

## **NOMINATIONS**

**TUESDAY, JULY 27, 2021**

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

The committee met, pursuant to notice, at 10:02 a.m., in Room SD-G50, Dirksen Senate Office Building, Hon. Benjamin L. Cardin presiding.

Present: Senators Cardin [residing], Shaheen, Murphy, Kaine, Markey, Booker, Van Hollen, Young, and Hagerty.

Also present: Senator Graham.

### **OPENING STATEMENT OF HON. BENJAMIN L. CARDIN U.S. SENATOR FROM NEW JERSEY**

Senator CARDIN. The Senate Foreign Relations Committee will come to order.

We are convened today to consider four of President Biden's nominations: the Honorable Rufus Gifford of Massachusetts to be the chief of protocol; Ms. Lee Satterfield of South Carolina to be an assistant secretary of state; the Honorable Isobel Coleman to be deputy administrator of the United States Agency for International Development; and the Honorable Christopher Lu to be representative of the United States of America to the United Nations for U.N. Management and Reform. Senator Hagerty and I both agree that we will defer our opening statements because we have some of our distinguished—have two of our distinguished colleagues that are with us to introduce. And since I might have some judicial nominations before the Judiciary Committee this year, I will recognize Senator Graham.

### **STATEMENT OF HON. LINDSEY GRAHAM, U.S. SENATOR FROM SOUTH CAROLINA**

Senator GRAHAM. Thank you. I owe you one. Okay. Well, thank you, Mr. Chairman and Ranking Member. I really appreciate this. It is a big treat for me. Ms. Satterfield is from South Carolina, a University of South Carolina graduate with a degree in journalism. Her father was a legendary football coach at Furman that won a national title, and she is being nominated to be the assistant secretary for the Bureau of Educational and Cultural Affairs at State. She has been endorsed by the last six assistant secretaries for the position, the Alliance for International Exchange, Public Diplomacy Council, and the Public Diplomacy Association of America, and Trey Gowdy. I do not know how much you care about the last one, but he is a good golfer, for whatever that matters. But the reason Trey is doing this, she is well respected in our State, and we are

proud of the fact that President Biden chose her for this job, and I look forward to helping.

In this position—she has been involved in this space for a long time. She launched the Center for Diplomatic Engagement, the Center for Global Leadership. She has executive branch experience. Prior to this nomination in the Obama administration, she served as acting assistant secretary of state and deputy assistant secretary of state in the Bureau of Educational and Cultural Affairs, so she knows what she is talking about. She has also served as deputy chief of staff of protocol of the United States. During the Clinton administration—you must have been a child back then. During the Clinton administration, she served as the chief of staff for the Secretary of Labor, and as special assistant to the President, and staff director for the White House Office of Public Liaison.

I cannot think of a more qualified, decent person to have this job representing our Nation at a critical moment as we engage the world, and I wholeheartedly support this nomination. And thank you, Mr. Chairman, for letting me speak first.

Senator CARDIN. Well, Senator Graham, we very much appreciate you coming to the Senate Foreign Relations Committee. Thank you. Senator Markey for an introduction.

**STATEMENT OF HON. EDWARD J. MARKEY,  
U.S. SENATOR FROM MASSACHUSETTS**

Senator MARKEY. Thank you, Mr. Chairman, very much. It is my pleasure to introduce Ambassador Rufus Gifford, a native of the great Commonwealth of Massachusetts, and to welcome his husband, Stephen, his mom, Ann, and his father, Chad, all of whom call the Bay State home. Rufus' two golden retrievers are no doubt watching at home on C-SPAN 2 as we gather.

It is not every day this committee considers a nominee with as eclectic a career as Rufus Gifford. His credits include Hollywood producer, reality TV star show, ambassador, congressional candidate, and cookbook co-author. It was an unconventional route to today. After graduating from Brown University in the mid-1990s, he set out for Hollywood to produce the next great American film. He jokes that he wanted to make classics like Chinatown or Ordinary People. Instead, instead he gave American audiences Daddy Care 2 and Dr. Dolittle 2. Jokes aside, after his time in Tinsel Town, Rufus discovered his true calling in politics and public service.

After honing his skills as a—as a staffer on the Kerry Campaign in 2004, he met then Senator Barack Obama in 2007, which began a decade-long professional journey with the 44th President. In 2013, President Obama nominated Rufus to be U.S. Ambassador to Denmark, and he was unanimously confirmed by the United States Senate. Shortly after arriving in Copenhagen, Rufus agreed to be the headliner of a reality TV show, I Am the Ambassador. Rufus often reminds people that it is more of a documentary than a reality TV show. I Am the Ambassador may have lacked the cliffhangers and the drama of the Kardashians, but it did earn him the Danish equivalent of an Emmy. The show's innovative approach to public diplomacy gave Danish viewers, particularly young

people, and all-access pass into the life of a U.S. Ambassador and the U.S. diplomatic presence in the country. In a country of just 5 million people, 200,000 Danes tuned in each episode to watch as the Ambassador toured the country to speak at town halls, meet with migrant children, and visit Greenland to witness the effects of climate change. The series also showed the Ambassador advance core U.S. interests, such as lobbying the Danish defense minister to continue his country's steadfast support of the U.S. coalition in Iraq and NATO forces in Afghanistan. One Danish viewer said that "It is the type of show you would watch with your mother-in-law, and she would say, oh, he is a lovely man, that Rufus Gifford."

When it came to a decision of where to exchange marital vows, Rufus and Steven picked Copenhagen Town Hall, the historic venue where the first legal same-sex civil union in the world was issued in 1989. If only Rufus as a teenager in the 1980s could know the acceptance and happiness he would find in 2015 as he married the love of his life surrounded by family and friends, ambassadors, and even Crown Prince Frederick and Crown Princess Mary of Denmark, and that President Biden would later place faith in him to serve in a highly public role as the chief of protocol. What a testament to the progress we have made.

Rufus' effusive personality makes him the perfect choice for this new role. In Copenhagen, Rufus opened the ambassador's residence to thousands of visitors. As chief of protocol, he will once again play host to foreign dignitaries at the White House and Blair House. His hand will be the first outstretched to greet a prime minister, president, or monarch. The position to which Rufus is nominated is, therefore, a reflection of our country to the world, the first impression, and what a first impression it will be. To echo a Danish fan of his, "He is a lovely man, that Rufus Gifford." Congratulations on your nomination, Rufus. I look forward to what I hope will be your swift confirmation.

Senator CARDIN. Thank you, Senator Markey, for the introduction. As you know, our committee vets all nominees. A lot of times all we do is read a lot of articles. This is going to be much more enjoyable to see your video clips as we review your qualifications. At this point, I will introduce my colleague, Senator Van Hollen, for an introduction.

**STATEMENT OF HON. CHRIS VAN HOLLEN,  
U.S. SENATOR FROM MARYLAND**

Senator VAN HOLLEN. Well, thank you, Mr. Chairman. Thank you and Senator Hagerty, Senator Shaheen, members of the committee. I am grateful for the opportunity to introduce to the committee the President's nominee to serve as the next permanent representative to the United Nations for management and reform, Mr. Christopher Lu. Chris possesses the leadership, the experience, and the dedication and character required for this role, and I am confident that he will serve our country well if confirmed.

While Chris is now a resident of Virginia, he grew up in Senator Cardin's and my State of Maryland. He comes from Rockville, Maryland where his parents settled after arriving in this country from Taiwan. Chris cut his teeth early on the Thomas S. Wootton High School debating team and then went on to pursue his bach-

elor's degree at Princeton University. It was during that time there that our paths first crossed in the summer of 1986, 35 years ago. Chris was an intern in the office of Maryland senator, Mac Mathias, where I at the time was working as the legislative assistant for defense and arms control. Even back then, Chris stood out for his intellect and passion for service. We got to work together on a range of issues and became friends. From this internship in Senator Mathias' office, he went to Harvard Law School before launching his career in public service, a career that would span 2 decades in all three branches of government.

He first worked as a clerk for Judge Robert Cowan of the U.S. Court of Appeals for the Third Circuit and gained experience here on Capitol Hill as the deputy chief counsel of the House Oversight and Reform Committee. He later became a key aide to then Senator Barack Obama, a role that would take him from the Capitol to the White House. From 2009 to 2013, he served in the executive branch as the White House Cabinet secretary and as assistant to the President, and during the first term of the Obama administration, Mr. Lu co-chaired the White House Initiative on Asian Americans and Pacific Islanders. In 2014, Chris was unanimously confirmed by the United States Senate to be deputy secretary of the U.S. Department of Labor, a position of key responsibilities, overseeing an agency with 1,700—excuse me—17,000 employees and a \$112 billion budget. He performed his duties with distinction and professionalism. He is currently the Teresa A. Sullivan practitioner senior fellow at the University of Virginia Miller Center.

Members of the committee, I have long appreciated and admired Chris' 20-year career in public service and I am thankful as a citizen for his enduring commitment to serving our country. But despite his very distinguished public service career, Chris never forgot where he started out, as an intern here on Capitol Hill. He always credited that first internship with Senator Mathias for giving him his start in public service, and he also placed special emphasis on the fact that Senator Mathias' office paid its interns even at that time. Without that stipend, without that support, Chris could not have afforded to take that summer internship, which led him on his way. A few years later, Senator Schatz, Senator Murphy, members of this committee, and others sponsored and we passed legislation to enable all congressional interns to be paid, and one of the people I was thinking about at that time was Chris Lu. And when he heard about our efforts, he reached out and we did a video supporting that legislation, which passed.

Chris' commitment to public service and his desire to open the doors of opportunity to others and future generations are what make him such an exceptional leader. And, members of the committee, he is exactly the kind of person we want representing our country in the United Nations. I am pleased to strongly support his nomination, and I urge the committee to do so as well.

Mr. Chairman if I could ask unanimous consent to also enter into the record two letters of support for Chris Lu. One is from over a dozen Asian-American and Pacific-Islander advocacy groups. The other is from former high-ranking officials in Republican administrations who worked with Chris at the University of Virginia.

Thank you, members of the committee, and I urge you to support this fine nomination.

Senator CARDIN. Senator Van Hollen, thank you very much for that introduction. I am sure that my interns who are watching this hearing appreciate the history of why they are receiving some compensation. And let me just also put it—my observations of Senator Mathias. He was an inspiration not only to you and to our nominee, but to many of us in public service in Maryland, an outstanding United States senator.

With that, let me welcome all four of our nominees again, and thank you very much for your willingness to serve during this extremely challenging period in America's history. We recognize it is not easy and it is a family commitment, so we thank you and your families for your willingness to serve our Nation. Each of the positions that you have been nominated for are critically important to United States. The chief of protocol is responsible for advising the President, the Vice President, the Secretary of State, and other high-ranking officials on matters of national and international protocol, creating an environment for successful diplomacy. We have significant challenges today to succeed in diplomacy. The Office of Assistant Secretary of State for Education and Cultural Affairs promotes personal, professional, and institutional ties between private citizens and organizations of in the United States and abroad, and presents U.S. history, society, art, and culture to foreign audiences, international exchange programs, such as the Fulbright, the Humphrey, International Visitor Leadership, and Exchange Visitor Program, provides opportunities for individuals from foreign countries to live, study, and work in the United States, and provides similar opportunities for U.S. citizens abroad.

The deputy administrator of United States Agency for International Development is one of the key leaders in our USAID family, specifically responsible to oversee policy and programming, including relief response and resilience, the Bureau of Development, Democracy, and Innovation, the Bureau for Global Health, which our committee is going to be taking up legislation later this week, and regional bureaus, among others, that are the responsibility of the deputy administrator. And the representative of the United States at the United Nations for management and reform is a critically-important position. It is one of the five positions with the rank of Ambassador at the U.S. Mission to the United Nations in New York. The Ambassador directs the Missions Management and Reform Section, which was established to ensure that a senior official at the United States U.N. focuses on issues of management and reform within U.N. system.

So, we have key positions and we have qualified nominees, and we thank you again for your willingness to serve. And with that, let me turn it over to the ranking member, Senator Hagerty.

**STATEMENT OF HON. BILL HAGERTY,  
U.S. SENATOR FROM TENNESSEE**

Senator HAGERTY. Senator Cardin, thank you very much, and I want to thank all the nominees for appearing before this committee today. I want to thank you for your service and for your willingness to step up and serve our great Nation.

First, I would like to start with the nomination of the chief of protocol. This position has the unique responsibility of advancing American foreign policy goals by creating an environment conducive for American diplomacy. As the former U.S. Ambassador to Japan, I recognize that protocol can be incredibly challenging with its own set of complex and intricate issues. It is an essential component of a successful foreign policy, and I look forward to hearing the nominee's views on how he will perform the role of chief of protocol. Next, I would like to turn to the nomination to be the assistant secretary of state for educational and cultural affairs. As authoritarian states, such as China and Russia, look to systematically curb freedom and democracy throughout the world, it is imperative that the United States continue to bolster its people-to-people diplomacy. We should look for opportunities to spread the values and ideals of the United States by facilitating various academic, cultural, sports, and professional exchange programs. I am very interested to hear how the nominee intends to advance U.S. foreign policy objectives through educational and cultural programs.

I would like to turn to the nomination to be deputy administrator for policy and programming at USAID. We know that thoughtfully-targeted and -designed foreign assistance can help advance the national security, the economic security, and the humanitarian interests of the United States. This means that ensuring resources that are properly aligned with the broader strategic objectives the United States will be implemented properly. I look forward to hearing from the nominee on this matter. And now, I would like to turn to the nominee to be representative to the United Nations for U.N. Management and Reform. This is a position that requires keen judgment and an even temperament. As authoritarian states look for ways to increase their influence in the United Nations, the United States will need to exercise its leverage, including its administrative and budgetary leverage, to protect the integrity of the United Nations. At the same time, the United States should look for support from our allies and its partners to shoulder the financial burden of maintaining and funding the United Nations. As these discussions and negotiations over the administrative and budgetary aspects of the U.N. continue, it will be critical for the representative of the United States to maintain a strong position to ensure that the United Nations is properly and efficiently managed.

Thank you, Mr. Chairman.

Senator CARDIN. Thank you very much, Senator Hagerty. We will now proceed to our nominees. Your entire statement will be made part of our record.

And without objection, the two letters of support mentioned by Senator Van Hollen will also be made part of our record.

[The information referred to is located at the end of this hearing transcript]

Senator CARDIN. At this time, let me recognize Ambassador Gifford, who was previously introduced by Senator Markey.

**STATEMENT OF THE HON. RUFUS GIFFORD OF MASSACHUSETTS, NOMINATED TO BE CHIEF OF PROTOCOL AND TO HAVE THE RANK OF AMBASSADOR DURING HIS TENURE OF SERVICE**

Ambassador GIFFORD. Thank you, Mr. Chairman, members of the committee, for the opportunity appear before you today, and thank you, Senator Markey, for the very kind introduction.

Eight years ago, almost to the day, I sat grateful and humbled before this distinguished committee as President Obama's nominee to be Ambassador to the Kingdom of Denmark. Today, I sit before you doubly humbled and grateful to be nominated by President Biden to once again serve the country I love. If confirmed as President Biden's nominee for chief of protocol for the United States, I am eager to showcase the best of America and all of America, while reaching out to our friends, allies, and partners throughout the world. I also wish to extend gratitude to Secretary of State Antony Blinken. If confirmed, I look forward to working with the Secretary and the over 50,000 State Department employees made up of civil and Foreign Service professionals, locally-engaged staff, eligible family members, and contractors to continue bringing America back to the table.

I am joined here today by my veterinarian husband, Dr. Stephen DeVincent, who was a fellow at the State Department when we first met and who is joining me for the second time on this great journey. And I am joined by my mom and dad, Ann and Chad Gifford. I want to thank all three of them for supporting me today.

Today, in these unprecedented times, traditional diplomacy, like so much else in our great country, has been challenged by COVID-19. However, the United States has remained strong and resilient through the pandemic and has proven that we can work in new and creative ways. In Denmark, I led our amazing team of Americans and locally-engaged staff to strengthen our bilateral relationship and modernize diplomacy while fully embracing the fact that diplomacy starts and ends with human relationships, face-to-face interactions, shaking hands, and breaking through our differences. These are the fundamental ways to carry out the art of protocol, but I also believe that we now have the ability to leverage new tools and technology to build and strengthen our relationships at home and abroad.

We also have a responsibility to model and represent America's diversity by being more inclusive and equitable at every opportunity. This can begin from the moment protocol engages with each and every visiting delegation. If confirmed, I pledge to support the administration's foreign policy goals and reach new audiences using both traditional and modern diplomatic methods of engagement. To do that, I believe I must fully invest in the people who have been at the core of the Office of Protocol for years, across administrations, empowering them and building a true team, one with clarity of mission to work together and advance American foreign policy interests.

