosity of other donors, it helps ensure the quantities of vaccine needed to obtain lower prices, allowing us to save even more lives." USAID plays a critical leadership role on the GAVI Board

of Directors and the GAVI Executive Committee. If confirmed, I will ensure that USAID continues to work closely with GAVI so that this investment is implemented effectively, efficiently, and sustainably.

*Question.* With USAID being the lead agency on the Administration's Global Health Initiative, how does it work that the bulk of the funding comes through the global HIV/AIDS under the jurisdiction of the State Department? Also, what role do you envision playing in the implementation of the program with the director of GHI being housed within State?

*Answer.* Upon meeting the requirements laid out in the QDDR, USAID will be tasked with being the lead agency of GHI. However, USAID will not lead alone. USAID will lead inclusively with its partner agencies, building consensus and forging ahead with mutual respect and a reliance on the expertise of each agency.

Effectively implementing the GHI principles will require thinking beyond purely budgetary terms. Through GHI, USAID, the State Department and CDC are all constantly looking at ways to gain synergy and efficiency by linking their programs. USAID relies on a deep institutional capacity to respond to dynamic conditions and on an expertise throughout U.S. programmatic focus areas. USAID implements a large proportion of PEPFAR with the State Department, and the President's Malaria Initiative with CDC, giving USAID strong institutional links across GHI.

The Executive Director of GHI was appointed by the Secretary of State to facilitate the coordination of agency programs to meet GHI goals and support the objectives for global health set forth in the Quadrennial Diplomacy and Development Review (QDDR), pursuant to the direction of the Secretary of State and the GHI Operations Committee (USAID Administrator, Global AIDS Coordinator, and Director of the Center for Disease Control and Prevention).

If confirmed, I look forward to working with Administrator Shah, the other members of the Operations Committee and the GHI Executive Director to meet GHI goals. My unique role will be to ensure that all USAID's work embraces and drives GHI's principles and that USAID's programming contributes optimally to achieving GHI's ambitious health targets in a whole-of-government mode.

*Question.* In his annual letter, Bill Gates spoke of vaccination programs and polio eradication as being a priority of his foundation for the coming year. At the World Economic Forum meetings earlier this year in Davos, Switzerland, Mr. Gates announced an additional \$102 million commitment to polio eradication efforts. Rotary International and UNICEF are also active in this area. What is the United States role in the polio eradication, especially in Pakistan and Afghanistan where the United States has such a large economic investment?

*Answer.* Since the launch of the Global Polio Eradication Initiative (GPEI) in 1988, the global number of polio cases has reduced by over 99 percent. The United States is the largest donor to the GPEI, contributing over 30 percent of the overall \$7.5 billion effort. In Pakistan, the United States plays a low visibility but highly important role in polio eradication. I understand the objective is to ensure that this is seen as a Pakistani-led and implemented program—building local ownership, providing safe passage for vaccinators, and avoiding sparking antivaccination rumors often linked to the United States. Through the World Health Organization and UNICEF, the United States provides funding and technical support for the implementation of the Emergency Action Plan. This focuses on improved Union Council level surveillance, immunization campaign planning, monitoring and evaluation, and communication to increase community participation and demand for polio and other vaccinations. Currently, the United States supports cross-border immunization posts at 11 formal border crossings between Pakistan and Afghanistan. Further, the United States provides technical support through surveillance training, CDC-detailed personnel, USAID participation on interagency committees, and USAID and CDC participation technical advisory groups and program evaluations.

In Pakistan, between 1995 and 2000, polio incidence fell tenfold. Success in many areas demonstrates that the country has the technical capacity to complete national eradication. However, polio in Pakistan is being fueled by a small number of geographic areas and by migrant groups. So far in 2011, there have been 49 cases reported—which is more than double the number reported in the same period of 2010.

The United States plays a similar low visibility but highly important role in Afghanistan. Again, the objective is to ensure that polio eradication is seen as an Afghan-led and implemented program. Through WHO and UNICEF, the United States provides funding and technical support for the implementation of the National Polio Eradication Plan and 13 district high-risk plans. USAID supports improved immunization campaign planning, monitoring and evaluation, and communication to increase community participation and demand for polio and other

vaccinations. Through the Basic Primary Health Services (BPHS) NGOs USAID supports, polio campaigns are implemented in the high-risk areas. USAID participates on interagency committees, and USAID and CDC participation technical advisory groups and program evaluations. President Karzai has often launched the polio campaigns and has a dedicated Special Advisor on Polio Eradication who facilitates with the Ministry of Health and Partner organizations, including the U.N., Canada, ICRC, and BPHS NGOs. Most importantly, USAID is the lead agency for negotiating "Days of Tranquility" or "De-conflicting" (the terminology preferred in Afghanistan) with NATO/ISAF and U.S. Special Forces and Afghan National Army and Police. In February 2011, the USAID Polio Coordinator provided a briefing at the daily Commander's Update Briefing and highlighted the success of this coordination in reaching more children in previously security-inaccessible areas and received renewed commitment to continue the collaboration in the future. As of June 8, 2011, Afghanistan has only four confirmed cases of polio.

