

**NOMINATIONS OF THE 113TH  
CONGRESS—SECOND SESSION**

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**HEARINGS**

BEFORE THE

**COMMITTEE ON FOREIGN RELATIONS  
UNITED STATES SENATE**

**ONE HUNDRED THIRTEENTH CONGRESS**

**SECOND SESSION**

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**NOMINATIONS OF HON. ALFONSO E.  
LENHARDT AND MARCIA DENISE OCCOMY**

**THURSDAY, JUNE 26, 2014**

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

Hon. Alfonso E. Lenhardt, of New York, to be Deputy Administrator of the United States Agency for International Development

Marcia Denise Occomy, of the District of Columbia, to be United States Director of the African Development Bank for a term of 5 years

The committee met, pursuant to notice, at 2:10 p.m., in room SD-419, Dirksen Senate Office Building, Hon. Edward J. Markey, presiding.

Present: Senators Markey, Kaine, and Barrasso.

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

Senator MARKEY. Good afternoon, and welcome to today's hearing.

We have two excellent nominees being considered by the committee for positions in the field of international development.

We are joined, first, by Ambassador Alfonso Lenhardt, a familiar face around the United States Senate, having served here previously as our 36th Sergeant at Arms. Ambassador has now been nominated to serve as Deputy Administrator of the United States Agency for International Development.

And we welcome you and your wife, Jackie, back to the committee.

Ambassador Lenhardt comes to us after 4 successful years representing the United States as our Ambassador to Tanzania, and after more than 30 years of service in the United States Army, from which he retired with the rank of major general. He received a baptism-by-fire upon taking over as the Sergeant at Arms on September 10, 2001. The Ambassador has clearly gained a great deal of experience leading large organizations in complex environments. Such experience is needed to back up the administrator and an agency operating in over 100 countries around the globe.

Having served as both an Ambassador and a general, Ambassador Lenhardt is uniquely qualified to place our international de-

velopment programs in the broader context of our country's foreign policy priorities, so we will all be interested to hear his perspective on the policy challenges at the intersection of security and economic development.

In Tanzania, Ambassador Lenhardt led American efforts to implement some of our government's key development programs, such as the President's Feed the Future Initiative. And we look forward to hearing from him.

I would also like to welcome Marcia Ocomy—how did I do?

Ms. OCCOMY. Excellent.

Senator MARKEY The President's nominee for the position of U.S. Executive Director at the African Development Bank. Ms. Ocomy has worked extensively on financing projects in developing and post-conflict countries, including Africa. She brings both private-sector experience and the BearingPoint & Deloitte consulting firm's experience, as well, and also worked in the Office of Management and Budget. And that is the right combination for the African Development Bank, which helps generate economic growth by forging innovative public-private partnerships. The United States is the second-largest shareholder in the African Development Bank, so we have an important role in shaping the agenda. And I am particularly interested in hearing and discussing areas where the Bank's priorities intersect with some of our government's top development priorities, such as the President's Power Africa Initiative.

Power Africa could dramatically improve the lives of millions in sub-Saharan Africa by expanding access to reliable, affordable, and sustainable energy. Congress has a role here, as well. Earlier this week, I was proud to support the Energize Africa Act as it passed out of this committee. But, institutions like the African Development Bank will be critical to generate private investment in the energy sector and to provide governments with needed technical and regulatory advice. We can use our influence in the Bank to help bring this initiative to fruition.

When each of these organizations succeeds in advancing greater stability and prosperity overseas, American interests are well served. Promoting development strengthens our security and provides new opportunities for our economy to grow, so we need top-notch leaders in regional development banks and in our developmental agencies. And we are looking forward to hearing from two such leaders this afternoon.

The ranking member is going to come in just a few minutes, and he will be able to make, if he wishes, an opening statement at that time.

But, I turn to Senator Kaine, if he has any opening statement to make.

Senator KAINE. No, thank you, Mr. Chairman.

Senator MARKEY. So, let us then turn and—Ambassador Lenhardt, whenever you are ready, please begin.

**STATEMENT OF HON. ALFONSO E. LENHARDT, OF NEW YORK,  
NOMINEE TO BE DEPUTY ADMINISTRATOR OF THE UNITED  
STATES AGENCY FOR INTERNATIONAL DEVELOPMENT**

Ambassador LENHARDT. Thank you, Senator.

Mr. Chairman and member of the committee, I am honored to appear before you today as the nominee for Deputy Administrator of the U.S. Agency for International Development. It is, indeed, a privilege to come before this committee again, and I am grateful to President Obama, Secretary Kerry, and Administrator Shah for their trust and confidence.

Mr. Chairman, I respectfully request that my full written statement be submitted for the record.

Senator MARKEY. Without objection, so ordered.

Ambassador LENHARDT. Let me begin by thanking my wife, Jackie, who is not here, by the way, because of another family emergency we are dealing with, but who has been by my side during my years in public service. Jackie, like the men and women of USAID, has dedicated her life to serving those most in need. Her work in Tanzania to support young girls and women recovering from abuse not only transformed communities, it embodied America's commitment to empowering women and girls around the world.

It is a pleasure to return to the Senate and see so many colleagues and friends. Between my time as an officer in the Army, as Sergeant at Arms in the Senate, and as Ambassador to Tanzania, I am proud to have dedicated more than 38 years of public service to our great Nation. From the battlefield to the halls of the Senate to the Embassy of Tanzania, I am fortunate to have gained a broad perspective of the opportunities and, indeed, the challenges facing the United States. These previous leadership roles have required me to manage and maximize resources effectively.

Three decades serving in the Army have prepared me for managing critical situations in complex environments similar to those where USAID operates, from Afghanistan to Syria to South Sudan, USAID workers in some of the most difficult parts of the world and toughest parts of the world dealing with fast-pacing—fast-changing, rather, high-pressure situations that require visionary leadership.

During my time as Sergeant at Arms, I managed Congress' internal response in the wake of September 11 terrorist attacks and the October 2001 anthrax attack, strengthening security throughout the Capitol complex and ensuring the continuity of our government. As these events remind us all, we live in an interconnected, complicated, and oftentimes tumultuous period. And USAID plays a critical role in rooting out the drivers of extremism.

As the Ambassador to Tanzania, I oversaw more than 700 staff and contract personnel across eight agencies. I inspired a collaborative process throughout the Embassy that produced real results in support of our diplomatic and humanitarian objectives. If confirmed, I look forward to fostering that same spirit of collaboration with my interagency colleagues. Alongside Administrator Shah, I will work to advance a new model of development that harnesses the power of science, technology, and innovation, and certainly partnership, to accelerate progress for the world's most vulnerable people. Key to that effort is forming public-private partnerships that leverage more resources, thereby making the agency's efforts more sustainable. These partnerships pave the way for USAID to work itself out of business, its efforts replaced over time by thriving

ing civil societies, vibrant public sectors, and transparent, accountable governments. In 2013 alone, DCA loan guarantees in El Salvador, Mexico, and in Nicaragua helped release \$98 million in local lending to 4,000 small- and medium-size entrepreneurs.

In addition to solidifying the reforms already underway, I will also work to institutionalize our development initiatives, from Feed the Future, climate change, and Power Africa, to ending preventable child death and achieving an AIDS-free generation. But, above all, the success of the reforms and initiatives I have described depend on having in place effective management, operations, and systems. If confirmed, I will devote a substantial part of my portfolio to ensuring that USAID maximizes its impact for every dollar it spends. Doing so will require that USAID streamline program areas and make strategic investments.

Finally, I believe USAID has an important story to tell. In this regard, I will help build both domestic and international consensus for our efforts, ensuring we have more partners across the world. Sharing our story not only puts a powerful face to the USAID's work, but it also furthers our national interests. Partner countries should know how the American people have contributed to improving their welfare, helping them raise their children—their voices and grow their crops, and protect their children from disease and other maladies, and certainly to build strong and democratic institutions. Today, 93 percent of the Tanzanian people express a favorable view of America. Imagine the possibilities if we were able to build on that and export it across the world. If confirmed, I welcome the opportunity to be part of this noble effort.

Mr. Chairman, I thank you and the members of the committee for considering my nomination. I would be happy to answer any of your questions.

[The prepared statement of Ambassador Lenhardt follows:]

PREPARED STATEMENT OF HON. ALFONSO E. LENHARDT

Mr. Chairman, Ranking Member Barrasso, members of the committee, I am honored to appear before you today as the nominee for Deputy Administrator of the U.S. Agency for International Development (USAID). It is a privilege to come before this committee again, and I am grateful to President Obama, Secretary Kerry, and Administrator Shah for their trust and confidence.