Today, the Office of the Chief of Protocol has seven divisions which focus on elements specific to protocol diplomacy. The Blair House, the presidential guest house, has hosted official delegations since it was sold to the U.S. Government in the mid-1900s. The

Blair House operates similar to a boutique hotel and can serve as a representational venue or provide contingent lodging. The Ceremonials Division executes events for both the White House and the Secretary of State involving the Diplomatic Corps and visiting high-level officials, as well as presidential inaugurations, state funerals, and other ceremonies. Ceremonials officers advise on flag etiquette, forms of address, and event logistics. Diplomatic Affairs is responsible for maintaining the Diplomatic Corps order of precedence and the publication of the Foreign Diplomatic List. It coordinates the accreditation of bilateral chiefs of mission, heads of delegation, charge d'affaires, and deputy chiefs of mission and their dependents. It directs the process for new bilateral chiefs of mission and heads of delegation, including arrivals and presentations of credentials to the President at the White House.

Diplomatic Partnership, a revived division, is responsible for outreach to the Diplomatic Corps domestically and will engage audiences, both through social media and other forum. It has several programs, including Experience America, State of the administration, issues roundtables, and the American Heritage Series. Major Events is responsible for planning and executing multilateral summits, major conferences, and other large-scale events. Most recently, Major Events Division carried out the largest virtual summit, virtual official event, with the April 2021 Leaders Summit on Climate, reaching out to 40 world leaders. The Visits Division assistant accompanies presidential delegations abroad. It works closely with other Federal agencies and takes a role in the logistical planning of bilateral meetings with the President, First Lady, Vice President, and Secretary of State, as well as officials and state visits and large-scale international meetings and summits. Finally, the Management Division keeps all the other divisions running, making sure they have all the needed resources. If confirmed as the chief of protocol, I pledge to lead the team of experienced protocol staff to showcase the very best America has to offer.

Mr. Chairman and members of the committee, thank you again for the—for the opportunity to appear before you today and for your consideration of my nomination. If confirmed, I look forward to serving the United States and working with Congress to help advance our foreign policy. I look forward to your questions.

[The prepared statement of Ambassador Gifford follows:]

PREPARED STATEMENT OF HON. RUFUS GIFFORD

Thank you, Mr. Chairman, and members of the committee, for the opportunity to appear before you. Eight years ago almost to the day, I sat grateful and humbled before this distinguished committee as President Obama's nominee to be Ambassador to the Kingdom of Denmark. Today, I sit before you, doubly humbled and grateful to be nominated by President Biden to once again serve the country I love. If confirmed as President Biden's nominee for the Chief of Protocol for the United States, I am eager to showcase the best of America—and all of America—while reaching out to our friends, allies, and partners throughout the world.

I also wish to extend gratitude to Secretary of State Antony Blinken. If confirmed, I look forward to working together with the Secretary and the over 50,000 State Department employees made up of civil and foreign service professionals, locally engaged staff, eligible family members and contractors to continue bringing America back to the table.

I am joined here today by my veterinarian husband Dr. Stephen DeVincent, who was a fellow at the State Department when we first met and who is joining me for



the second time on this great journey. I am also joined (virtually?) by my Mom and Dad and several close friends. I want to thank them for supporting me today.

Today, in these unprecedented times, traditional diplomacy—like so much else in our great country—has been challenged by COVID-19. However, the United States has remained strong and resilient through the pandemic and has proven that we can work in new and creative ways. In Denmark, I led our amazing team of Americans and locally engaged staff to strengthen our bilateral relationship and modernize diplomacy while fully embracing the fact that diplomacy starts and ends with human relationships, face to face interactions, shaking hands and breaking through our differences. These are the fundamental ways to carry out the art of protocol, but I also believe that we now have the ability to leverage new tools and technology to build and strengthen our relationships at home and abroad.

We also have a responsibility to model and represent America's diversity by being more inclusive and equitable at every opportunity. This can begin from the moment protocol engages with each and every visiting delegation.

If confirmed, I pledge to support the administration's foreign policy goals and reach new audiences, using both traditional and modern diplomatic methods of engagement. To do that, I believe I must fully invest in the people who have been at the core of the Office of Protocol for years, across administrations, empowering them and building a true team—one with clarity of mission to work together to advance American foreign policy interests.

Today, the Office of the Chief of Protocol has seven divisions which focus on specific elements of protocol diplomacy. The Blair House, the Presidential guest house, has hosted official delegations since it was sold to the U.S. Government in the mid 1900s. The Blair House operates similar to a boutique hotel and can serve as a representational venue or provide contingent lodging.

The Ceremonials division executes events for both the White House and the Secretary of State involving the diplomatic corps and visiting high level officials, as well as Presidential inaugurations, state funerals, and other ceremonies.

Ceremonials Officers advise on flag etiquette, forms of address, and event logistics.

Diplomatic Affairs is responsible for maintaining the Diplomatic Corps Order of Precedence and the publication of the foreign Diplomatic List. It coordinates the accreditation of bilateral Chiefs of Mission, Heads of Delegation, Chargés d'affaires and Deputy Chiefs of Mission and their dependents. It directs the agreement process for new bilateral Chiefs of Mission and Heads of Delegation, including arrivals and presentations of credentials to the President at the White House.

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The Visits division assists and accompanies Presidential delegations abroad. It works closely with other federal agencies and takes a lead role in the logistical planning of bilateral meetings with the President, First Lady, Vice President, and Secretary of State, as well as Official and State visits and large-scale international meetings and summits.

Finally, the Management division keeps all the other divisions running, making sure that they have all needed resources. If confirmed as the Chief of Protocol, I pledge to lead the team of experienced protocol staff to showcase the very best America has to offer.

Mr. Chairman and members of the committee, thank you again for the opportunity to appear before you today and for your consideration of my nomination. If confirmed, I look forward to serving the United States and working with Congress to help advance our foreign policy.

I look forward to your questions.

Senator CARDIN. Thank you, Ambassador Gifford. We will now hear from Ms. Satterfield, who was previously introduced by Senator Graham.

**STATEMENT OF LEE SATTERFIELD OF SOUTH CAROLINA,  
NOMINATED TO BE ASSISTANT SECRETARY OF STATE [EDUCATIONAL AND CULTURAL AFFAIRS]**

Ms. SATTERFIELD. Sorry. I would like to thank Senator Graham for his introduction. Chairman Cardin, Ranking Member Hagerty, and members of the committee, thank you for giving me the opportunity to appear before you today as President Biden's nominee to be assistant secretary of the Bureau of Educational and Cultural Affairs. I am honored to be considered by the Senate for this important position and grateful to President Biden and Secretary Blinken for the confidence that they have placed in me. I would like to thank my family—my husband, Patrick, our sons, Jack and Connor—and all of my supportive extended family, friends, and colleagues.

I have worked in various capacities in the consequential field of international engagement for over a decade and dedicated the majority of my almost 30-year career to public service. It would be the honor of a lifetime to lead a bureau whose mission is to increase mutual understanding between the people of the United States and people around the world through educational, professional, and cultural exchanges. My experience has prepared me to carry on the proud tradition of excellence at the Bureau. As president of Meridian International Center, I led efforts to connect leaders through cultural exchange and collaboration, driving solutions to shared global challenges and fostering international cooperation for the past 6 years.

I am a passionate champion for using U.S. policy priorities through people-to-people exchanges. Having previously served in ECA as deputy assistant secretary and acting assistant secretary, I know these programs of engagement are an integral part of our diplomacy, which President Biden has placed at the center of U.S. foreign policy. And I hold the many dedicated professionals who make these programs successful in the highest regard. Public diplomacy is a strategy, and like foreign policy professionals, public diplomacy practitioners must survey the global terrain to ascertain America's natural competitive advantages in meeting threats and challenges.

Those advantages are numerous. The United States has the highest-quality, most open and diverse system of higher education in the world. We are and must remain the destination of choice for the best and brightest students. We can welcome international students and protect our national interests. The United States economy is infused with an entrepreneurial spirit that attracts, inspires, and innovates. American culture is the most pervasive and influential culture in the world. English is the language of the world, opening doors and minds. American values are the foundation of a world that rejects violence and extremism, and that embraces liberty, individual dignity, and democracy. ECA exchanges are purposefully designed to leverage all of those inherent strengths of our country. Exchanges have an unparalleled ability to convey and share the American experience, ultimately making our country more secure and globally competitive.

As set forth in the Interim National Security Strategic Guidance, we are engaged in a global competition for influence and power

with authoritarian states, such as Russia and China. To meet this current challenge, our most powerful assets remain those that have guided and strengthened our Nation since the beginning: our democratic principles. If confirmed, I will thoughtfully evaluate conditions for scaling up in-person exchanges, prioritizing health, safety, and welfare, and build on lessons learned from ECA's successful virtual programs. I will ensure ECA programs represent, promote, and support equity, diversity, and inclusion, while also advancing those principles within the workforce. I will demonstrate responsible stewardship of taxpayer dollars by measuring and evaluating program performance through a data-driven approach.

As Secretary Blinken stated, among the best investments we make are in our exchange programs. I will continue ECA activities that benefit the American people and the U.S. economy, contributing directly to local economies and fostering business and educational opportunities, and I will promote those opportunities to U.S. citizens. I will build on ECA's robust global alumni network. Successful exchange programs are not one-and-done events, but rather an initial investment in foreign audiences and a community of potential foreign policy allies. One in three current world leaders are part of the over 1.5 million alumni of ECA exchanges. If confirmed, I will aim to strengthen people-to-people ties and advance our country's foreign policy goals under the leadership of Secretary Blinken and in consultation with Congress.

Thank you, and I look forward to your questions.

[The prepared statement of Ms. Satterfield follows:]

#### PREPARED STATEMENT OF LEE SATTERFIELD

Chairman Menendez, Ranking Member Risch, and members of the committee, thank you for giving me the opportunity to appear before you today as President Biden's nominee to be Assistant Secretary of the Bureau of Educational and Cultural Affairs. I am honored to be considered by the Senate for this important position, and grateful to President Biden and Secretary Blinken for the confidence they have placed in me.

I would like to thank my family: my husband, Patrick, our sons Jack and Conor, and all of my supportive extended family, friends, and colleagues.

I have worked in various capacities in the consequential field of international engagement for over a decade and dedicated the majority of my almost 30-year career to public service.

If confirmed, it would be the honor of a lifetime to lead a Bureau whose mission is to increase mutual understanding between the people of the United States and people around the world through educational, professional, and cultural exchanges.

My experience has prepared me to carry on the proud tradition of excellence at the Bureau. As President of Meridian International Center, I have led efforts to connect leaders through cultural exchange and collaboration, driving solutions to shared global challenges and fostering international cooperation for the past six years.

I am a passionate champion of advancing U.S. policy priorities through people-to-people exchanges. Having previously served in ECA as Deputy Assistant Secretary and Acting Assistant Secretary, I know these programs of engagement are an integral part of our diplomacy which President Biden has placed at the center of U.S. foreign policy, and I hold the many dedicated professionals who make these programs successful in the highest regard.

Public diplomacy is a strategy, and like foreign policy professionals, public diplomacy practitioners must survey the global terrain to ascertain America's natural competitive advantages in meeting threats and challenges. Those advantages are numerous.

- The United States has the highest-quality, most open and diverse system of higher education in the world. We are, and must remain, the destination of

choice for the best and brightest students. We can both welcome legitimate international students and protect our national interests from malign influence.

- The United States economy is infused with an entrepreneurial spirit that attracts, inspires, and innovates.
- American culture is the most pervasive and influential popular culture in the world.
- English is the language of the world, opening doors and minds.
- American values are the foundation of a world that rejects violence and extremism and that embraces liberty, individual dignity, and democracy.

ECA exchanges are purposefully designed to leverage all those inherent strengths of our country. Exchanges have an unparalleled ability to convey and share the American experience, ultimately making our country more secure and globally competitive.

As set forth in the Interim National Security Strategic Guidance, we are engaged in a global competition for influence and power with authoritarian states such as Russia and China. To meet this current challenge, our most powerful assets remain those that have guided and strengthened our nation since the beginning - our democratic principles.

If confirmed, I will:

- First, thoughtfully evaluate conditions for scaling up in-person exchanges prioritizing health, safety, and welfare and continue building on lessons learned from ECA's successful pivot to virtual and hybrid programs during the pandemic.
- I will ensure ECA programs represent promote and support equity, diversity, and inclusion while also advancing those principles within the workforce.
- I will demonstrate responsible stewardship of taxpayer dollars by measuring and evaluating program performance through a data-driven approach. As Secretary Blinken stated, "Among the best investments we make are in our exchange programs."
- I will continue ECA activities that benefit the American people and U.S. economy, contributing directly to local economies and fostering business and educational opportunities, and I will promote those opportunities to US citizens.
- I will build on ECA's robust global alumni network and continue upgrading alumni engagement platforms. Successful exchange programs are not one and done events, but rather an initial investment in foreign audiences and a community of potential foreign policy allies. One in three current world leaders are part of the over 1.5 million alumni of ECA exchanges.

If confirmed, I will aim to strengthen people-to-people ties and advance our country's foreign policy goals under the leadership of Secretary Blinken and in consultation with Congress. Thank you, and I look forward to answering your questions.

Senator CARDIN. Thank you very much for your testimony. We will now hear from the nominee—President Biden's nominee for deputy administrator for policy and programming at USAID, Ambassador Isobel Coleman, who is a foreign policy and global development expert with more than 25 years of experience working in government, the private sector, and nonprofits. Most recently, she served on the Biden transition team, leading the review of the U.S. mission in the United Nations—to the United Nations. From 2014 to 2017, she was the U.S. Ambassador to the United Nations for management, reform, and special political affairs. During this time, she represented the United States in the U.N. General Assembly on budgetary matters and the U.N. Security Council on Africa and peacekeeping issues. From 2018 to 2020, she was the chief operating officer of GiveDirectly, an international nonprofit group that deals with poverty by providing unconditional cash transfers to the extreme poor.

It is a pleasure to have Ambassador Coleman before us.

**STATEMENT OF THE HON. ISOBEL COLEMAN OF NEW YORK,  
NOMINATED TO BE A DEPUTY ADMINISTRATOR OF THE  
UNITED STATES AGENCY FOR INTERNATIONAL DEVELOP-  
MENT [POLICY AND PROGRAMMING]**

Ambassador COLEMAN. Thank you, Chairman Cardin, and Ranking Member Hagerty, and distinguished members of the committee. I am honored to appear before you as President Biden's nominee to be deputy administrator for policy and programming at USAID. I am grateful to President Biden and Administrator Power for their trust in me at this important moment. I would also like to thank the SFRC staff who have so strongly supported the mission of USAID and have been stalwart partners to the Agency.

I would not be appearing before you today without the love and support of my family, who have encouraged me every step. My wonderful husband, Struan, who is here with us today, and my terrific children, Cullen, Struan, Julian, Josie, and Adrian; my siblings, Carolyn, Richard, and Douglas; and my loving parents, Michael and Edie; and mother-in-law, Jenny. I thank you all.

Over the past 20 years, my work as a writer, diplomat, and NGO leader has taken me to trouble spots around the world from Afghanistan and Yemen to South Sudan and Eastern Congo. I have had the privilege of visiting more than a dozen USAID missions, and I have seen up close the incredible work of USAID staff and partners, from programs training young women to provide life-saving maternal care in rural Afghan villages, to democracy programs helping young people understand their newfound political rights in Tunisia. These and other American investments not only improve the lives of millions, but also advance our own interests. We at home are more secure and more prosperous when democracy and economic opportunities expand for others around the world.

Today, the work of USAID is more important than ever. COVID-19 continues to ravage the world's most vulnerable populations. The pandemic's secondary effects, including loss of incomes, food insecurity, and widespread school closings, are exacting a steep toll in many communities. Untethered corruption is destabilizing countries around the world, and conflict is now driving more than 80 percent of humanitarian needs. My career has helped prepare me to lead the Agency to confront the challenges facing our global development efforts at this time.

I have written extensively about economic reform and democratization, and I am probably best known for my decades-long work to underscore the advantages of investing in women and girls globally. My years in the private sector have helped me to hone my management skills. My time as a diplomat at the U.N. exposed me to the benefits and challenges of multilateralism and instilled in me the imperative of leveraging our resources to marshal those of other countries. And as an NGO working across Africa, I gained firsthand appreciation for the acute challenges facing USAID partners in delivering assistance to those devastated by conflict and humanitarian disasters. If confirmed, I will bring these experiences to bear at USAID to ensure that our programming continues to be more innovative and effective, that it is aligned to administration and congressional priorities, and to mobilize other governments,

international organizations, and the private sector to be force multipliers of our work.