RESPONSES OF DR. ARIEL PABLOS-MÉNDEZ TO QUESTIONS SUBMITTED BY  
SENATOR ROBERT MENENDEZ

*Question.* Dr. Ariel Pablos-Méndez, with your impressive medical and leadership credentials, you are expected to boost USAID's profile on the Global Health Initiative. The U.S. global health approach has suffered from a lack of coordination, which affects patients' ability to access treatment at the clinic level. We have heard a lot of officials say the right things about a whole-of-government approach. But the Global Health Initiative has 15 agencies involved, and no one seems to be in charge. The QDDR claims that USAID will take the lead in coordinating the GHI starting in 2012. Can you attest to how you will ensure this transition takes place?

*Answer.* Appendix 2 of the QDDR outlines the proposal to transition the leadership of the GHI to USAID upon its achievement of defined benchmarks aimed at ensuring USAID has the capacity and structures to lead a coordinated, inclusive, whole-of-government effort. The Secretary of State will make the final determination on transitioning the Global Health Initiative to USAID, drawing on the assessment and recommendation of the GHI Executive Director and Operations Committee. I understand that USAID has undertaken a comprehensive program to successfully meet the 10 benchmarks within the defined period. USAID has made significant progress. For example, USAID has conducted inclusive portfolio reviews of its major health programs with the participation of experts from sister agencies, research centers, foundations and other partners. The extensive discussions in this process, among outside experts, stakeholders, and USG staff engaged in health programs, are being documented in reports on the adjustments being made in USAID strategies and plans, and in coordination with partners. Another criterion is being actively pursued through interagency planning and review of GHI strategies for country programs, eight of which have been approved. In addition, through an effort called BEST, USAID has prepared 25 and reviewed 17 5-year integrated action plans for family planning, maternal and child health, and nutrition to ensure that under the Global Health Initiative, USAID will focus on state-of-the-art, evidence-based programming. The joint State-USAID efforts to streamline information flows have resulted in several recent, concrete changes consistent with the QDDR criteria. The recent USAID policy on Monitoring and Evaluation also addresses a QDDR requirement. If confirmed, I will continue the drive to meet the benchmarks and demonstrate USAID's readiness to lead the whole-of-government approach to health in development.

*Question.* Noting the recent cuts to U.S. foreign assistance and the fact that procuring and delivering vaccines to the developing world is a proven, cost-effective way of meeting a number USAID's global health goals, how do you plan to work with mechanisms such as the Global Alliance for Vaccines and Immunization (GAVI) to leverage and extend their impact?

*Answer.* On June 13, 2011, at the GAVI Pledging Conference in London, USAID Administrator Rajiv Shah announced a \$450 million commitment from the United States over 3 years (FY 2012-14), subject to congressional appropriation. With this pledge, the United States surpassed \$1 billion in commitments to GAVI for the purchase of vaccines. In his statement, Dr. Shah said "I am pleased to announce that the United States will continue one of the best, most cost-effective life-saving investments we have ever made. Over the next 3 years, subject to congressional approval, we will devote \$450 million to GAVI's mission, which seizes upon the opportunity to save 4 million lives by 2015 . . . This multiyear commitment leverages the billions of dollars that other donors have committed to GAVI, multiplying the impact

of our funding more than eightfold. At a time when budgets around the world are being scrutinized, this partnership with donor and host country governments, civil society and private sector partners ensures our development dollars have the greatest impact. Not only is our commitment inspiring the generosity of other donors, it helps ensure the quantities of vaccine needed to obtain lower prices, allowing us to save even more lives.”