Let me begin by thanking my wife, Jackie, who has been by my side during my years in public service. As a trained social worker for more than 15 years, Jackie—like the men and women of USAID—has dedicated her life to serving those most in need. Her work in Tanzania to support young girls and women recovering from abuse not only transformed communities—it embodied this administration's commitment to empowering women and girls around the world.

It is a pleasure to return to the Senate and see so many colleagues and good friends. Between my time as an officer in the Army, as Sergeant at Arms in the Senate, and as U.S. Ambassador to Tanzania, I am proud to have dedicated more than 38 years of public service to our great Nation. I am honored that, if confirmed, I will have the opportunity to extend that record of service.

The leadership positions that I have held during the past four decades have prepared me to meet the challenge of advancing USAID's mission: to end extreme poverty and promote resilient, democratic societies—while advancing our own security and prosperity.

From the battlefield, to the halls of the Senate, to the Embassy of Tanzania, I am fortunate to have gained a broad perspective of the opportunities and challenges facing the United States. These previous roles—as well as my time leading business and nonprofit organizations—have required me to manage and maximize resources efficiently, all while working toward ambitious objectives.

Three decades serving as an officer in the U.S. Army have prepared me for managing critical situations in complex environments—similar to those where USAID operates. From Afghanistan to Syria to South Sudan, USAID works in some of the world's toughest places—dealing with fast-changing, high-pressure situations that require visionary leadership.

During my time as Senate Sergeant at Arms, I managed Congress' internal response in the wake of the September 11th terrorist attacks and the October 2001 anthrax attack—strengthening security throughout the Capitol complex and ensuring the continuity of our government. As these events reminded us all, we live in an interconnected, complicated, and often tumultuous time. USAID plays a critical role in rooting out the drivers of extremism, and I am prepared to diligently review our efforts to ensure that we are advancing our national security and are good stewards of taxpayer dollars.

Most recently, as the U.S. Ambassador to Tanzania, I oversaw more than 700 staff and contract personnel across eight agencies. I created a collaborative process with Embassy staff, NGOs, and Tanzanian nationals that produced real results in support of our diplomatic and humanitarian objectives. If confirmed, I look forward to fostering that same spirit of collaboration with my colleagues from the State, Treasury, Defense, and Agriculture Departments, the Millennium Challenge Corporation, Peace Corps, and others.

Since my nomination, I have had the privilege to speak with a number of development experts from the Agency, our diplomatic corps, and the National Security Council staff about their priorities and challenges in the years ahead.

If confirmed, I will focus on advancing the reforms that USAID has worked so ardently to achieve over the past 5 years. I will also work to institutionalize priority programs—like President Obama's food security initiative, Feed the Future, among other priority initiatives that will double electricity access in Africa, work toward an AIDS-free Generation, and drastically improve child and maternal health.

Alongside Administrator Shah, I will work to advance the Agency's new model of development that harnesses the power of science, technology, innovation, and partnership to accelerate progress for the world's most vulnerable people. In a time of constrained resources, this new approach has enabled USAID to maximize its impact in unprecedented ways. By applying it to all of the Agency's programs—from vaccinating children to empowering entrepreneurs—we can unlock resources for millions of at-risk communities around the world.

Key to that effort is forming public-private partnerships that leverage more resources and make the Agency's efforts more sustainable. Today, USAID is partnering with everyone from multinational corporations to local startups—investing in high-potential talent, groundbreaking technologies, and rigorous evaluation tools that deepen the impact of our work. Above all, these partnerships pave the way for USAID to work itself out of business—its efforts replaced over time by thriving civil societies, vibrant private sectors, and transparent, accountable governments.

By pairing policy reforms with private investment, the Agency is making historic strides toward ending extreme poverty. In my additional role as U.S. Ambassador to the East African Community (EAC), I saw the value of this approach firsthand—uniting markets, opening borders, and bringing unprecedented economic growth and prosperity to East Africans. I recall a CODEL visit to the Selian Agricultural Research Station in Tanzania, a joint venture between USAID, local farmers, and the Bill & Melinda Gates Foundation. Alongside several members of Congress, including Senator Barrasso, Senator Graham, and Senator Hagan, I witnessed how the research into drought-resistant, high-yielding varieties of maize was helping farmers lift their families out of poverty and move their village beyond the threat of chronic hunger.

A similar effort is under way in Latin America, where USAID is working to expand public-private partnerships that produce more mature public institutions, an active civil society, and a dynamic private sector—with whom USAID can partner to unleash untapped financial resources, spur innovation, and bring scientific and technological solutions to bear on the region's development challenges. For example, USAID's Development Credit Authority (DCA) uses risk-sharing agreements to mobilize local private capital to fill financing gaps in emerging economies like Mexico. In 2013 alone, DCA loan guarantees in El Salvador, Mexico and Nicaragua helped release \$98 million in local lending to 4,000 small- and medium-sized enterprises.

If confirmed, I will build on public-private partnerships in Latin America and around the world through the innovative efforts of the Agency's new U.S. Global Development Lab. The Lab represents a historic investment in the power of science and technology to bend the curve of development. If confirmed, I will focus on

advancing the Lab's mission to generate, test, and scale game-changing solutions to complex development challenges, while attracting private sector investment to improve the sustainability of our efforts. In Latin America, the Lab is already building on a solid track record of successful USAID partnerships with private sector companies in the region, including Coca Cola, Intel, Microsoft, and Starbucks.

In addition to solidifying the reforms already under way, I will also work to institutionalize the President's core development initiatives. I am committed to promoting a new era of agricultural growth through Feed the Future; ending preventable child death and achieving an AIDS-free Generation; enhancing opportunities for the next generation of global innovators through the Young African Leadership Initiative; combating global climate change; and through Power Africa, achieving the goal of doubling access to electricity on the African Continent.

Having served on the ground in Tanzania, I can attest to the results of every one of these initiatives. For example, using a creative financing mechanism, USAID's Tanzania Mission was able to support the development of a power plant that will provide electricity for thousands of citizens that had long lived in the dark. Thanks to projects like these, more scientists can conduct pioneering research on life-saving treatments; more young entrepreneurs can launch groundbreaking technologies; and more children will have the light to read by at night.

I also witnessed firsthand how the Agency's Feed the Future specialists collaborated with climate experts to ensure the sustainability of our food security programs. This kind of integrated approach helps countries like Tanzania increase food, energy, water and economic security, and reduce the likelihood and costs of climate-related shocks—such as storms, flooding or drought.

But above all, the success of the reforms and initiatives I have described—programs essential to fulfilling USAID's mission—depends on effective management, operations, and systems. If confirmed, I will devote a substantial part of my portfolio to ensuring that USAID maximizes its impact for every dollar it spends.

Doing so will require USAID to streamline program areas and make strategic investments. As the President's Directive on Global Development says, "The U.S. cannot do all things, do them well, and do them everywhere. Instead, the U.S. must focus its efforts in order to maximize long-term impact." Under Administrator Shah's tenure, the Agency has been committed to "selectivity and focus"—and if confirmed, I will work to apply this principle consistently to the decisions we make each and every day.

Instead of trying to find a "one-size-fits-all" approach, I will focus on promoting sustainable development through local solutions that empower change-agents on the ground, including entrepreneurs, university students, and government ministers. This approach builds resilient societies in areas of the world especially vulnerable to natural disasters and the consequences of climate change—from drought in the Horn of Africa, to Typhoon Haiyan in the Philippines, to a devastating earthquake in Haiti.

By responding quickly and forcefully to humanitarian crises, we avert suffering and strengthen our own security. My experience as the commanding general of an Army training and operational installation in Alabama illustrated the importance of working as a team to identify, respond to, and mitigate the effects of a crisis—all while remaining committed to advancing long-term solutions to endemic challenges.

Finally, I believe USAID has an important story to tell—and I will serve as an advocate for our Nation's work in development. From Nepal to Senegal to Honduras, there are tens of millions of families who have found pathways to prosperity, health, and security as a result of the American people's tireless work and generosity. In doing so, I will help build both domestic and international consensus for our efforts, ensuring that we have more partners across the world.

I have seen such success stories firsthand. In Tanzania, USAID helped reduce malaria infections by 50 percent, putting us much closer to eliminating the disease entirely. USAID also helped train scores of health workers on how to perform life-saving resuscitation on newborns—cutting mortality rates in half.