I will also lead on ensuring a culture of diversity, equity, and inclusion across the Agency. Meeting today's demands, from helping partner countries adapt to climate change, to countering democratic backsliding, depends on finding innovative ways to do more with less. To that end, I will strive to ensure that the Agency is breaking down programmatic silos to realize the multiplier effect of our work across bureaus and sectors.

I am clear-eyed about the competitive challenges posed by China, Russia, and other authoritarian regimes, and I will make sure that USAID is deploying the best of America, including technical expertise, financing, corporate partnerships, and innovation alongside our generous grants, to provide an alternative to predatory development models that breed and exacerbate corruption. If confirmed, I pledge to work with you and your colleagues to ensure that U.S. taxpayer dollars are being deployed effectively to advance American foreign policy interests while doing the most good for the most people. I will bring to my role the same commitment to transparency, bipartisanship, and collaboration with this committee that I brought to my prior role in government.

I thank you again for this opportunity to appear before you, and I look forward to answering your questions.

[The prepared statement of Ambassador Coleman follows:]

PREPARED STATEMENT OF ISOBEL COLEMAN

Chairman Cardin, Ranking Member Hagerty, and distinguished members of the committee: I am honored to appear before you as President Biden's nominee to be Deputy Administrator for Policy and Programming at USAID. I am grateful for President Biden and Administrator Power's trust in me at this important moment. I would also like to thank the SFRC staff who have so strongly supported the mission of USAID and have been stalwart partners to the Agency.

I would not be appearing before you today without the love and support of my family who have encouraged me at every step: my wonderful husband Struan; my terrific children Cullen, Struan, Julian, Josie, and Adrienne; my siblings, my loving parents Michael and Edie, and my mother-in-law Ginnie. I thank you all.

Over the past 20 years, my work as a writer, diplomat, and NGO leader has taken me to troubled spots around the world—from Afghanistan and Yemen, to South Sudan and Eastern Congo. I have had the privilege of visiting more than a dozen USAID missions and I have seen up-close the incredible work of USAID staff and partners—from programs training young women to provide life-saving maternal care in rural Afghan villages; to democracy programs helping young people understand their new-found political rights in Tunisia. These and other American investments not only improve the lives of millions but also advance our own interests. We at home are more secure and prosperous when democracy and economic opportunities expand for others around the world.

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Meeting today's demands—from helping partner countries adapt to climate change, to countering democratic backsliding—depends on finding innovative ways to do more with less. To that end, I will strive to ensure that the Agency is breaking down programmatic silos to realize the multiplier effect of our work across bureaus and sectors. I am clear-eyed about the competitive challenges posed by China, Russia, and other authoritarian regimes, and will make sure that USAID is deploying the best of America—including technical expertise, financing, corporate partnerships and innovation alongside our generous grants—to provide an alternative to predatory development models that breed and exacerbate corruption.

If confirmed, I pledge to work with you and your colleagues to ensure that U.S. taxpayer dollars are being deployed effectively to advance American foreign policy interests while doing the most good for the most people. I will bring to my role the same commitment to transparency, bipartisanship, and collaboration with this committee that I brought to my prior role in government.

I thank you again for this opportunity to appear before you and I look forward to answering your questions.

Senator CARDIN. Thank you very much for your comments. We will now turn to the Honorable Christopher Lu, who was previously introduced by Senator Van Hollen.

**STATEMENT OF THE HON. CHRISTOPHER LU OF VIRGINIA,  
NOMINATED TO BE REPRESENTATIVE OF THE UNITED  
STATES OF AMERICA TO THE UNITED NATIONS FOR U.N.  
MANAGEMENT AND REFORM, WITH THE RANK OF AMBAS-  
SADOR, AND TO BE THE ALTERNATIVE REPRESENTATIVE OF  
THE UNITED STATES OF AMERICA TO THE SESSIONS OF THE  
GENERAL ASSEMBLY OF THE UNITED NATIONS, DURING HIS  
TENURE OF SERVICE AS REPRESENTATIVE OF THE UNITED  
STATES OF AMERICA TO THE UNITED NATIONS FOR U.N.  
MANAGEMENT AND REFORM**

Mr. LU. Chairman Cardin, Ranking Member Hagerty, and members of the committee, it is an honor to appear today. I would like to thank President Biden, Secretary Blinken, and Ambassador Thomas-Greenfield for their confidence in me. I am grateful to Senator Van Hollen for his kind words and his tireless efforts to create opportunities for future public servants. And, most importantly, I would like to thank my wife, Katie Thompson, who is here today, for her steadfast support.

I am the proud son of immigrants who came to this country more than 60 years to start a new life. Government service is literally in my blood. My father, who was a civilian employee at the Department of Defense, believed that working for the Federal Government was the best way to repay the country that had been so good to him. I have tried to follow my father's example during my 20 years of Federal service where I have focused on improving how government addresses the needs of the American people.

As deputy chief counsel of the House Oversight Committee, I conducted investigations to improve the effectiveness of Federal programs. During my time as legislative director for then Senator Obama, we worked with former senator, Tom Coburn, to pass legislation to improve the transparency of Federal spending and reduce

no-bid contracts. As White House Cabinet secretary, I coordinated dozens of Federal agencies to ensure the effective delivery of services during the Great Recession. And at the Department of Labor, I was the chief operating officer of a \$12 billion agency with 17,000 employees, and I oversaw the budget, personnel, procurement, and IT functions. If confirmed, I look forward to applying my experience to this critical position, representing the United States at the U.N.

Since its founding, the United Nations has been an indispensable force for advancing peace and security and improving the lives of the world's most vulnerable people. The events of the past year have highlighted how interconnected our world is and how complex problems often can only be addressed in collaboration with other countries. A well-managed U.N. is in the best interest of the United States. It is also a smart investment for the American people who are the largest funders of the U.N. budget.

Despite its many successes, the U.N. has struggled at times to live up to its founding ideals. In order to address the complex issues of the 21st century, the U.N. needs to operate more like a 21st century organization. If confirmed, I will push for greater transparency and accountability in how the U.N. spends its funds, makes its decisions, and operates its programs. Waste, fraud, and abuse should be rooted out and eliminated, anti-Israel bias must be rejected wherever it exists, sexual exploitation and abuse by U.N. peacekeepers and staff must end, and constant vigilance is needed towards countries, like China and Russia, that seek to undermine the U.N. and the rules-based international order.

I am well aware of the challenges of driving change in an organization where the United States is just one of 193 members. However, as Ambassador Thomas-Greenfield told this committee in January, we must have the courage to insist on reforms that make the U.N. efficient and effective and the persistence to see the reforms through. Since its founding, the U.N. has endured and prospered because of American leadership. If confirmed, I look forward to utilizing my 2 decades of Federal management experience to ensure that the United Nations moves closer to reaching its full potential.

Thank you for considering me for this position. I look forward to answering your questions.

[The prepared statement of Mr. Lu follows:]

PREPARED STATEMENT OF HON. CHRISTOPHER P. LU

Chairman Menendez, Ranking Member Risch, and members of the committee, it is an honor to appear today as the nominee to be the Permanent Representative to the United Nations for Management and Reform.

I would like to thank President Biden, Secretary Blinken, and Ambassador Thomas-Greenfield for their confidence in me. Most importantly, I would like to thank my family, especially my remarkable wife Katie Thomson, for their steadfast support.

I am the proud son of immigrants who came to this country more than 60 years ago to start a new life. Government service is literally in my blood. My father was a civilian employee at the Department of Defense because he believed that working for the federal government was the best way to repay the country that had been so good to him.

I have tried to follow my father's example during my 20 years of federal service, where I have focused on improving how the government addresses the needs of the American people.



As the Deputy Chief Counsel of the House Oversight and Reform Committee, I conducted investigations to improve the effectiveness of federal programs. During my tenure as the legislative director for then-Senator Obama, we worked with former Senator Tom Coburn to pass legislation to improve the transparency of federal spending and reduce no-bid contracts. As the White House Cabinet Secretary, I coordinated dozens of federal agencies to ensure the effective delivery of services during the Great Recession.

At the Department of Labor, an agency with 17,000 employees and a \$12 billion budget, I was the chief operating officer and oversaw the budget, personnel, procurement, and IT functions. We utilized an extensive performance management system, incorporated best practices from outside the federal government, and focused on employee morale. In the annual survey of federal employee engagement, the Labor Department rose from 17th place before I arrived to 6th place when I left.

If confirmed for the role of Representative to the United Nations for Management and Reform, I look forward to applying my management experience to this critical position.

Since its founding, the United Nations has been an indispensable force for advancing peace and security, improving the lives of the world's most vulnerable people, and confronting global problems like economic inequality, climate change and human rights. As Secretary Blinken said to the U.N. Security Council in May: "No period in modern history has been more peaceful or prosperous than the one since the United Nations was created."

The events of the past year have highlighted how interconnected our world is and how complex problems often can only be addressed in collaboration with other countries. A well-managed United Nations is in the best interest of the United States. It is also a smart investment for the American people, who are the largest funders of the U.N. budget. Indeed, a 2018 GAO report found that it would cost the United States eight times as much money if we were to undertake unilaterally the U.N.'s peacekeeping missions.

Despite its many successes, the U.N. has struggled at times to live up to its founding ideals. In order to address the complex issues of the 21st century, the U.N. needs to operate more like a 21st century organization. In recent years, Secretary-General Guterres has implemented important operational reforms. But more can and should be done, and U.S. leadership is critical to driving U.N. reform.

If confirmed, I will push for greater transparency and accountability in how the U.N. spends its funds, makes its decisions, and operates its programs. The performance of programs should be evaluated using data. Waste, fraud and abuse should be rooted out and eliminated. Anti-Israel bias must be rejected wherever it exists.

Instances of sexual exploitation and abuse by U.N. peacekeepers and staff must end. And constant vigilance is needed of those nations, such as China and Russia, that seek to undermine the U.N. and the rules-based international order.

I am fully cognizant of the challenges of driving change in an organization where the United States is just one of 193 members. However, as Ambassador Thomas-Greenfield told this committee in January: "We must have the courage to insist on reforms that make the U.N. efficient and effective, and the persistence to see reforms through."

In the 75 years since its founding, the U.N. has endured, expanded its mission, and transformed itself because of American leadership. If confirmed, I look forward to utilizing my two decades of federal management experience to ensure that the United Nations moves closer to reaching its full potential.

Thank you for considering me for this position, and I look forward to answering your questions.

Senator CARDIN. And thank you for your testimony. The committee has four standard questions that we ask all nominees. I will go down the line, ask if you could answer "yes" or "no" to these questions for the record.

Do you agree to appear before this committee and make officials from your office available to the committee and designated staff when invited?

Ambassador GIFFORD. Yes.

Ms. SATTERFIELD. Yes, I do.

Mr. LU. Yes.

Senator CARDIN. You cannot nod. You have to respond.

Ambassador COLEMAN. Yes, I do.

Senator CARDIN. Thank you. Do you commit to keep this committee fully and currently informed about the activities under your purview?

Ambassador GIFFORD. Yes.

Ms. SATTERFIELD. Yes.

Ambassador COLEMAN. Yes, I do.

Mr. LU. Yes.

Senator CARDIN. Do you commit to engaging in meaningful consultation while policies are being developed, not just providing notification after the fact?

Ambassador GIFFORD. Yes.

Ms. SATTERFIELD. Yes.

Ambassador COLEMAN. Yes.

Mr. LU. Yes.

Senator CARDIN. Do you commit to promptly responding to requests for briefings and information requested by the committee and its designated staff?

Ambassador GIFFORD. Yes.

Ms. SATTERFIELD. Yes.

Ambassador COLEMAN. Yes.

Mr. LU. Yes.

Senator CARDIN. Thank you. Senator Shaheen?

Senator SHAHEEN. Well, thank you, Mr. Chairman, and congratulations to each of you on your nominations. I look forward to working with you, and I am sure the rest of the committee feels the same way. Ambassador Coleman, I would like to begin with you because one of the things you said in your opening statement, and you talked a little bit about this in your written testimony, is that you are going to strive to ensure the Agency is breaking down siloes to realize the multiplier effect of work across bureaus and sectors. And in your opening statement, you talked about the importance of investing in women and girls, which I am a big proponent of. Can you talk a little bit about how you could fully integrate women and girls across all aspects of USAID?

Ambassador COLEMAN. Thank you, Senator Shaheen, for that question on a topic near and dear to my heart. Investing in women and girls cannot be a side show, an afterthought. It really has to be the main event. There is so much compelling evidence today that shows that investing in women and girls creates positive cycles for countries, that it improves not only their own lives, the lives of their families, of their communities, but it leads to more prosperous countries and the world as a whole. So, when we look at efforts on food security, humanitarian assistance, global health, whatever it is that USAID is doing—climate change and resilience—women and girls have to be front and center. They are often the most vulnerable in their communities and ones we need to make sure that they are receiving attention. And we know that when efforts and programming is targeted to women and girls, the spillover effects for the whole family are tremendous.

Senator SHAHEEN. Well, thank you. I assume we can feel—rest assured that you will commit to making that a priority, if confirmed.

Ambassador COLEMAN. Absolutely, it will be one of our priorities. Thank you.

Senator SHAHEEN. Thank you. Ms. Satterfield, I totally agree with your comment about cultural exchanges being an initial investment in our foreign allies, and it is the best way for people around the world to learn about the United States and for Americans to learn about others around the world. But one of the challenges that we have had in New Hampshire is with the J-1 Visa Program. I think it is a terrific program, and we have a lot of employers who not only appreciate the ability to learn from the foreign visitors, but who also are able to give them jobs, and that has been an important aspect of our seasonal economy in New Hampshire with tourism. So can you talk about how you would work, if confirmed, with American businesses to address issues that we have had with the J-1 Visa Program over the last year so that we are not facing a winter and a spring next year where we have these same problems where young people are not able to get to the United States because we have embassies closed down and we cannot do the work to ensure that they can arrive in the United States?

Ms. SATTERFIELD. Thank you, Senator, and I agree that the J-1 Visa Program, now called BridgeUSA, is a valuable foreign policy tool and an important public diplomacy program specifically to communities all across the country. I have seen recent reports about the shortage of international visitors in camps that are not being able to continue because of the shortage. And I feel for those parents and families and also those small businesses that affected. The BridgeUSA Program is poised to be stronger than ever. There have been significant improvements in the program over the last couple of years, and now those alumni are included as part of all of the State Department alumni and continuing engagement after they return home, so your point about a critical audience is key.

If I am confirmed, I will work very closely with Consular Affairs to prioritize the J-1 visitors and to communicate with sponsors and communities about the various ways that we can ensure that these participants are able to come to the United States as soon as possible.

Senator SHAHEEN. Well, thank you. As we continue to struggle with COVID, both here in the United States and around the world, will you also commit to working with State to develop a plan for how we will address this if we continue to have embassies closed around the world?

Ms. SATTERFIELD. Yes, Senator, I will.

Senator SHAHEEN. Thank you. Thank you, Mr. Chairman.

Senator CARDIN. Thank you, Senator Shaheen. I would just reinforce what Senator Shaheen said on the—on the J-1's. I think many parts of our country depended upon the J-1's, but also the value of the exchange as well as the need in our country was clearly missed during COVID-19. Senator Hagerty?

Senator HAGERTY. There we go. Thank you. Chairman Cardin, I just want to thank you for your remarks, and, Senator Shaheen, the J-1 issue is also a big issue in my State as well, and I echo your concern and appreciate the fact that, Ms. Satterfield, you will be willing to work with us on this, if confirmed. If I could first turn to Ambassador Gifford, chief of protocol plays a critical diplomatic role. You will be charged with advising not only national, but inter-

national diplomatic protocols. Our Nation will rely upon you. As the former United States Ambassador to Japan, I understand how difficult sometimes the nuances of diplomatic protocol can be, and it will be requiring you to have very keen judgment as you execute your duties, if you are confirmed. Also, I want to remind you that, if confirmed, you will be representing all Americans, and I hope that you will keep that in mind.

And with that in mind, I would like to understand your views, Ambassador, on the importance of bipartisanship in the execution and implementation of U.S. foreign policy, and whether you will commit to work with me and the other members of this committee to make sure that bipartisan representation is critically represented in all of our diplomatic protocol issues.

Ambassador GIFFORD. Thank you, Senator. The answer to that is absolutely, 100 percent. As someone like you, who has served overseas and has seen the real beauty, and strength, and power of American diplomacy globally, as far as I am concerned, partisan politics has absolutely no place at the State Department, that politics famously stops at the water's edge. And then, of course, when we are living and working at the State Department, that holds true as well. The way I think about this is when we—if I am confirmed and I am privileged enough to take that oath of office, I pledge to serve, protect, defend the Constitution of the United States, I do not—no President, no ideology, certainly no political party. And for me, I think I have a record to back that up because that is what I did from 2013 until I left my post in 2017. And I commit to you wholeheartedly to do that once again if I am confirmed in this position.

