

**NOMINATION HEARINGS OF THE
115TH CONGRESS—FIRST SESSION**

HEARINGS

BEFORE THE

**COMMITTEE ON FOREIGN RELATIONS
UNITED STATES SENATE**

ONE HUNDRED FIFTEENTH CONGRESS

FIRST SESSION

—
JANUARY 3, 2017 TO JANUARY 3, 2018
—

Printed for the use of the Committee on Foreign Relations



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NOMINATION

THURSDAY, JUNE 15, 2017

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

The committee met, pursuant to notice, at 10:14 a.m. in Room 419, Dirksen Senate Office Building, Hon. Bob Corker, chairman of the committee, presiding.

Present: Senators Corker [presiding], Risch, Johnson, Gardner, Young, Isakson, Cardin, Menendez, Shaheen, Coons, Murphy, Markey, and Booker.

Also Present: Senator Baldwin.

OPENING STATEMENT OF HON. BOB CORKER, U.S. SENATOR FROM TENNESSEE

The CHAIRMAN. The Foreign Relations Committee will come to order.

And as a courtesy to three very distinguished guests this morning, Senator Cardin and I will defer our opening comments. We know that each of you have important business to deal with.

We are honored to have Senator Johnson and Senator Baldwin introduce our outstanding nominee for this position, and we are especially honored to have the Speaker of the House of Representatives here, who I thought yesterday delivered some well-needed, unifying comments in a time of need, and I thank him for that and thank him for his leadership.

And with that, knowing that you in particular have a lot of duties to deal with, Speaker Ryan, why do you not begin the process.

Senator CARDIN. And let me just join our chairman in thanking the Speaker for his comments yesterday. You spoke for all of us, and it was an incredibly difficult time, and we are very proud of your comments. Thank you.

STATEMENT OF HON. PAUL RYAN, U.S. CONGRESSMAN FROM WISCONSIN

Speaker RYAN. Thank you. Thank you for that, and thank you for your prayers. We have friends and colleagues in surgery right now, so we need our continual prayers. And I felt like we can speak for all of our colleagues in saying that this is a time for us to unify, and it is a time for us to reflect and I appreciate that.

Let me on a lighter note thank you for having me here this morning. It is not often or ever a Speaker comes to the Senate, so thanks for letting me come over here—

[Laughter.]

Speaker RYAN [continuing]. To what we call the high-rent district.

The CHAIRMAN. There is good reason for that.

Speaker RYAN. That is right. That is right. Yes, I have not been over here in a long time.

I appreciate the opportunity to say a few words about a good, close, old friend. Mark Green needs no introduction to this panel. He has long been a forceful advocate for American leadership in global development. He undoubtedly possesses the expertise and the experience. He is the perfect person for this job to lead USAID and to fulfill its mission.

He is going to deliver the utmost transparency and accountability for taxpayers. The President certainly made the best possible choice.

I have known Mark Green for 20 years. We were both elected together in the same election in 1998, along with Tammy, to the House. Our offices were next door to each other. Our staffs were closely related and integrated. We went to Bible study together every single week. We rose through the ranks in Wisconsin politics together.

It was clear to me back in those days that Mark Green had a higher calling. His heart was always set on making a difference for people in need. You could see it when he talked about his time in Africa when he and Sue lived in a tent and were missionaries and working in Peace Corps work. You could see it when his choice to get on committee was the Foreign Affairs Committee because he wanted to work on things like PEPFAR and the Millennium Challenge Account law. He was so passionate about those issues. I was over working on budget spreadsheets; Mark Green was working on Millennium and PEPFAR and these issues.

You could see it in just the passion that he has for advocating for the people who cannot advocate for themselves. This is his north star. This is his life's work. This is what he does. And so the endorsement I have for Mark Green is not merely personal; it is the fact that you could not have a better person to lead this kind of an organization.

The work done by USAID, funded and overseen by this Congress, is critical to advancing security and democracy around the world, even more at this time at the moment we are in than ever before, I would argue.

I think Mark understands as well as anyone that the strength and clarity of America's leadership is vital to our interests and our overall global security and stability. We are going to be very fortunate to have Mark Green as our voice and representative to the developing world.

As administrator of USAID, he will do what he always has done. He has an uncanny ability to bring people together of differing views, of differing backgrounds, and to get them to work on the same page. He is a person who knows what it takes to improve and transform the lives of others.

And so I just could not give a better unqualified endorsement of a finer person to lead a very important agency at a very important time than Mark Green, so thank you for having me. I appreciate it.

The CHAIRMAN. Well, thank you. And thank you for being here. And for what it is worth, my sense is your very sincere comments reflect the feelings of I think most people here who have spent time with him, and I thank you for that. And we will not be offended if you go back to the superior side of the building and begin your work. So, thank you so much for being here.

Senator Johnson, with great leadership on this committee, we are thankful that you are here to do the same thing and look forward to your comments.

**STATEMENT OF HON. RON JOHNSON,
U.S. SENATOR FROM WISCONSIN**

Senator JOHNSON. Well, Chairman Corker, Ranking Member Cardin, first of all, I want to join you in thanking the Speaker for his unifying comments yesterday as well and a day of just beyond disturbing event, so, you know, thank you, Mr. Speaker.

And I am also honored to join the Speaker introducing former Ambassador and Congressman Mark Green as the nominee to be the next administrator of the U.S. Agency for International Development.

We are at an important juncture for the future of U.S. foreign assistance, and Mark's exemplary character and unique qualifications make him an inspired choice to lead USAID into the future.

Prior to serving in the State Assembly and in Congress representing Wisconsin's 8th District, Mark taught English in Kenya as a volunteer with WorldTeach. As a Member of Congress, he was instrumental in the passage of PEPFAR and the Millennium Challenge Corporation, which has helped save millions of lives and spurred global development.

After serving in Congress, Mark became U.S. Ambassador to Tanzania and served as executive director of Malaria No More and is a board member of Millennium Challenge Corporation. He did this at great personal expense, having contracted both malaria and typhoid while serving others.

Today, he serves as a senior director of the U.S. Global Leadership Coalition and as President of the International Republican Institute, a nonprofit organization that works to bring democracy and freedom to all corners of the world.

Mark has repeatedly set his personal well-being aside in order to make the world a better place for countless others. He understands that compassion for those in need is an essential and galvanizing component of USAID's mission, and he also understands that foreign assistance is a strategic investment, which must be integrated with national strategy at the policymaking level. Most of all, Mark is a respected servant-leader with high moral character who will do an outstanding job of representing America's compassion and decency throughout the world. I have no doubt that he will lead USAID with dedication and distinction.

I strongly endorse Mark's nomination and urge my colleagues to support him as well.

Thank you, Mr. Chairman.

The CHAIRMAN. Thank you so much.

Senator Baldwin, I have not had the opportunity to serve on a committee with you, but I thank you so much for what you bring

to the United States Senate and for being here to show the strong bipartisan support for this nominee.

**STATEMENT OF HON. TAMMY BALDWIN,
U.S. SENATOR FROM WISCONSIN**

Senator BALDWIN. Absolutely. Thank you, Mr. Chairman.

Thank you, Ranking Member Cardin and members of the committee.

I, too, want to thank Speaker Ryan for his comments yesterday and today. It is time for more than just moments of unity.

And I am proud to be sitting here with my colleagues in unity behind the nomination of Mark Green to be the leader of the United States Agency for International Development.

I have known Mark—I hate to say this—for a quarter-century. Not only, as Speaker Ryan said, did we have the pleasure of being elected, all three of us, to the House of Representatives in the same year, but Mark Green and I were elected to the Wisconsin State Assembly together in 1992 and have had an opportunity to serve together and work across party lines for the people of Wisconsin for many years. I also had the pleasure of serving with Mark on the House Judiciary Committee for many years.

I applaud the President's nomination of Mark Green to serve America in this position. He not only has the exemplary experience and qualifications to take on this responsibility; as you have heard, he has the deep personal passion and commitment to do this job, as shown through years of work in advancing our common good on the international stage.

As we all confront the reality of an increasingly interconnected world that presents both challenges and opportunities, I have no doubt that Mark Green understands that America is always best served when we lead and reach out to the rest of the world, not turn inward.

Senator Johnson, Speaker Ryan and I know and agree Mark Green is the right person for this mission, and I hope that our joint support sends a very strong message to this committee and the entire United States Senate that he is the right choice for the USAID administrator. I am hopeful that this committee and the full Senate will confirm Mark's nomination so that he can begin the work that he has been committed to do throughout his entire life, serving and making a difference in people's lives.

Thank you, Mr. Chairman.

The CHAIRMAN. Thank you very much for those comments and all three of you for being here. And what you have said, in many ways I feel like we could adjourn the meeting right now.

[Laughter.]

The CHAIRMAN. But I would say to each of you, please, again, feel free to leave. As a matter of fact, I am going to pause for a moment so it will not be awkward so that you can do so appropriately. Thank you so much for being here and for your role in making our country what it is.

Ambassador Green, thank you so much for joining us today. This is not the first time we know that you have testified before this committee, and you are certainly no stranger to the halls of the Capitol. You have a long and diverse history in both public service

and international development, and I am very pleased with your nomination to be the next USAID administrator and know that you will bring significant expertise and understanding to this new role.

With a budget of over \$25 billion, USAID represents about 46 percent of our international affairs activities but just over half of 1 percent of the total U.S. Federal budget. USAID has an important mission, and many of its programs have stabilizing effects in regions of the world where we have national security interests.

And while I know there has been much discussion about the President's budget request and, as I have said before, it is the role of Congress to fund the Federal Government, not the administration. So instead of focusing on that, I think we would be better served to shift our focus from what can be done towards what should be done. Instead of what can be done, we should focus away from what can be done towards what should be done.

I am reminded of something Secretary Tillerson said at Tuesday's budget hearing: "Funding does not equal results. Show me results, and I will tell you your commitment." And I just want to say I know that that is something that you are very focused on, and that is why we are all so proud that you are our nominee.

That is why I am encouraged by the statement in your testimony that you, as USAID administrator, would set a higher standard for accountability and achieving results. I agree with you that we can create significant change by focusing on economic growth in a developing world. We should look for appropriate ways to leverage shared private and public sector interests and eliminating constraints to trade and investment, creating business environments that will attract investment in the developing world should be our priority.

This commitment has a long history of bipartisanship, which we are going to demonstrate in a really sound way today on the Floor when it comes to oversight of our foreign assistance with the passage of legislation enacting important reforms such as the Global Food Security Act, Electrify Africa, and Water for the World Act. Should you be confirmed, I am confident that we would find a willing partner in our oversight and reform efforts.

To that end, I want to highlight today one of the most impactful aid reforms that is achievable during this Congress, modernizing our food aid. Food for Peace has been operating under decades-old requirements to use 100 percent U.S. farm commodities, 50 percent of which must be shipped on overpriced, uncompetitive U.S.-flagged vessels. If we could modernize the program with increased flexibility in food aid delivery while still maintaining a significant role for the U.S. farmer who cares deeply, deeply about people in need, we could feed 5 to 8 million more people a day with the exact same funding. I know you are very aware of that, and I really feel the time is here for us to address that issue.

Food for Peace is authorized in the farm bill that is being reauthorized next year, and if you are confirmed as administrator, I would seek your commitment to working with us and the Ag Committees and others to modernize the program for the 21st century.

Thank you for coming here today. I know you have important family members who we were honored to meet back behind the podium, but we look forward to you introducing them. We look for-

ward to your testimony. We look forward to you serving in this important role.

And with that, let me turn to my friend, the ranking member, Senator Ben Cardin.

**STATEMENT OF HON. BENJAMIN L. CARDIN,
U.S. SENATOR FROM MARYLAND**

Senator CARDIN. Well, Mr. Chairman, thank you very much for convening this hearing. And I will call you Congressman Green because I think being in Congress is more important than being an ambassador, but we can argue that issue later.

But, Ambassador Green, thank you for your willingness to serve your country at this critical moment and one of the most important national security posts that we have in America. And I thank your family because this clearly is going to be a family sacrifice. You know that, your family knows that, and we thank them for joining you in this commitment for public service.

I will acknowledge that I am not objective on your nomination. I have known you for a long time. I am very impressed by what you did when you were in the House of Representatives. I know your service that we saw in the Ambassador in Tanzania, what you did with Millennium Challenge Corporation and the NGO community. You have incredible endorsements from stakeholders who I deeply respect and the importance of the mission of USAID. And in our conversations, you were extremely passionate about the values that I think are critically important for America's security. So, you come to this day with a strong record and passion for this position, and I join the chairman in believing that there will be a very smooth confirmation process for you to assume the office as director of USAID.

I say that recognizing that you have accepted a position during a very challenging moment. When we take a look at the conflicts globally and what these conflicts have meant as far as humanitarian crises in so many spots in the world where voids have been created, where we see extremist groups and terrorist organizations that are able to take advantage of that insecurity, that is your commitment to try to deal with both the humanitarian problem and to avoid the voids that allow terrorist groups and oppressive regimes to be able to function.

You also understand the importance of United States leadership. It has been U.S. leadership that has provided the world direction, that deals with issues such as health epidemics that we have dealt with to dealing with good governance, anticorruption, and the creation and support of democratic institutions.

And we are going to see that. The chairman alluded to that. You are going to see that leadership today in the United States Senate at 11 o'clock when we start voting on a bill that expresses not only our commitment as a Congress to take on the aggression of Russia and Iran but also our commitment to support democratic institutions and to have appropriate congressional review of executive actions so we can speak with a stronger united voice in this country. That to me is exactly what we need to do for our national security.

But I need to point out that there are some self-inflicted challenges that we are imposing on ourselves. And we need to recognize

that because we need to overcome these challenges. We have budget cuts that are being recommended that would make it virtually impossible for USAID to carry out the missions that we expect you to be able to carry out.

The budget would withdraw U.S. aid missions from 37 countries. That presents a very, very—if you do not have people on the ground, it is very difficult to be able to understand the circumstances. Having been on the ground, you understand that.

The OMB directive reducing personnel could very well cripple the ability of carrying out missions. How the State Department reorganizes—and we had a hearing Tuesday with Secretary Tillerson. The jury is out on that. I agree with the chairman. Let us wait to see. We can always do things better. But I know how important it is for USAID's independence within the State Department family, and that is an issue that we are going to be looking to you, so this hearing is an opportunity for you to present your vision as how you see USAID fitting into our national security and to American values.

I also will ask you to do two other things. One, assure us that you are going to be an effective voice within the Trump administration as it relates to these key decisions that are being made, recognizing that development assistance is critically important to our national security. How do you weigh in effectively within the Trump administration to carry out that commitment?

And the second and equally as important, you have Democrats and Republicans on this committee that are dedicated to working with you in a bipartisan manner. The chairman mentioned some of these programs, and historically, we are proud of PEPFAR and how that changed the world landscape on HIV/AIDS. We know that what we did with Power Africa, what we have done with Feed the Future, what we have done with the water, so many different issues we have worked together as a team in order to advance U.S. leadership in national security matters.

There are many areas that we want to work together on. I will just mention one. We are working on using the successful model of the trafficking in persons, our commitment to end modern-day slavery, which is a commitment which is continuing, and we will need your help in order to make sure we continue down that path because there are still way too many people being trafficked around the world, but to use that model to fight corruption. And I want to work with you and I want to work with Secretary Tillerson and members of the committee to figure out how we could be more effective in our international leadership to stop the rise of corruption in so many countries. And today, we are taking a major step in that direction against Russia, but we need to have an overall strategy on how to do that.