Sharing these stories not only puts a powerful face to USAID's work, but it also furthers our national interests. Partner countries should know how the American people have contributed to improving their welfare—helping them raise their voices, grow their crops, protect their children from disease, and build strong democratic institutions. Today, an overwhelming number of Tanzanians express a favorable view of America; imagine the possibilities as we build on that success in other parts of the world.

As President Obama's global development directive stated, "Development is vital to U.S. national security and is a strategic, economic, and moral imperative for the

United States." If confirmed, I welcome the opportunity to help lead our Nation's efforts in this area.

In his last two State of the Union Addresses, President Obama called on Americans to help end extreme poverty within the next two decades. This is a powerful mission—and I would be honored to serve USAID, this President, and our country to make our world a brighter and safer place.

Mr. Chairman, I thank you and the committee for considering my nomination. I would be happy to address any of your questions.

Senator MARKEY. Thank you, Mr. Ambassador, very much.

Ms. Occomy, whenever you feel comfortable, please begin.

**STATEMENT OF MARCIA DENISE OCCOMY, OF THE DISTRICT OF COLUMBIA, NOMINEE TO BE UNITED STATES DIRECTOR OF THE AFRICAN DEVELOPMENT BANK FOR A TERM OF 5 YEARS**

Ms. OCCOMY. Thank you, Chairman Markey, Ranking Member Barrasso, and distinguished members of the committee. I am grateful for the opportunity to appear before you today, and I am honored that President Obama has nominated me to serve as the U.S. Executive Director for the African Development Bank.

I grew up in Chicago in a family of excellent role models who taught me the importance of hard work, discipline, and focus to be successful in life. My grandmother was one of the first African-American women to attend Radcliffe College in the early 1900s, and later became a prominent writer during the Harlem Renaissance. My father entered the University of Chicago at the age of 15, excelling in math and later becoming a computer executive in the retail industry in Chicago. My mother taught public schools for over 30 years, dedicating her life to public service. They and many others in my family have influenced my decision, in part, to pursue an international development career later in my life.

If confirmed as the U.S. Executive Director to the African Development Bank, my vision is to leverage my international development experience to support U.S. interests in seeing the African Development Bank carry out its mission to promote economic development and progress across Africa.

Boosting growth is important for the African Continent, but also for the United States, by opening new markets and providing new customers for American goods and services. I have years of experience as a fiscal reform advisor on USAID finance projects in developing and post-conflict countries.

I have advised Ministries of Finance as they underwent public financial management reforms to strengthen their revenues, to build financial systems, and to build the capacity to lead these countries toward economic growth while building political capacity. I have worked in Kazakhstan, Kosovo, Iraq, Afghanistan, and, in Africa, Egypt, Senegal, and, most recently, in the newest independent nation in the world, South Sudan. I have experienced firsthand when countries struggle to balance implementation of sound fiscal policies while seeking to maintain political stability and security. I was in South Sudan until recently, assisting the country with its recovery efforts. Prior to my fiscal reform project implementation experience, I worked as a policy analyst at the OMB.

I also have experience leveraging public-private partnerships. As a University of Chicago graduate student on a Patricia Harris Fel-



lowship, I worked with the Habitat Company, a leading real estate development firm, which partnered with the Chicago Housing Authority to build scatter-site housing for public-housing residents to better integrate them into the broader community. This project was a model for how the public and private sector can partner to address the social issue effectively.

I recognize that leveraging private-sector investment solutions and technologies will be a critical aspect of the future development of Africa, as well. I look forward to supporting the African Development Bank to leverage its financing instruments to encourage private investment in Africa, including through public-private partnerships.

Attracting private investors to Africa will require significant investment in infrastructure and a climate that is conducive to investment in Africa. Creating the right investment climate will depend on Africa's commitment and ability to improve governance, transparency, regional integration, and to build a skilled workforce. The African Development Bank has played a leading role in assisting African countries to address these issues. But, more work remains to be done.

During his July 2013 visit to Africa, President Obama launched the Power Africa Initiative, an initiative aimed to double access to electricity in sub-Saharan Africa, in partnership with African countries and the private sector. In announcing this key initiative, the President noted: America's been involved in Africa for decades. We are moving, beyond a simple provision of assistance, to a new model, a partnership between America and Africa, a partnership of equals that focuses on Africa's capacity to solve problems and Africa's capacity to grow. I embrace the President's vision to promote a partnership between the United States and Africa that focuses on building Africa's capacity to solve its problems, address its challenges, and to realize its potential for tremendous economic growth.

If confirmed, I commit to being a good steward of U.S. financial contributions to the Bank and to ensure that the Bank supports our Nation's inherent values, recognizing that open societies are the strongest societies, transparent systems are the most successful systems, and countries that commit to equally helping their citizens be healthy and educated, with economic opportunities, will be the most prosperous.

Mr. Chairman and members of the committee, thank you for considering my nomination. I have enjoyed meeting members of your staff recently and look forward to answering your questions today.

[The prepared statement of Ms. Occomy follows:]

PREPARED STATEMENT OF MARCIA D. OCCOMY

Thank you Chairman Markey, Ranking Member Barrasso, and distinguished members of the committee, I am grateful for the opportunity to appear before you today. I am honored that President Obama has nominated me to serve as the U.S. Executive Director for the African Development Bank.

I would first like to acknowledge the presence of my family and friends/colleagues who are here today to show support for my nomination—my mother Norma Jean Occomy; my sister Tracy Marie Occomy Crowder and her son, Malik William Occomy Crowder; my sister-in-law, Dr. Stacey Parks Occomy; and my niece, Mya Lynn Occomy, and nephew, William Andrew Eric Occomy, Jr.; my late father's sister, Marita Joyce Occomy Stricklin. Also present a Vassar College colleague – Karen Cox, a dear friend, Sidi M. Boubacar, World Bank Chief Counsel, who I worked with

in Kosovo during the early years of my international development career and Daniel Lamaute. My mother who taught public school for over 30 years in Chicago and my late father William Almy Occomy, a computer executive in the retail industry in Chicago, taught me to be the best that I can be every day.

During his July 2013 visit to Africa, President Obama launched the Power Africa Initiative, a \$7 billion, five-year initiative to double access to electricity in sub-Saharan Africa in partnership with African countries and the private sector. In announcing this key initiative the President noted, "America's been involved in Africa for decades but we are moving beyond a simple provision of assistance, foreign aid, to a new model, a partnership between America and Africa, a partnership of equals that focuses on (Africa's) capacity to solve problems and (Africa's) capacity to grow."

I embrace the President's vision to promote a partnership between the United States and Africa that focuses on building Africa's capacity to solve its problems, address its challenges, and to realize its potential for tremendous economic growth. When President Obama launched the Power Africa Initiative in Tanzania, African Development Bank President Donald Kaberuka joined him for the launch as a symbol of how America and Africa can work together to promote inclusive growth in the region's new frontier economies.

If confirmed, I would leverage my international development experience to support U.S. interests at the African Development Bank by ensuring it carries out its mission to promote economic development and progress across Africa. Boosting growth is important for the African Continent, but also for the United States, by opening new markets and providing new customers for American goods and services. I have years of experience as a fiscal reform advisor on USAID- financed projects in developing, post conflict countries. I have advised Ministries of Finance as they underwent public financial management reforms and transformations to strengthen their revenues and to build financial systems to put the country on a path toward economic growth, while building political capacity. I have worked in such countries as Kazakhstan, Kosovo, Iraq, Afghanistan, and in Africa, Egypt, Senegal and most recently in the newest independent nation of South Sudan. I have experienced first-hand when countries struggle to balance implementation of sound fiscal policies, while seeking to maintain political stability and security. Prior to my fiscal reform project implementation experience, I worked as a policy analyst at the OMB during the 1990s.

I also have experience leveraging public-private partnerships. As a University of Chicago graduate student on a Patricia Harris Fellowship, I worked with Habitat Company, a leading real estate development firm, which partnered with the Chicago Housing Authority to build scattered site housing for public housing residents in an effort to better integrate them into the broader community. This project was a model for how the public and private sector can partner to address a social issue effectively. I recognize that leveraging private sector investment, solutions and technologies will be a critical aspect of the future development of Africa as well. I look forward to supporting the African Development Bank to leverage its financing instruments to encourage private investment in Africa including through public-private partnerships.

Attracting private investors to Africa will require significant investment in infrastructure and a climate that is conducive to investment in Africa. Creating the right investment climate will depend on Africa's commitment and ability to improve governance, transparency, regional integration and to build a skilled workforce. The African Development Bank has played a leading role in assisting African countries to address these issues, but more work remains to be done. The implementation of U.S. policy toward Africa such as the Power Africa Initiative combined with our role on the Board of the African Development Bank, are key tools to help Africa achieve expanded economic growth. It would be my privilege to contribute to these efforts to increase the African Development Bank's impact and effectiveness in the interests of the United States.