Senator HAGERTY. I appreciate that, Ambassador. I have been very frustrated myself seeing former diplomats come back and behave in a partisan manner, and I think that that needs to be parked. And just as you say, you will be representing all of us, and I appreciate your wholehearted focus on that. Ambassador Coleman, if I could turn to you, please. I have enjoyed our opportunity to discuss matters related to the charter that you are looking to undertake. I would like to talk to you about two areas: China and Afghanistan. USAID funds a tremendous amount of effort to help ethnic Tibetans to maintain their culture, to maintain their entrepreneurial presence. It is this type of program that I wholeheartedly support, and I would love to hear your views on how you would look at continuing USAID's support for other groups that may be, in some way, oppressed or damaged in some manner by China's malign behavior.

Ambassador COLEMAN. Thank you, Senator Hagerty, for that question, and I thank you for your time last week that we were able to spend to get to know each other a bit. It is a very important question. We have seen an increasing authoritarian turn in China and an erosion of human rights in that country. You mentioned the Tibetans, but, of course, the situation with the Uyghurs is very dire, too. USAID is doing what it can to support the Uyghur people, particularly those who are taking an activist role and those who have been oppressed by the country. Some of them have left the country, and USAID is taking efforts across China to ensure

human rights programming where it can, but often outside the country.

Senator HAGERTY. I hope we can continue this conversation, particularly with the thought of how we can prevent the CCP from diverting or, in some way, frustrating those efforts. I will look forward to having those conversations with you should you be confirmed.

Ambassador COLEMAN. I look forward to it.

Senator HAGERTY. With respect to Afghanistan, I see a very challenging role there because we are making commitments to continue U.S. aid, but the Taliban has taken over half the districts there, putting our presence there under tremendous pressure. Have you had the opportunity to think about how you will deploy USAID resources under the current conditions in Afghanistan, particularly as you see them trending?

Ambassador COLEMAN. Thank you, Senator, for that question, too. I have—I have spent a bit of time in Afghanistan. I have been there maybe half a dozen times over the past 20 years and have seen some very good work that USAID has done there. And I recognize that the situation is very fragile right now and rapidly changing. I think USAID has made some strong gains in Afghanistan and will do what it can, both through our own efforts on the ground, but also working through partners there, local partners, international NGOs, and U.N. agencies, to continue some of the good work that we have done. But if confirmed, I will certainly make Afghanistan a priority and to do contingency planning as the situation evolves.

Senator HAGERTY. Thank you. Thank you, Mr. Chairman.

Senator CARDIN. Senator Van Hollen?

Senator VAN HOLLEN. Thank you, Mr. Chairman, and congratulations to all of you on your nominations. Ms. Satterfield, if I could begin with you, and thank you for the work you have done at the Meridian House. Let me pick up on that work and something I heard you say, which is that you believe that educational and exchange programs do play an important role in our foreign policy. I agree with you. If you look at the previous administration even before the pandemic hit, there was a big drop off in the number of students coming to the United States. In the very first year of the previous administration, international student enrollment in U.S. universities declined by 6.6 percent in the first academic year. We don't need to go into all the reasons for that, but my question to you is, is it your goal to restore a more robust enrollment of foreign students to the United States and to reinvigorate our exchange programs?

Ms. SATTERFIELD. Thank you, Senator, for that question and bringing up this incredibly important point. The United States remains the number one destination for hosting international students, even though the numbers have dropped. Also, there is growing competition from other countries to recruit students to come there to study, and we cannot rest on laurels. It is absolutely my intent to continue to find ways to message to international students. We need strong outreach with accurate and comprehensive information. Frankly, like the statement that was put out yesterday by the State Department—a joint statement by the State De-

partment and the Department of Education listing the ways that international students can come to the United States to U.S. universities and colleges and participate in a way, we can also network through Education USA, which is ECA's educational advising arm, and through our American Spaces, which are in over 600 places around the world. I absolutely commit, if confirmed, to making that a priority.

Senator VAN HOLLEN. Well, terrific, because, as you say, we have seen a drop off in the number of enrollments even before the pandemic, and obviously we need to take into account health issues, but as you mentioned, we are seeing incredible competition around the world. Other countries see it as in their interest to attract students, and we have a whole lot to offer and also a window into, you know, some of the values that form our country in foreign policy—freedom of speech and other things. So, I really hope and am pleased that you are going to make that a priority.

I also just want to mention to you that there is a very good exchange program with young African leaders, the Young African Leaders Initiative, YALI. You are probably familiar with it. I chair the Africa Subcommittee here and Senator Rounds is the ranking member, and we intend to—shortly to introduce legislation to codify that program. Congresswoman Bass introduced and passed that in the House and look forward to working with you. I hope I will have your commitment to work with us on that.

Ms. SATTERFIELD. Absolutely. Thank you, Senator.

Senator VAN HOLLEN. Thank you. Ambassador Coleman, if I could—well, first let me start with Sudan. I had a chance to visit Sudan a little while back with Senator Coons, and, as you know, the United States through AID has committed \$700 million to support the transition from dictatorship to democracy. This committee is currently reviewing some of the rough drafts of the proposal. We need to get it done quickly, in my view. Are you familiar with that proposal, and do you commit to working with this committee to make sure that we implement it fully?

Ambassador COLEMAN. Thank you, Senator, for bringing up Sudan. It is one of the few bright spots actually on the horizon as it makes its transition from military rule to civilian governance, and if confirmed, I will absolutely make Sudan one of my priorities. I am familiar with the legislation. I do not know the details of it, but I do understand that \$700 million has been committed, and investments in helping the civilian government understand how to govern, and building institutional capacity, and working with civil society so that they can strengthen that democratic governance process there is critically important. Thank you.

Senator VAN HOLLEN. Thank you. And my last question relates to what Senator Hagerty brought up with respect to Afghanistan. I do know if you have seen the movie, Charlie Wilson's War, but for those of you who have not, I recommend it to you. It is a story about a House member who was successful in getting all of his colleagues to support the purchase of Stinger missiles to provide to the mujahideen, which did help drive the Soviets out of Afghanistan. But the very end of the movie is a—is a scene of him asking his colleagues to support funding for education and schools in Afghanistan, and he was unsuccessful at doing that. We know what

happened after the Soviet—we pushed the Soviets out, and we sort of, you know, left the scene, and the Taliban filled the vacuum, and they gave—they, of course, gave sanctuary to al-Qaeda. So I—two questions. One is, what is AID's vision for its continued participation in Afghanistan? Number two, how are you going to navigate the security situation there?

Ambassador COLEMAN. Thank you, Senator, for the question. You know, USAID, I understand, is looking at the situation very closely in Afghanistan and, as I said earlier, doing contingency planning. It is almost impossible to know what will happen at this point and any time frame. But it has invested \$22 billion in that country over the past 20 years and have some remarkable gains to show for it in terms of significant declines in maternal mortality, more girls in school than ever before in that country's history, and seeking ways to make sure that those gains are not lost, that, in fact, that they are sustained, whether it is through direct interventions or working through partners on the ground through the multilateral system and the U.N. agencies, but also recognizing the possibility for refugee flows and being ready for that.

Senator VAN HOLLEN. Well, I think we all have our hands full there with respect to what will unfold, but I appreciate your determination to stay engaged, security allowing. Thank you, Mr. Chairman.

Senator CARDIN. Senator Kaine?

Senator KAINE. Madam Chair and Ranking Member Hagerty, thank you, and congratulations to the panel. This is a very highly-qualified panel. Ambassador Gifford, it is good to see you again, and I want to start with you. I would have asked exactly the question that Senator Hagerty did. Looking at the background of a Rufus Gifford that I did not know and seeing so much political activity, I would have asked, can you, you know, take an oath and be even handed in your work. I have had the virtue of working with Rufus significantly in the past, and I couldn't say this about everybody I have worked in a political capacity, but I can say it about Rufus Gifford that he is going to be very, very even handed in his approach to the job, which is what he did when he was Ambassador to Denmark. Your success there was very, very notable.

Let me ask you this, Ambassador Gifford. You talked about the many external-facing roles of the protocol chief, but there is also this internal-facing role. You talked about the Management Division within the Office. In the past, there have been some controversies about internal management issues. Tell us what you would do, should you be confirmed, to foster a very professional and inclusive and even-handed environment in the office?

Ambassador GIFFORD. Thank you, Senator, and this is a—this is an issue that is near and dear to my heart. I am certainly aware of the ongoing challenges. There are issues with morale, et cetera. And listen, I think that from a management standpoint, and I think this is—one important thing to note here is that service overseas, understanding the culture of the State Department, understand the expertise that I am walking into, if I am confirmed for this job, is where you start, I think. General respect for the civil servants who have been doing this work for years, understanding that if I am confirmed in this position, that I have a lot to learn

still, that they are the career professionals, and I am coming in to lead, of course, but I still—but I need to be building that team and fostering that sense—that sense of just that word “team.”

And I have to say that over the—with the various teams that I have managed roughly the same size, diverse staffs in a variety of different ways, I like to say that I, at the beginning of any job like this, I take the bull by the horns and ensure that we change the tone and that we create an environment that is equitable, diverse, and empowering because, honestly, if we are going to accomplish the mission, that is what we have got to do. That is where were you got to start.

Senator KAINE. Excellent. Thank you for that. Ms. Satterfield, your Bureau is very important, and it is very important to Virginia because we have a significant number of people who work on programs. For example, in Fulbright, we have 53 Virginians doing Fulbrights during 2020 and 2021 Peace Corps, 114 Virginians in the 2020 Peace Corps Program. We have also hosted critical programs, including the Young African Leaders Conference that Senator Van Hollen asked you about at UVA in 2014 and at Virginia Commonwealth University in 2016. So, there is a lot I would like to ask, but I am just going to ask you about this. Talk to us about the challenges of the Fulbright Program during the time of COVID and how you intend to keep this program vibrant and active, even as the State Department is issuing new guidance and other agencies are issuing new guidance every day about travel restrictions that may need to be continued with some of the nations where we have Fulbright scholars.

Ms. SATTERFIELD. Thank you, Senator. It is important to continue to provide ways that we can connect with people around the world and Americans, particularly through Fulbright. It happens to be the 75th anniversary of that program this year, and it is a strong and vibrant way that we reach out to other communities across the world. I remember recently I was speaking with some college students and talking about the role, I am confirmed, that I will play in the United States. As soon as I mentioned “Fulbright,” their eyes lit up. It has a—it resonates, not only here in the United States, but in all places around the world.

The pandemic has created a challenge for doing in-person programming, but I think that—we hope that we will be able to continue in-person programs where possible, and continuing Fulbright and other public diplomacy programs will critical. And if I am confirmed, I will look forward to determining ways we can do that safely.

Senator KAINE. Excellent. Well, I am going to—I am going to include Ambassador Coleman and Mr. Lu in a last comment or question. So, Mr. Lu, you are a wonderful public servant. Since you are nominated for a position that Ambassador Coleman has had, I hope you guys have lunch right after this and let her give you a lot of good advice about how to do it. Ambassador Coleman, here is something I am just interested in, and I just want to put it on your radar screen. There is a program at USAID called the New Partnerships Initiative, which is designed to invest in NGOs—small NGOs and local partners in the USAID humanitarian contracting space. There was a Foreign Policy article in May, just recently, that



criticized USAID for distributing the NPI awards largely through large contractors, kind of undercutting the whole goal of the program, which is to focus on small contractors and local partners. Senators Rubio and I are going to introduce a bill this week called the New Partners—New Partnerships Initiative Authorization Act to really try to make sure that we are building capacity among creative and innovative new partners, and not just legacy partners, who do great work. But we want to create more innovation and more opportunity. And I hope that will be an area that you will focus on, should you be confirmed, and we will look forward to working with you on that.

Senator CARDIN. Ambassador Coleman, if I might start with a question in regards to how you intend to set priorities within USAID. And I mention this with President Biden making it clear that our foreign policy is going to be wrapped in our values, something that, I think, every member of this committee strongly supports. He has also indicated corruption is a core national security concern. If you look at what the trends are around the world, decline of democratic states, the rise of corruption in many countries, including some of our allies where we see a rise in corruption, good governance and the role USAID plays in anti-corruption becomes critically important. Later this week, our committee will be considering legislation to expand our role and USAID's role in global health, something we desperately need to do. My question is, we have a limited amount of resources today under USAID that is devoted to good governance and anti-corruption. How do you intend to prioritize good governance and anti-corruption to protect and expand the capacity of USAID to deal with this critical issue for our country?

Ambassador COLEMAN. Thank you, Senator Cardin, for that terrific question. And also let me just start by thanking you for your leadership on this issue. Whether it is the Global Magnitsky Act or the Combatting Global Corruption Act, you have truly shown tremendous leadership on bringing corruption to the forefront of what needs to be a whole-of-government approach to combating this scourge around the world, so thank you.

If confirmed, I know that corruption—anti-corruption efforts will be very central to a whole range of efforts. Not only has President Biden made this one of his priorities, but Administrator Power also created an anti-corruption task force and is really focused on this issue because it is such a challenging topic in so many parts of the world. And, you know, if confirmed, I would really dig into the programs that exist, look at what has been effective, look at new areas that we could invest more in, but really make this something that is mainstreamed throughout all of our work that we are doing because it is so important.

Senator CARDIN. I would just underscore that one of the areas that we really need to strengthen is the capacity of our embassies to deal with understanding the problems in their country and how we can best interact to deal with anti-corruption measures. So, one of the areas that could help USAID is if there was stronger capacity within missions to be able to provide that type of knowledge and help. I would just urge you to make that part of your priority

selections to strengthen the State Department's ability to deal with anti-corruption.

Ambassador COLEMAN. Thank you, Senator. If confirmed, I will absolutely work with my State Department colleagues on that.

Senator CARDIN. Thank you. Mr. Lu, I want to talk about a serious issue we have had at the United Nations. We have United Nations peacekeepers. As part of the way that the administratives are handled, there are a lot of countries that lobby to become peacekeepers, and yet we have seen sexual exploitations too often in regard to peacekeepers. So, I want to get your commitment and your response to how you will use your position at the United Nations to make sure that we protect the safety of the people on which the United Nations is operating with peacekeepers, and that safety will be the top concern, not just the politics of which countries are selected for peacekeeping.

Mr. LU. Senator, thank you for that question. The United States has a zero-tolerance policy when it comes to sexual exploitation and abuse. There have been improvements, I understand, in recent years under the Secretary-General's leadership in terms of preventing sexual exploitation and abuse, increasing transparency of allegations, suspending troops engaged in wrongdoing, often repatriating them and sometimes even withholding payments. All of that being said, far more needs to be done, and the progress that has been made in recent years, including under Ambassador Coleman's leadership, happens when the U.S. is actively engaged in the United Nations. So, you have my commitment, Senator, that if confirmed, this will be a top priority of mine, and I know it is of Ambassador Thomas-Greenfield as well.

Senator CARDIN. Thank you. Ambassador Gifford, I want to ask you about diplomatic immunity. It is something that is absolutely essential for diplomats to be able to carry out their responsibilities, but we know the pressure that develops particularly when there is a particular incident. So how do you intend to provide guidance in regards to U.S. position globally on defending diplomatic immunity?

Ambassador GIFFORD. Well, I think—thank you for the question, Senator, and it is—it is critically important. I think one of the roles of the chief of protocol here is understanding that when issues of diplomatic immunity arise, and they will inevitably arise, that we have to manage what could become the significant frictions in a bilateral relationship. And how do you do that? This is so much, for me, about communication, that we are not policymakers in the chief of protocol, if I am confirmed. So, what I think needs to be prioritized is heightened communication between whatever Bureau, understanding the issue that has come up and dealing with it collectively. And I think in an issue like these involving incredibly-sensitive issues, that has got to be prioritized above and beyond all else.

Senator CARDIN. Senator Markey?

Senator MARKEY. Thank you, Mr. Chairman, very much. Ms. Satterfield, your position at the Bureau of Educational and Cultural Affairs will allow you to establish import restrictions on cultural goods from foreign countries through the authorization of memorandums of understanding. Cultural property MOUs have the

power to impact the cultural heritage of ethnic and religious minority populations, which the United States should aim to protect. If confirmed, will you urge the administration to appoint an advocate for religious and ethnic minorities as a public representative to the Cultural Property Advisory Committee to ensure that minority populations are properly represented?

Ambassador COLEMAN. Thank you, Senator. ECA is very proud of the work of the Cultural Heritage Center to protect and preserve global heritage. It is critically-important work, as you said. ECA can and should play a strong role, particularly in cooperating with law enforcement to prevent the financing of transnational terrorism through looting and trafficking of antiquities. If I am confirmed, I look forward to working with Congress, other parts of the Department, and private entities, particularly through the advisory committee, to ensure a diversity of perspective when continuing the important work as it was laid out originally by Congress.