So today gives you a chance to go over with this committee, the committee wants to work with you, your vision of USAID, how we can work together to promote your mission and how we can be effective in regards to the Trump administration so that we could have more unity in this country, recognizing how development assistance is critically important to our national security. Thank you.

Senator RISCH. [Presiding] Thank you, Senator Cardin.

Mr. Green, I am sure Senator Corker has apologized to you. He has an important matter on the Floor he has to attend to. But he did not leave you to chance. I grew up in Wisconsin. I was born in Wisconsin. I received part of my higher education at the University of Wisconsin. Both sides of my family immigrated to Wisconsin. I see you are a latecomer, having been born in Massachusetts, but I am going to overlook that.

[Laughter.]

Senator RISCH. So with that, the floor is yours and we will be glad to hear from you.

Senator JOHNSON. Just a quick interruption, though. You forgot to mention you are a Green Bay Packer fan.

Senator RISCH. I am a Green Bay Packer fan.

Senator JOHNSON. As is Ambassador Green.

Senator RISCH. Thank you. The floor is yours.

STATEMENT OF MARK ANDREW GREEN OF WISCONSIN, TO BE ADMINISTRATOR OF THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

Ambassador GREEN. Thank you. Thank you, Mr. Chairman and Ranking Member, and thanks to the members of the committee. I am honored to come before you as President Trump's nominee for USAID administrator, and I am truly grateful to both the President and to Secretary Tillerson for their trust and support and confidence.

You heard from the introducers. I am grateful to them, to you for the friendship and the kind words. Speaker Ryan, Paul, he and I do go back a long ways. As we were noting before we came out, Paul famously would walk back and forth from votes reading, you know, numbers tables from ways and means, and I was the guy that would talk about Africa. I think we were both pretty boring people at the time.

I want to thank my family for their unwavering support, my parents, born South African and British but now proud Americans of more than 20 years; my wife Susan, who is here today, and our three children Anna and Alex, who are also here; and Rachel, who is back in Minnesota where she teaches.

Mr. Chairman, 30 years ago this August, Sue and I began a journey as volunteer teachers in Kenya. That journey has taken me to five continents walking hospital wards in Tanzania, observing elections in Jordan and Burma, talking with young political leaders in Europe and Eurasia, meeting with community leaders in Central and South America and so much more. Back here, I have had the honor of helping to craft PEPFAR and MCC and working with a number of truly great organizations.

Along the way, I have learned a lot about what is working in development and what can work even better. But more than anything else, this journey has driven home for me that America and our development tools can be an irreplaceable force for good in this world.

Now, Mr. Chairman and members of the committee, you have asked me for my priorities for USAID. I can best sum them up like this: Every President in modern memory has suggested that the purpose of foreign assistance should be ending its need to exist. If confirmed, I will make that our organizing principle.

And that means three things. First, I will work to make sure that our programs respect our taxpayers. Our foreign assistance funds come from hardworking families all across this great country. I think we all realize that we have to use these dollars as efficiently and as effectively as we possibly can. If confirmed, I will focus our limited resources on what is working and end what is not. I will scrutinize every program to ensure that we are maximizing value, minimizing waste, and always advancing America's interests.

Second, I will make clear to our partner countries that our assistance is not open-ended or inevitable or, most important, a substitute for what they must take on themselves. Every program should look forward to the day when it can end. And I will ask our missions to evaluate how each dollar moves a country closer to that day.

To be clear, USAID will not walk away from our humanitarian commitments and will always be there when disaster strikes because that is who we are as Americans. But I believe the truest sense of compassion comes from helping people and countries to take care of themselves and to craft their own bright future.

Finally, third, I will work to reshape our assistance tools and programs to better reflect our evolving relationship with the developing world. When USAID was first created some 55 years ago, about 80 percent of the money flowing from America to the developing world came from the Government, ODA, official development assistance. Today, that figure is under 10 percent.

International commerce, remittances, private philanthropy are now transformational forces. Added to that, we see new technologies emerging each and every day that create marvelous new opportunities. All of this suggests we should change our approach to supporting development. If confirmed, and working with all of you, I will pursue ideas for reforming our policies and procedures, rethinking our structure, and retooling how we engage with our development partners. I will also work hard to strengthen our inter-agency cooperation because I saw as Ambassador to Tanzania how that can be a truly effective force multiplier.

Mr. Chairman, the same passion that carried me to East Africa 30 years ago still drives me today. I believe in the power of compassion. I believe in the power of development. My journey has reminded me over and over again that fostering development is hard work, but also, if done right and led well, it can not only lift lives and strengthen communities but also help America achieve many of her most important strategic priorities.

And so with your support for my confirmation, I commit to working with USAID's talented team all around the world to make smart choices and take on important work that will lead, I believe, to an even stronger, more effective agency in the years ahead. Thank you for considering my nomination, and I look forward to your questions.

Thank you, Mr. Chairman.

[Mr. Green's prepared statement follows:]

PREPARED STATEMENT OF MARK ANDREW GREEN

Chairman Corker, Ranking Member Cardin, members of the committee, I am honored to come before you today as the President's nominee to lead the U.S. Agency for International Development.

And I'm grateful to President Trump and Secretary Tillerson for their trust and confidence.

Senator Baldwin, Senator Johnson, Speaker Ryan, thank you for your friendship, your years of support, and that gracious introduction.

To those with whom I consulted in preparing for today, thank you for your counsel and guidance.

I also want to express my personal gratitude to Wade Warren, who has done an outstanding job leading the Agency these last months as Acting Administrator.

Finally, but most importantly, I want to thank my family for their unwavering support. My parents, born South African and British, but proud Americans for twenty plus years.

My wife, Susan, who is here today, and our three children Rachel, Anna and Alex. Thirty years ago this August, Sue and I began a journey as volunteer teachers in Kenya. We never could have imagined it would bring us to this day and to this great honor.

Mr. Chairman and members of the committee, should I be confirmed, it is lessons from that journey, touching five continents and working with countless development leaders, that I will bring to my work at USAID.

While teaching in rural Kenya, I learned how desperate so many families are for a taste of the opportunities we as Americans usually take for granted. Many of my students walked miles, barefoot and ill-nourished, to attend class. Never mind that there weren't enough textbooks or that during the rainy season holes in our tin roof and lack of glass in our windows disrupted lessons. When some of the students were sent home for falling behind on school fees, I often caught them trying to sneak back INTO my class. Their determination, their passion, has never left me.

Years later, on September 11th, 2001, while serving the good people of Northeast Wisconsin in Congress, like you, I learned painfully just how small the world had become.

After 9-11, I was part of the team that crafted key development initiatives like the President's Emergency Plan for AIDS Relief (PEPFAR) and the Millennium Challenge Corporation (MCC), programs that have transformed U.S. development assistance, brought about remarkable changes in many parts of the world and taught us lessons that we apply to this day.

Later still, while serving President Bush and the American people as our Ambassador to Tanzania, I saw first-hand how those same tools actually worked in the field, and what could be done to make them even better. I learned additional lessons too numerous to count.

I saw how important our civil-society partners can be, both faith-based and secular, in reaching out to people and communities in need. I learned how important it was to tackle bureaucracy and prevent turf battles, and worked to mobilize every agency and every partner's particular capacities and strengths.

I was so often impressed by the skills and talent of our development professionals, particularly those who powered USAID. And each day, as I drove to my office in Dar es Salaam, past the memorial to those who lost their lives in the 1998 Embassy bombing, I was reminded both that there are forces out there seeking to harm us, and that our diplomacy and development teams are often among the first in harm's way.

Mr. Chairman, my journey in development didn't end with my time in Tanzania, nor did the lessons I've learned. Back here in the States, I've been blessed to work with important organizations that are mobilizing resources, policies and ideas to make our development work in the field so much more effective.

My work with Malaria No More and the U.S. Global Leadership Coalition taught me the importance of bringing together voices from all sectors -- business, civil society and defense -- to educate voters and their representatives on the importance of American leadership. My activities with the International Conservation Caucus Foundation have shown me how bipartisan coalitions can be forged for important causes like common-sense conservation.

My work with the Consensus for Development Reform and my time on the Board of the MCC drove home the importance of monitoring and evaluation, and focusing on outcomes. These last three-plus years as President of the International Republican Institute have shaped my views in so many ways. I've traveled to places like Mongolia, Ukraine and Colombia, and I've seen how vitally important good governance is to sustainable development outcomes.

All of these experiences, from working in classrooms in Kenya, to walking hospital wards in Tanzania, to observing election halls in Jordan and Burma, have shown me that the American people and our lead development agency, USAID, can be an irreplaceable force for good in the world.

It would be an extraordinary honor to lead the men and women of the U.S. Agency for International Development.

From responding to disasters and pandemics, to feeding the desperate and healing the sick, opposing extremism, strengthening governance, and creating opportunity for children, small business owners, and rural farmers, USAID's work is broad and its impact is growing.

Early results show that in the last six years, USAID's food-security efforts have helped save nearly one million children from the lifelong effects of chronic malnutrition, and helped at least nine million more people live free from extreme poverty.

USAID has helped save almost seven million lives through the President's Malaria Initiative, supported life-sustaining HIV treatments for 11.4 million more through PEPFAR, and our humanitarian assistance has reached more than 350 million people suffering through disasters and food emergencies.

USAID is also pioneering new technologies to help entrepreneurs gain access to financing, combat diseases like Zika and Ebola, and bring reliable electricity to whole communities and countries.

Mr. Chairman and members of the committee, I know that, if confirmed, I will take the helm during a time of unique challenges for the Agency, the wider development community and those of us working to ensure our nation's security.

International development needs have always outstripped resources. Yet, the needs facing us today are nearly unprecedented. We will need to make tough, smart choices in order to best advance our interests and values.

Violent extremism in many parts of the world, hostility to civil society and attacks on values we hold dear are making our work more dangerous and more expensive.

On the other hand, there are reasons for great optimism. Innovations like SMS and smartphone applications are connecting the developing world. Research is hastening the eradication of scourges like Ebola and malaria. These are just a few of the advancements that hold great promise for our work.

International development is one of those quiet places where Republicans and Democrats have long come together on a bipartisan basis. It was, after all, President Bush who created MCC and PEPFAR, and then President Obama who launched Power Africa and Feed the Future.

If confirmed, I will do my best to work in this bipartisan spirit and apply the many lessons I've learned since first arriving in that East African classroom.

Mr. Chairman, you've asked me for my priorities for USAID. I can best sum them up this way: every President in modern memory has suggested that the purpose of foreign assistance should be ending its need to exist. If confirmed, I plan to make that our core organizing principle.

That would mean pursuing three overarching priorities.

First, I will make sure that our programs respect our taxpayers.

I will set a high standard of accountability for USAID and our partners. Our foreign assistance funds are precious: they come from hard-working families all across this great country. We owe it to them to use these as efficiently and effectively as possible.

I will focus our limited resources on what is working, and end what is not. I will scrutinize every program and every expenditure to ensure that we are maximizing value, minimizing waste and always advancing America's interests. But I will need your advice and counsel on how to do this best, and I commit to consulting with you as we move forward.

Second, I will make it clear to our partners that our assistance isn't open-ended or inevitable or, most important, a substitute for what they must take on themselves. Our support must never be seen as a gift or a handout, but instead as the proverbial hand UP.

Every program should look forward to the day when it can end. So I will ask every USAID mission to evaluate how each program dollar moves a country closer to that day.

We should emphasize programs that incentivize local capacity-building and implementation, mobilize domestic resources and ensure that our host-government partners have "skin in the game."

To be very clear, USAID will NOT walk away from our commitment to humanitarian assistance, and we will always stand with people everywhere when disaster strikes, for this is who we are as Americans.

But I also believe that the truest sense of American compassion comes from helping people and countries take care of themselves and craft their own bright futures.

Third, and finally, I will work to reform our assistance tools and reshape our programs to better reflect America's evolving relationship with the developing world.

When USAID was first created, about 80 percent of the money flowing from the United States to the developing world was government money -- "official development assistance." Today that figure is less than 10 percent.

International commerce, remittances and private philanthropy have become transformational forces that are creating unprecedented opportunities for improving the human condition. There are more American companies investing in Africa and more faith-based organizations serving communities across Latin America than ever before.

We are living in a remarkable time of innovation and entrepreneurship. When Sue and I lived in that Kenyan village, only one wind-up telephone served the entire neighborhood. Visiting that same village just a dozen years later, all the teachers had cell phones. These days, just a dozen years after that, these same teachers are paying their bills, accessing electricity and connecting to banks -- all on their smartphones.

These changes have upended the development landscape. There are literally trillions of dollars that could be mobilized for development if we learn to better leverage partnerships, catalyze private-sector investments and amplify the efforts of foundations and non-profits.

If confirmed, and working with you, I will pursue ideas for reforming USAID's offices and procedures, rethinking its structure and changing the way it engages with the many players in the development space to better tap into new financial flows, catalyze mutually beneficial investment and remove unnecessary bureaucratic obstacles to private-sector participation.

I will consult with a wide range of partners, public- and private-sector, commercial and non-profit, to ensure that we are engaging them in the most-effective way possible.

Of course, while USAID is America's lead development Agency, many other Departments, Agencies and offices provide some aspect of foreign assistance. I will work hard to strengthen our interagency cooperation, because I saw firsthand in Tanzania how it can be an effective force-multiplier.

If confirmed, I will work closely with the Departments of State and Health and Human Services and other colleagues across the interagency to ensure that USAID's unique development tools are addressing our most significant foreign-policy and national-security challenges.

I will also work to strengthen the Agency's relationship with the Department of Defense, especially in crisis states, where the military and USAID work side-by-side toward that shared goal of building a more peaceful future.

Mr. Chairman, the same passion that carried me to East Africa 30 years ago still drives me today. I believe in the power of compassion and the power of development.

But today, I know what I didn't know then. Years of experience and learning have shown me that fostering development is hard. But if done right, and led well, it can not only help lift lives and strengthen communities in far off lands, but also help America achieve many of her strategic priorities.

USAID has done amazing work over the past 55 years, but we can and must do even better. If confirmed, I commit to consulting with you when there are hard decisions, and working side-by-side to strengthen the Agency.

Mr. Chairman, I believe that USAID is an asset to our national security and the global face of American generosity. With your support for my confirmation, I commit to working with the talented men and women of USAID to build up what is working, change what is not, and deliver an Agency that is even stronger and more effective tomorrow than the one that exists today.

Senator RISCH. Great. Thank you very much for presenting.

Senator ISAKSON. Mr. Chairman?

Senator RISCH. Thank you for presenting what I think is a clear vision for the agency and where you want to take it and drive it. I am going to—I am sorry. Senator Isakson?

Senator ISAKSON. I want to do something that is very rude and apologize in advance. I have to go chair the Veterans Committee, which is my committee, but I came to Washington at the same time Mark Green did. I have known him all 20 years. I have never known a better public servant, a better member of Congress. I have been to Africa and seen firsthand what he has done, and I just

wanted to give him my unqualified endorsement and thanks for all the leadership he has demonstrated for me over the years and wish him the very best.

Senator RISCH. Thank you, Senator Isakson.

Senator ISAKSON. Thank you, Mr. Chairman.