While humbled by the nomination, I am excited about the prospects and challenges facing the African Continent with its emerging economies and tremendous potential for growth. I hope to have an opportunity to play a role in continuing to foster the partnership between the United States and the African Development Bank working together to reduce poverty so that the African Continent can attain sustainable economic growth. If confirmed, I commit to being a good steward of U.S. financial contributions to the bank and to ensure that the Bank supports our Nation's inherent values—recognizing that open societies are the strongest societies; transparent systems are the most successful systems; and countries that commit to equally helping their citizens be healthy and educated, with economic opportunities will be the most prosperous.

Mr. Chairman and members of the committee, thank you for considering my nomination. I have enjoyed meeting members of your staff recently and look forward to answering your questions today.

Senator MARKEY. Thank you very much, Ms. Occomy.

Let me begin by asking you, General. There is a new program, U.S. Global Development Lab, that began a few months ago at USAID, and its intention is to kind of innovate in this area of development. Perhaps you could just give us a little sense of how you see that programming unfolding and what you would envision as its ultimate product.

Ambassador LENHARDT. Thank you, Senator.

I think the Global Development Lab offers an excellent opportunity for us to—USAID to think about ways that it can do better at programs and look for synergies leveraging technology, science, and partnerships that are—I think are three critical pieces to being more innovative about our approaches to any number of programs that may be undertaken by USAID. I think it is something for the future.

I will give you an example of what we saw in Tanzania, although we did not call it “the lab.” We looked for synergies, we looked for opportunities to partner, to collaborate, and looked for efficiencies, as well as, How do we improve effectiveness? The Lab will do that. It has already begun to pay dividends, in terms of how we think differently about partnering, how we think differently about using science and technology to do a better job of getting more bang for the bucks that are available to us.

So, I think it is a great opportunity for us to embrace the future, to do more. I will tell you that I do not know as much as I hope to know. If confirmed, I certainly will become more involved in Global Development Labs. But, just looking at it from the standpoint of the last couple of weeks, I think it is a wonderful program that has the potential for reaping huge benefits in the future.

Senator MARKEY. Thank you.

Ms. Occomy, 10 years ago in Africa, 27 million people were on landline phones. Just 10 years ago, 27 total million Africans. Today, 1 billion Africans have cell phones. That is just amazing, that transformation. And they did so by skipping the wireline era and going right to wireless. And it is made a big difference, in terms of development opportunities.

So, let us, if you could, talk a little bit about the President’s Power Africa Program, because it kind of offers the same kind of potential for off-the-grid development of electrical generating capacity in a very brief period of time. So, could you talk a little bit about how the African Development Bank could play a role in helping to accelerate the pace of electrical generating distribution, as well?

Ms. OCCOMY. Thank you, Chairman, for that question.

I am very pleased that you have raised the Power Africa Initiative. The African Development Bank was an early supporter and an engaged partner in the Power Africa Initiative. When the President launched the initiative, in July 2013, the African Development Bank president was there with the President to show the symbol of how the bank and the United States in Africa could work to-

gether towards the goal of increasing electricity access across Africa.

The African Development Bank, specifically since 2013, has supported several Power Africa Initiative projects. For instance, the African Development Bank provided partial credit guarantees for a major wind-power project, the Lake Takana Project, in Kenya. And the partial credit guarantees enabled the Bank to leverage private-sector investment to fully finance that project. So, if confirmed as the U.S. Executive Director, in my role, I look forward to working—continuing to work with the African Development Bank to continue that partnership with the United States to further the goal of increasing access to electricity across Africa.

Senator MARKEY. I must say, from my perspective the two of you are incredibly well-qualified candidates for almost any position that we could imagine in the government. So, thank you.

Let me turn and recognize the ranking member of the subcommittee, the gentleman from Wyoming, Senator Barrasso.

Senator BARRASSO. Thank you very much, Chairman Markey.

First, I want to welcome both of you, congratulate both of you, and extend a warm welcome to your friends and family who are here today.

You know, should you serve our Nation in these important positions for which you have been nominated, I think it is important that each of you provide strong stewardship of American taxpayer dollars—and you made mention of that; demonstrate professionalism and good judgment—and you referred to that in your statements; and vigorously work to advance the priorities of the United States—and you have made that commitment. I hope you will lay out your vision and goals, and I have a couple of questions.

And first, Ambassador—General Lenhardt, good to see you again. It is a privilege to be with you. I appreciate your long history of service to this institution, the U.S. Senate, as well as to our Nation. I wanted to get a little bit into the issue of sustainability. As I look at the fiscal year 2013 Annual Management Challenges Statement, the U.S. Agency for International Development's Inspector General took a look at it, listed six areas of serious management and performance challenges that you will face in this new role.

One of the areas had to do with sustainability. The Inspector General notes that USAID spent about \$34 million on a Water and Wastewater Sector Support Program, installed 33 water meters to measure the flow of water in various areas. And then, upon review, what they found is that none of the meters were working, because the government did not have the funds to repair or replace them. So, it does not challenge the validity of the program or the idea behind setting up, but then the funds were not there to actually make sure that they could be repaired or replaced.

And I just wonder, as you head this, as a man who has shown a history of commitment to responsible use of taxpayer dollars and sustainability, what steps does the agency—does USAID need to take to ensure long-term sustainability of these projects? Because in your opening statement, you said we need to make sure we have accountability for every dollar spent.

Ambassador LENHARDT. Yes. Thank you, Senator. And good to see you again.

The question you ask, I think, puts your finger right on what I consider to be a significant challenge, and certainly it is an important one. I mentioned my role—and this is something that Dr. Shah and I have talked about—in focusing on management, operations, and systems. There are already reforms underway—well underway. These past 5 years, Dr. Shah has put a number of reforms in place to identify areas and develop fixes where the disconnect is there that—you say, How does it—how does this happen? As you described. I am not familiar, by the way, of the particular issue. But, it requires a diligence, a steadfastness to ensuring that American dollar—taxpayer dollars are, in fact, protected. And we maximize those.

And so, without being specific about how I could do it now, I have really got to get in and see what does it look like and what are the challenges. Sustainability is something that, if you recall when you were in Tanzania, I talked about a great deal, because I put it on the other foot, meaning the Government of Tanzania, “How are you going to sustain these important programs?” And so, sustainability is something that we always, always subscribe to and ensure is happening.

I will have to look and see, specifically, this one issue, but I look forward to working with you and the committee and your counsel on how we can do a better job. But, I do know that reforms are already underway, and it is something that I am very excited about, in terms of the opportunities to work with a creative, innovative, take-another-look-at-things, let-us-not-do-business-the-same-old-way approach that perhaps you described a bit in your comments.

Senator BARRASSO. Well, I appreciate your comments. And if this had not been in the Inspector General’s reports and notes from USAID, I would not have been aware of it, either. So, I just, you know, would recommend that you may want to take a little bit of time to take a look through that to take a look at the broad challenges. And obviously, you have been able to respond to challenges in many places in this city, as well as around the world. So, I am looking forward to maybe hearing back from you on what your thoughts are after you have a chance to take a look at the whole thing.

Ms. Ocomy, I want to talk a little bit about energy sources, if I could. The African Development Bank’s goal is to promote economic growth, reduce poverty in its 53 African member countries, in which we all agree. And I believe the U.S. Director of the African Development Bank should support low-cost, dependable energy sources as a means to help countries spur their own economic growth. African countries have substantial fossil-fuel resources, including oil, coal, natural gas. The African Development Bank’s energy strategy notes that, “For many African countries, coal-fired power generation,” they say, “is likely to form part of such an approach to help the continent increase its access to modern energy at an affordable cost.” It is there, and it is affordable.

So, do you agree with the African Development Bank’s energy strategy, as outlined?

Ms. OCCOMY. Thank you, Senator Barrasso, for that question.

You know, just stepping back, it is important for the United States to support the African Development Bank and to partner with developing countries to increase access to electricity.

It is important for economic growth, and it is important for development.

The African Development Bank, you know, finances a wide range of energy projects. You know that there are vast, enormous needs in Africa, and the African Development Bank has played a leading role.

Regarding coal-fired power plants, you know, under the guidance, you know, related to the President's Climate Action Plan, in certain circumstances, you know, with exceptions, the United States can support a vote for a coal-fire power plant for the poorest countries, which have the greatest energy needs, but it has to be demonstrated that there is no other economically feasible alternative and that that project can overcome certain binding constraints for the national economic development of the country.