Senator MARKEY. Okay. Thank you. Ms. Coleman, the United Nations Development Program and the World Health Organization recently reported that if low-income countries had similar COVID-19 vaccination rates as high-income countries, they could have added \$38 billion to their collective GDPs in 2021. Through the G7, we have announced ambitious plans to share 1 billion COVID-19 vaccine doses with low-income countries. Global vaccine inequity still remains a very serious challenge. With the rise of the Delta variant, addressing the vaccine equity issues are more urgent than ever. If confirmed, will you commit to prioritizing the push for increased vaccine manufacturing and equitable vaccine distribution in your role at USAID?

Ambassador COLEMAN. Thank you, Senator. Absolutely. There is perhaps no greater challenge today than the global pandemic and its secondary effects, and how it is ravaging countries around the world. And I would like to thank this committee and Congress for its generosity on providing the 500 million vaccines and the \$4 billion to Gavi. So, it is incredibly important to get the rest of the world vaccinated, and I echo President Biden's comment to be—that the United States should be the arsenal of vaccination, and I will do everything I can to make that happen.

Senator MARKEY. Thank you. And, Mr. Lu, climate change is an existential threat that continues to harm the quality of life for people all around the world. For that reason, our efforts to combat climate change must be closely aligned with efforts playing out in multilateral institutions like the United Nations. We also have to oversee any multilateral commitments to ensure they come to actionable fruition. How can we work to reform the U.N. system to ensure that climate commitments are monitored and measured so that they don't simply remain empty statements or words?

Mr. LU. Senator, thank you for that question. I certainly share your concerns. The Biden administration believes that we can be the most effective in multilateral organizations when we actively participate in them, and we have the greatest credibility in these organizations when we pay our dues in full and on time, so being an active player gives us that leverage. Climate change, in particular, is an important policy issue, as you well know, not only to the President, but to Ambassador Thomas-Greenfield. This is an

issue that she has raised in the U.N. Security Council, but it is, frankly, an issue that cuts across so many different parts of the multilateral system. So, if confirmed to this position, I will use my position in terms of managing programs to ensure that those that relate to climate change are effectively managed and well funded.

Senator CARDIN. Thank you so much. And, Mr. Gifford, in your role, you are welcoming the rest of the world to the State Department, to the White House. We have gone through a turbulent time over a 4-year period, and now we are trying to re-stabilize all of our relationships. Could you just step back for a second and just lay out why you think that is important that we respect each nation in the world and that we treat them in a way that ensures ultimately that we will be able to elicit from them the kind of response the United States is looking for on policy issues all across the spectrum?

Ambassador GIFFORD. Thank you, Senator. This is, again, something very near and dear to my heart. There are two words over—during the time that I have been preparing for this hearing and whatnot that keep coming up, and those two words are “dignity” and “respect.” And I pledge to you that when I think about this job, when I think about how we interact with world leaders and partners—partner countries around the world, I will lead with dignity and respect. And I think that the soft power of diplomacy cannot be overstated, and, as you mentioned, you are the first hand that folks shake when they are walking down from their plane at Andrews or at Dulles or whatever it may be. And I think as Senator Hagerty said in his introduction that we create the environment conducive to diplomacy. And as far as I am concerned, that is the way you create that environment in which diplomacy can thrive. You do that with dignity and respect.

Senator MARKEY. Thank you. Thank you, and thank each and every one of you for your willingness to serve. Thank you, Mr. Chairman.

Senator CARDIN. Senator Hagerty?

Senator HAGERTY. Thank you, Chairman Cardin. I wanted to just follow up with a few additional questions. You are very kind to let me do that. First, if I could turn to you, Ms. Satterfield. It is wonderful to see you here. In your opening testimony, you commented about the global competition for influence that we find ourselves in with authorization countries, such as China and Russia. I would like to compliment your Department on the wonderful work that they have done with human exchanges, particularly the Fulbright Program and other exchange programs, that I have seen firsthand have an enormous impact. I would also like to make a comment, that there is an alumni network there that I see as immensely valuable, and I would look forward to working with you to driving value from that alumni network, because I think it could make a real difference for the United States’ interests around the globe.

Another thing you mentioned, and I compliment you for your operational experience. You talked about implementing standards and metrics to basically be a good steward of U.S. taxpayer dollars. As you look at this program and take a data-driven approach to how you measure and evaluate what happens, could you talk a bit about how you might use that approach to evaluate how we are

doing versus China and Russia, two authoritarian countries that are trying to exert their influence, when you look at our programs relative to what they are doing?

Ms. SATTERFIELD. Thank you, senator. As it relates to measurement and evaluation, it is a critically-important point and one that the Bureau has been working very hard to come up with a way to have parity across the various programs. They are also different, and that is a good thing. We want a variety of opportunity because what works in one community might not work in another, but that has proven to be challenging for M&E. And the Bureau has done a really wonderful job, in my opinion, based on the information that I have received in preparing for this hearing, to create a program that is a new framework that will ECA to have more data at its fingertips so that we can make good data-driven decisions. And that will be rolled out Bureau-wide at the end of next year.

Senator HAGERTY. As a businessperson, I have always focused on competition. I think we should acknowledge what our competition is and measure our performance according to that competition, so I encourage you to continue to proceed in that fashion. Thank you.

Ms. SATTERFIELD. Thank you, Senator.

Senator HAGERTY. Mr. Lu, if I could turn to you for a moment. I would like to talk with you about the Human Rights Council. The Biden administration has announced its intent to run for a seat on the Council this fall, and Secretary of State Blinken has also acknowledged that the Council is flawed, and he has promised to seek reform. In fact, in 2011, the Obama administration stated that the mandatory review of the Council failed to yield even minimally positive results. So, Mr. Lu, if you are confirmed, I would like to understand the type of reforms that you would like to seek as you look at improving the United Nations Human Rights Council.

Mr. LU. Thank you, Senator Hagerty. I agree, the United Nations Human Rights Council is a flawed organization, but we also need to recognize the important work that it has done in terms of shining a spotlight on abuses in Syria, Iran, North Korea, its promotion of women, LGBTQ individuals, but it has a persistent anti-Israel bias based on a permanent agenda item at its meetings. The Biden administration believes, as I said to Senator Markey, that the best way to reform these organizations is by engaging with them, and that is what we intend to do. It is also a flawed organization because of the membership. We have some of the most egregious human rights abusers who are members of the Human Rights Council.

When Ambassador Thomas-Greenfield has addressed this issue, she said, yes, it is uncomfortable sitting side by side with these people, but it is as uncomfortable for them to be sitting next to us and for us to be calling them out. And I understand that the record has shown that when the U.S. actively engaged in the Human Rights Council, that the number of anti-Israel resolutions decreases, but you are 100-percent right, this will be a challenge.

Senator HAGERTY. Thank you very much, Mr. Chairman. I want to thank all of our nominees today for their appearance. Thank you.

Senator CARDIN. Let me again thank all of our witnesses for—nominees for your testimony today and, again, your willingness to serve.

The committee record will remain open through Thursday for questions for the record, and we would ask that you respond to those questions as promptly as possible. We know that we have a backlog in the nomination process and confirmation process, so your cooperation will be deeply appreciated.

[The information referred to follows:]

Senator CARDIN. And once again, we thank you very much for your willingness to serve.

With that, the committee will stand adjourned.

[Whereupon, at 11:25 a.m., the hearing was adjourned.]

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### **Additional Material Submitted for the Record**

RESPONSES TO ADDITIONAL QUESTIONS FOR THE RECORD  
SUBMITTED TO HON. RUFUS GIFFORD BY SENATOR JAMES E. RISCH

#### *Morale in the Office of the Chief of Protocol*

*Question.* Leadership and morale-building are important parts of any management position within the State Department. If confirmed, how would you lead the Office of the Chief of Protocol? What specific steps would you take to improve morale?

*Answer.* There is nothing more important to me than the well-being of my team. Morale of our employees is also directly related to recruitment and retention. Drawing upon my experiences as the former ambassador to Denmark and from the private sector, leadership must model tenets that align mission goals with integrity, professionalism, and transparency.

If confirmed, I plan to consult current leadership to understand where the Office of the Chief of Protocol has come from and where it still needs to go. I will make it clear that any type of partisan political influence or bias is unacceptable. I will assess personnel management and the current staffing situation. I will determine whether we need to address additional resource requirements. Finally, I will promote a collaborative environment where all of us can gel as a team and execute programs in a seamless fashion.

There is no doubt that improving and maintaining morale will be difficult during the pandemic. However, I will ensure that we fully engage within the Department of State's "Future of Work" policy to build a more mobile and agile workforce, and direct appropriate resources for our office space and technology needs. These tools and resilience building resources will help me lead towards great morale.

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RESPONSES TO ADDITIONAL QUESTIONS FOR THE RECORD  
SUBMITTED TO LEE SATTERFIELD BY SENATOR ROBERT MENENDEZ

#### *J1 Programs*

*Question.* J1 programs are some of the most effective and cost efficient public diplomacy programs the United States has. However, as you know, the COVID-19 pandemic, which brought on severe visa processing delays and challenges has deeply negatively impacted not only U.S. public diplomacy efforts but also small businesses, schools, and families across the United States who rely on these programs.

- The backlog of Summer Work Travel visas negatively impacted many small businesses in New Jersey and other tourist destinations. How will you, alongside the Bureau of Consular Affairs, work to utilize technology and security to prevent such a backlog in the future? Do you believe there is more can we be doing? Do you have the resources you need to do so?

*Answer.* I recognize the important contributions that exchange visitors make to New Jersey businesses, and the positive impact they have on states and communities across the nation. The COVID-19 pandemic continues to severely affect con-

sular operations at our embassies and consulates. I am informed that as the global situation continues to evolve, the Department is seeking ways to process visa applications efficiently around the world, consistent with both guidance from health authorities and with the U.S. travel restrictions currently in place. I understand ECA and Consular Affairs continue to work together on these issues, and I will continue that engagement and communication if confirmed.

*Question.* Teacher exchange programs were also severely impacted by a backlog of visa processing and other challenges. Many K-12 classrooms are reliant upon these educational exchange programs. Will you commit to working to get the program back to pre-pandemic levels and look to scaling up these programs in the future?

*Answer.* Yes. I recognize the important contributions the BridgeUSA Teacher program makes to K-12 classrooms. The Department is committed to ensuring as many visa applicants can be interviewed as health restrictions allow and has provided updates to sponsoring organizations to advise them on operational changes. If confirmed, I will continue to work with our consular colleagues and keep teacher category sponsors and prospective teacher participants informed.

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RESPONSES TO ADDITIONAL QUESTIONS FOR THE RECORD  
SUBMITTED TO LEE SATTERFIELD BY SENATOR JAMES E. RISCH

*Meridian Recusal*

*Question.* If confirmed, do you pledge to recuse yourself from any funding or contracting decisions related to your previous employer, Meridian International Center?

*Answer.* Yes. If confirmed, per my ethics agreement with the Department of State and the Office of Government Ethics, I would not participate in funding or contracting decisions related to Meridian International Center.

*Au Pair Program*

*Question.* Recently, several U.S. states have sought to regulate the au pair programs, despite the fact that it is a federal program. This has been accomplished in at least one state, to fairly disastrous effect for au pair families and participants there. In response, the Department of State has attempted to unify the program and clarify that federal au pair regulations preempt state and local laws. This clarifying regulation is essential to the program's continued viability. If confirmed, will you commit to supporting this clarifying regulation?

*Answer.* The Au Pair program has for many years been an effective public diplomacy program, fostering the mutual understanding between people of the United States and other countries through in-person exchanges. The nature of the Au Pair program, fostering such exchange by placing young people in American homes and caring for young children, makes it unique and special. I am committed to ensuring the health, safety, and welfare of all participants. I am aware there is an effort underway to strengthen the Au Pair program through regulations, and, if confirmed, I look forward to working through that process with stakeholders and keeping Congress informed.

*Question.* The issue of undue influence by foreign countries-particularly China-has become a central U.S. foreign policy issue in recent years. In addition to increased reporting by think tanks, the State Department has engaged directly with U.S. universities on these matters.

- If confirmed, do you plan to continue State Department engagement with the educational community on these issues?

*Answer.* Yes. A clear understanding of the organizations and entities that Beijing uses to attempt to undermine U.S. policy is important. Of particular concern are activities that lack transparency and attempt to hide or downplay their affiliations and objectives. If confirmed, I would continue to work with State Department officials promoting transparency on this topic so that the educational community can make more informed decisions. For example, I understand that ECA issued an updated public guidance directive to Exchange Visitor Program (BridgeUSA) sponsors on Confucius Institutes (CI) in November 2020. The objective of this Guidance Directive was to provide sponsors more clarity regarding the possible regulatory violations presented in some CI operations so they can make informed choices about sponsoring exchange visitors coming on programs in support of CIs. I understand

that this clarity of CI operations is one of several reasons for why a growing number of universities have decided to end their Confucius Institute affiliations.

*Question.* The issue of undue influence by foreign countries—particularly China—has become a central U.S. foreign policy issue in recent years. In addition to increased reporting by think tanks, the State Department has engaged directly with U.S. universities on these matters.

- If confirmed, what specific steps will you take to highlight the risks of undue influence by foreign governments and other actors in U.S. universities and colleges?

*Answer.* If confirmed, I will continue to support the Department’s outreach work with interagency partners to increase transparency of foreign government actions and promote sharing of best practices so U.S. colleges and universities are well informed and can protect themselves and their students from undue foreign influence.

*Question.* I introduced legislation designed to enhance State Department and congressional oversight of Mutual Educational and Cultural Exchange Act (MECEA) programs with the People’s Republic of China (PRC).

- Does the Biden administration plan to reinstate these programs in the future?

*Answer.* If confirmed, I would support the Secretary’s re-examination of the decision to terminate approval of the MECEA Section 108a programs operated by China, with vigilance to potential counterintelligence and propaganda risks.

*Question.* If so, and if confirmed, do you commit to consulting with Congress in advance of making such a decision?

*Answer.* If confirmed, I will support the Secretary’s goal of working with this committee and Congress to ensure this administration meets the China challenge. As I committed at my nominations hearing, I will engage in meaningful consultation with Congress while policies are being developed.

*Question.* How should the Department exercise greater scrutiny of these programs given potential counterintelligence risks and their use as propaganda tools for the Chinese Communist Party?

*Answer.* If confirmed, I would support the Secretary’s re-examination of the decision to terminate approval of the MECEA Section 108a programs operated by China, with vigilance to potential counterintelligence and propaganda risks.

*Question.* The United States has suspended permission of any PRC national on an “F” or “J” visa to study or conduct research in the United States where the individual’s academic or research activities are likely to support a PRC entity implement or supporting the Chinese Communist Party’s (CCP) “military-civil fusion” strategy. This policy prevents U.S. research and technological innovation from falling into the hands of our most serious military competitor. Do you commit to retaining this policy?

*Answer.* If confirmed, I will support the Secretary’s continuous review to ensure our policies protect the integrity of U.S. research and innovation along with our academic and research institutions.

*Question.* What are your views on current measures in place to apply sufficient scrutiny to donations and contracts between U.S. universities and foreign entities?

*Answer.* I am supportive of measures to ensure that donations and contracts between U.S. universities and foreign entities benefit the United States and are not subject to undue foreign influence. If confirmed, I will encourage efforts to educate and inform educational institutions about their possible exposure to undue foreign influence through such arrangements.

RESPONSES TO ADDITIONAL QUESTIONS FOR THE RECORD  
SUBMITTED TO LEE SATTERFIELD BY SENATOR BENJAMIN L. CARDIN

*Effect of the COVID–19 Pandemic*

*Question.* The pandemic significantly hampered the normal operation of most ECA-administered international exchanges, with many participants returning home to the U.S. and foreign participants having to be repatriated to their home countries before their programs were complete. ECA is now conducting exchange activity online in a virtual format as it proves feasible to do so.

- What are the lessons learned from ECA’s pivot to virtual during the pandemic?

*Answer.* When the COVID–19 pandemic temporarily halted most USG-funded in-person exchanges, ECA’s innovation and flexible management of international ex-



changes powered a transition to new strategies, sustaining advancement of foreign policy objectives and achieving lasting benefits even amid the pandemic. Most ECA programs pivoted rapidly to virtual and hybrid models providing, or virtually replicating, the in-person exchange experience. This pivot was possible because ECA could leverage the relationships with stakeholders that were developed with previous in-person exchanges. ECA was also able to reach new audiences with some innovative virtual elements and will look to continue some of those elements after the pandemic recedes.