Senator RISCH. Coming from you, that means a lot.

So, with that, the chairman is going to reserve his time, and, Senator Booker, I am going to recognize you for questions.

Senator BOOKER. I am going to reserve my time as well and defer to Senator Coons.

Senator COONS. Thank you, Senator Booker, Senator Risch.

Karibuni. Welcome, Ambassador. And as we had a chance to discuss, I am grateful for your willingness to serve as USAID Ambassador. And you and Susan have had a remarkable journey in service and faith and have made a great difference for the people of Wisconsin and for our nation. And I am thrilled to have someone with the depth of your experiences in Kenya, in Kakamega. As a teacher, you were mwalimu. I was mwanafunzi at the time. As a Member of Congress, helping develop some of the most innovative and effective programs in American development history with MCC and PEPFAR, as Ambassador to Tanzania and in leadership roles of IRI and USGLC. All of these will serve you well in this role.

And it is my hope that you will also be an effective voice for U.S.-Africa policy within the administration since we still have very few signals about how the Trump administration intends to engage in a continent with enormous potential and where we have a lot of good but hard work to do.

USAID spends about half of all its money in sub-Saharan Africa, and it is a continent that really needs our effective and engaged partnership. We talked about the Young African Leaders Initiative, or YALI, a relatively small and inexpensive program but that I think has a dramatic impact.

When I visited Liberia during Ebola, I had a chance to meet with the returned YALI volunteers who had spent a summer in the United States and were now back in Liberia, every one of whom was doing remarkable things, leading or starting volunteer organizations or embedded into government ministries that really needed their professionalism and service.

As administrator, will you advocate for programs like YALI and YSEALI that are, I believe, both low-cost and high-impact people-to-people programs to continue? And I wondered if you are familiar with the regional leadership centers that the USAID currently runs in partnership with the Mastercard Foundation and whether you think continuing to support not just the summer program here in the United States but building this network of highly motivated, promising young Africans is a good investment of U.S. dollars.

Ambassador GREEN. Senator, thank you. Thanks for the question and the kind words.

I cannot say that I have been fully briefed on the regional centers, but I can say I am very familiar with YALI and YSEALI. My current organization, the International Republican Institute, has hosted YALI interns and we have hired a YALI intern, who now works for us in Mali. And we have also done extensive work with YSEALI in southeast Asia.

Your question gets to something that you and I discussed briefly that I think is on one hand potentially a challenge but on the other an enormous opportunity, and that is the changing demographics in the world. The median age of a Tanzanian is 17, and it is going down. In Uganda, it is 16. And so we see millions of young Africans who are looking for opportunities, and I think it is important for us to help them find those opportunities, economic opportunities, but also democratic opportunities, helping them to engage in institutions so that they are invested in the survival of the system, so they are making important contributions.

I believe that the area that we are talking about, development from MCC to Power Africa, is one of those increasingly rare places in this town that is truly bipartisan. Every administration makes contributions in terms of the tools that we are able to use in our state craft in this space. MCC we were talking about but Feed the Future obviously, YALI, Power Africa, I think they are great. I think we should continue to build upon them, to find ways to refine them, but I think they are great contributions and so I commit to working with you on these.

Senator COONS. Thank you. I am excited to do that, work together. I have one more minute so I will ask one more question if I might.

Democracy and governance is an area I am very concerned about, I think has been underfunded because those funds were used for important programs that I think have shown promise, Feed the Future and Power Africa in the last administration. And in your testimony you note the importance of good governance to sustainable development outcomes and of working together to promote values like free speech, free press, and fighting corruption. How do you intend to speak up for these values as USAID administrator? How can we better address issues like corruption and security sector abuse through foreign assistance? And frankly, given that there is across Africa a competing narrative from China of sort of an authoritarian approach to development, how do we make this a higher priority and more visible in the Trump administration?

Ambassador GREEN. Senator, thank you for the question. Democracy and governance is obviously a topic I am passionate about and something that is I think an important distinction. We often hear about the importance of governance, and governance is important, but I think democratic governance is awfully important. For the investments that we are all talking about to be sustainable over the long haul, what has to go with them is citizen-centered, citizen-responsive political systems. Otherwise, what happens is we tend to be in a pendulum and these investments only last as long as a particular regime does.

It is in our interest to create and to foster and to reinforce democratic citizen-centered systems. I do not see a dichotomy between emphasizing our values and the other development tools. MCC is built upon the premise that they have to go hand in hand. There is a certain bundle of values and principles that a country must succeed at if it is going to rise, and democracy is at the heart of that, so I look forward to working with you. You can count on me to be a forceful advocate for prioritizing democracy.

Senator COONS. Well, thank you. If I might, in conclusion, I just appreciate your whole family, your children, your wife Susan being here and their support of your lifetime of service. And, Mr. Chairman, I cannot think of a better opportunity today for us to have a truly bipartisan confirmation hearing than this, and I look forward to supporting your nomination and to working with you as USAID administrator. Thank you very much.

Senator RISCH. Thank you, Senator Coons.

Senator JOHNSON?

Senator JOHNSON. Thank you, Mr. Chairman.

Now that I am on this side of the dais, let me also say thank you for your past service. Let me thank your family for your past service, as well as your future service. You probably, because of his service, have seen less of your dad, less of your husband, and you will probably see a little less of him now that he takes on this very important role.

I really have two questions, Mark, dealing with your testimony. And this is really tying in with what you were just talking with Senator Coons about as well. I think you realizing, having been in the political realm, there is nothing more unpopular than foreign aid. As a fiscal conservative, I have always talked about that if it is spent well, it is money well-spent, and so it is incredibly important that we hold recipient nations accountable.

How familiar are you with the work of, for example, people like Bjorn Lomborg and the Copenhagen Consensus that, very similar to your testimony, says, "We have limited resources; we must allocate those in a prioritized fashion to do the most good for the most people"? Can you just kind of speak to that issue?

Ambassador GREEN. Senator, I cannot say that I am completely familiar with the particular report or point of view. What I can say is that I think our development assistance—prioritized, deployed accurately and effectively—helps keep us safer. I think we are seeing tremendous challenge and turbulence around the world, and I think our development tools can help provide some stability of institutions so that institutions and governments are able to deliver for their people. I think development can be a helpful tool in our efforts to counter and prevent violent extremism.

I think it also helps us to keep the economy growing. Ninety-five percent of the world's population is outside the U.S., so our farmers and producers are looking for markets. I think if we are able to use these tools well, they help to build those markets and advance those markets.

Some of our tools, like Feed the Future and Power Africa help us to mobilize and tap into the private sector here, the entrepreneurial spirit that this country is famous for. It is part of our foreign policy. It is also good for us.

So, we do have to prioritize, absolutely. I just believe that many of these tools, if pointed in the right way, and evaluated well, help us as they help others.

Senator JOHNSON. I think one of the more destructive aspects and really harms our ability to sell foreign aid to the public is when funds are abused. Can you speak to that?

Ambassador GREEN. Great question. You are right. Diversion of funds, poorly spent funds, whether it be fraud, waste, or abuse or

just inefficient spending undermines people's faith in what we are doing. And so you can count on me to place a premium on transparency, on accountability. In the lead-up to today's hearing, I met briefly with the USAID inspector general, just getting to meet her and introduce myself. I look forward to working with her. We have to squeeze these dollars, we have to have good vetting systems, and we have to make sure that these monies do not go astray.

It may not be a lot of money in terms of the overall Federal budget. It is precious money. It is precious money that comes from taxpayers who, in my experience, are willing to see those dollars go to good causes in the right places, if we do not waste it and do not take them for a fool. And so my commitment to you and to the members of the committee is to scrutinize, evaluate, and constantly be measuring what we are doing and make sure that we do not have the kinds of abuse and fraud that we hear about, fortunately rarely, but we do hear about and we have to take care to avoid.

Senator JOHNSON. I appreciate that. And finally, in your testimony I thought it was interesting you used the phrase "irreplaceable force for good." Since I have entered this realm and as a fiscal conservative defending foreign aid, I always talk about America has been a phenomenal force for good, you know, how proud we all must be when there is devastating floods in Pakistan, it is American foodstuffs; when devastating tsunamis in Indonesia, it is America's fleet that goes steaming to the rescue; and when AIDS devastates Africa, it is a program like PEPFAR and billions of dollars spent by America that do so much. And as Secretary Mattis said, you know, you either spend it here or give me 10 times more for bullets.

I have heard you speak with real passion because not only did you help craft and were instrumental in the passage of PEPFAR but you were there on the ground and you have borne witness to how powerful an example that is. I just wanted to give you the last moments of my time to just describe that to the committee.

Ambassador GREEN. Well, thank you. Thank you, Senator.

The story I often tell comes from my time in Tanzania as America. So, 1998, Tanzania was a non-aligned nation, which means it was sort of looking more the other way towards the East. On that terrible day in 1998, the Embassy was bombed essentially by al-Qaida. It was a devastating blow to a country that had not had that kind of violence.

In the rubble and in the ashes, it was America, the American people who went to work shoulder-to-shoulder with the Tanzanians to take on many of their poverty-enhanced challenges. And in the span of 10 years, they became a very close ally because, as they looked around, who was it that was helping them take on AIDS, take on malaria, take on poverty, take on educational challenges? It was the American people.

When I served as Ambassador in 2008, President Bush became the first sitting President to visit Tanzania. And what he was struck by as we were driving the streets, the crowds were 10-deep. And President Bush, to his great credit, said, look, it is not about me; it is about PEPFAR. It is about the President's malaria initiative. It is through these tools they understand that American people care.

That is about the best brand I can think of. If we are able to project that brand to people saying, look, when disaster strikes, we are there, we are with you, we do not waste the money and, we will help your ability to take care of yourselves—because you do need to take care of yourselves—but in those challenging times we will be there. And, again, I think is our great value.

Final point, sort of where you began, there are challenges in the world, and I know sometimes people get tired that it is always America that gets called in to help out. All I know is the world does not get better if America recedes into the shadows. There is just no way the world gets better. And so we have to be a force in the world stage, and we have to be a force for good. And I think these tools, crafted in bipartisan way with tremendous bipartisan support, that is a key part of who we are and a key part of our foreign policy.

Senator JOHNSON. Thank you, Mark. The President has nominated a very good man. I just want to say I appreciate the expressions of bipartisan support.

Thank you, Mr. Chairman. Thank you.

Senator RISCH. Senator Murphy.

Senator MURPHY. Thank you, Mr. Chairman.

I could not agree more with both you and Senator Johnson. As you know, many of us are deeply worried that we are right now in a period of massive withdrawal, America, from the world, and it seems that we have been presented with a budget that is a blueprint for America walking away from all of these leadership positions that we have put ourselves in.

And I always love listening to Senator Johnson talk about his support as a fiscal conservative for foreign aid because I hear that back in Connecticut all the time. The, you know, folks who support Democrats, folks who support Republicans, they understand why we need to be forward-deployed to protect ourselves but also to do good. Folks in Connecticut are really proud when it is America that is coming to the rescue of people who have been devastated by famines and floods.

You know, and the polling is so interesting because it tells you that most Americans think that, you know, about a third of the budget that we appropriate every year is spent on foreign aid when the reality is it is around 1 percent. But the most interesting piece of those polls is that when you ask Americans how much they think we should be spending on foreign aid, they tell you about 10 percent of our budget. And so it is interesting the disconnect that exists between the debate here and especially the budget that the President has proposed to us and where our constituents are.

I am just so glad you are willing to serve in this position, and my hope is that not only will you be an effective administrator but that you will be a political power for good inside this administration, that you can help explain to this President and his national security team how we are cutting off our nose to spite our face if we proceed with 30-plus percent cuts to these programs.

And in that spirit, let me—I know you are not here to defend the budget, but let me just talk to you about one of the facets that worries me about it and get your comments. I think if you look at the budget that is presented to us, you can make an argument that

this administration is proposing to stay in the game of trying to put broken countries back together but is proposing getting out of the game in terms of preventing fragile states from becoming broken. So, we are spending money in this budget in Iraq and Syria and Libya, but we are effectively gutting funding for places like Jordan, Lebanon, Tunisia, and places further afield like Bangladesh and Mali and Nigeria.

You know, in your experience, you know, talk about the importance of spending a little bit of money to help fragile states hold it together rather than waiting until they fall apart to spend a whole bunch of money later on.

Ambassador GREEN. Senator, thank you. I think you are asking one of the key questions that we all need to take on. You are right; as I have been preparing for today, I have been startled by just the sheer need that is out there in the immediate sense. A famine was already declared in parts of South Sudan. We have three other countries that are teetering on famine and unfortunately may fall into famine in 2017, which would be the first time since World War II where four countries will simultaneously be in famine. And obviously, the humanitarian needs that go with that are enormous.

The United States is the largest bilateral donor and the largest provider of such assistance, and I think we will continue to do our part.

But you are right; you have the immediate, but you also have that which is at risk. You have parts of the world that are either newly post-conflict or fragile, and it is important that we find the resources to strengthen those fragile institutions, helping people—for example, we spoke earlier about that demographic of young people who may feel marginalized, who may feel alienated, who may have less than the economic opportunity that they might want. Those are areas where I think we do have to make some investments to prevent longer-term conflicts.

Senator MURPHY. One final quick question about that, and that is flexibility of funds. One of the complaints that I have heard over and over again at State and at USAID is that we box funds in on a country-by-country and capacity-by-capacity basis whereas it might make much more sense to give the administrator or an Assistant Secretary the ability to quickly deploy funds to an area that needs them.

Do you have thoughts on this and recommendations that—maybe not today but you might be willing to give us as to how we grant you and your team that you will have between USAID and State, the ability to move funds a little bit more expeditiously?

Ambassador GREEN. Well, Senator, I have to confess to you that the staff who was preparing me for today said for goodness sakes, do not bring that up, but you brought it up.

Senator MURPHY. I did.

Ambassador GREEN. You are right. So, the numbers that I have seen suggest that, of the most recent, the fiscal year 2017 budget, only 7 percent of that is flexible as opposed to 29 percent back in 2009. Obviously, that limits the ability of USAID, the administrator, working with all of you to adjust to changing circumstances. So, I will come to you with some specific ideas, but obviously circumstances are changing so rapidly these days that flexibility

would be tremendously helpful, and I thank you for raising the point.

Senator MURPHY. Thank you, Mr. Chairman.

Senator RISCH. Thank you.

Senator Young?

Senator YOUNG. Thank you, Chairman.

Ambassador Green, I just cannot tell you how excited I am to support your nomination today. I cannot think of a better person for this position. I really enjoyed our visit in the office again this week to discuss the future of USAID and how we might reform it. As I mentioned to you in the office, Senator Shaheen and I have convened a bipartisan commission, a task force working with CSIS, and the purpose of this commission is to help you. As you step into your new role, we will be providing some actionable recommendations on what optimal development reform—how to achieve a more optimal development reform and reorganization, something you are focused on.

We have brought in former Bush and Obama administration officials, retired Foreign Service officers, former Ambassadors, former National Security Council staffers. We have met twice. We are going to meet one more time, perhaps two more times, and we intend to issue a public report in mid-July.

Ambassador Green, after our report is released, would you be willing to meet with me and Senator Shaheen, as well as some of these top development experts, to hear our recommendations related to reform and reorganization of USAID in our nation's development enterprise?

Ambassador GREEN. Thank you for the question and the opportunity, very much so. I would be quite interested. Again, I think this is an area of foreign policy that is not partisan.