And so, if confirmed, I look forward to supporting the African Development Bank as it continues to finance and to support energy projects across the spectrum with the aim of increasing access to electricity across Africa.

Senator BARRASSO. Mr. Chairman—I am sorry, my time is expired, but I will have additional written questions for you.

Thank you, Mr. Chairman.

Senator MARKEY. Gentleman's time is expired.

The Senator from Virginia, Senator Kaine.

Senator Kaine. Thank you, Mr. Chairman.

And thank you, to the witnesses, for your willingness to serve. And congratulations on your nominations by the President.

To Ambassador Lenhardt, first, I mentioned to you briefly, at the beginning, when we were visiting, that, as I travel as a member of the Foreign Relations Committee, I always interact with USAID personnel in the field, predominantly in the Middle East, where my subcommittee jurisdiction takes me. And you have some very fine people.

I know you know that, but I want to make sure that the American people know how valuable our small-"a" ambassadors are. And whether it is been in Israel or the West Bank or Egypt, Lebanon, Jordan, some wonderful people who are doing work, and often under pretty tough circumstances, but they do it with a real sense of mission, wanting to represent our country well and help the nations where they work to achieve. And so, I just commend, through you, the great people that you have working for you.

Ambassador LENHARDT. Thank you.

Senator Kaine. You actually kind of stole my questions right in your opening. You said, "We are in some hard places, from Afghanistan to Syria," and I wanted to ask you about Afghanistan and Syria, maybe beginning with Syria.

We have many hearings, in this committee and others, where we talk about Syria. And it is common for someone to say the United States does not have a plan in Syria. And I am always quick to remind them, we are the largest provider of humanitarian aid to Syrian refugees in the entire world. And that does not happen by acci-

dent. That happens because the President and Congress are committed to it. And we should not be bashful about that. And yet, the humanitarian needs in Syria are staggering, and they get more so every day.

If you would, talk a little bit about the USAID's current approach in Syria, in terms of working to avert that horrible humanitarian crisis.

Ambassador LENHARDT. Thank you, Senator. Thank you also for your comments about the hardworking USAID personnel, and our diplomats, as well, in various parts of the world.

Syria represents, as you know, a unique problem, and it is one that USAID has worked with for many years, and continues to work with. Currently, in response to the crisis, USAID is providing both humanitarian as well as nonhumanitarian aid, and is also looking at the neighboring countries—Lebanon, for one, Jordan, and certainly Turkey, and there is also a slippage of Iraq, as well. So, we continue to do the work to assist, wherever possible, providing for humanitarian needs, comfort, shelter, food, clean water, and all of those things, and also the—as I mentioned, nonhumanitarian aid, assisting the Syrian coalition—the opposition, if I can use that term—in terms of how they may be nurtured, how they perhaps offer an alternative that we could work with in the future.

So, those are the things that I am aware of, in terms of how USAID continues to support Syria. And, as I said, it is ongoing. So, I do not see this as something that is short term as much as it will run out in the longer timeframe.

Senator KAINE. Ambassador Lenhardt, I would like to encourage you, encourage all of our administration, sort of, across the board—you know, we have been blocked in the Security Council frequently as we have tried to make more, in terms of assistance to humanitarian efforts in Syria. But—Russia using its veto power—but, during February, during the Winter Olympics, we were able to put something on the Security Council docket that it was not—they did not deem it a good idea, when the eyes of the world were on them, to veto that resolution.

That resolution called for more aggressive delivery of humanitarian aid into Syria—not just Syrian refugees who have crossed the border, but into Syria. And the London 11, the nations that are trying to finance this effort, met in—a month or so later, kind of affirmed that that would be a positive strategy that we should pursue. The U.N. report about the success of meeting those particular obligations that were put out in that Security Council resolution in February have been pretty bleak. The Assad regime is still not really cooperating to allow humanitarian aid. But, I would hope that the United States could utilize that U.N. Security Council resolution with the nations that were willing to support it, and continue to be creative about finding ways not just to provide humanitarian aid outside the country, but inside.

Let me switch to Afghanistan quickly. I mean, obviously, the country has invested a lot, in terms of blood and treasure. And some of the results in Afghanistan, if you look at it in terms of quality of life, are pretty amazing. The median age in Afghanistan, at the time of the initial United States entrance, militarily, in 2001, to today, has gone from 40 to over 60—20-year increase in

median age in a nation of 30 million people. My back-of-the-envelope tells me that is—that is 600 million more years of human life in a country because of some advances largely that have been driven by public health advances.

The advances—the military, that I say—say, “Look, we have created order,” but it is been the NGOs, the USAIDs, and others that have been able to come in and put a public health infrastructure in place that has improved quality of life. If you could talk a little bit about USAID’s plan in Afghanistan as we now move to the cessation of combat operations there.

Ambassador LENHARDT. Thank you, Senator.

USAID continues to support Afghanistan, but will do so consistent with the drawdown. Right now, in particular, though, Baghdad seems to be the focus. But, in other parts of the country—meaning the pressure point, the conflict—but, in other parts of the country, USAID continues normal operations. And so, they continue to provide humanitarian assistance, they continue to encourage, you know, good governance, accountability, and all the things that we hope, in terms of inspiring democratic processes.

But, Baghdad is an issue. We watch it carefully, in terms of the security of that. As you know, the U.S. Ambassador declared it a disaster area. And so, consistent with that, we are watching it, and we are drawing down our forces, based upon the scenario that is unfolding.

But, we are not moving out. And I think that is the point.

Consistent with the drawdown, also, at the end of the year, we will come down to a certain number of USAID people on the ground. We still have implementing partners who are there.

But, the bottom line is, USAID continues to provide support to Afghanistan. And I think that is the key. We will continue to do that until such time as circumstances determine that it is no longer safe, feasible to do that. But, until that happens, we are there.

Senator Kaine. Thank you.

Mr. Chair, could I ask Ms. O’Conroy one question?

Senator MARKEY. Yes.

Senator Kaine. Thank you.

Ms. O’Conroy, one of the great things about being on Foreign Relations is learning about things that you really did not know that much about. And so, the African Development Bank, I will be honest, I was not an expert about it. And it was good to prepare a little bit for your testimony today.

One of the things I am fascinated by is the current structure, where Nigeria, the United States, Japan, and Egypt are the four largest contributors of funds that the Bank uses, but China has now made a commitment to provide a significant chunk of funds to the Development Bank, about 2 to 2½ percent of the funds. And I think that will be an interesting relationship as we and China and Japan and Egypt and Nigeria work together to figure out what is the right investment strategies.

If you would, talk a little bit about the role that China may play in the Development Bank, going forward, and opportunities that the United States and China—working together, we might be able to make some good headway in Africa, but find that that cooperation has other benefits, as well.



Ms. OCCOMY. Thank you, Senator Kaine.

It is really important to note that its importance—you know, China can do things bilaterally or China can do things multilaterally. So, the obvious situation is, we would prefer China to do things multilaterally, to be, you know, part of the African Development Bank framework, and to have its funds be subject to the policies, procedures, and the safeguards of the African Development Bank.

So, I think it is a positive step in the right direction, seeing that, you know, China is being more involved and actively engaged in the multi—in the African Development Bank. It is on the board, as well. It also just announced a partnership with African Development Bank in a setting of the Africa Growing Together Fund, \$2 billion, that will be managed by the African Development Bank. And those funds will also be subject to the policies, procedures, and safeguards of the African Development Bank. So, I see this, generally, as a good, positive direction and, you know, bringing China into the fold of the multilateral, you know, rubric.

So, you know, if confirmed, I look forward to working with the African Development Bank and continuing to draw China into the partnership and having all of us work together towards, you know, economic growth and development in Africa.

Senator Kaine. Thank you. I agree with you. I think it is a very positive development. And the more China is engaged in these international organizations, generally, the better, and the stronger our relationship is going to be.

I appreciate the witnesses' answers.

Thank you, Mr. Chairman.

Senator Markey. I thank the Senator.

So, we will finish up by giving each one of you 1 minute to tell us your vision for what you see as your role in these agencies that you are about to play leadership roles at.

And we will begin with you, General. If you would just give us your 1-minute overview of what your vision is of your time there at the agency.

Ambassador Lenhardt. Thank you, Senator.

When I retired from the military, I thought I would never meet another group of people who are as patriotic, who are as committed, who was dedicated to the task of the mission, and who are selfless in everything that they undertook. I was surprised when I saw those same attributes in the people in the diplomatic service and USAID missions there in Tanzania. And so, this opportunity gives me that chance to remain affiliated with, and to lead and to manage and to look at operations and systems that would support these people in the work that they do, but also give me a deep sense of satisfaction in continuing my service.