In addition, with careful management by ECA staff and the monitoring and health protocols in place at U.S. host campuses, many foreign Fulbright participants were able to remain at their U.S. host colleges and universities and new foreign Fulbrighters and other academic exchange participants were able to participate in in-person programs, thanks to the flexibility and resilience of U.S. higher education institutions. As recognized by the Inspector's General review of ECA's response to the pandemic, the experience showed the strength of ECA's program management practices, as well as the high level of commitment and capacity by U.S. higher education to safely host and educate students.

I understand ECA is evaluating how it can continue to use virtual engagement or hybrid models to expand the impact of exchange programs and help the Bureau reach new audiences. If confirmed, I look forward to working with Congress and other stakeholders to apply the lessons learned during the pandemic.

#### *American Spaces*

*Question.* There are more than 600 American Spaces around the world, which serve as virtual and in-person platforms to engage foreign nationals through a wide variety of U.S. State Department-sponsored programs and resources on important topics such as studying in the U.S., English language learning, and U.S. culture. This program, managed by the Office of American Spaces, moved to the Bureau of Educational and Cultural Affairs in May of 2019.

- How have American Spaces (or the American Spaces program) furthered U.S. foreign policy goals under the ECA Bureau?

*Answer.* Through American Spaces, the U.S. Government is present in more than 610 programming venues worldwide, with over 14 million people participating in virtual programs in FY 2020. Since the Office of American Spaces joined the ECA bureau in 2019, the Department has been able to enhance its work in public diplomacy and integrate ECA programming in the areas of English language teaching, EducationUSA advising, alumni engagement, cultural programs, and sharing information about the United States to further U.S. foreign policy goals. As a result of American Spaces and the Regional Public Engagement Specialist (REPS) Foreign Service corps coming under ECA, the Bureau has also fostered increased cooperation between REPS and Regional English Language Officers, as well as the EducationUSA advising program, to achieve mission and Department goals.

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RESPONSES TO ADDITIONAL QUESTIONS FOR THE RECORD  
SUBMITTED TO LEE SATTERFIELD BY SENATOR CORY A. BOOKER

#### *Visa Processing*

*Question.* One of the issues that has been taking up much of my staff's time is the delay our constituents are facing in being able to reunited with family overseas or having family members visit them. Similarly, many businesses in New Jersey rely on seasonal workers and exchange visitors from all over the world. The Alliance for International Exchange is reporting a 75% decrease overall in visa processing for education and cultural exchange programs, which of course has major economic consequences.

- Can you share how you will address these capacity limitations?

*Answer.* I recognize the important contributions that exchange visitors make to New Jersey businesses, and the positive impact they have on states and communities across the nation. The COVID-19 pandemic continues to severely affect consular operations at our embassies and consulates. The Department is committed to ensuring as many visa applicants can be interviewed as health restrictions allow, and has provided updates to sponsoring organizations to advise them on operational changes. I understand ECA and Consular Affairs continue to work together on these issues, and I will continue that engagement and communication if confirmed.

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RESPONSES TO ADDITIONAL QUESTIONS FOR THE RECORD  
 SUBMITTED TO HON. ISOBEL COLEMAN BY SENATOR JAMES E. RISCH

*Global Health*

*Question.* Should the United States engage in highly risky public health research—such as gain-of-function research—in cooperation with countries that do not have adequate biosecurity standards, that have violated or failed to uphold the International Health Regulations, or where the United States cannot certify that such country is in compliance with the Biological Weapons Convention?

Answer. I understand that USAID does not fund Gain of Function Research, and that USAID does not fund work anywhere in the world that would make viruses more lethal or transmissible in humans.

*Question.* If confirmed, will you ensure USAID’s research and development grants are fully vetted and do not flow to partners or sub-grantees engaged in such research?

Answer. If confirmed, I will continue to ensure that USAID funds do not support gain-of-function research, i.e. research that makes a virus more transmissible or pathogenic, through either the prime or subpartners.

*Question.* The budget proposes a substantial increase for Family Planning and Reproductive Health (FP/RH), through both bilateral aid programs and contributions to the U.N. Population Fund. If confirmed, how will you ensure USAID compliance with current law, which prohibits the use of U.S. foreign assistance to perform or promote abortion, support involuntary sterilizations, or lobby for or against the legalization of abortion overseas?

Answer. If confirmed, I will follow the law and ensure compliance with all applicable laws and regulations, including those related to family planning and abortion.

The administration takes seriously the legislative requirements related to voluntarism and informed choice in family planning activities and those related to abortion. I understand that the Agency has worked for decades to ensure compliance with all applicable laws, including the Helms and Siljander amendments.

It is important that USAID continue to work closely with field missions and implementing partners to ensure awareness of statutory and policy requirements applicable to their programs.

*Question.* If confirmed, will you commit to provide to this committee a complete, detailed spend plan for the funds received through the American Rescue Plan (ARP) for the international COVID–19 response, to include all aspects of the response, from vaccine sharing to second order impacts?

Answer. Yes, if confirmed, I will ensure compliance with Congressionally-mandated reporting on COVID funding, including obligations and disbursements by operating unit, that the State Department and USAID submit every 60 days and I commit to regular briefings and consultations with the committee on the use of funds, which I understand is guided by the U.S. COVID–19 Global Response and Recovery Plan.

*Question.* How would you assess the performance of COVAX to date?

Answer. COVAX has performed as well as could be expected in light of ongoing constraints to the global vaccine supply. It is my understanding that while COVAX is below its original delivery projections, as a result of shortfalls in global vaccine production and disruption to its planned supplies, actions such as the G7 vaccine commitment to finance and provide more than two billion doses from the United States and G7 partners by the end of 2022 are critical to enabling the success of COVAX. If confirmed, I will support efforts to expand the availability of safe and effective vaccines globally to bring this pandemic to an end.

*Question.* How can USAID ensure that COVAX is working expeditiously to get shots in arms while guarding against waste, fraud, and abuse?

Answer. I have learned that USAID’s \$4 billion in contributions to Gavi/COVAX in 2021 were provided in tranches, which allowed USAID to ensure Gavi/COVAX obtained the funding needed from other donors to scale up global vaccine access, while closely monitoring COVAX’s performance. USAID also participates in Gavi’s Audit and Finance Committee, and, as a part of that, regularly reviews the risks involved in procuring and delivering COVID–19 vaccines. It is my understanding that Gavi/COVAX has established multiple methods for receiving reports of fraud, and all allegations are handled by Gavi’s SAID to strengthen and reinforce existing systems related to fraud awareness and reporting to mitigate these threats to multi-lateral and bilateral vaccine campaigns.

*Question.* How can USAID ensure that U.S. financial contributions to COVAX are not used to underwrite the purchase and distribution of substandard Chinese COVID-19 vaccines, particularly following the recent announcement that COVAX would, in fact, begin making major purchases of Chinese vaccines?

*Answer.* I understand that the generous U.S. contribution to COVAX was not used to purchase vaccines made in China, and that the full U.S.-provided \$4 billion had been allocated by COVAX prior to the facility's decision to purchase Sinopharm and Sinovac. I am not aware of any additional U.S. contributions planned for COVAX at this time. If confirmed, I will join my colleagues in continuing to forcefully raise concerns about procurement of lower-efficacy vaccines, and to urge the People's Republic of China to pick up its fair share of the global burden on vaccine access.

*Question.* Under what circumstances would U.S. bilateral vaccine contributions be more appropriate than contributions via COVAX?

*Answer.* I believe that the U.S. Government (USG) is most effective when both bilateral and multilateral efforts are able to support responsible and accountable partners. Multilateral funding allows the USG to leverage the financial commitments, technical expertise, and diplomatic engagement of many other partners, often achieving economies of scale and burden-sharing with other donors. Bilateral funding enables USAID field teams and ongoing local assistance efforts to address priorities that may not be effectively or efficiently covered through multilateral channels.

#### *Humanitarian Assistance*

*Question.* The U.N.'s Global Humanitarian Appeal of \$36.1 billion for 2021 is the largest in history. What can USAID do to enhance the efficiency and effectiveness of U.S. humanitarian assistance, so we can spread our aid dollars farther, while also leveraging other donor support to meet historic humanitarian needs?

*Answer.* With humanitarian needs throughout the world at an all time-high, USAID's ability to reach people in need and improve the efficiency of our programs is of utmost importance. If confirmed, I will continue to emphasize the importance of USAID to be responsible stewards of American taxpayers' dollars. That's why I believe that measuring and analyzing results—and adapting and innovating when programs fall short—is part of the day-to-day management of USAID's operations, including humanitarian assistance programs. I will also ensure, if confirmed, that USAID engages with other donors to leverage our assistance and help as many people in need.

*Question.* The Office of Management and Budget (OMB) has released a memo which, among other things, directs the new OMB Made in America Office to “review how best to ensure agency compliance with cargo preference requirements to maximize the utilization of U.S.-flag vessels, in excess of any applicable statutory minimum, to the greatest extent practicable.” This is likely to increase pressure upon USAID to exceed existing cargo preference requirements for food aid under the Food for Peace Act, notwithstanding the fact that the Government Accountability Office (GAO) repeatedly has found that such requirements significantly increase the cost of food aid while failing to advance the purposes of the Cargo Preference Act of 1954.

- Do you agree that U.S. cargo preference requirements for food aid have outlived their statutory purpose?

*Answer.* If confirmed, I am committed to working with Congress to make USAID's programming to combat rising food insecurity and build the resilience of vulnerable communities as effective and efficient as possible. Each of the food assistance modalities—U.S. in-kind food, locally and regionally procured food, and cash-based programming—should complement the others in addressing food insecurity efficiently and effectively. At this time of unprecedented global humanitarian need, USAID's ability to reach hungry people and improve the efficiency of our programs is of utmost importance. Cargo preference requirements increase the cost of programming U.S. in-kind commodities in humanitarian programs. If confirmed, I will look closely at every opportunity to stretch our food aid as far as possible.

*Question.* In your view, how would an increase of cargo preference requirements impact the ability of USAID to meet historic levels of need for food aid?

*Answer.* At a time of unprecedented humanitarian need globally, an increase in cargo preference would compromise USAID's ability to reach hungry people, as well as our ability to reduce logistical and cost efficiency in our programs. USAID pays almost 50 percent more per metric ton to ship commodities on U.S.-flag vessels than foreign-flag vessels. An increase in cargo preference requirements would directly re-

sult in increased transportation costs for food assistance programs, which would reduce the amount of resources USAID can dedicate to purchasing commodities and reaching beneficiaries with life-saving assistance.

*Question.* If confirmed, will you commit to working with OMB to mitigate the deleterious impact of U.S. cargo preference requirements on food aid?

*Answer.* I am committed to working with Congress and the interagency, including OMB, to make USAID's food assistance programming as effective and efficient as possible. The COVID-19 pandemic and mitigation measures have compounded the effects of climate-related disasters and complex emergencies, creating unprecedented global humanitarian needs.

For example, an estimated 23 million additional people will require emergency food assistance compared to 2019. Each food assistance modality (U.S. in-kind food, locally and regionally procured food, and cash-based programming) is critical to USAID's ability to respond appropriately to each crisis.

*Question.* If confirmed, will you commit to working with Congress to reform U.S. international food aid programs and bolster the Global Food Security Strategy in a manner that saves lives, supports early recovery, stimulates agriculture-led economic growth, and ultimately promotes self-reliance?

*Answer.* Yes. The pandemic has exacerbated food insecurity and malnutrition worldwide, with the most vulnerable bearing the brunt of its impact. I understand that Feed the Future is leveraging its existing global portfolio to respond to the crisis in the following ways: (1) engaging governments on trade and inclusive economic growth policies; (2) engaging government and private sector partners to safeguard and increase access to nutritious food; (3) working with small and medium sized enterprises across the food system and unlocking private sector funds to accelerate economic recovery, growth and employment; (4) transitioning households and communities off of assistance through economic inclusion models; and (5) supporting governments to create and strengthen their existing social protection systems, including shock-responsive safety nets and risk financing. It will be critical to further leverage Feed the Future as countries rebuild economically in the long wake of the pandemic, and I understand that USAID is currently looking at ways to do this.

#### *Power Africa*

*Question.* In the face of growing Chinese influence and investment, and in the wake of the COVID-19 pandemic, there arguably has never been a more important time to advance U.S. strategic programs to reduce energy poverty, support transformative energy development, and stimulate economic recovery in Sub-Saharan Africa. Yet, the President's FY 2022 budget request proposes to reduce by 26 percent funding for one of the most important instruments the USG has in its arsenal to accomplish these goals—Power Africa—while simultaneously imposing carbon caps and renewable energy mandates that inevitably will push developing economies in sub-Saharan Africa closer to China.

- Should reducing energy poverty in sub-Saharan Africa be a priority for USAID?

*Answer.* Absolutely. It is my understanding that Power Africa is well positioned to address energy poverty, bolster human development, and mitigate climate change impacts through private sector-led energy development that delivers reliable, uninterrupted energy and inclusive, catalytic and sustainable economic growth. I understand that Power Africa funds will promote mutual economic prosperity between the US and African partners, as well as promote two-way trade and investment to counter malign influences by advancing universal energy access through 30,000 milliwatts in new clean energy generation and connecting 60 million homes and businesses to electricity by 2030.

*Question.* If so, how can that reasonably be accomplished while the administration redirects funding for Power Africa to undefined climate change objectives and abandons the bipartisan, bicameral agreement on an "all-of-the-above" approach under the historic Electrify Africa Act?

*Answer.* It is my understanding that Power Africa is expected to play a leading role in the administration's climate change agenda while maintaining its focus on addressing energy poverty in Africa. If confirmed, I look forward to discussing how we can continue to advance Power Africa's goals and expand energy development in Africa.

#### *Venezuela*

*Question.* The authoritarian regime in Cuba reportedly has developed its own COVID-19 vaccine.

- If confirmed, will you commit to ensuring that USAID will not provide any direct or indirect support to a COVID-19 vaccination campaign in which the Cuban state-owned vaccine is used?

Answer. It is my understanding that USAID will only support procurement and delivery of vaccines that meet rigorous quality standards, are safe and efficacious, and have been approved or authorized for emergency use by a stringent regulatory authority, such as the U.S. FDA or the World Health Organization. I understand that USAID has not provided, and has no plans to provide, direct or indirect support to a COVID-19 vaccination campaign in which any Cuban vaccine is used. Cuba has not published its trial data for its vaccines, nor has the vaccine received an emergency use listing or authorization from the World Health Organization.

*Question.* Will you also commit to ensuring that USAID will not provide direct or indirect support to a vaccination campaign in Venezuela that is non-transparent and discriminatory?

Answer. I understand that USAID has no plans at this time to provide direct or indirect support to a COVID-19 vaccination campaign in Venezuela, where current vaccination efforts are non-transparent and discriminatory. Venezuela is a self-financing participant in COVAX, which means that it does not receive donor-supported vaccines or other assistance. USAID would only provide COVID-19 vaccination support if Venezuela established a credible, impartial, and transparent national vaccination plan, implemented in partnership with, or under the auspices of, international partners.

*Question.* If confirmed, how will you ensure that USAID's support for the World Food Program in Venezuela will not strengthen the ability of the Maduro regime to exert control over the Venezuelan people?

Answer. USAID support for the U.N. World Food Program (WFP) in Venezuela is intended to address the emergency food needs of vulnerable Venezuelan children impacted by the crisis. It is my understanding that WFP's programs are operationally independent from any Maduro regime programs and hence, will not strengthen the Maduro regime. I understand that WFP is maintaining its own independent supply chains and food distributions and WFP has indicated no instance of interference by the Maduro regime or attempt by the Maduro regime to gain reputational benefits during this pilot food assistance program.

#### *Afghanistan*

*Question.* While the Department works to inject hundreds of millions in foreign aid into Afghanistan—a reflection of its purported desire to recalibrate the bilateral relationship by investing more in development and assistance lines of effort—USAID OIG plans to scale back its presence in-country, reducing staffing and closing its sub-office in Kabul. All of this is occurring as the Taliban continues to make rapid advances on the ground. According to open source reporting, the U.S. intelligence community assesses that the Government in Kabul may fall in as little as six-to-twelve months after the U.S. and NATO military withdrawal, potentially triggering a humanitarian and security crisis.

- In light of the deteriorating security climate, how can USAID sustain the development gains made in Afghanistan over the past 20 years, particularly as pertains to the hard earned rights of women and minorities?
- As we look to recalibrate our bilateral relationship with Afghanistan, what more can be done to support health, education, empowerment of women and girls, and government transparency?
- How can USAID conduct effective oversight of U.S. foreign assistance programs in Afghanistan, given its diminished presence on the ground?