Senator YOUNG. Right.

Ambassador GREEN. And so the fact that you are able to bring together members of the committee from both sides of the aisle I think is great. I will look forward to the report and discussing it with you, and I am very interested in what you will be putting together.

Senator YOUNG. Well, thank you for your indulgence on that.

Would you agree that U.S. development efforts can and should be better coordinated across agencies? I think you have already spoken to this.

Ambassador GREEN. Yes.

Senator YOUNG. Yes.

Ambassador GREEN. Yes. I think foreign assistance is right now implemented by 60 different offices, departments, and agencies throughout the executive branch, so sure, I think that makes sense.

Senator YOUNG. Would you also agree that USAID's operations would be more efficient, more effective if they are informed by a fresh strategic analysis that includes the establishment of specific development priorities, objectives, milestones, and metrics supporting the national security strategy and also coordinated with the national defense strategy, while balancing ends and means and identifying risks along the way?

Ambassador GREEN. Senator, I think these challenging times that we see in so many parts of the world require us to ensure that

our development tools are coordinated with other parts of our broader national security strategy, so I think that makes sense, and I look forward to following up with you and seeing how we can help inform that and participate.

Senator YOUNG. Well, that is encouraging. At an earlier hearing before the full committee some weeks ago, former Secretary of State Madeleine Albright indicated this very sort of strategic analysis is needed. In fact, she said it would make an important difference. And at that same hearing, former National Security Advisor Hadley said, quote, "I think it is a terrific idea, and we need the kind of process you described."

So, Ambassador Green, do you agree with the assessment of Secretary Albright and Advisor Hadley that our nation's development efforts would benefit from this strategic analysis? This is what we call a leading question in the business.

Ambassador GREEN. Senator, if confirmed, I will look forward to working with you on it, and I do think that such a national security development strategy makes sense and is a useful contribution as we look to craft long-term policy.

Senator YOUNG. Well, I of course agree, and that is why on May 24, Senator Shaheen and I introduced S. 1228. It is the National Diplomacy and Development Strategy Act of 2017, and I look forward to working with this committee to pass the legislation, and once it is passed, look forward to working with you to ensure that our development reform and reorganization efforts, as well as the operations of USAID, are guided by current and careful strategic analysis.

In the remainder of my time I would like to pick up on an issue that my team and I have worked very hard on in recent months, and it pertains to the situation in Yemen, the largest, the most serious humanitarian crisis in the world. I know you are well aware of it. The port of Hodeida in the Red Sea processes between 70 and 80 percent of the incoming cargo, critical imports into the country of Yemen historically. And a large portion of the individuals in most desperate need of food and medicine are right near that port within the country.

For a variety of reasons, we are seeing bottlenecks and delays at Hodeida. There are life-and-death implications. In fact, two-thirds of Yemen's population is at risk of starvation or succumbing to disease in coming months by some accounts.

To increase the port's capacity to deliver these supplies, USAID spent roughly \$4 million of our tax dollars through the World Food Program to procure four cranes. Roughly speaking, these cranes would double or triple the capacity of the port to offload humanitarian supplies. Unacceptably, these cranes were on their way to Hodeida but the Saudi-led coalition revoked the clearance.

Ambassador Green, once confirmed, will you work with me to look into this issue and see how we can resolve it?

Ambassador GREEN. Senator, thank you for the question. Yes, I will. Obviously, access for humanitarian reasons is crucial. Yemen is one of the four nations that is either in famine or on the verge of it. Sadly, it is manmade. These are political-driven famines, and so they need political solutions, and I look forward to working with you on it.

Senator YOUNG. Ten seconds with your indulgence, Mr. Chairman.

Senator RISCH. Ten seconds.

Senator YOUNG. I want to give a shout-out to James Bever, Acting Assistant Administrator for Legislative and Public Affairs at USAID, he responded to my request for action on open GAO recommendations. And we have drafted legislation working with Senator Menendez on this. And with a little prompting he was able to assure us that these recommendations will be complied with, these open recommendations. So well done, Mr. Bever, if you are watching this.

Mr. Chairman, I yield back.

Senator RISCH. Ambassador Green, I apologize. We have got—as always, we are running over the top of ourselves, and we have got to run down and vote or we are going to miss the vote. So, we are going to take a short recess as quickly as we can go down. I know the Senators have some really important issues that they want to take up, and so we are going to make it happen, but we are going to have to be patient with it.

So, the committee will be in recess subject to the call of the chair. [Recess.]

Senator RISCH. The committee will come to order.

And we apologize for the interruption, but when they call the votes, you have got to go, so thank you very much.

And, Senator Menendez, you are up.

Senator MENENDEZ. Okay. Thank you, Mr. Chairman.

Ambassador, congratulations on your nomination. I am sure that—while I was at another event while the bulk of the testimony was going on there, I am going to join the many who commend and respect your work and public service as a Congressman, as an ambassador, and, most recently, at the International Republican Institute. And I say that as a Democrat.

So, I have full confidence in your experience and commitment to the mission of USAID, and I believe the agency and the American people will be well-served by your leadership.

However, my concern for USAID, however, is that your passion for public service and what I take to be your fundamental belief that the United States should be a leading advocate on the world stage for democracy, human rights, and the values we champion here at home is not necessarily shared by some leading figures in the administration.

Earlier this week, Secretary Tillerson came before this committee to explain indefensible cuts to critical American foreign policy and foreign assistance initiatives, programs in support of democracy, economic development, lifesaving humanitarian and health initiatives, and unfortunately did nothing in my mind to assuage the concerns that I share with others that USAID and the institutional knowledge, the technical expertise, and the long-term programming it houses would be folded into a weakened and less-effective State Department.

Now, I do not believe USAID is perfect, but I do—and I certainly welcome reforms that promote best practices, efficiency, and transparency, but its mission is fundamentally different from the State Department and critical to United States national security.

So, with that, a few questions in mind. Do you believe that USAID should remain an independent entity from the State Department?

Ambassador GREEN. Thank you, Senator. We had a brief opportunity to discuss this before today. First off, I can tell you about the conversations that I have had with the Secretary on the subject. The Secretary has assured me that he has an open mind as to what the relationship is or should be between USAID and State and also what each internal structure should be.

I have indicated that I have a great passion in reforming foreign assistance, some of the things that you have made reference to in trying to make them stronger, and he said he looks forward to my leadership on reform and otherwise will keep an open mind.

Specific to the question of the structure, to me it is less a question of where boxes should be and what they should look like and more a question of taking a look at what the mission is and how do we organize around it. And to be honest, it is premature in the sense that we have not really gotten into that yet, so I cannot answer you in terms of what I think it is going to look like.

Senator MENENDEZ. I did not ask you that question. I asked you a very specific question, which—and I respect what you were telling me and I appreciate our private conversation that we had. But the question is in all of these things, if you are confirmed by the Senate, you will be in a position to be an advisor, an advocate. You may not always win on your views, but you are going to be in that position.

What I want to know before I vote for somebody, as distinguished as I think your service is, is whether you believe—you may not win at the end of the way—but whether you believe AID should remain an independent entity from the State Department?

Ambassador GREEN. I believe that the State Department and USAID need to be closely aligned, but I believe that they have different cultures within each institution, what that alignment looks like. To be honest, I do not know at this point.

Senator MENENDEZ. Do you believe it is in the United States' interest to actively support democracy and human rights?

Ambassador GREEN. I do.

Senator MENENDEZ. Will you be an advocate for maintaining democracy assistance in governance programs?

Ambassador GREEN. I will be.

Senator MENENDEZ. Where do you think USAID's missions differ from that of the State Department?

Ambassador GREEN. I think the biggest differences are in how they go about their work. USAID is an operational agency. It is not so much a diplomatic agency, a policy-setting agency, as it is one that uses soft-power tools to advance ends and priorities identified by the State Department and by the White House, so that to me is the fundamental difference between the two.

Senator MENENDEZ. And one is also a diplomacy effort and the other one also, as USAID, has very specific programmatic, development, democracy, and whatnot that it moves into effect, and so I hope you will be able to maintain those.

Let me make one final overarching question. You and I talked about that there are a number of very interested organized con-

stituencies in our country who find USAID in that respect ineffective and nepotistic. Haiti is an excellent example of that but there are others. I have also heard from U.S. and New Jersey companies, some of them who are leaders in the world in their fields, who cannot get past first base with USAID. And it seems to me that, certainly under the President's made-in-America, America-first efforts and whatnot, that at least when you are the global leader and you are a United States company, then you should have an opportunity at USAID because at the end of the day, I do not know how—you become a global leader in the marketplace itself, and then you cannot get one of your governmental agencies to consider you. Something is wrong with that. Would you agree to look into that if you were to be confirmed?

Ambassador GREEN. Absolutely.

Senator MENENDEZ. All right. Thank you very much, Ambassador.

Senator RISCH. Thank you very much.

Senator Gardner?

Senator GARDNER. Thank you, Mr. Chairman.

Thank you, Ambassador Green, for the opportunity, Congressman, for us to be here with you today. I truly appreciate your work and your willingness to serve.

And I think one of the most telling ways to learn about a person's capacity, intelligence, understanding in any position is to look at whether they understand our dairy policy. And we have one of the few individuals before us today who actually understands this country's dairy policy.

[Laughter.]

Senator GARDNER. Such as it can be understood.

So, on a serious note, I want to thank you for your leadership. You and I had a great conversation about Southeast Asia as a number of countries that I continue to work with through the East Asia Subcommittee. We had a conversation about Aung San Suu Kyi's party, the National League of Democracy, and the fact that after basically 60 years of military rule, Burma has entered into a stage of civilian leadership, given some of the constitutional restraints that still remain and how they are going to have this new democratic government address challenges and how they have promised to address some of the challenges that they face.

As we know, Burma is one of the least-developed countries in Southeast Asia. About 25 percent of the people in Burma live under or below the poverty line. Only 30 percent, only 30 percent in the entire country have access to reliable electricity, and the United States and international community has to do more to help support this democratic effort and success of this new transition and to make sure that we have a country that continues to grow and trade and opportunity aligned with America's interests.

So, last year, I introduced the Empower Burma Act. It was directed at engaging the United States, the administration to produce a comprehensive multiyear strategy to help address a sustainable economic development in Burma, which includes helping to meet the Government of Burma's stated goal of universal access to electricity by 2030, one of the key objectives that government

policy leaders have said in Burma is one of the most important things to be accomplished by this new government.

And so can I get your commitment that you would help prioritize this Burma democratic development at USAID?

Ambassador GREEN. Thank you, Senator, for the question, and yes. I had the opportunity to observe elections in Burma, and it was one of the most uplifting experiences seeing what people do to exercise their right to vote standing in the hot tropical sun for that chance to have the first real free election in generations. There is enormous potential in Burma and enormous need for help.

It is one of the most ethnically diverse countries in the world, and there are challenges in terms of building the social compact, but I think there are opportunities, business opportunities, educational opportunities, opportunities to strengthen civil society, create a more vibrant democracy—I think the sky is the limit for Burma.

Senator GARDNER. And thank you. And we also in our conversation had a chance to talk about the goal of a program or foreign assistance is not designed to create a permanent crutch, but it is to create opportunities for that country to develop the capacity for trade, the rule of law, to be able to be a stronger nation through the work and partnership that the United States can pursue with them.

And so as you look at areas in Southeast Asia like Burma, perhaps others, what do you think the most significant rule-of-law challenge is that you will face at USAID through these nations?

Ambassador GREEN. Of course, it varies country by country, but I think we have the opportunity, through technical assistance and also incentivizing, to help these countries undertake certain policy reforms such as protection for intellectual property that will create enormous economic opportunities for them, as well as for American companies that are seeking to partner.

So, I think it is a part of the world where there is tremendous opportunity there, but they do need our assistance. These are young democracies in many cases, and the technical assistance which we can provide, which is a very modest investment, I think can pay off huge dividends to mutual benefit.

Senator GARDNER. Thank you, Ambassador. I unfortunately have another committee to go to so I will let you off the hook. Thank you.

Senator RISCH. Thank you, Senator.

Senator Shaheen?

Senator SHAHEEN. Thank you, Mr. Chairman.

And, Ambassador Green, congratulations on your nomination, and thank you for being willing to take on such a critical post at such a significant time in the world. I very much appreciated the time we had to sit down together to hear a little more of your views.

And one of the things that I am very concerned about and you expressed your concern about, the humanitarian crises that we are seeing in the world, particularly in Syria, Nigeria, South Sudan, Somalia, Yemen. We know that women and girls are disproportionately impacted during humanitarian crises and that sexual violence, exploitation, child early enforced marriage often increase sig-

nificantly, while access to services, including maternal child health, drastically decreases.

Now, despite America's longtime leadership in addressing these issues, the State Department determined back in April to withhold funding from the United Nations Population Fund, the leading and sometimes only provider of maternal health services, post-rape care, and other vital reproductive health services in humanitarian crises.

So, we discussed the whole issue of reproductive rights, and I appreciate that we have different personal views, but I am sure you would agree with me that it is unacceptable to place vulnerable women and girls in a situation where they lose their only access to health care, basic services. So, can you talk about how you will work, if confirmed, with the State Department to ensure that the needs of these women and girls in crisis situations are being met?

Ambassador GREEN. Senator, thank you for your question.

I enjoyed our conversation very much. You are a forceful advocate for programming that rightly involves women and children, girls in particular, and as we discussed, I believe from a development perspective, it is vitally important that we integrate women and girls into all of our programming for lots of development reasons. You get the best development outcomes that way, including in terms of our shared goal to have more responsive citizen-centered democracy. No democracy can succeed if it is not listening to all of its voices. In too many parts of the world, women's voices are not heard and not welcomed at the table, and I am certainly committed to taking it on.

The specific question that you asked, as I mentioned, it is my understanding that the State Department is undertaking a six-month intensive review to study the impacts of the expanded policy and whether it leads to interruption of services on the ground. As I mentioned to you, I know that USAID will be part of that review, and as I committed to you, we will play that straight. We will look to see what those impacts are and be very clear and transparent about what our findings are so you can count on us to be sort of honest brokers in that process.

Senator SHAHEEN. I very much appreciate that. There are two issues here. One is the one you just referenced about the expansion of the Mexico City policy. The other one that I was clearly not direct enough about referring to is the decision to stop funding UNFPA by the United States. And so how will you address that issue within the State Department?

Ambassador GREEN. In that separate issue I understand the State Department issued the finding that you referenced. What I do not know is how those monies are being reprogrammed; I simply do not know that at this point. I would be happy to get back to you as I learn more about that process and what is happening there.

Senator SHAHEEN. I would appreciate that. I will continue to advocate that that is money well spent that is a benefit to us here in America if we make sure that women and girls who are vulnerable around the world get the health care that they need.

Another issue that has been very troubling has been the violations of LGBTQ rights around the world from Africa to Asia, and it is not just discrimination. That in and of itself would be bad

enough, but it is beating, jailing, terrorizing, and often killing people who are identified as being LGBTQ. Again, the United States has had a very important leadership role in working with other countries around the world to urge them to protect the human rights of all of their citizens. So, can you tell me how, as administrator of USAID, you would handle situations where you have countries that are discriminating and terrorizing members of their LGBTQ community?