The cost-effectiveness of vaccines becomes especially important in a constrained budget environment. In addition, the USG is committed to certain child mortality reductions under the Global Health Initiative, and vaccines must be an essential part of our strategy in attaining those goals. GAVI’s structure as an alliance of the public, social, and for-profit private sector partners means that global vaccine supply efforts are appropriately coordinated. Moreover, the dialogue with the for-profit private sector has resulted in innovative financing mechanisms that provide the right incentives to develop the right vaccines at the right prices for use in the developing world. Finally, GAVI’s approach actively serves several of the GHI principles, including coordination and leveraging of partner resources.

It is my understanding that USAID will continue to use its voice on both the GAVI Executive Committee and the GAVI Board to ensure that there is alignment of the Board, the new CEO, and the new Board Chairman to ensure quality, cost-effective programs are implemented, and that GAVI continues to conduct business in a transparent, responsible, and efficient manner. It is also my understanding that USAID will continue to work with its GAVI partners across sectors so that vaccine policy is correctly formulated, strategies make sense, good pricing is obtained, and efforts are coordinated. Finally, they will ensure that their maternal and child health work within USAID properly supports GAVI where there are efficiencies or economies of scale to be found through strengthened immunization programs. If confirmed, I will support and ensure USAID continues these endeavors, to maximize our impact.

*Question.* Past experience has shown that the most effective way to increase accountability and prevent corruption is to support the efforts of local civil society. For example, between 2008 and 2009, civil society groups in Malawi were able to bring down the rate of medicines going missing from 70 percent to 25 percent. They did it by asking community members to send a SMS text message when basic medicines weren’t available at the clinic. In countries like Malawi and Uganda, civil society watchdogs are having great success in preventing corruption and ensuring the supply of key medicines. How is the Global Health Initiative planning to leverage civil society to be not just service deliverers, but advocates for better health care?

*Answer.* One of USAID’s most important contributions to improving health in developing countries is the engagement of civil society through both local governance mechanisms and civil society organizations. The GHI principle to encourage country ownership and invest in country-led plans explicitly includes civil society organizations among the partner country components in which the USG should invest. Numerous USAID programs currently embrace this principle and assist civil society to advocate for improved health care.

One example has been the systematic involvement of women’s groups and the “women’s panchayat” (the one-third of local government in India seats reserved for women) to push for health services in rural communities. In Nigeria, in support of that country’s democratic transition, USAID has actively promoted the engagement of citizen’s groups to work with authorities in Local Government Areas to improve health services. In Guatemala, USAID has supported the formation and activity of both women’s advocacy groups and groups of indigenous women. Both these groups are organized from community to national level, and have been a major force in getting the national government to provide a budget line item and assure services for reproductive and maternal health. The indigenous women’s groups operate under the oversight of the national Procurator of Human Rights; in this capacity, they are authorized to enter health facilities and identify problems of care and service quality for indigenous women. These examples show the power of mobilizing the nonhealth civil society sector in support of better health services for women, children, and vulnerable populations.

Family planning and reproductive health: USAID assistance for family planning and reproductive health routinely engages civil society groups and individual actors to promote improved gender norms, increased access to services, and accountability from service providers.

Some of the civil society engagement activities focus specifically on enabling women to be effective champions for family planning. Following an advocacy skills-building workshop, one champion from Nigeria pioneered the creation of a contraceptive security revolving fund and oversight committee within the Usmano

Danfodiyo University Teaching Hospital and sits as first chair of the committee. In Uganda, a champion successfully advocated to reduce the cost of injectable contraceptives from 80 Ksh to 50 Ksh.

HIV/AIDS: As leaders shaping community values and behaviors, community-based organizations can promote healthy behavior, reduce stigma, and motivate communities to support and utilize HIV/AIDS services. USAID has a longstanding history of working with civil society organizations to advocate for and shape community knowledge of HIV prevention, care, and treatment services. USAID, through PEPFAR, supports Partnership Frameworks to support and strengthen national HIV/AIDS strategies and focus on building strategic partnerships with both government and civil society to secure long-term sustainability of HIV/AIDS programs.

In Malawi's Partnership Framework, USAID is helping to build capacity of professional and lay counselors and organizations in public sector and civil society implementing the National AIDS Framework. The Government of Malawi intends to partner with PEPFAR, the U.N. family, and others to build the technical, financial, and management capacity of civil society and the private sector. USAID will continue to provide capacity-building technical assistance to grant-recipient organizations implementing the National AIDS Framework, as well as to grantmaking organizations. Additionally, the Government of Malawi will build capacity of leaders and communities to speak against harmful practices and norms. Among other linkages, referrals will be strengthened, diverse and include linkages to civil society organizations.