And so, if I am confirmed, I look forward to working with these people, because they do excellent work; over a half-century of tireless, selfless commitment to making the world a better place, saving lives, improving lives, as the case may be. And I saw that firsthand in Tanzania. And there is nothing like it when you look the face of people who realize the connection, the partnership, the outreach from the American people to the Tanzanian people.

And so, I want to continue to be part of that.

Senator MARKEY. Beautiful. Thank you, General.

Ms. Occomy.

Ms. OCCOMY. Thank you, Chairman Markey, Senator Kaine.

As I mentioned in my statement, one of my priorities—and I think it is important—is to leverage my experience, my fiscal reform experience in developing post-conflict countries, to support the African Development Bank, to provide technical assistance and leadership to many of the African countries, to improve their governance accountability, their public financial management systems, so that they can be sustainable, so that they can have the capacity to overcome their challenges and to really steer their growth.

So, my first priority is to leverage my experience and to really work with the Bank to continue its technical assistance and support to African countries, particularly the fragile states and those experiencing post-conflict.

My second priority, which I think is important, is—you know, an important role of the U.S. Executive Director is to coordinate U.S. Government activities, particularly related to the African Development Bank, so to really strengthen that coordination, to ensure that there is no duplication of efforts, and to sort of maximize the assistance, and also to strengthen coordination between the African Development Bank and the other multilateral development banks relating to African development projects, and particularly through coordination with the other United States Executive Director offices.

Senator MARKEY. We thank both of you so much.

And I think that you are going to receive a lot of support, and I think we also have a responsibility to move your nominations through the floor of the Senate, as well, so that you can get on the jobs that you have been given. And we are going to try to accomplish that goal, as well.

And we congratulate both of you for your careers, thus far, which I think are just really beginning. You have tremendous opportunities ahead of you.

And, to all members of the committee who could not be here, they will have until the close of business tomorrow to submit questions to our two nominees.

And, with that, this hearing is adjourned.

[Whereupon, at 2:55 p.m., the hearing was adjourned.]

#### QUESTIONS AND ANSWERS SUBMITTED FOR THE RECORD

##### RESPONSES OF HON. ALFONSO E. LENHARDT TO QUESTIONS SUBMITTED BY SENATOR ROBERT MENENDEZ

USAID launched a Gender Equality and Female Empowerment Policy in 2012. The Gender Equality Policy recognizes the fundamental role that promoting gender equality and advancing women's empowerment, including freedom from gender-based violence, plays in advancing international development. The Deputy Administrator will be tasked with advancing USAID's implementation of the U.S. National Action Plan (NAP) on Women, Peace, and Security (2011) and the U.S. Strategy to Prevent and Respond to Gender-based Violence Globally (2012) to integrate women's meaningful participation in conflict prevention and resolution and combat violence against women and girls in times of both peace and conflict. In 2015, USAID is required by Executive order to work with the White House, State Department, and other government agencies to add input into a comprehensive review of, and update to, the NAP.

*Question.* The U.S. has made a strong commitment through the implementation of the National Action Plan on Women, Peace, and Security to advance the inclusion of women and gender perspectives in peace processes in which the U.S. is involved, such as the Geneva negotiations on Syria or the Middle East peace talks. How will you work to advance these efforts and what metrics will you use to specifically determine the impact of this integration?

*Answer.* Throughout my career, I have been an ardent advocate for gender equality and women's empowerment, and I will continue to aggressively support progress for women and girls through USAID programming. In particular, I have seen during peace processes how women bring skills and perspectives to the negotiating table that are critical for transforming conflict and building peace, and I would welcome the opportunity to work closely with USAID's Senior Coordinator for Gender Equality and Women's Empowerment to advance implementation of the U.S. National Action Plan on Women, Peace, and Security and the U.S. Strategy to Prevent and Respond to Gender-based Violence Globally—and the full suite of policies put in place in recent years to improve integration of gender analysis into USAID's work.

I know the tremendous effort that USAID has undertaken to shape and implement the National Action Plan, providing support to increase women's participation in peace dialogues in Uganda, helping female politicians in Yemen develop law, and empowering Syrian women leaders to participate in transition planning and peace negotiations. For example, USAID's activities are helping Syrian women mitigate the current crisis, evidenced by cease-fires that were negotiated following the establishment of women's peace circles.

I am committed to building on USAID's work to advance inclusive peace and transition processes in coordination with interagency colleagues. To measure results, USAID is tracking the number of women substantively participating in peace-building activities supported with U.S. assistance as part of its regular program reporting. Combined with a qualitative assessment of women's ability to influence decisions and shape outcomes, these measures will enable USAID to better assess women's ability to affect the future of their societies.

*Question.* How will you work to prepare USAID for the 2015 U.S. Government review and update of the National Action Plan on Women, Peace, and Security?

*Answer.* I know the National Action Plan (NAP) has been an integral part of USAID's work in advancing gender equality and female empowerment in countries affected by conflict, crisis, and insecurity. As a result, if confirmed, I would ensure that USAID participates in a comprehensive NAP review process in close partnership with interagency colleagues, civil society, and women in host countries. This review will help identify where USAID has been successful and has faced challenges, as well as how it can strengthen efforts to achieve full implementation of the NAP. During the review process, for example, USAID could examine how to bring successful programs to scale, increase efforts to engage men and boys, and engage women and girls to help combat illicit activities and counter violent extremism.

As the Agency reviews its programming—from promoting women's participation in crisis and conflict situations, to preventing and responding to sexual and gender-based violence (GBV) and trafficking in persons (TIP), and addressing the needs of women and girls in relief and recovery efforts—program evaluations will be an important part of informing its approach to NAP implementation.

USAID has made great strides in integrating women, peace, and security (WPS) objectives into its business model, creating training for staff who work in crisis and conflict-affected countries and composing specific indicators to track investments and results related to WPS. I am committed to building on these efforts, and using the review and update of the NAP to help determine how and what more we can do to improve the lives of women around the world.

*Question.* Despite the fact that women are frequently targets of radical ideologies and violence, they are often limited in their active participation in decision-making on peace and security issues. What impact do you believe this exclusion has on our efforts to counter extremism and terrorism around the globe?

*Answer.* The exclusion of women from decisionmaking and the failure to protect their rights can perpetuate violence and undermine development. In contrast, investing in the full participation of women and girls in development, conflict prevention and resolution, and peace-building is critical for building stable, prosperous societies.

USAID understands that many of the drivers of violent extremism are development challenges, and women and girls are critical to responding to these challenges. Moreover, as USAID's new mission statement prescribes “we partner to end extreme poverty and promote resilient, democratic societies around the world” precisely be-

cause the achievement of these goals contributes to our own prospects for security and prosperity. Promoting women's active participation on peace and security issues, whether it's supporting the recruitment of women in police forces or strengthening the ability of women's organizations to hold governments accountable, is an investment in U.S. security and a vital piece of USAID's mission.

*Question.* How do you plan on ensuring that a gender lens continues to be integrated across USAID's work, especially in "nontraditional" sectors such as agriculture and infrastructure?

*Answer.* Integrating gender equality and women's empowerment across USAID's work is a critical component to improving sustainable development outcomes. For example, USAID understands that reducing gender inequality and recognizing the contribution of women to agriculture is critical to achieving global food security—there is consistent and compelling evidence that when the status of women is improved, agricultural productivity increases, poverty is reduced, and nutrition improves. As a result, Feed the Future integrates gender-based analysis into all of its investments.

Furthermore, it is new tools, like the Agency's Women's Empowerment in Agriculture Index (WEAI) that will equip USAID with the means to identify ways to help women overcome obstacles and constraints. For example, information released in May 2014 revealed that among women in agriculture, the greatest constraints to empowerment are access to and decisions on credit, workload, and group membership. USAID missions are using these findings to ensure that program designs are addressing gender-based obstacles.

USAID is also making an effort to bring a gender lens to other "nontraditional" sectors. For example, it is clear that energy-related projects, programs and policies that explicitly address gender roles, power relations, challenges and needs will result in better outcomes with respect to livelihoods when they explicitly address gender roles and gender specific challenges (challenges related to accessing energy services and participating in the energy sector). Under the \$7 billion Power Africa Initiative, the Agency can support gender equality and female empowerment practices by partnering with host governments to engender their energy sector policies and strategies. In addition, because women in particular are underrepresented in the energy and infrastructure sectors, the Agency is developing strategies to improve women's skills in order to increase their employment and leadership role in these sectors. The Power Africa Initiative is also supporting the Beyond the Grid subinitiative, aimed at bringing power to the underserved.