Ambassador GREEN. Thank you, Senator. And it is a very important issue, increasingly important issue. As you may be aware, last weekend, the State Department put out what I thought a very appropriate statement. And it said violence and discrimination targeting any vulnerable group undermines our collective security, as well as our America values, specifically about LGBTI, and I think that is a very important policy for us all to follow.

Senator SHAHEEN. I agree.

Ambassador GREEN. Again, the way I look at our work at USAID is that we need to make sure that our programming reaches all marginalized communities, and in many parts of the world, LGBT marginalized communities, and that is something that we will continue. It is important. No country can rise if it is discriminating against any marginalized community. No country can be a vibrant democracy if it is not listening to all of its voices. So that is certainly something that I plan on continuing. It is important.

Senator SHAHEEN. Well, thank you. I very much appreciate that and will look forward to working with you as you continue to be a voice to prevent discrimination not just against women and girls but against all members of our global world.

Senator RISCH. Thank you very much, Senator Shaheen.

Senator Booker, did you have anything else that you wanted to add?

Senator BOOKER. Okay. I just wanted to do two quick things if you do not mind.

Senator RISCH. Sure.

Senator BOOKER. I have a lot of concerns, as I know you do, about the Kenyan elections coming up in early August. We have about 1,000 people in the U.S. mission that are on the ground doing incredible work in Kenya right now, again, as I know you are aware of. I just have some concerns about this election and fear that a lot of our personnel will actually be at risk at the Kenyan election, sees kind of the related violence we saw back in 2007. I just wonder if you have any thoughts about what we can do there, especially and very frankly when I see the budget proposed by the administration's fiscal year 2018, which is almost a 40 percent cut in sort of governance and democracy work.

Ambassador GREEN. Senator Booker, thank you for that question. It is a very important question. I, too, worry about Kenya. I was Ambassador in Tanzania during that horrendous election and fallout in Kenya. In fact, then-Secretary Condi Rice, who was with us in Tanzania, had to fly back and forth trying to deal with the fallout from those terrible, terrible days. I share your concerns. USAID is, as I understand it, at this moment trying to help in a number of ways. There are the obvious preparations for an election and the integrity of the process and the voter rolls and the Inde-

pendent Election Commission, but also there are the investments around—God forbid—knock on wood, but the post-election violence and USAID is working on reconciliation tools. Violence is something that we all need to keep a close watch on. Those 2007 elections that led to all that violence were horrendous, and I am not sure we even have an accurate measure as to how many lives were lost.

Senator BOOKER. So I just want to say, first of all, I appreciate that. I am encouraged by who you are, what you stand for, what you have advocated for in your leadership roles, especially the most recent one. I do really worry, and the wisdom of—we are both acting chair and ranking, but the wisdom of Senator Risch about creating a balance, we all want to be fiscally responsible and make sure—to steal a metaphor that was just told to me—when we throw stuff against the wall, that the stuff sticks and it is not wasted money and resources. I am very sympathetic to that as a guy who ran a local government and saw a lot of waste, increase efficiency and effectiveness. But I do know that we are in this global competition in many ways, and the rise of China concerns me not just for my children but my grandchildren and my great grandchildren.

China's development assistance to Africa has increased 780 percent since 2003. They have now pledged \$124 billion more at a time that we seem to be receding in our investments. We lead with our values in countries like that. China seems to have overt utilitarian purposes for their investments. And so I just worry as a country who is beating us on infrastructure investment in their country, stepping up to compete with us in investments in information technology, beating us with education investments, now on the global stage, they seem to be advancing in terms of their investments as we are announcing receding.

So, I know this is something that you are now smackdab in the middle in one of the most important jobs that I have seen as I have traveled around the world, see these amazing USAID workers right there putting themselves at risk, doing critical work, building democracies, leading with our values. And so I just wanted to—I think that we are going to close this hearing momentarily, but I just want you to know that I have grave concerns about a retreat of American leadership at a time that our globe severely needs it.

I know from being a mayor that your budget reflects your values, and I have a lot of concerns that the values you have expressed, that I have read about, the reason why I think you have so much bipartisan support, I worry that those values that you are expressing might not be expressed and seen within our budget. Thank God article 1 branch of government sets the budget, and I have great leaders on the Republican side here who understand that.

So, I just want to thank you for your leadership. I want to thank your family especially for their commitment to you and empowering you. Clearly, from a few moments with your wife, I see that you married up, sir. Thank you.

Senator RISCH. Senator, we all did.

Well, thank you very much. And Senator Booker is in on something that does not get a lot of ink yet, but it is going to get more, and that is those of us on this committee, everywhere we go, we

cut the Chinese path. They are everywhere. They do things differently than we do. They do have a lot of investment that they are putting in place on the ground. They do not have anything like USAID, and we Americans should be very proud of that.

Well, I am going to keep the record—there are a couple Senators I think that have other questions, but I am going to keep the record open until close of business tomorrow for questions for the record that you may or may not get.

Mr. Green, very seldom do we get people that have the support you do for this from both sides of the aisle. I think the world is going to be a better place when you are confirmed, and I am absolutely confident you will be confirmed. Thank you to you. And just as importantly, thank you to your family for their support.

So, with that, the meeting will be adjourned.

Ambassador GREEN. Thank you.

Senator RISCH. You bet.

[Whereupon, at 12:04 p.m., the hearing was adjourned.]

Additional Material Submitted for the Record

RESPONSES TO ADDITIONAL QUESTIONS FOR THE RECORD SUBMITTED TO MARK GREEN BY SENATOR BOB CORKER

Question 1. The Electric Africa Act directs existing U.S. Government resources from many agencies to encourage the installation of 20,000 megawatts of additional electrical power and to promote efficient institutional delivery of electrical service to rural and underserved areas. This law improves access to affordable and reliable electricity in order to unlock the potential for inclusive economic growth, job creation, food security, improved health and education and environmental outcome and poverty reduction.

- Do you agree that the provision of electricity throughout Africa and the world is a top development priority and in the national interest of the U.S.?

Answer. Yes.

Question 2. How will you work and engage with USAID and partners to ensure that the law is carried out and support this law and to advance the goals of the Electrify Africa Act?

Answer. If I am confirmed, I will work with Power Africa's many partners, public and private, to carry out the Electrify Africa Act, recognizing that every U.S. taxpayer dollar spent on Power Africa leverages investments from the private sector, national governments and others. If confirmed, I will work to ensure that USAID continues to tap into and coordinate the work of Power Africa's more than 150 partners.

Question 3. Any reorganizing should eliminate duplication and maximize efficiency. There are three offices that handle overlapping pieces of our humanitarian assistance, two at USAID and one at State. We are told USAID commissioned a study of the impact of consolidating its two offices and found up to \$130 million in basic savings. Should you be confirmed, will you provide the committee with a briefing about this study and ensure this is considered during the administration's reorganizing plans?

Answer. Yes. If confirmed, I will provide the committee with a briefing on the study you mentioned regarding potential consolidation options within USAID.

RESPONSES TO ADDITIONAL QUESTIONS FOR THE RECORD
SUBMITTED TO MARK GREEN BY SENATOR BENJAMIN L. CARDIN

Question 1. If confirmed, how will you engage with Secretary Tillerson, the OMB Director and the President to best represent and protect USAID's equities in U.S. foreign policy planning and administration?

Answer. As I stated in my written testimony, I believe that USAID is an asset to our national security, and the global face of American generosity. If confirmed, I will work closely with Secretary Tillerson and other relevant colleagues to ensure that USAID's unique development tools are addressing our most significant foreign-policy and national-security challenges.

Question 2. If confirmed, will you commit to consulting with Congress and the development community on the development and implementation of the reorganization process?

Answer. Yes.

Question 3. Which regions or sectors should USAID prioritize and what criteria should be used to inform how priorities are set?

Answer. There is no one measure that we should use, but instead a combination of factors. Criteria would include, but not be limited to, overall strategic considerations (the country's importance in U.S. foreign policy); the cost and effectiveness of the interventions and programs under consideration; the immediacy and severity of the needs to be addressed; the opportunity for advancing America's economic interests; the opportunity for advancing America's security interests; the potential for conditions in a particular country or setting to create dangerous conditions in another; the potential for a particular project or intervention to serve as a model that can enhance our overall development knowledge; and, of course, the security situation for USAID personnel and partners.

Question 4. USAID was made a regular member of the National Security Council Deputies Committee earlier this year. What role do you expect to play in the NSC? Given USAID's permanent participation on the NSC committee, how will you assert USAID's presence on the NSC and ensure development is well integrated into the NSC's planning processes?

Answer. USAID will continue to engage at all levels of the National Security Council (NSC) policy process. If confirmed, I expect to attend Principals and Deputies Committee meetings regularly, and to be an advocate for USAID.

Question 5. Do you believe, as was stated in the 2010 Quadrennial Diplomacy and Development Review (QDDR), that development is an equal pillar in American foreign policy to defense and diplomacy?

Answer. Yes.

Question 6. What, in your view, does an "America First" policy as declared by President Trump mean for an agency whose work focuses entirely on other countries?

Answer. I believe that "America First" means ensuring that our policies and programs are focused on advancing America's interests above all others. I also believe that USAID has a key role to play in advancing our interests. First, many of the agency's tools (both humanitarian and development-oriented) can help address conditions in other parts of the world than can create fertile ground for violent extremism and conflict. Second, many of USAID's development initiatives (specifically including Power Africa and Feed the Future) can strengthen market opportunities for our goods and services, as well as give rise to closer trade relationships. After all, ten out of America's 15 top trading partners are former recipients of U.S. Government economic assistance. Finally, highly visible efforts, such as global food security and Power Africa, as well as our predominance in humanitarian assistance, contribute to America's global leadership and reputation as a force for good in the world.

Question 7. In your view, what have been the most lasting results of the USAID Forward reform effort launched by Administrator Rajiv Shah? What further reforms are needed to make USAID the world's premier development agency, as called for in the 2010 and 2015 QDDRs?

Answer. In my opinion, Administrator Shah's most lasting contributions were in the area of enhanced monitoring and evaluation. While there is always room for improvement, we know more about the efficacy of our approaches to development because of these improvements in our ability to measure outcomes.

As I indicated in my written statement, I believe we are living in a remarkable time of innovation and entrepreneurship, which has upended the development land-

scape. While the agency has made strides on reforming itself, it must continue to learn how to better leverage partnerships, catalyze private-sector investments and amplify the efforts of foundations and non-profits.

If confirmed, I will pursue ideas for reforming USAID's offices and procedures, rethinking its structure, and changing the way it engages with the many players in development to better tap into new financial flows, catalyze mutually beneficial investment, and remove unnecessary bureaucratic obstacles to private-sector participation. I will consult with current and potential partners, as well as the Congress, to ensure that the Agency is working in the most effective way possible. If confirmed, I look forward to working with the talented men and women of USAID to build upon what is working, change what is not, and continue to strengthen the Agency and improve its effectiveness.

Question 8. How will you prioritize the U.S. Global Development Lab's work on innovation?

Answer. If confirmed, I commit to exploring the opportunities that technology and entrepreneurship present by turning to the broad network of USAID teams—from the U.S. Global Development Lab to the keenest minds we have in our field Missions and offices, and with our many partners. Such a spirit of innovation is what I like to call the "software of development," and it represents America's advantage in shaping development outcomes across the globe.

Question 9. What lessons learned from your service on the MCC Board of Directors will best serve you as USAID Administrator? How would the MCC lessons and innovations be applied to broader development and/or humanitarian assistance? Would you recommend Congress set no sector funding mandates for USAID in the same way there are no sector mandates set for MCC?

Answer. I believe there are many lessons from my service on the Board of Directors of the Millennium Challenge Corporation (MCC) that could help me in my tenure with USAID, should I be confirmed. Perhaps the most important one is the effectiveness of incentivized policy reform and strategic human capacity-building. I visited with several leaders of a particular African country not long after it completed an MCC Compact. I will never forget what one leader told me: in essence, she said that it was not so much the road built through the Compact that was important, but the experience of building it and managing the resources. She said the country now had tangible proof that it could build a public work, on time, on budget, to world-class standards and without corruption. More important, the country had a large group of young leaders who gained experience by carrying out the project, experience they could apply to other national needs.

The MCC model has many strengths, including the indicators that are a starting point to assess countries' capacity and commitment to good governance. For example, the democracy and corruption indicators are hard hurdles to eligibility that can incentivize reforms and strong policies. USAID has a complementary role to play in helping to move countries along the continuum of development so they can qualify for eligibility for the MCC. If confirmed, I look forward to working closely with MCC in a manner that complements USAID's strengths.

In terms of sectors and mandates, the subjects of each MCC Compact are largely determined through the constraints-to-growth analysis performed in advance of negotiations. I believe that development-assistance priorities should reflect the greatest need, and that it is always helpful if those needs can be determined in an objective, measurable manner. It would be useful for USAID to have the same sort of flexibility to determine allocations to sectors that Congress has granted the MCC.

Question 10. What will you do at the agency to promote, mentor and support your staff that come from diverse backgrounds and underrepresented groups in the Foreign and Civil Service?

Answer. If confirmed, I am committed to working to ensure that USAID's workforce reflects America's diversity.

Question 11. What steps will you take to ensure each of the supervisors at the agency are fostering an environment that is diverse and inclusive?

Answer. If confirmed, I will work to ensure that the workforce of USAID reflects America's diversity, including appropriate training of supervisors.

Question 12. The Payne Fellowship in particular has been a hallmark recruitment tool for diversity at USAID. What will do you to ensure the success of the Donald Payne Fellowship program and ensure they receive the support necessary from the agency?

Answer. Congressman Payne was a personal friend of mine. If confirmed, I will welcome the Donald M. Payne International Development Fellowship Program's con-

tribution to attracting outstanding young people interested in pursuing careers in the Foreign Service.

Question 13. What do you believe is the appropriate way for the U.S. Government to help countries transition from aid recipients to self-sustaining partners of the United States?

Answer. We must make it clear to our implementers, especially national governments, that our assistance is not open-ended or inevitable or, most important, a substitute for what they must take on themselves. Our support must never be seen as a gift or a handout, but instead as the proverbial hand up. Every program should look forward to the day when it can end. So, if confirmed, I will ask every USAID Mission to evaluate how each program dollar moves a country closer to that day.

There are three approaches we should take. First, we should prioritize programs that foster local capacity-building and implementation, mobilize domestic resources and ensure that our host-government partners have "skin in the game." Second, we should incentivize policy reforms that give rise to the conditions that experience tells us improves economic growth and opportunity. Third, we must work with partner countries to increase their own domestic resource-mobilization.

Question 14. If confirmed, how will you maintain and build upon USAID's effectiveness in lifting countries out of extreme poverty and set on paths towards self-sustained development with a budget proposal that would cut 37 percent from the International Affairs Budget?

Answer. USAID needs to be as efficient and effective as it can with its budget, regardless of the level of funding. The work USAID does must align with U.S. national-security interests, and advance the strategic priorities of the current administration and Congress.

If confirmed, I will do my best to ensure USAID works in the most accountable and efficient manner possible. Furthermore, I will advocate in the interagency for better coordination of tools and efforts to maximize outcomes and also reduce duplication. Finally, I will work to better leverage other sources of support, from the American private sector to other donors and partners.

Question 15. If confirmed, will you work to protect and restore USAID's budget and preserve resources for its critical development efforts?