Answer. With support from the United States Government, the Government and people of Afghanistan—particularly women and girls—have made enormous gains over the last 20 years. Afghans are healthier, better educated, more prosperous, and enjoy greater freedoms than two decades ago. However, we must acknowledge that women and development gains are now under significantly increasing threats and the security environment is deteriorating. I understand that USAID's gender program in Afghanistan is robust and broad, with programming that extends across the entire country and includes education and political and economic participation. I understand that USAID intends to continue to work with women leaders, the private sector, and civil society organizations to adjust programs and approaches in order to continue supporting the rights and safety of women and girls. If confirmed, I will work with my colleagues across government to ensure that USAID is doing every-

thing it can to protect the safety of our local partners and the brave civil society leaders who continue to strive for a better life.

I understand that USAID provides on-going and strategic program oversight despite security restrictions in Afghanistan, and that monitoring and oversight measures taken in Afghanistan include: vetting of implementing partners (IPs), multi-tiered monitoring efforts, and financial controls. I also understand that USAID will continue to use third-party monitoring to provide programmatic oversight where our partners and programs operate. These third-party monitors are local to each region and have been capable of accessing USAID programs across the country. If the security environment affects USAID partners' and programs' ability to operate, third-party monitoring efforts will correspondingly adjust.

*West Bank & Gaza*

*Question.* Since January 2021, the Biden administration has re-established relations with the Palestinian Authority (PA) and announced nearly \$360 million in planned U.S. assistance. This move has occurred despite the lack of progress in PA reforms, including its toxic so-called "pay to slay program." If confirmed, will you commit to working with this committee to ensure that any U.S. assistance for "reconstruction" efforts in Gaza are allocated in a manner that is consistent with U.S. national security interests and does not in any way benefit Hamas, politically or otherwise?

*Answer.* Yes. If confirmed, I will work with this committee to allocate USAID's humanitarian and development assistance in a manner that is consistent with U.S. national security interests. I understand that the Department of State and the USAID Mission in the West Bank and Gaza (WBG) have a robust, 15-year-old, partner vetting process to mitigate the risk that U.S. Government resources could inadvertently support Hamas or other terrorist groups. I also understand that USAID implementing partners in the WBG have aggressive risk-mitigation systems in place aimed at ensuring U.S. taxpayer-funded assistance is reaching those for whom it is intended and that assistance is closely coordinated with the Government of Israel, who approves all materials that enter Gaza. If confirmed, I will abide by all legislation, including the Taylor Force Act, that governs how assistance can be deployed in the WBG.

*Syria*

*Question.* There is no replacement for cross-border mechanisms to deliver humanitarian assistance in Syria, particularly as cross-line assistance is costly, ineffective, and prone to manipulation. If confirmed, how will you ensure that U.S. assistance is not routed through Damascus and is instead delivered directly to those in need?

*Answer.* Rising humanitarian needs and an increasingly complex operating environment continue to pose significant challenges for humanitarian actors throughout Syria who continue to reach the most vulnerable at great risk to themselves. The July 9 reauthorization of cross-border assistance through UNSC Resolution 2585 provided crucial relief for the Syrian people, but it does not completely fill the vast needs on the ground. That is why it is vital for the United States to continue to advocate for unimpeded humanitarian access through all possible means—including continued authorization and expansion of U.N. cross-border access and unhindered cross-line assistance. I understand that no U.S. assistance is routed through the Syrian Arab Republic Government. I also understand that all USAID humanitarian assistance is implemented through independent humanitarian organizations—such as U.N. agencies and NGOs—to reach those most in need in line with humanitarian principles.

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RESPONSES TO ADDITIONAL QUESTIONS FOR THE RECORD  
SUBMITTED TO HON. ISOBEL COLEMAN BY SENATOR BENJAMIN L. CARDIN

*Policy Framework*

*Question.* Administrator Power, in her confirmation hearing, emphasized that she would place special emphasis on four core challenges: the COVID-19 pandemic, climate change, conflict and state collapse, and democratic backsliding. The previous administrator, Mark Green, had sought to deemphasize such global priorities and focus on country-specific challenges in response to some complaints of "initiative fatigue" due to what some described as the proliferation of competing priorities and presidential initiatives during the Obama administration. The USAID Policy Framework, issued in 2019, reflects Administrator Green's country-tailored approach and

focuses on the broad goal of “ending the need for foreign assistance” by promoting self-reliance among aid recipients.

- As you work to develop the next Policy Framework, what do you view as the chief cross-cutting themes that are likely to emerge? Or do you agree with Ambassador Green that a country-by-country focus makes more sense?
- How do you see Administrator Power’s four big challenges as fitting into USAID’s next Policy Framework, particularly as they relate to other priorities set by Congress in recent years, such as basic education and food security?

Answer. If confirmed, I look forward to consulting with the Administrator Power, interagency colleagues, Congress and external stakeholders to develop an updated Policy Framework, if required. In my view, an emphasis on global priorities that meet the needs of the moment, evidence-based development practice and attention to country needs and regional trends are important and consistent with one another.

#### *Human Rights*

*Question.* A key priority for me is ensuring that supporting democracy and promoting human rights is at the forefront of our foreign policy. But as a lethal pandemic, economic and physical insecurity, and violent conflict ravaged the world in 2020, democracy and human rights defenders sustained heavy losses in their struggle against authoritarian regimes, shifting the international balance in favor of tyranny.

- What more can we do to further these efforts with our European partners?
- How can we better work within the OSCE to address these issues?

Answer. I agree that a unified transatlantic alliance that acts from common principles of human rights protection and rule of law is the strongest bulwark against authoritarianism. I understand that USAID engages frequently with E.U. officials to seek to align policy and to increase burden sharing on key issues such as the COVID-19 global response, human rights, and democracy and governance. For example, I understand that two of USAID’s flagship civil society programs are now leveraging significant funding from the U.K. Foreign Commonwealth Office and the European Union Directorate-General for Neighbourhood and Enlargement Negotiations. If confirmed, I look forward to exploring new opportunities to expand upon our partnership with our European partners to support civil society and democracy across Europe and Eurasia. The E.U.’s new seven-year budget articulates a commitment to human development and rule of law. This presents an additional opportunity for greater cooperation. As we see autocratization begin to spread within Europe, USAID can support our European counterparts in identifying concrete ways to re-engage citizens who feel they have been left behind, to bolster the structure and ability to serve of democratic institutions, and to investigate and shut down opportunities for kleptocracy. As you note, foreign malign influence continues to challenge democratic progress around the world. In Brussels, Secretary Blinken and E.U. leaders recently discussed challenges that the People’s Republic of China presents to the rules-based order and agreed to resume U.S.-EU dialogue to coordinate approaches.

If confirmed, I look forward to working with Ambassador Carpenter and the U.S. delegation to the OSCE to identify new opportunities to engage with human rights defenders in increasingly restrictive countries to gather information, identify regional trends, and track unmet needs in dynamic environments.

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RESPONSES TO ADDITIONAL QUESTIONS FOR THE RECORD  
SUBMITTED TO HON. ISOBEL COLEMAN BY SENATOR CORY A. BOOKER

#### *Humanitarian Access in Ethiopia*

*Question.* As you know, the humanitarian situation in Tigray is dire. Despite improvements in physical access, the restrictive operating space for humanitarian actors to enter the region, move freely, communicate, access fuel and banking services necessary to implement assistance, and the blockage of vital supplies are creating the conditions for a humanitarian disaster, including widespread famine.

Aid workers have been targeted and the aid operation politicized by parties to the conflict. Humanitarian experts have indicated that unless the operating environment improves in the next few weeks, it will be too late to prevent catastrophe.

Access challenges and impediments to effective principled response are not new, but humanitarian need is higher than ever, and coordinated and effective U.S. government advocacy to facilitate respect for international humanitarian law and re-

duce barriers that prevent U.S. assistance from getting to those who need it most is critical.

- If confirmed, how would you elevate and address the urgent challenges facing aid delivery in Tigray within the interagency and in your external engagements?
- How can the agency leverage evidence and learning from conflict contexts like Tigray to create effective policy and strategies to reduce political and operational barriers to humanitarian aid delivery in future crises?

Answer. The loss of life and mass displacement resulting from the conflict in Ethiopia's Tigray region is profoundly disturbing and unacceptable. I understand the administration, with support from Members of Congress and U.N. representatives, has undertaken numerous diplomatic efforts to end the violence and facilitate humanitarian access. If confirmed, I would ensure USAID works in close conjunction with the interagency and the international community to push for a constructive political dialogue and a negotiated ceasefire between parties. I would also work to identify strategic pressure points to ensure unhindered humanitarian access to those in need and would advocate for all parties to cease hostilities and respect international humanitarian law.

To learn from past conflict contexts, we must draw lessons from the Agency's past experiences and apply them to future work for greater impact. By capturing, organizing and disseminating evidence, and by engaging with peer interagency and other partners, we can build better humanitarian and peacebuilding programs, policies and strategies.

#### *Protecting Women in Afghanistan*

*Question.* This committee has been deeply concerned about the safety of women following the U.S.'s withdrawal. We are even more concerned about the safety of women that have worked on USAID cooperative grants. Currently, these partners are not eligible for the Special Immigrant Visa (SIV) program.

- What protections should be considered for them in light of the danger they may be facing for their work with the United States?

Answer. I share your concerns about the additional challenges facing Afghan women in this increased environment of insecurity within Afghanistan, and I understand that USAID is committed to working with our partners who represent the women of Afghanistan and the interagency to explore short and long-term opportunities for increased protection including through refugee programs in coordination with the Department of State. A sustained deteriorating security environment will make the Agency's ability to provide development and humanitarian assistance more difficult. If confirmed, I commit to working with the administrator and experts at the Agency to conduct robust contingency planning for different scenarios so that USAID can continue its assistance. I commit to engaging at the highest levels to explore every possible opportunity for supporting the Afghans at particular risk for their work alongside USAID and our partners.

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#### RESPONSES TO ADDITIONAL QUESTIONS FOR THE RECORD SUBMITTED TO CHRISTOPHER LU BY SENATOR JAMES E. RISCH

*Question.* Do you believe that any country, including the United States, should pay more than 25 percent of the peacekeeping budget?

Answer. I believe all countries should pay their fair share of the peacekeeping budget. If confirmed, I will work to reach an agreement to lower the U.S. assessment rate as close to 25 percent as possible and ensure that other countries pay their fair share.

*Question.* Do you support going beyond the 25 percent cap as imposed by Congress and signed into U.S. law which bears the current President's name?

Answer. The President's FY 2022 budget requests a waiver of the 25 percent peacekeeping cap to allow the United States to pay our full assessment. If confirmed, I will not undertake any action that contravenes U.S. law. I welcome the opportunity to work with Congress to meet our financial obligations, including addressing the substantial level of arrears that have accumulated over the past four years, and the cap on peacekeeping funding.

*Question.* What is your position on repayment of current U.S. peacekeeping arrears?



*Answer.* The President's FY 2022 budget requests a partial repayment of U.S. peacekeeping arrears. If confirmed, I welcome the opportunity to work with Congress to meet our financial obligations, including addressing the substantial level of arrears that have accumulated over the past four years.

*Question.* Are there any specific steps you believe the U.N. should take to reduce the overall size of the U.N. peacekeeping budget? If so, what are they?

*Answer.* If confirmed, I am committed to reviewing and assessing all existing U.N. peacekeeping missions to ensure they are still necessary for the promotion of international peace and security. If confirmed, I will provide active U.S. engagement in Fifth Committee (Administrative and Budget) negotiations to ensure missions are appropriately resourced. For missions that we deem in the U.S. interest to maintain, I will ensure they are as effective and efficient as possible, while also providing the resources to fully implement their mandates, including well-trained and well-equipped troops and police and necessary assets.

*Question.* Are there any specific U.N. peacekeeping missions you would support reducing or terminating? If so, what missions do you believe should be reduced or terminated?

*Answer.* At this point, I do not have sufficient information to make a determination regarding the reduction or termination of any existing U.N. peacekeeping mission. If confirmed, I will work with State Department colleagues to assess the effectiveness of these missions to ensure they are still necessary for the promotion of international peace and security.

U.N. peacekeeping operations are among the most effective mechanisms of burden-sharing in addressing the global challenges to international peace and security. The Department of State and USUN regularly work within the U.N. system, through the United States' permanent seat on the Security Council, engagement with the U.N. Secretariat, and the General Assembly, to ensure that missions are addressing evolving conditions on the ground and fulfilling mandated tasks. If a new mission is proposed, the Security Council's standard practice is to review its mandate annually before determining whether to extend it. This allows the United States to regularly assess progress toward mandated tasks and performance benchmarks and to use our leverage as a permanent member to adjust mandates as necessary.

In recent years, U.N. peacekeeping missions have closed in Cote d'Ivoire, Haiti and Liberia, and the peacekeeping mission in Darfur is in the process of closing now. If confirmed, I will work to strengthen and improve the effectiveness of U.N. peacekeeping operations, while providing missions with realistic and achievable mandates, as well as the necessary resources to fully implement those mandates.

*Question.* The U.N. maintains several particular bodies and departments that focus on the Palestinians. These including the Division on Palestinian Rights (DPR), the Committee on the Exercise of the Inalienable Rights of Palestinian People (CEIRPP), and U.N. Information System on the Question of Palestine (UNISPAL).

- Will you work to challenge the existence and funding of these departments?

*Answer.* The United States will continue the tradition of maintaining its role as an honest broker in the Middle East, both as a staunch supporter and defender of Israel, and as a promoter of the legitimate aspirations of the Palestinian people. The United States remains firmly and consistently committed to achieving a comprehensive and lasting peace agreement between Israelis and Palestinians based on a two-state solution. If confirmed, I will assess the mandates of these particular U.N. bodies and departments, and make recommendations on them. I will support organizations and efforts that contribute to these goals.

*Question.* China has focused intensely on securing leadership roles in various U.N. agencies, particularly those overseeing technical standards that will shape the future. In many cases, these leaders have overtly advanced Chinese Communist Party goals, rather than acting independently to advance the global good. It is clear the United States has had mixed success with elections for heads of International Organizations (IO) in the past and, as a result, is taking more robust and coordinated steps to advocate for qualified and independent candidates in U.N. bodies.

- If confirmed, will you prioritize robust strategies to secure qualified and independent candidates to lead U.N./IO bodies, especially highly specialized agencies?

*Answer.* If confirmed, I will prioritize increasing U.S. efforts to identify and support qualified and independent candidates to lead U.N./IO bodies, including specialized and technical agencies. Such organizations and agencies play an important role

in standard-setting across a broad range of issues that have an impact on our national security, including civil aviation and maritime safety; nuclear safeguards, safety, and security; internet freedom; digital and emerging technologies; intellectual property; and narcotics control and criminal justice.

If confirmed, I will work with the rest of the Bureau of International Organization Affairs to identify qualified and independent candidates who are committed to advancing priorities including transparency and accountability in the U.N. system, engage with key U.N. leadership to communicate our personnel and elections priorities, coordinate with our partners to support likeminded individuals, and support efforts to strengthen the pipeline of talented American citizens interested in serving with the United Nations at all levels. I will also work with Congress, other federal agencies, the private sector, and non-governmental organizations to build support for these candidates so that the United States can compete effectively with other countries, including the People's Republic of China, to uphold the foundational values and principles of the U.N. system.

*Question.* Countering malign influence within the U.N. system will require a robust whole-of-government approach as well as orchestrated cooperation between the U.S. and likeminded partners.

- If confirmed, please describe how you will bolster these efforts within our Government and between governments to identify, recruit, and elect qualified, independent candidates to lead U.N. agencies?

*Answer.* The Department has established a new office in the Bureau of International Organization Affairs—the Office of Multilateral Strategy and Personnel (IO/MSP)—focused on supporting qualified candidates for U.N. elections, multilateral appointments, and competitive positions, as part of a broader effort to strengthen the foundational principles and values of the U.N. and multilateral system. If confirmed, I will coordinate with the rest of the U.S. Government, including Congress and other federal agencies, the private sector, non-governmental organizations, and our allies and partners, to expand our recruitment networks and attract qualified and independent U.S. citizens and likeminded candidates with broader, more diverse backgrounds and support their election efforts from New York and across the globe. These efforts will include dynamic campaign strategies that leverage the whole of the U.S. Government's resources and influence to support U.S. citizen candidates and likeminded partners.

*Question.* Additionally, please describe your intended efforts to bolster U.S. talent recruitment for more junior positions, such as those in the Junior Professional Officer program, in the U.N. and other International Organizations.