Training is also helping to integrate gender into other sectors. USAID recently launched the "Gender 103: Roles and Responsibilities of Mission Gender Advisors," an online resource for staff that includes strategies for carrying out gender integration in the Agency's everyday tasks, and tips on working with mission leadership and technical and program offices to integrate gender across all sectors. USAID also offers frequent in-person gender integration trainings, and several technical sectors have either incorporated gender integration requirements and guidance into their live courses or are in the process of doing so.

*Question.* While implementing the "U.S. Strategy to Prevent and Respond to Gender-based Violence" issued by Executive order in August 2012, USAID must not only integrate gender-based violence into current programming but, also, conduct stand-alone programming that focuses primarily on violence. To ensure proper implementation, directives must come from the highest levels of USAID. Do you commit to making implementation of the strategy a priority during your tenure?

*Answer.* If confirmed, I am committed to prioritizing the implementation of the "U.S. Strategy to Prevent and Respond to Gender-Based Violence Globally" (the GBV Strategy)—and this includes both integrating GBV prevention and response efforts into various sectors, as well as creating stand-alone programming.

To better integrate GBV into various sectors, USAID is providing staff and implementing partners with guidance on how best to integrate GBV interventions into the design, implementation, and monitoring and evaluation of different sectors.

In addition, the Agency supports stand-alone programs to address gender-based violence across the globe. For example, in India, USAID partners with the Japanese Ministry of Foreign Affairs to support U.N. Women's Safe Cities New Delhi program, which increases the capacity of governmental and nongovernmental stakeholders to respond to and prevent violence against women and girls in public spaces. USAID is also making progress on strengthening the monitoring and evaluation of GBV stand-alone programs, evidenced by the recent release the "Toolkit for Monitoring and Evaluating Gender-based Violence Interventions Along the Relief to Development Continuum."

*Question.* Both Members of Congress and civil society are anxiously awaiting a public report on how implementation of the GBV Strategy is progressing. We understand that such a report was due this past winter but it has not yet been released. How will you use your position to advocate for a timely, public release of the report?

*Answer.* I understand that pursuant to the Executive Order 13623 on Preventing and Responding to Violence Against Women and Girls Globally Common Reporting Framework, USAID has submitted its annual report, which outlines the Agency's progress toward implementing the GBV Strategy, to National Security Council staff. Much of the information contained in the report is sensitive, and as such, has not been released publicly. If confirmed, I will support the Agency's efforts to work with our interagency colleagues to determine the best method to release the report. In addition, I will continue to encourage USAID to maintain engagement with civil society in order to provide updates on the Agency's progress on GBV interventions, including efforts to address child marriage.

*Question.* Last year Congress reauthorized the Violence Against Women Act and included language requiring the Department of State to draft and implement an interagency strategy to address child marriage. What is the status of the strategy and how will you work to advance its implementation?

*Answer.* USAID's "2012 Ending Child Marriage and Addressing the Needs of Married Adolescents: The USAID Vision for Action" is a pillar of the GBV Strategy and is an essential component of the suite of USAID gender equality policies and strategies. USAID invests in both prevention and response to child marriage because it is a practice that undermines efforts to promote sustainable development. It is difficult to imagine that upward of 10 million girls under the age of 18 are prevented from living a productive life—as part of the impact of this practice.

USAID's investments to address child marriage support the needs of married adolescents as well as expand knowledge on effective interventions to prevent child marriage. For example, USAID's work is supporting proven practices such as the program in Ethiopia where USAID helped raise awareness about harmful traditional practices that resulted in the ratification of a new law increasing the legal age of marriage. The Agency is also testing new approaches such as the program in India that evaluates an ongoing government-run conditional cash transfer program to delay child marriage.

Child marriage has been a focus area for program expansion—and if confirmed, I will continue to stress the importance of child marriage to ensure that young girls all around the world have a chance at a brighter future.

RESPONSES OF HON. ALFONSO E. LENHARDT TO QUESTIONS  
SUBMITTED BY SENATOR JOHN BARRASSO

INSPECTORS GENERAL

Inspectors general were created by Congress to be independent and objective units within each agency whose duty it is to combat waste, fraud, and abuse in the programs and operations of that agency. Congress provides the inspectors general unfettered access to their agencies' systems and records in order to carry out independent oversight. Last year, it was reported that a prior Deputy Administrator for USAID interfered with an inspector general investigation on bid rigging.

*Question.* What is your philosophy on working with the inspector general?

*Answer.* The Office of Inspector General plays an important oversight role for all executive branch agencies in the Federal Government. The USAID Office of Inspector General has stated that its mission is to promote the efficiency and effectiveness of the Agency's programs and operations while safeguarding the integrity of all concerned. I fully support that mission and believe the objectives of the Office of Inspector General are aligned with those of the Agency. I share the inspector general's commitment to ensuring that USAID's programs are a responsible use of taxpayer dollars, and if confirmed, I will work closely with the Inspector General to promote the Agency's efficiency and effectiveness.

*Question.* If confirmed, do you commit to complying with the Inspector General Act by providing the inspector general unfettered access to USAID systems and records?

*Answer.* Under the Inspector General Act, the inspector general has the authority to access all records, reports, audits, reviews, documents, papers, recommendations, and other materials that relate to the programs under his or her oversight. If confirmed, I would fully comply with the act and work to ensure that the Office of the

Inspector General has the information necessary to fulfill its oversight functions for the Agency and its important work around the world.

PERFORMANCE MANAGEMENT AND REPORTING

USAID's ability to demonstrate results through performance management and reporting was one of the most significant challenges identified by the inspector general. The Inspector General's FY 2013 Annual Management Challenge statement said, "Quality, reliability, and sufficiency of program data are essential to assess whether projects are making adequate progress and having the intended impact. Even though USAID has extensive guidance to help manage projects, accurate and supported results continues to be problematic."

*Question.* Are results, impacts, and evaluations important to USAID?

*Answer.* USAID's core values state: "We strive to maximize efficiency, effectiveness, and deliver meaningful results across our work" and "We seek to improve ourselves and our work continually through reflection and evaluation." Over the past few years, the Agency has made great strides to increase the ability of its staff to measure results and understand the impact of USAID programs. Under Administrator Shah's leadership, USAID released new "state-of-the-practice" policies on evaluations (2011) and performance monitoring (2012). Since then, the Agency has trained staff on best practices and methods for evaluations (over 1,400) and performance monitoring (nearly 600). Evaluation reports, including 234 in 2013, are accessible to USAID staff worldwide for planning and assessing purposes within three months of the evaluation's conclusion.

If confirmed, I am committed to building the Agency's capacity to measure the work we do and deliver foreign assistance in a more effective and efficient manner.

*Question.* What reforms do you propose in order to ensure quality data and accurate results are reported?

*Answer.* Since the creation of the Bureau of Policy, Planning and Learning (PPL) 3 years ago, the Agency has made good progress in revitalizing core business practices. PPL has embarked on an ambitious path to refocus USAID on strengthening strategic thinking and command of evidence in the discipline of international development, and if confirmed as Deputy Administrator, I will fully support this effort.

As a leader of complex organizations for over 30 years, I know that when project managers have access to quality information about the activities they are implementing, they can use the data to improve their work and direct it in a way that achieves better outcomes. To advance this objective, USAID emphasizes project design and performance monitoring, which are key to ensuring quality data are collected throughout USAID-funded activities.

The Agency is also piloting a tool to help missions track information about their project performance and locations, known as AID Tracker Plus. By implementing this tool in conjunction with others, the Agency will be able to craft a Development Information Solution that allows USAID to tell one cohesive story from strategy to results. This, in conjunction with Joint Summary Reports and the Annual Performance Reports, which pull aggregate data worldwide, will help identify program successes and shortcomings.

*Question.* Will you commit to making this one of your top priorities?

*Answer.* Ensuring the quality of data and accuracy of results are top Agency priorities. We know that data are only useful for decisionmaking if they are of high quality and provide the groundwork for informed decisions. USAID has measures in place to ensure data meet this standard. For example, missions are required to conduct data quality assessments for all performance data reported to Washington every 3 years—measured against five standards of validity, integrity, precision, reliability, and timeliness. Furthermore, primary and secondary data go through rigorous USAID assessments to ensure that they meet the five quality standards. If confirmed, I will continue to emphasize data quality as a means to learn and adapt programming in response to evidence generated in the field.