Answer. If confirmed, my first obligation is to the American people. They have many priorities that the President is working diligently to address with limited resources, but certainly, I'll be committed to ensuring that USAID operates in the most effective, efficient way possible; raises the bar even higher on accountability and transparency; and preserves development gains. While recognizing that we will never have enough resources to do everything we would like, I commit to working with you, if I am confirmed, to build support and resources for critical development priorities.

Question 16. What do you believe the impact would be to USAID's global health, food security and humanitarian programs if the FY18 budget cuts to these programs were realized?

Answer. I was not involved in the creation of the Fiscal Year (FY) 2018 budget request. However, if I am confirmed, I look forward to being briefed on the specifics of the request, as well as how the administration is looking to prioritize efficiencies and preserve development gains. As I mentioned in my written statement, I also have my own ideas on efficiency and effectiveness, and look forward to the opportunity to be able to bring them to the discussion. Moreover, if confirmed, I commit to working with you to address these and other critical development needs as effectively and efficiently as we can.

Question 17. How would you seek to mitigate the consequences of the FY18 budget's proposed closure of 37 USAID missions around the world? What are the legal steps required to close a Mission?

Answer. As you are aware, USAID is rightly being asked to do more with less. We need to focus on our core priority—advancing America's interests through foreign assistance. Everything USAID works on should directly improve humanitarian and development outcomes, and be designed to lead to the day when each recipient country can take responsibility for its citizens' wellbeing. We also need to continue partnerships with other donor countries, and develop new partnerships with the private sector to leverage additional resources. I understand that no final decisions have been made with respect to the closure of specific Missions, and I have not been briefed on what legal steps would be required to close a Mission. Nonetheless, in the event of the closure of any Missions, I commit to following all legally required steps to accomplish that goal.

Question 18. How would you propose the U.S. maintain its commitments to the countries where the budget proposes to end USAID missions? How would you seek to transition countries off of U.S. assistance?

Answer. The Fiscal Year (FY) 2018 budget acknowledges that our aid must be more effective and efficient, and that advancing the national interests of our country must always be our primary mission. To that end, if confirmed, I commit to working with my colleagues at the Department of State and throughout the inter-agency to ensure that we maintain U.S. leadership in the world, and that everything we do advances our national interests.

As indicated in my written statement, I also believe we need to signal to our implementing partners that U.S. assistance is not open-ended or inevitable or, most important, a substitute for what they must take on themselves. Every program should look forward to the day when it can end. So, if confirmed, I will ask every USAID Mission to evaluate how each program dollar moves a country closer to that day. We should emphasize programs that incentivize local capacity-building and implementation, mobilize domestic resources, and ensure that our host-government partners can take control of their own futures.

USAID has transitioned or closed a number of Missions in the past and I will review what has previously been done. However, if I am confirmed, and in consultation with members of the committee, I would look to craft plans for sustainability that provide for an ongoing partnership between USAID and any host country in which we move away from our traditional foreign-assistance model.

Question 19. If confirmed, will you prioritize funding for democracy promotion and human rights?

Answer. Yes.

Question 20. Do you believe it is in the U.S. national interest to fund foreign assistance programs intended to mitigate conflicts and prevent mass atrocities? What will you do to strengthen existing atrocity prevention initiatives within USAID?

Answer. Yes, I believe it is in the U.S. national interest to support such programs. If confirmed, I will support current programming that mitigates atrocity risks and builds resilience in fragile states. But, I will also support new approaches based upon quantitative and qualitative analyses of the drivers of such conflicts. Furthermore, I will continue to support USAID's leadership in responding to atrocity situations with life-saving humanitarian assistance.

I understand that USAID's leadership participates in interagency policy processes that monitor and address the warning signs for mass atrocities through both diplomatic and development channels. If I am confirmed, I will ensure USAID continues to strengthen collaboration with interagency partners and multilateral institutions in this regard. With these combined efforts, USAID can reduce the risks of future crises before the options narrow and costs increase, saving, I hope, millions of lives and billions of dollars.

Question 21. How will expand USAID's current initiatives to ensure that people with disabilities remain at the forefront of the global development agenda?

Answer. It is critical that inclusive programming remain at the forefront of USAID's work, as fifteen percent of the world's population has a disability, and 80 percent of this population resides in developing countries. To be effective, USAID programs must provide equal access to resources and opportunities, and all persons need to be able to participate meaningfully in their communities, without facing discriminatory practices. If confirmed, I will continue USAID's efforts to advance these goals by providing technical assistance to our field Missions, strengthening the local capacity of organizations of people with disabilities to expand their reach, and collaborating with host-country governments, civil society and multilateral institutions to improve national disability laws and policies, as resources allow.

Question . What will you do to ensure that USAID is reaching vulnerable LGBTQ populations in the areas where USAID is doing its work?

Answer. I share your concern, and I am troubled by the violence against LGBTQ and other marginalized communities around the world. As I said in my hearing before the committee, USAID needs to ensure that its programming reaches all marginalized people. No country can be a vibrant democracy if it is not listening to all of its voices. If confirmed, I will continue USAID's long tradition of advocating for the human dignity and peaceable treatment of all people, especially marginalized and vulnerable populations.

Question 23. As USAID Administrator, will you support U.S. food assistance programs utilizing various modalities, including, when and as appropriate, monetary transfers, vouchers, and in-kind contributions from the United States, in order to

assist hungry people around the globe with the most appropriate and timely means available?

Answer. Yes.

Question 24. The President's budget request and its proposals to eliminate entire accounts that reduce food insecurity—such as Food for Peace Title II and McGovern-Dole Food for Education Program—comes at a time when famine conditions threaten 30 million people in Africa and the Middle East. These different accounts reflect different contexts—such as development and humanitarian assistance—as well as different modalities that can prove especially useful in certain contexts. How would you ensure we have access to the greatest number of modalities, and the flexibility to use the tools most appropriate when needed to address these challenges?

Answer. I understand that, in response to situations of food insecurity, USAID aims to use the right tools, in the right place, at the right time, and that the Agency's food-security team relies on the flexibility provided by Congress to pursue this approach so that the choice of tool in any given situation depends on what they deem most-effective based on the conditions on the ground. By way of illustration, in recent years, USAID has utilized U.S.-purchased commodities in Yemen, locally procured grains in Uganda, and electronic vouchers for Syrian refugees in Jordan.

Market-based interventions can help promote recovery, strengthen and expand market linkages, encourage local trade, and stimulate an appropriate production response from farmers in developing countries. For example, the food-voucher program for Syrian refugees not only provides food to those who need it, but also has a crucial secondary benefit of helping the local economy and creating jobs. As I understand it, food-voucher program for Syrian refugees has injected more than \$1.7 billion into the economies of Syria's neighbors, and has created more than 1,300 new jobs since it began.

Under the President's Fiscal Year (FY) 2018 budget request, I understand the International Disaster Assistance account will provide support for the local and regional procurement of agricultural commodities, the procurement of U.S. commodities, cash transfers, food vouchers and complementary activities that support the relief, recovery and resilience of populations affected by food crises. Given the growing complexity and the current number of global humanitarian crises, having the flexibility to choose among a range of authorized tools will ensure USAID responds most effectively, with the greatest impact.

Question 25. If confirmed, how will you bring to bear the expertise of USAID to address longer term issues that present the potential to destabilize communities, such as drivers of conflict, drivers of migration, and food insecurity?

Answer. If confirmed, I look forward to using and building on the tools USAID has to identify and address the drivers of conflict and fragility, and to mitigate them before they destabilize communities. I understand that in the leadup to the 2016 elections in Kenya, USAID worked throughout the country to prepare for potential violence by designing and implementing programs to help address a range of identified drivers, reduce inter-communal conflict, and build confidence in local governments. I am told that USAID believes these efforts helped lower the risk of post-election violence in an important U.S. national-security partner in the Horn of Africa.

Interventions such as those used around the Kenyan elections seek to address root causes upstream, and to bolster communities against the dysfunction, instability and conflict that can emerge in fragile states. If confirmed, I will work to strengthen and further refine these tools, and to invest resources into enhancing USAID's ability to analyze and assess the unique drivers in each country's context. Preventing conflict is obviously preferable to responding after conflict is well underway.

Question 26. How will you balance prevention efforts, such as building resilience and conflict mitigation, when the humanitarian needs are enormous?

Answer. This is a challenge, but prevention investments in agriculture, food security, health, and human capital, as well as the management of disasters, natural resources, and conflict can be cost-effective means of reducing future humanitarian needs. A recent study in Kenya and Ethiopia by the Department for International Development of the United Kingdom found that every \$1 invested in resilience will result in \$2.90 in reduced humanitarian spending, as well as improved poverty, hunger, and malnutrition outcomes.

For example, in one community in Malawi, responding to urgent, life-saving needs cost an average of \$390 per person during the 2016 drought induced by the El Niño weather phenomenon. By contrast, a community in which USAID invested roughly

\$376 per person over five years did not require food assistance. Over the long-term, the savings of investing in community resilience can be extraordinary.

USAID's strategic approaches are helping shift the burden for making these investments and managing these risks from external donors, including USAID, to the Governments and communities themselves. If confirmed, I will continue to ensure that we balance the need to respond to immediate life-saving, humanitarian needs, while partnering with governments who are helping themselves, to make the strategic investments in resilience that are needed to reduce this liability in the future.

Question 27. If confirmed, how would you plan to support the integration and expand proven, successful initiatives such as the Community-Based Management of Acute Malnutrition (CMAM) and Infant Young Child Feeding (IYCF) programs to combat wasting in order to save the lives of children suffering from acute malnutrition?

Answer. USAID's Infant and Young Child Feeding and Community Management of Acute Malnutrition are cornerstones of its successful maternal and child health and nutrition programs. If confirmed, I will continue to support these programs, but I will also seek ways to use data to improve them, and to build the capacity of host-country partners to take these initiatives on themselves.

Question 28. Should global food security remain a priority focus of United States Government development assistance funding? Will you commit to continuing to implement the Global Food Security Strategy, including support for the complementary strategies and investments listed in appendix 3 of the strategy?

Answer. Yes, global food security should remain a priority focus. Thanks to Congressional leadership, the Global Food Security Act of 2016 affirmed the United States' leadership and commitment to combating the root causes of hunger and poverty in an accountable and effective way. If I am confirmed, I will continue to implement the Global Food Security Strategy.

Question 29. How do you envision the United States benefitting from promoting international education programs that invest in developing the minds of the world's most at-risk and vulnerable children? How do you prioritize USAID initiatives such as Let Girls Learn and Global Book Alliance? What will you do as the incoming USAID Administrator to ensure that USAID is resourced adequately to tackle the global education crisis?

Answer. Education in the developing world is near and dear to my heart. My first steps in development were as a volunteer teacher in East Africa. My first overseas trip as a Member of Congress was to Mali and Ghana to review education programs for girls in those two countries. In other words, I agree that improving education opportunities for vulnerable populations and strengthening education systems accelerates economic growth, strengthens communities, and reduces instability that often fuels war, conflict, and extremism. Education is a foundational driver of development—the sustainability of investments across all sectors requires skilled populations that are capable of leading and managing their own future.

When we invest in women and girls, including in their literacy and numeracy, we accelerate progress—toward a safer, more-secure and more-prosperous world. If I am confirmed, I will make sure we remember this principle.

At the same time, we need to take a strategic, comprehensive approach to address the global education crisis. We will never have enough funding to solve every problem. This means we must extend our reach through partnerships, promote domestic resource-mobilization and encourage investment from a range of organizations, including the private sector. If confirmed, I will be looking into this issue further.

Question 30. Please describe how you will advance the rights of women and girls around the world through USAID programming so as to further American leadership and further help empower women and girls globally.

Answer. When we invest in women and girls, we accelerate progress toward a safer, more-secure and more-prosperous world. USAID has become a recognized global thought-leader, innovator, and convener in gender equality and women's empowerment, and is well-positioned to continue advancing women's and girls' equality in the countries where the Agency works. Since I returned from Tanzania in 2009, I have been committed to organizations that foster women's participation in civil society, and the defense of their civil and human rights. If confirmed, I will bring that focus and priority with me to USAID.

Question 31. How will the goal of helping empower women and girls be reflected within the leadership, architecture, and institutional policies of USAID?

Answer. When we invest in women and girls, we accelerate progress toward a safer, more-secure and more-prosperous world. If confirmed, I will look for ways

USAID can increase women's empowerment by broadening access to human, financial, social and physical capital. I believe that USAID needs to continue to innovate to ensure the Agency remains on the cutting edge of programming to reduce gender disparities for women. I also believe that the U.S. National Action Plan on Women, Peace and Security and the United States Strategy to Prevent and Respond to Gender-Based Violence Globally should continue to inform USAID's programming. Finally, I will ask our program-design teams to seek out new ways to advance the goal of empowering women within the sectors and countries where USAID works, and to improve our measurement of the outcomes and impact of our investments.

Question 32. How will USAID ensure local organizations continue to have a meaningful role in advancing our international assistance to promote gender equality and women's rights?

Answer. If confirmed, I will work with all partners—donors, host-country governments, multilateral agencies, the private sector, and local organizations, including civil society and non-governmental—to promote gender equality and women's empowerment. Local organizations are critical to advancing USAID's work on gender equality and women's empowerment, just as understanding the local context, and engaging communities is vital to promoting sustainable change. I understand that in the design of the Agency's programs, policies and procedures call for plans to provide inclusive, meaningful and consistent engagement with local actors, including those focused on gender equality and women's empowerment. If confirmed, I will ensure this practice continues.

Question 33. How should USAID address its internal barriers to implementing more effective programs to protect children and youth from violence and exploitation around the world? What measures will you take to collaborate with the State Department to prevent and respond to violence and exploitation against children?

Answer. If confirmed, I will ensure that USAID remains a global leader in protecting children and youth from violence. I support efforts to strengthen USAID's efforts to address violence against children and youth through the Global Partnership to End Violence Against Children.

Success in these endeavors requires continued engagement with interagency partners, including the State Department, as well as the Departments of Health and Human Services and Labor. If confirmed, I will ensure USAID continues its close coordination with partners, including host-country governments, multilateral institutions and civil society, so that the U.S. Government's collective work aimed at preventing violence and exploitation against children and youth is complementary, collaborative, results-focused and sustainable.

Question 34. How much of USAID's assistance is currently specifically targeted towards anti-corruption programs and activities?

Answer. First, I would like to acknowledge the attention you have devoted to this issue. Corruption is not only a financial problem, but—as we heard during the hearing you held on this subject last year—creates an environment of resentment and hatred for authority that can foster violent extremism and terrorism. Corruption remains a tremendous obstacle to political, social, and economic development, and is a symptom of a broader pattern of poor governance, weak institutions and impunity. To fight corruption effectively, we need diplomacy, international law-enforcement efforts, and development assistance to work together as part of a global anti-corruption effort.

I understand that USAID currently spends approximately \$1 billion annually on its "good governance" programs, which include most USAID anti-corruption activities.

I understand the Agency also funds other anti-corruption activities from different budget lines, and, if confirmed, I look forward to being briefed on these activities. I would welcome the opportunity to work with you to best focus USAID's resources and attention on anti-corruption activities.

I believe that corruption, including the generalized subvention of government by elites that the democracy community terms "kleptocracy," is a significant barrier to inclusive economic growth in many parts of the world. I am encouraged by some of the new corruption-assessment tools being developed, and, if confirmed, I would support the deployment of these new tools in appropriate settings.