*Answer.* Successfully increasing the number of U.S. citizens employed in the U.N. system requires a multifaceted approach that will involve identifying and advocating for qualified candidates for positions at all levels, including in junior roles. The Junior Professional Officer program is one of the key opportunities offered by the U.N. to encourage young professionals interested in serving in international organizations, and it provides them with hands-on experience across various U.N. agencies. If confirmed, I will coordinate closely with my colleagues in the International Organization Affairs Bureau and other stakeholder bureaus and agencies and consult with Congress to ensure we have sufficient resources, tools, and staffing to support more positions for American citizen JPOs in the U.N. system. With these resources, we can work strategically to increase the number of JPO opportunities funded by the U.S. Government at key agencies and bodies that work on U.S. priorities, expand our recruitment and outreach activities to ensure these opportunities are widely known and available to interested U.S. citizens, and provide tools and services to strengthen our competitiveness in placing qualified American citizens into the U.N. system. If confirmed, I also look forward to using my public statements and travel to champion the need for more young American professionals to work in the U.N. system.

*Question.* Before fiscal year 2021, there was a 15 percent withholding requirement of U.S.-assessed contributions to the U.N. designed to enhance whistleblower protections. This is now gone.

- Do you support re-instating the 15 percent withholding until these certifications were made? If not, why not?

*Answer.* I am a strong believer in whistleblower protections. If confirmed, I welcome the opportunity to examine the benefits and leverage that the conditional withholding of funds provides. Experience shows that temporarily withholding funds can sometimes be of use in advancing reform, except in those cases where with-

holding will negatively impact an important program that the United States specifically supports.

My understanding is, because of the extraordinary nature of withholding funds, the withholding of funds from the World Intellectual Property Organization and International Civil Aviation Organization was a factor that the missions of other countries to those organizations took into account when deciding whether to support reforms that the U.S. missions to those organizations were advancing. In both instances, the support of other countries was essential to getting eventual agreement on needed reforms, especially in the areas of ethics and whistleblower protections.

*Question.* If confirmed, how will you work to address barriers to advance U.N. management reforms, especially those created by the different priorities among member states?

Answer. If confirmed, I will work with allies and likeminded member states that strongly support U.N. management reform. Recognizing that all member states will have their priorities, if confirmed, I will work to maximize the areas of agreement to advance our highest priority reforms. If confirmed, I will work closely with reform-oriented leaders and agents of change within the U.N. system to lend our support to their efforts, particularly within the General Assembly's Fifth Committee (Administrative and Budget). I also welcome the engagement of members of Congress in advocating for U.N. management reforms.

*Question.* If confirmed, how will you measure success in implementing management reforms at the U.N.?

Answer. If confirmed, I will work to ensure that international organizations within the U.N. system are accountable and responsible for the U.S. taxpayer resources they receive. This includes continuing the longstanding U.S. policy of promoting budget discipline and transparency, as well as continuing efforts to ensure that other countries pay their fair share. I also will work to ensure that the U.N. prioritizes program effectiveness, operational efficiency, and results-based budgeting.

*Question.* What policies need to be implemented to maintain fiscal responsibility and accountability within the U.N. system?

Answer. If confirmed, I will work to ensure international organizations in the U.N. system adhere to best management and oversight practices in ensuring financial and managerial transparency. This transparency is achieved, in part, through annual in-depth reviews of the 34 regular budget sections that the U.N. Secretary-General submits to the General Assembly and Fifth Committee each spring and summer, along with accompanying reports that the Advisory Body on Administrative and Budgetary Questions (ACABQ) provides. These reports contain hundreds of pages of financial and programmatic details on each aspect of the U.N. regular budget. The U.S. Mission similarly conducts in-depth annual reviews of proposed budgets for U.N. peacekeeping missions in the fall. Additionally, the reports of the Office of Internal Oversight Services and the reports of the U.N. Board of Auditors, which contain the audited financial statements for the U.N. regular budget and each peacekeeping mission budget, are valuable in analyzing budget requests.

The IO Bureau and U.S. Missions to U.N. System organizations in New York, Geneva, Rome, and Vienna similarly scrutinize the budgets and financial statements of the U.N. funds and programs and each of the U.N. specialized agencies. The U.S. Mission will also continue to support strong U.S. candidates for U.N. technical, budgetary, and oversight bodies. Our membership and leadership on these bodies enable us to promote fiscal discipline and accountability.

*Question.* While the U.N. has taken steps to improve its efficiency, operational effectiveness, and accountability, the continuing need for reform is obvious to most observers, including strong supporters of the institution. The U.N. Secretary-General has committed to an agenda of reform. The U.S. push for reform is one of the main drivers behind the progress to date.

- In your opinion, what are the top three reforms that the U.N. could undertake in the coming two years that will have the greatest impact?

Answer. During my two decades of federal service, much of my work has focused on improving the functioning of government organizations. If confirmed, I will work to advance reforms that make the U.N. more efficient and effective, including in its achievement of the goals U.N. member states have set for it, and ensure that the Secretary-General communicates the tangible benefits of implemented reforms to all stakeholders. The Biden-Harris administration will continue to hold the U.N. accountable to its mission and its member states.

In particular, I believe we must do all we can to ensure the U.N. is (1) implementing the reform program that has been set out by the Secretary General, particularly to improve the U.N.'s capacity for conflict prevention (this includes strengthening the Resident Coordinator program, which will improve U.N. operations and coordination across the entire United Nations System through efficiencies and economies among the U.N. Secretariat and the United Nations Funds and Programs); (2) enhancing accountability in the use of resources through the elimination of waste and fraud and strengthened protections for whistleblowers; and (3) enhancing the standards for peacekeeper performance and improved accountability in combatting sexual exploitation abuse accompanied by strengthening prevention measures and protection for victims.

If confirmed, my work will be guided by three principles:

- Working to ensure that all countries pay their fair share to the United Nations and that the U.N. exercises greater budget discipline. If confirmed, I look forward to engaging on the assessment negotiations which are scheduled to begin this fall.
- Supporting initiatives to transform the U.N. into an organization that can better meet the challenges of the 21st century. If confirmed, I will advocate for a greater prioritization of performance metrics that demonstrate tangible outcomes resulting from the delivery of mandated programs
- Countering the negative impact of countries like China and Russia that push ideologies that undermine the U.N.'s mission and the rules-based international order.

If confirmed, I will consult with Congress about where we see the U.N. making satisfactory progress in these areas, and where additional efforts are needed.

*Question.* How will you explain to the Secretary-General and the member states that continued reform is a precondition for full U.S. support of the U.N.?

*Answer.* If confirmed, I will ensure that the United States asserts its leadership role across the U.N. system. This will include paying our dues in full and on time, subject to the required Congressional appropriations and authorizations, to maximize our influence, and exerting that influence to continue advancing reforms and uphold the foundational values of the international rules-based order. I also welcome the engagement of members of Congress in advocating for U.N. reform in their discussions with the Secretary-General and member states.

*Question.* What tactics would you use if reform efforts falter or lack urgency?

*Answer.* If confirmed, I will work with allies and likeminded member states who strongly support U.N. management reform. Recognizing that all member states will have their priorities, if confirmed, I will work to maximize the areas of agreement to advance our highest priority reforms. I will regularly consult with other parts of the U.S. Government, including Congress, as to other possible levers for achieving reform.

*Question.* With an increase of the use of telework by the United Nations system, how will you work to create cost savings? In particular, will you explore closing or selling U.N. facilities which are not being used?

*Answer.* If confirmed, I will work to achieve agreement by U.N. member states to make the most economic use of U.N. facilities, including analyzing lessons learned during the COVID-19 shutdowns that may help improve workplace flexibility and efficiency, while realizing cost savings through measures to reduce the U.N.'s footprint in headquarters locations. In New York, the U.N. has already ended two leases for office space, and measures are also being implemented in Geneva as part of the renovation project there, such as through the sale and leasing of space to other occupants.

With the greater use of technology to conduct meetings, I also believe the U.N. needs to re-examine its overall approach to staff travel, in particular for conferences.

*Question.* Over the years, some experts have questioned the ability of the U.N. Office of International Oversight to effectively monitor U.N. programs in part because the office is largely dependent on funding from the U.N. programs that it audits. Some governments, including the United States, maintain that this could lead to a real or perceived conflict of interest.

- What is your view on this issue?

*Answer.* If confirmed, I will work to ensure that the Office of Internal Oversight Services continues to receive its funding from the General Assembly, and thus the U.N. member states, so that it can freely audit the U.N. Secretariat. In general, the U.N. funds and programs have their own, internal audit offices, as do the U.N. spe-

cialized agencies. These internal audit offices are generally funded through the regular (assessed) budgets of the specialized agencies and the core (unearmarked) budgets of the U.N. funds and programs. The internal audit offices are ultimately accountable to the member states, not the secretariats, of these entities.

Similarly, the U.N. Board of Auditors, which audits the financial statements and makes recommendations related to internal controls and other financial management practices of the U.N. and the U.N. funds and programs, is funded through the U.N. regular budget and reports to the U.N. General Assembly. The external auditors of the U.N. specialized agencies, which are usually the highly capable and independent national audit offices of countries such as the United Kingdom, India, and the Philippines, are also funded through the regular (assessed) budgets of the specialized agencies and report to each agency's member states.

*Question.* Do you think U.N. internal oversight is sufficiently independent?

Answer. I believe that any organization, including the United Nations, can do more to improve the effectiveness and independence of its internal oversight mechanism. If confirmed, I will work to ensure that the Office of Internal Oversight Services (OIOS) maintains maximum independence from the U.N. Secretariat while ensuring accountability to the United States and other U.N. member states. The Management and Reform Section at the U.S. Mission to the United Nations has been at the forefront of pressing for maximum independence of OIOS since its creation in 1994, with the goal of having OIOS operate like an Inspector General in the U.S. Government. A key opportunity to advance the independence and effectiveness of OIOS is in the negotiations each fall on General Assembly resolutions that define OIOS's mandate and responsibilities. The most recent resolution, A/Res/75/247 adopted on December 31, 2020, contains five paragraphs on operational independence, the most prominent of which is paragraph 6:

*6. Reaffirms the operational independence of the Office, stresses that its independence and objectivity are vital in ensuring that its internal oversight functions are carried out in a credible, factual and unbiased manner, and reaffirms the authority of the Office to initiate, carry out and report on any action to fulfil its responsibilities with regard to internal audit, inspection and evaluation, and investigations;*

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RESPONSES TO ADDITIONAL QUESTIONS FOR THE RECORD  
SUBMITTED TO CHRISTOPHER LU BY SENATOR BENJAMIN L. CARDIN

*Question.* If confirmed, will you be a strong advocate for us paying our dues to the U.N. in full and on time?

Answer. If confirmed, I will ensure that the United States reasserts its leadership role across the U.N. system. This will include paying our dues in full and on time in order to maximize our influence and exerting that influence to advance reforms and uphold the foundational values of the international rules-based order.

*Question.* What is your strategy for the upcoming triennial 2022–2024 scales of assessments negotiations to ensure that all countries pay their fair share?

Answer. I understand that the administration is currently reviewing options to try to reach an agreement in the U.N. General Assembly to potentially lower future U.S. assessment rates. If confirmed, I will work to reach an agreement in the U.N. General Assembly to try to lower the U.S. assessment rates and ensure that other countries pay their fair share. I welcome the opportunity to work with Congress to take the steps necessary to allow the United States to meet our financial obligations.

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LETTER FROM AAPI (ASIAN AMERICAN AND PACIFIC ISLANDER)  
ORGANIZATIONS IN SUPPORT OF CHRISTOPHER LU'S NOMINATION

July 22, 2021

The Honorable Bob Menendez  
The Honorable James Risch  
Senate Foreign Relations Committee

Dear Chairman Menendez and Ranking Member Risch:

We are writing to provide our full support and endorsement to Chris Lu for the position of U.S. Ambassador to the United Nations for Management and Reform.

We represent a coalition of national Asian American and Pacific Islander (AAPI) organizations engaged in business, legal, civil rights, and healthcare advocacy. Our members worked closely with Chris during the Obama Administration in his roles at the White House and the Department of Labor.

Chris has devoted his career to public service and is one of the AAPI community's most important thought leaders. Through his two decades of work in the legislative and executive branches, he has worked tirelessly to ensure that the federal government better serves the American people. When Chris was the White House Cabinet Secretary, he oversaw one of the most stable and effective Cabinets in history. When he became the Deputy Secretary of Labor, he spearheaded initiatives to expand employment opportunities and protect the health, safety, and financial security of workers. As the co-chair of the White House Initiative on Asian Americans and Pacific Islanders, Chris championed governmental efforts to disaggregate data and expand the delivery of services to marginalized communities. And earlier in his career, he served as Deputy Chief Counsel of the House Oversight Committee where he spearheaded investigations to improve the functioning of government programs.

In all of his government roles, Chris Lu did his job with the highest standard of ethics and integrity. Chris has the right policy background, management experience, and diplomatic skills to represent the U.S. in the United Nations, and we respectfully request that you swiftly approve his nomination. Thank you.

Sincerely,

Asian Pacific American Institute for Congressional Studies (APAICS)  
Asian & Pacific Islander American Health Forum (APIAHF)  
Asian Pacific Partners for Empowerment, Advocacy, and Leadership (APPEAL)  
Association of Asian Pacific Community Health Organizations (AAPCHO)  
Asian Americans Advancing Justice | AAJC

Japanese American Citizens League (JACL)  
Korean Americans for Political Action (KAPA)  
OCA-Asian Pacific American Advocates  
National Asian Pacific Islander American Chamber of Commerce & Entrepreneurs  
National Council of Asian Pacific Americans (NCAPA)  
National Coalition for Asian Pacific Americans Community Development  
National Asian American Pacific Islander Business Leaders Finance Council  
National Asian Pacific American Bar Association (NAPABA)  
Southeast Asia Resource Action Center (SEARAC)  
Taiwanese Americans for Progress  
Texas Asian American Pacific Islander Business Leaders Coalition

LETTER FROM FORMER SENIOR MEMBERS OF REPUBLICAN  
ADMINISTRATIONS IN SUPPORT OF CHRISTOPHER LU'S NOMINATION

July 26, 2021

The Honorable Bob Menendez  
The Honorable James Risch  
Senate Foreign Relations Committee

Dear Chairman Menendez and Ranking Member Risch:

All of us have held senior-level positions in Republican administrations, and we are writing to support the nomination of Chris Lu to serve as the U.S. Ambassador to the United Nations for Management and Reform.

We have worked with Chris at the University of Virginia Miller Center and have seen up-close his deep commitment to public service. Drawing on his two decades of federal experience, Chris has made significant contributions to the public's understanding of the inner workings of government, as well as current policy issues. Chris approaches his work in a balanced manner, always with great thought and integrity. Even when he disagrees with someone else's views, he does so respectfully and in a way that fosters collaboration.

We believe that Chris Lu has the right temperament, experience, and intellect to represent the United States at the United Nations, and we hope he will be promptly confirmed for this position. Thank you.

Sincerely,

John M. Bridgeland  
Director  
White House Domestic Policy Council (George W. Bush)

Mary Kate Cary  
Speechwriter, White House (George H.W. Bush)

Eric S. Edelman  
Ambassador to Finland and Turkey  
Under Secretary of Defense for Policy (George W. Bush)

Philip D. Zelikow  
Executive Director, 9/11 Commission  
Counselor to Secretary of State Condoleezza Rice



LETTER FROM THE CONGRESSIONAL ASIAN PACIFIC AND AMERICAN  
CAUCUS (CAPAC) IN SUPPORT OF CHRISTOPHER LU'S NOMINATION

**Congress of the United States**  
**Washington, DC 20515**

July 28, 2021

The Honorable Bob Menendez  
The Honorable James Risch  
US Senate Committee on Foreign Relations  
423 Dirksen Senate Office Building  
Washington, DC 20510

Dear Chairman Menendez and Ranking Member Risch:

As Chair of the Congressional Asian Pacific and American Caucus (CAPAC), which is comprised of 76 members of Congress, I write to express strong support for Chris Lu, who has been nominated to be the U.S. Representative to the United Nations for UN Management and Reform. His 20 years of public service at the highest levels of government make him well-qualified for this position.

During the Obama Administration, CAPAC members worked closely with Chris on issues of importance to the Asian American and Pacific Islander (AAPI) community. I have seen up-close his skill in crafting innovative policy and communications strategies, managing large organizations, and bringing diverse interests together to solve problems. Chris is also a trailblazer in the Asian American community. He was one of the highest-ranking AAPIs in the Obama Administration, and only the second Asian American in history to become a deputy secretary of a Cabinet department. His work as co-chair of the White House Initiative on AAPIs led to important policy changes regarding data disaggregation and language translation. After leaving government, Chris has used his public voice to raise awareness about the pandemic's economic impact on AAPIs and the need to address the troubling rise in anti-AAPI hate crimes.

Chris Lu is a proven, knowledgeable, and experienced leader who will deliver results for our nation at the United Nations. I am proud to support him and urge his prompt confirmation.

Sincerely,



Judy Chu  
Member of Congress  
CAPAC Chair