Question 35. What will you do to see to it that our aid programs help developing countries combat corruption and hold corrupt officials accountable, if confirmed?

Answer. Corruption remains a tremendous obstacle to political, social, and economic development around the world. It usually is a symptom of a broader pattern of poor governance, weak institutions and impunity. To fight corruption effectively, we need diplomacy, international law-enforcement efforts, and development assist-

ance to work together as part of a global anti-corruption effort. If confirmed, USAID's anti-corruption programs will remain a top priority for me, and I look forward to working with you on this important issue. I will ensure strong coordination of USAID's efforts with those of other U.S. Government departments and agencies, multilateral institutions, and private-sector actors to ensure the best, most-effective use of taxpayer dollars in our collective fight against corruption.

Question 36. What role should USAID play in promoting grass roots reconciliation and funding activities that support healing the conflict in South Sudan?

Answer. Conflict takes human lives, destroys communities and their livelihoods, erodes development gains, and leaves a legacy of fear, hostility, and trauma. Without effective, inclusive peace and reconciliation processes, countries are likely to revert back to violence.

I understand that USAID is supporting reconciliation programs in South Sudan, at both the national and grassroots levels, to prevent the spread of violence and calm tensions. This work provides opportunities for antagonists to address issues, reconcile differences, and work on common goals with regard to potential, ongoing, or recent conflict.

In addition, decades of conflict in South Sudan, exacerbated by the ongoing violence and atrocities against civilians, have resulted in severe trauma. I understand that USAID trauma-awareness programs work with communities to understand how trauma has perpetuated historical tensions, and to begin to bridge these divides, thereby paving the way for reconciliation.

South Sudan is the world's most-fragile state, and is an ongoing tragedy of immense proportions. If confirmed, I hope that my first major trip as Administrator will be to South Sudan, so that I can see for myself some of the problems there, as well as meet with some of USAID's partners in the relief and reconciliation process.

Question 37. Given the wealth of rigorous evidence available about what works in HIV programming, how can you assure the American people that these cuts will not reverse the gains we've seen globally in mitigating the impact of HIV nor increase HIV-related deaths worldwide?

Answer. I understand Secretary Tillerson recently signed a memorandum that asked the Office of the Global AIDS Coordinator (OGAC) to devise a strategy to control the HIV/AIDS pandemic in 13 priority countries of the President's Emergency Plan for AIDS Relief (PEPFAR). If confirmed, I look forward to being briefed on the specifics of this strategy, as well as on how the administration is planning to prioritize efficiencies and preserve gains already made against HIV/AIDS in many countries. In the future, USAID should continue to support OGAC in its focus on the geographic regions and populations that are most at risk—which can provide for the greatest impact with every dollar invested, and interrupt the specific dynamics of transmission that are fueling the epidemic. Furthermore, if confirmed, I will seek ways to optimize the coordination of all of our global health programs with the Departments of State, Defense, Health and Human Services and multilateral institutions to make our limited resources go even further. Finally, I will work to support sharing financial responsibility with partner governments to better ensure the sustainability and impact of our HIV/AIDS efforts. As one of the original Congressional supporters of PEPFAR, I can assure you that our battle against HIV/AIDS is important to me personally, and I am looking forward to the day we can reverse the tide of the disease.

Question 38. With a 15 percent reduction in resources as proposed in the FY18 budget, how would current HIV/AIDS patients stay on treatment, and not result in a reversal in trends where the number HIV/AIDS contractions and deaths start increasing?

Answer. I refer you to the Department of State's Office of the Global AIDS Coordinator on the specifics of the Fiscal Year 2018 budget request for the President's Emergency Plan for AIDS Relief (PEPFAR). I understand the funding request would continue support for the current levels of patients on HIV/AIDS treatment. Again, as an original supporter of PEPFAR, and an ambassador who oversaw one of the world's larger PEPFAR programs, this is a cause that is important to me.

Question 39. How does the budget's proposed cuts to malaria prevention advance U.S. economic security and prosperity?

Answer. If confirmed, I look forward to being briefed on the specifics of the administration's Fiscal Year 2018 budget request, as well as how the administration is looking to prioritize efficiencies and preserve the gains the President's Malaria Initiative (PMI) has achieved in many countries in Africa. As a survivor of malaria my-

self, and someone who lost students to malaria, if confirmed, I will work hard to build upon PMI's record of success.

Question 40. Do you think it is important that USAID is working with the nations of West Africa to build systems to prevent, detect and respond to any future Ebola and other pandemic outbreaks?

Answer. Yes. The Ebola epidemic demonstrated exactly why events in developing countries should matter to Americans. A viral outbreak in a remote corner of Guinea nearly brought three countries to the point of collapse, and sowed fear and panic in Dallas, Texas, and across the world.

The Ebola crisis also demonstrated the need to build healthcare capacity in developing countries, as well as the need for early identification of outbreaks of infectious disease, the rapid declaration of Public Health Emergencies of International Concern, and rapid response to events that involve dangerous pathogens. Such efforts are instrumental to stopping an outbreak of a lethal, contagious disease at the source, which is critical to prevent or minimize the spread of, and subsequent deaths from, an epidemic. I understand that USAID, along with non-governmental implementing partners, continues to work with the nations of West Africa to strengthen their healthcare systems, services, and health-security measures.

Question 41. How do you envision USAID's global health programs partnering with Gavi and other organizations to reduce child mortality and to reduce the dangers of infectious diseases from impacting the United States and other countries around the world?

Answer. USAID's partnerships in global health, both within the U.S. Government, including under the President's Malaria Initiative (PMI) and the President's Emergency Plan for AIDS Relief (PEPFAR), and with other organizations—such as Gavi, the Vaccine Alliance; the Global Fund to Fight AIDS, Tuberculosis and Malaria; and the Global Polio Eradication Initiative (GPEI)—have made, and will continue to make, critical contributions to reducing child mortality and the dangers of infectious disease. Partnerships such as Gavi help to leverage other donor resources to ensure that cost-effective, life-saving solutions can reach more children and reduce the impact of infectious disease worldwide.

The experiences in recent years with outbreaks of novel infectious diseases, such as Ebola, Zika, Severe Acute Respiratory Syndrome, Middle East Respiratory Syndrome, and H1N1 influenza have also demonstrated that emerging infectious diseases that originate in other parts of the globe can quickly become homeland-security threats. USAID should continue to partner with the Departments of Agriculture, Health and Human Services and State, the World Health Organization, the United Nations Food and Agriculture Organization, and World Organization for Animal Health, and other key stakeholders, to further USAID's investments in strengthening the capacity of local and national institutions around the world, which will help prevent and detect outbreaks of dangerous infectious diseases.

If confirmed, I will closely with the White House Global Health Security Agenda and interagency team to strengthen public health capacity in critical hot spots.

Question 42. Will you commit to ensuring that ending preventable deaths of mothers and children remains a USAID priority?

Answer. Yes.

Question 43. What correlation do you see between national security and improved maternal and child health?

Answer. Any time that we are able to promote stability and social integration in a community, we are helping to immunize it against at least some of the potential drivers of despair, one the most significant being the preventable loss of mother or child. In a time when extremists are looking to exploit despair, alienation and marginalization, that effort is helpful in our broader struggle against extremism. Furthermore, humanitarian assistance and strategic investments in health, can help improve our national security by strengthening our relationships with people around the world, particularly in conflict-prone areas.

Question 44. If confirmed, how will your pro-life voting record and views on family planning effect your decision making on related health issues that are a part of USAID's work?

Answer. I have been a strong supporter of global health programs throughout my career, and I understand the importance of women's health issues, including voluntary family-planning programs that are implemented consistent with the law, available resources, and the Presidential Memorandum issued on January 23, 2017. I was part of the team that crafted key development health initiatives like the President's Emergency Plan for AIDS Relief (PEPFAR) and the President's Malaria

Initiative (PMI), and, if confirmed, I will remain fully committed to advancing these programs that save women's lives.

Question 45. How do you plan to structure USAID global health investments to help recipient countries move towards sustainable, domestically-financed health programs, increasing country ownership of such programs while maintaining U.S. leadership in global health?

Answer. I understand that transitioning programs to the management and financing of partner countries is an explicit goal of all USAID global health investments. Because USAID works with countries in different stages of development, there is no one-size-fits-all model for health care and financing, and the Agency should tailor its global health investments to an individual country's needs, with a focus on sustainability, and a goal of self-sufficiency.

Question 46. How will you build on USAID health successes and work with partners to address persistent systems barriers like the need for more trained and supported frontline health workers?

Answer. As I indicated in my written statement, I believe "the purpose of foreign assistance should be ending its need to exist." That means that, if confirmed, I plan to assist governments and civil society in partner countries to strengthen their own ability to manage their health systems. I would look to incentivize partner governments to adopt key reforms, including task-shifting, and, as permitted by available resources, provide assistance for training and equipping frontline health workers to do more to support communities and save lives.

Question 47. How will USAID prioritize the stability of funding for disaster risk reduction in countries facing significant natural hazards and the need for investment in preventative measures that save lives, build resilience, and are cost effective?

Answer. USAID's work in disaster risk reduction over the past 30 years has demonstrated clear results in increasing the capacity of countries to respond to their own calamities and to those that affect their neighbors. For example, I understand that following the earthquake in Ecuador in 2016, 73 percent of the search and rescue personnel who responded from neighboring countries such as Chile and Peru were trained by the United States. As a result of these regional interventions, the U.S. Government did not need to deploy its own search-and-rescue teams to respond.

I understand that USAID recognizes that national and local entities can play a key role in responding to emergencies. The main goal of the Agency's programs should go beyond strengthening its own ability to respond to emergencies overseas, and extend to helping communities across the world become more resilient themselves to disasters and better able to deal with their impact. Relatively small investments in disaster risk-reduction can pay huge dividends in helping partner countries build capacity and resiliency. If confirmed, I will continue to support these efforts.

Question 48. How will you ensure USAID upholds its commitments to developing and implementing a Global Water Strategy (as required by the 2014 Water for the World Act) that addresses how the U.S. will increase access to safe drinking water and sanitation and hygiene services, improve the management of watersheds and water resources, and mitigate or resolve water-related conflicts?

Answer. I agree that a comprehensive water strategy is critical to achieving results in this very important sector. If confirmed, and once fully briefed on the details of the Global Water Strategy, I look forward to working with Congress to address the intersection of water, sanitation and health.

Question 49. What criteria will you use to prioritize the allocation of humanitarian assistance?

Answer. Thanks to the generous support of Congress, the United States is the world's leading provider of humanitarian aid by sheer volume, and works in partnership with other donor governments, multilateral agencies, non-governmental organizations, local relief groups and others to respond to an average of 65 disasters in more than 50 countries every year.

I understand that USAID's two emergency-response offices, the Office of Food for Peace and the Office of U.S. Foreign Disaster Assistance, continuously monitor humanitarian needs worldwide and make emergency funding decisions on a rolling basis, to provide life-saving assistance where it is most needed today, while also meeting and mitigating anticipated emergency needs several months in the future. I am told they rely on a variety of tools to determine need and vulnerability and guide the prioritization of resources, including information from field staff, partner

reporting, and forecasting from the Famine Early Warning Systems Network (FEWS NET).

Unfortunately, humanitarian needs always exceed available global resources, and USAID will never be able to provide as much assistance as we would all like. Difficult trade-offs, such as prioritizing immediate action at the expense of longer-term resilience and development activities, might need to be made.

Recognizing that the U.S. Government cannot meet global humanitarian needs alone, and should not try to do so, USAID engages with fellow donors and actors in the international humanitarian architecture to seek their assistance and collaboration. Sustained U.S. humanitarian leadership, both diplomatic and financial, is critical for continued engagement from both traditional and emerging donors. The good news in this regard is that donors such as Japan and Germany have recently increased their support for humanitarian assistance. If confirmed, I intend to use my experience as both a diplomat and a Congressman to press donor counterparts for both more funding and a more-efficient coordination of effort. I also intend to turn to other potential funding sources, including traditional and emerging donors, as well as the private sector.

Question 50. How will you ensure that humanitarian assistance goes to the most vulnerable, regardless of location?

Answer. If confirmed, I will work hard to coordinate with the Department of Defense and multilateral organizations to secure safe access to areas of humanitarian need. Beyond that, as Administrator of America's lead development and humanitarian-assistance agency, I would work relentlessly to highlight areas of greatest humanitarian need, wherever that might be at any moment.

Question 51. How will you protect humanitarian assistance from political/security/economic priorities of other United States Government entities?

Answer. The United States prioritizes humanitarian assistance based on need, whether that need arises from a man-made or natural disaster. While foreign assistance fulfills multiple objectives, some of which are strategic, political and/or economic, the U.S. Government has always targeted humanitarian assistance itself towards those most in need. Furthermore, humanitarian assistance should not be considered a substitute for political solutions in man-made crises. To do otherwise risks politicizing that assistance, which, among other things, puts aid workers at increased risk.

If confirmed, I will ensure USAID continues to work with implementing partners committed to the humanitarian principles of neutrality, impartiality, and independence.

Question 52. Do you intend to push back on OMB's intended withholding of humanitarian relief funds to meet the exceptional levels of humanitarian need globally?

Answer. I have not been briefed on the situation to which you are referring. But, if I am confirmed, I commit to working to ensure we are providing humanitarian assistance as quickly and effectively as conditions permit.

Question 53. How would you work at USAID—and with Congress—to ensure that the U.S. takes a forward looking, multi-year approach to its response to humanitarian crises where possible?

Answer. Unfortunately, there is little chance that needs arising from current humanitarian emergencies will decline in the near future. The situations in Syria, Iraq, South Sudan, and Yemen represent what has become the norm—protracted, man-made, large-scale crises driven by conflict. In just over a decade, the number of people in need of humanitarian aid has more than doubled. I understand that the Famine Early Warning System Network indicates Somalia, Yemen, and Nigeria could fall into famine this year, and the United Nations has already declared famine in South Sudan.

The U.S. Government funds partners in a reliable, timely manner, through arrangements that help to ensure continuity of assistance. If confirmed, I will continue to support USAID's mission to provide life-saving humanitarian assistance through, where feasible and appropriate, a multi-year approach in the American response, while adapting our responses to the crises of today and making the most of taxpayer dollars.

Question 54. What are the greatest needs facing Iraqis and Syrians returning to areas liberated from ISIS?

Answer. While, if confirmed, I will be in a much better position to respond to this question, I understand that more than 531,000 Iraqis have been displaced since the start of the campaign to retake Iraq's city of Mosul from ISIS. As the campaign in

Syria to retake the city of Raqqa intensifies, potentially tens of thousands more will be forced to flee their homes. I understand that the U.S. Government and its partners continue to assist these populations as they escape from ISIS-held areas, through the provision of medical care, food, and emergency commodities. Assistance also continues in camps and emergency sites, as well as areas of return in eastern Mosul, despite continued insecurity.

Many of those displaced would obviously like to return home. Security is the most-critical factor for returns—especially as ISIS leaves behind unexploded ordnance, improvised explosive devices (IEDs), and booby traps. The greatest stabilization needs are for immediate repairs to basic infrastructure, the creation of jobs, the extension of small-business loans, and the creation of medium-term programs that rehabilitate transport corridors among liberated cities and incentivize additional displaced persons to return. Working to ensure there are safe, habitable places for the displaced to return, with opportunities for the future, will help provide normalcy and stability, as well as further weaken ISIS's hold. Despite challenges, tens of thousands of people are returning to liberated areas, including an estimated 145,000 people to liberated parts of Mosul so far. I understand that USAID is supporting those returnees with humanitarian assistance, and as programs transition from relief to early recovery, will make longer-term investments in infrastructure and livelihoods.

Question 55. Should the U.S. Government assist in the stabilization of post-ISIS areas?

Answer. I know that we will want to help as best as we can, but our overall policy is developed by more than just USAID, so I'll wait to consult more broadly within the U.S. Government before providing a more fulsome answer.

Question 56. What more can and should the United States do to ensure that conflict parties refrain from causing harm to civilians and exacerbating already severe humanitarian catastrophes while conflicts are ongoing?

Answer. I agree the U.S. Government should do whatever it can to ensure that combatants do not target civilians in and around conflict zones. I understand that the U.S. Government uses de-confliction processes with armed actors, where appropriate, to help avoid any unintentional targeting of humanitarian assistance or innocent civilians. The State Department and USAID continually urge all parties in conflict areas to respect international humanitarian norms, and to allow for unfettered access of aid to reach civilian populations. If confirmed, I will be a strong advocate on these issues.

Question 57. What is the role of the United States to ensure compliance with UN Security Council Resolution 2286 to document and conduct investigations of attacks on health workers and facilities?

Answer. I refer you to the U.S. Mission to the United Nations on the specific question of UN Security Resolution 2286. However, as the President of the International Republican Institute (IRI), the safety and security of my people on the ground is something I worry about every day. As you know, IRI carries out programs and activities in places where democracy advocates are often targeted for intimidation. Similarly, I know that USAID takes safety and security of its staff and implementing partners very seriously. If confirmed, I will continue to make this a priority for the Agency. More broadly, I am troubled by reports over the past several years of persistent attacks on health facilities, medical staff, and humanitarian personnel in conflict zones. Consequently, if confirmed, I will work with my colleagues at the Department of State and the rest of the interagency on this very important issue. Furthermore, if I am confirmed, I will take steps to make sure that USAID calls on all parties to prevent attacks, that it pushes for timely and appropriate channels for the investigation of reports of violence, and that it insists upon prosecution of any individuals responsible for intentional attacks.

Question 58. What is your assessment of the last 15 years of the counterterrorism/countering violent extremism efforts and why they have largely failed?

Answer. Not every question or challenge can be entirely addressed through a development lens, so this question can only be fully addressed in conjunction with other voices from the security sector and beyond. Furthermore, I agree with those who have opined that taking on violent extremism is a sweeping challenge for our time, one without simple answers or quick fixes. Violent extremism is not merely an idea to be challenged or countered, but something used by terribly dangerous individuals and groups who seek to end our way of life. We not only have to counter an ideology, but also defeat the evil practitioners of that ideology as well.

What USAID can bring to these challenges are tools that can help us understand and address the drivers of extremism in many settings. With years of on-the-ground

experience, the Agency is particularly suited to leading this analysis in many places, and then designing interventions and initiatives that can, in some cases, counter violent extremism. But more important, armed with good analysis, USAID can build resilience in communities to prevent or limit the expansion of extremist ideology, or help communities recover from the devastating effects of the battles extremists wage.

Question 59. Under your leadership, how would U.S. counter violent extremism efforts seek to address citizens grievances, including security sector abuse, exclusion, and inequality?

Answer. I understand that USAID's existing programs to counter violent extremism focus on addressing core grievances that extremist organizations seek to exploit, as well as contest their promotion of intolerance in the larger public.

If confirmed, I will continue to encourage this focus. We will pursue prevention (advocating for these causes), accountability (investigating and holding perpetrators to account) and support for those aggrieved.

Question 60. How can we bring real evidence and metrics to measure whether our counter violent extremism efforts are making an impact in reducing levels of support for violence?

Answer. I understand that USAID is constantly gathering both quantitative and qualitative data to design, monitor, and evaluate its programming to counter violent extremism. If confirmed, I will seek to use those findings in both country- and context-specific analyses and surveys, among other tools, to measure the impact of these very important programs. We must be careful not to jump to conclusions on the drivers of extremism in any context. But, instead, undertake an informed, qualitative, analytical approach that enables us to tailor our approach to local and regional conditions.

Question 61. What will USAID do, under your leadership, to ensure Burma's democratic transition and prospects for sustainable development are not undermined by the military's continued role in the economy and politics?

Answer. I have had the honor of visiting Burma on a couple of occasions. While the elections two years ago were a historic victory for both the people of Burma and the cause of democracy, they were merely the beginning of a journey to a truly citizen-centered, citizen-responsive society. To sustain the gains of Burma's democratic transition, if confirmed, I will work to accelerate USAID's efforts to strengthen democratic institutions, including Parliament, the judiciary, and civil society; foster national reconciliation and peace; and improve the lives of the Burmese people by increasing access to better health services, economic opportunities, and, when needed, humanitarian assistance.

Question 62. Given that USAID supports Burma's peace process through the Joint Peace Fund, will it endorse the recommendations of more than 135 civil society organizations calling for a new approach to natural resource management in the country as a way to address one of the root causes of the conflicts and build a better future for Burma's people?

Answer. I agree that challenges with access to, and management of, natural resources are having a dangerous effect upon ethnic conflict and strife in Burma. Working with civil society is a key component of USAID's development strategy, and the U.S. Government currently supports non-governmental organizations in Burma on a wide array of development issues. If confirmed, I commit that USAID will engage with the 135 civil-society organizations that are calling for a new approach to natural resource-management in Burma, and identify areas where we can work effectively together on this very important issue.

RESPONSES TO ADDITIONAL QUESTIONS FOR THE RECORD
SUBMITTED TO MARK GREEN BY SENATOR JOHNNY ISAKSON

Question 1. I have long been supportive of efforts to engage the private sector in a meaningful way in our development efforts. Public-private partnerships are a key tool we can use to achieve sustainable, long-term economic development. As you may know, Sens. Coons, Perdue, and I reintroduced the Economic Growth and Development Act that authorizes USAID to create a mechanism that would allow for the private sector to more easily engage and partner with USAID's development programs. Will you commit to me that you will work with us on this bill if you are confirmed?

Answer. Yes.

Question 2. Last year, Congress passed into law the Global Food Security Act. I am thankful for all the work this committee did to get that bill across the finish line. It is up for reauthorization next year. Will you commit to me that you will work with me on continuing to improve the Global Food Security Strategy, the whole-of-government approach, and our agricultural development programs?

Answer. Yes.

Question . I am the chair of the subcommittee with direct oversight of the management of the State Department and USAID. If confirmed, will you commit to working with me to thoughtfully consider any reforms or reorganization of State and USAID and ensure that the proper authorities are in place to carry out any reforms or reorganization?

Answer. Yes.

Question 3. On April 13, 2017, I joined a bipartisan group of Senators in sending a letter to USAID's acting leadership supporting the Volunteer for Economic Growth Alliance's skilled volunteer initiative. Additionally, a bipartisan group of eight Members of the House of Representatives also sent a letter expressing their support for this initiative. VEGA leverages pro-bono American private-sector expertise in cost-effective, flexible, efficient and strategic U.S. investments in emerging markets. However, after a short-term extension was granted to give the next Administrator time to review this initiative, it will soon expire. Given the bipartisan support for skilled volunteerism, do you intend to coordinate closely with Congress to ensure that our development efforts continue to draw on skilled volunteers and seek new, innovative ways to expand their involvement?

Answer. Yes, I support drawing on volunteers, where practical and cost-effective, to better leverage our resources.

RESPONSES TO ADDITIONAL QUESTIONS FOR THE RECORD
SUBMITTED TO MARK GREEN BY SENATOR TODD YOUNG

Question 1. Ambassador Green, Secretary Tillerson has stated that he is seeking efficiencies through potential reorganization plans. How do you assess the relative performance of PEPFAR versus PMI, and do you see any opportunities for efficiencies at the intersection of these two programs that would sustain or improve the current level of performance?

Answer. There is plenty of evidence to prove that the President's Emergency Plan for AIDS Relief (PEPFAR) and the President's Malaria Initiative (PMI) have both been successful global health initiatives, with an impact measurable both in terms of lives saved and, in some places, lower rates of transmission. There are several key factors to the success of PEPFAR and PMI, which include clearly articulated, quantitative goals and strategies focused on scaling up proven interventions; statutory Coordinators with clear authorities; high standards for transparency; the rigorous monitoring and evaluation of programs; and implementation structures that aim to maximize results through integration with other global health programs when programmatically relevant. If confirmed, I look forward to deepening the successes of these programs, to developing a close working relationship with the PEPFAR and PMI Coordinators, and to applying these lessons learned across the development landscape to further increase efficiency and effectiveness.

RESPONSES TO ADDITIONAL QUESTIONS FOR THE RECORD
SUBMITTED TO MARK GREEN BY SENATOR JOHN BARRASSO

Question 1. I support making the Department of State and USAID leaner, more efficient, and more effective. The State Department and USAID need to advance our national security objectives while ensuring the best use of American taxpayer dollars.

- What opportunities exist for streamlining, efficiencies and savings at USAID?

Answer. As stated in my written testimony, making sure that USAID programs respect American taxpayers will be an overarching priority, if I should be confirmed. It is our responsibility to use precious foreign assistance funds as efficiently and effectively as possible. If confirmed as Administrator, I will scrutinize every program and expenditure to ensure the Agency is maximizing value, minimizing waste, and

always advancing America's interest. This will mean focusing the agency's limited resources on what is working, and ending programs that are not. I am committed to consulting with the Congress as we move forward in this effort.

Question 2. Are you committed to eliminating duplication and redundancies?

Answer. Yes.

Question 3. How would you recommend more deeply integrating USAID's policy and budget process into those of the Department of State?

Answer. I am committed to improving efficiency and appropriate reforms to advance development. I am more interested in ensuring that we have the right functions and capabilities to meet the complex challenges before us rather than on agency structure, and I have an open mind on the best way to accomplish this. If confirmed, I look forward to working with my interagency colleagues at the Departments of State, Defense, Health and Human Services, Agriculture and elsewhere, to ensure we are all working together to further U.S. national interests and strategic foreign-policy priorities.

Question 4. The Obama administration focused on food security, global health and climate change as its top development priorities.

- What would be your top three development priorities?

Answer. Should I be confirmed, my overarching development priority would be helping target countries take on their own development needs by incentivizing and supporting both the policy reforms and capacity-building necessary to do so. Each nation has particular strengths and needs, and I believe we should try to address them in a strategic and tailored way. Having said that, I would also emphasize development sectors that can also create economic opportunities for America. Feed the Future and Power Africa, for example, can help American businesses with new markets and new partnerships.

Question 5. With the national debt rapidly approaching \$20 trillion, the federal government must be good stewards of taxpayer funds. Given the increasing need for humanitarian assistance, food insecurity, democracy promotion and global health crisis, I do not support U.S. taxpayer dollars going to the Global Climate Change Initiative and other international climate change programs. President Obama's administration requested about \$1.3 billion in FY 2017 for these types of program. President Trump's administration requested \$0 for the UN Green Climate Fund and the Global Climate Change Initiative.

- If confirmed, will you ensure that funding is being properly prioritized and eliminate funding for international climate change programs?

Answer. I certainly agree that we are facing serious budget challenges, and that we need to be good stewards of taxpayer resources. I also agree that humanitarian-assistance challenges and existing commitments, such as global health, are important priorities for USAID.

As the question notes, the administration's budget does not provide funding for the Green Climate Fund or Global Climate Change Initiative. Instead, I would favor modest initiatives to prevent and deal with weather-related disasters, such as the assistance we have provided to the Philippines to assist in developing that country's typhoon early-warning system. This is the kind of intervention that has clear humanitarian and development applications.

Question 6. What are your views of Power Africa?

Answer. I share your support of Power Africa, which is a valuable and successful program, with great potential to transform the continent, while also creating new and expanded opportunities for U.S. companies.

Power Africa's efforts and American leadership have resulted in significant international momentum towards tackling Africa's energy crisis. Power Africa is now among the largest public-private partnerships for development in history, having mobilized more than \$54 billion in commitments towards achieving its goals.

If confirmed, I am interested in understanding how we can use Power Africa's model and other initiatives to incentivize good policies, capacity-building, and investments in our partner countries by leveraging the financing and expertise of the private sector.

Question 7. As administrator of USAID, would you ensure that USAID is promoting all forms of energy projects across the globe, including oil, gas, and coal?

Answer. Yes. Of the more than 7,000 megawatts of new power projects that Power Africa has helped reach financial close to date, more than three-fourths involve natural gas. I understand the Power Africa team has been engaging with Congressional staff, including your own, as well as with industry, on these very important issues.

These discussions are exploring the ways we might deploy U.S. technologies and expertise to help African Governments and companies both to take advantage of their own domestic resources, as well as to examine the potential for gas imports from the United States and world markets. If confirmed, I would like to explore what more Power Africa could do to support the production of electricity from diverse sources of energy.

Question 8. There has been a great deal of concern regarding reports of upcoming famines in Nigeria, Somalia, South Sudan and Yemen. The Office of Foreign Disaster Assistance at USAID and the Office of Food for Peace at USAID provide humanitarian assistance during international crises and disasters.

- Please discuss the main obstacles and best approaches to resolving the humanitarian crisis facing Nigeria, Somalia, South Sudan, and Yemen.

Answer. I am deeply concerned about the food-security situation in these countries, in which a combined total of 41.5 million people are in need of humanitarian assistance. I understand that U.S. assistance to the people of these countries includes emergency food and nutrition, support for livelihoods, critical health care, shelter, safe drinking water, sanitation and hygiene services, and protection for civilians.

Access to populations in need is a considerable challenge, particularly in conflict situations. The numbers of people whom donors can reach in several of the ongoing conflicts is limited, and requires persistence, creativity, and talented and dedicated staff. For example, in South Sudan, ongoing conflict, deliberate bureaucratic impediments, and high levels of insecurity continue to stymie the ability to provide direct assistance to those most in need. In Yemen, as much as 90 percent of humanitarian assistance flows through a single port, which requires constant negotiation to obtain the necessary clearances to ship, offload, and distribute assistance to people on the verge of starvation. There are signs that famine likely occurred in Northeastern Nigeria in 2016, and might even be ongoing, but continued violence and insecurity limits access to many areas, which has triggered large-scale displacement, and leads to greater emergency needs. In Somalia, humanitarian access has improved in some areas compared with the previous 2011–2012 drought and famine, but the situation remains tenuous, as much of this improved access is in cities and towns, and al-Shabaab's presence continues to limit the ability to access many hard-hit rural areas. Despite constraints, humanitarian assistance continues to reach many of those in need in Nigeria, Somalia, South Sudan and Yemen.

While humanitarian assistance can save lives and alleviate suffering, it cannot resolve man-made crises, which require political solutions. In settings like Northeastern Nigeria, the end of violence and restoration of public infrastructure and security are the only lasting ways to end a humanitarian crisis born from insecurity. Similarly, the U.S. Government's continued support of Somali efforts to strengthen the federal government's structures and improve security are critical to ensuring sustained and reliable access to populations in need. If confirmed, I will commit to working with my colleagues across the whole of the U.S. Government, and with multilateral institutions and others in the international community, to develop enduring, political solutions in these countries.