Ultimately, the overall impact of our programs depends on effective management, operations, and systems, and if confirmed, I will work to ensure that USAID is a good steward of taxpayer dollars.

CASH ON DELIVERY

At a subcommittee in May last year, I served as ranking member for a hearing titled "Different Perspective on International Development."<sup>6</sup> Dr. Todd Moss talked about the idea of the U.S. Government implementing pay for performance contracts in order for the U.S. taxpayer to only pick up the bill for actual achievements.

*Question.* How can the USAID work toward outcome from assistance instead of inputs or even outputs?

*Answer.* Increasingly, USAID is applying a new model for how it does business, which places a greater focus on outcomes and sustainability. Past models have focused on input/output models transacted mainly through acquisition and assistance instruments. Now project implementation often involves policy dialogue, government-to-government assistance, direct engagement of USAID technical staff, a grant, contract, loan guarantee, public-private partnerships, and/or a prize competition.

Projects are framed around a clear purpose with measurable outcomes and are based on an analysis of the inputs and outcomes required to achieve the project purpose. USAID's Global Development Lab has used several performance-based approaches, including the Development Innovation Ventures and the Grand Challenges, which have milestone-based payments and "staged investments" based on increasing levels of evidence. Prizes are another example of pay-for-performance—where funding is only awarded once the output or outcome has been achieved. For example, USAID used prizes to source algorithms that used public data to better assess when mass violence against civilians may occur in a given location. This method is being further developed and utilized by policymakers and academics for analytical purposes. The cost of procuring the algorithms via an open, challenge-driven prize were far lower than a traditional grant or contract.

Under the Local Solutions initiative, USAID is also supporting results-based financing in its government-to-government assistance to strengthen host systems, mitigate risk, and encourage performance management.

USAID is exploring the use of Cash on Delivery approaches, as relevant in the right country, with the right systems, program, and implementation and verification tools to inform further applicability.

*Question.* How should the U.S. measure the success and effectiveness of international development assistance?

*Answer.* The mandate of the newly created Bureau of Policy, Planning and Learning (PPL) is to provide strategic planning, monitoring and evaluation. One way this objective is being achieved is through the creation and institutionalization of the Program Cycle, a model based on rigorous methodology for designing, implementing, monitoring, and evaluating projects.

The Program Cycle strengthens the discipline of development at all stages, utilizing cutting edge best practices to develop projects on the ground. It also emphasizes monitoring a project's performance in stages, allowing USAID missions and implementing partners to work together to make mid-course corrections to achieve outcomes. In addition, a more rigorous approach toward evaluation is leading toward greater accountability and continuous learning to inform future projects designed throughout our portfolio.

As noted above, USAID is engaged in a fundamental reform in how it designs its interventions so that success is more easily measurable. New approaches such as the aforementioned Development Innovation Ventures apply a tiered funding approach that is based on results, fosters innovation, and encourages partnerships. The Lab has also developed the Development Innovation Accelerator, which creates a platform for identifying and sharing broad questions that allow USAID to connect with innovative organizations to undertake proven development models and techniques.

#### CORE COMPETENCIES

*Question.* In development assistance, what are the core competencies and comparative advantages that the U.S. Government should focus on?

*Answer.* President Obama's Presidential Policy Directive on Global Development (PPD-6) outlines USG development focal areas, including: ensuring sustainable regional development outcomes, a more selective, locally owned, innovative approach, and establishing a coherent modern architecture.

#### *Core competencies*

To ensure Official Development Assistance (ODA) remains sustainable even after the USG departs a country, USAID must foster strong, democratic governments and work with local partners and institutions, which ensures sustainability. Promoting institutions where leaders are held accountable and govern responsibly encourages a favorable investment climate, thus furthering self-sufficiency.

The PPD-6 also notes that development is best attained by creating broad-based economic growth through providing innovative resources to the world's poorest. The

USG's size and reach allows us to uniquely scale up the best, most innovative ideas for tackling today's development challenges. For example, the Feed the Future (FtF) initiative accomplishes its goal of combating extreme hunger by partnering with local farmers to increase their productivity, and engaging the private sector by producing cutting-edge agricultural research to benefit targeted communities.

The USG remains a thought leader across a range of technical development sectors, and our expertise drives our successes in global health, education, energy, environment, among others. When tackling any development challenge, no Agency will operate alone. Federal employees call on colleagues from CDC, USDA, EPA, and others to provide their expert insight.

*Comparative advantages*

The United States has unique access to a vibrant private sector and a variety of philanthropic organizations. The Administration's Power Africa initiative, for example, aims to give millions of people access to electricity in sub-Saharan Africa. Such a project would cost around \$23 billion, but after an initial investment of only \$7 billion, the USG has leveraged nearly \$15 billion in commitments to fully fund this initiative.

The USG is the global leader in providing rapid disaster assistance. No other country has the same lift or logistical capacity, nor the equivalent pre-positioned resources necessary to respond to humanitarian and environmental crises.

*Question.* What objectives should be left to others to handle?

*Answer.* Attaining strong, broad-based economic growth meant to lift the impoverished out of poverty or resolve long-standing violence cannot be achieved by U.S.-funded development assistance alone. It must be a coordinated effort planned in concert with other donors, actively encouraged and supported by the host nation, and jumpstarted by private industry.

The Presidential Policy Directive on Global Development (PPD-6) states that the USG should "forge a deliberate division of labor among key donors." Specifically, it states that the United States will "seek an explicit division of labor by focusing our efforts on select countries and regions." USAID is continuously assessing where we have a comparative advantage to work in key regions and sectors, and where other donors may complement or better work in those areas—reducing or increasing presence where needed. For example, in Brazil, we are transitioning from a donor-recipient relationship to a partnership program that leverages Brazilian financial and technical resources to advance shared development objectives in the region and around the world.

The PPD also instructs to "Focus our expertise in a smaller number of sectors, with an emphasis on selectivity and an orientation toward results." USAID significantly increased its focus through development initiatives such as Science, Technology and Innovation; Power Africa; Global Health; Feed the Future; and Global Climate Change. In addition, USAID phased out Feed the Future agriculture programs in 22 countries since FY 2010 and 23 countries from USAID Global Health programs. USAID also has begun creating focused integrated development objectives within the Country Development Cooperation Strategy (CDCS) process and strategic alignment will be key in the FY 2015 budget process.

Finally, the PPD directs USG to "Work with bilateral donors, the multilateral development banks and other international organizations to ensure complementarity and coordination of efforts." USAID holds regular consultations at the headquarter level with multiple donor and NGO partners such as DFID, the European Union, Norway, Denmark, Australia, World Bank, and the Arab Donor League. Successful partnerships include the partnership with the Swedish International Development Cooperation Agency (SIDA) focused on Science, Technology and Innovation for cutting-edge development solutions to reduce poverty. Another example is USAID also recently hosted the first U.S.-Japan Development Dialogue to deepen collaboration with the Japanese International Cooperation Agency (JICA) in multiple sectors, including gender equality and female empowerment. USAID also continuously shares technical skill and lessons learned at the working group level when coordinating with other donors and NGOs.

If confirmed, I will continue USAID's efforts to partner with a variety of sister agencies across the Federal Government as well as other actors, ranging from donors to private industry, NGOs, host country governments and community-based organizations to tackle development challenges across the world.



RESPONSES OF MARCIA DENISE OCCOMY TO QUESTIONS  
SUBMITTED BY SENATOR JOHN BARRASSO

POWER AFRICA INITIATIVE

The administration has identified the African Development Bank as one of the agencies involved in the Power Africa Initiative. The bank's portfolio has included energy infrastructure projects for a long time.

*Question.* Please identify the specific infrastructure efforts being pursued by the administration that fall under the Power Africa Initiative at the African Development Bank.

*Answer.* To help meet Africa's sizeable electricity needs, the United States, through Power Africa, is forging partnerships with African governments and organizations, other donors, and the private sector to advance key reforms and specific energy projects.

As a critical Power Africa partner, the African Development Bank (AfDB) supports far-reaching power sector reforms and provides technical assistance to improve the enabling environment, offers legal assistance to negotiate power purchase agreements (PPAs), and provides various financing tools for energy projects, including guarantee instruments to mitigate off-taker risks.

Some examples of the strong U.S.-AfDB collaboration on Power Africa include:

- In Kenya, the AfDB and the U.S. Government are providing financing, technical assistance, and partial risk guarantees (designed to attract private sector investment in projects by reducing the risk of participating) for the 300 MW Lake Turkana Wind Project.
- In Ethiopia, the U.S. Government is supporting the AfDB's African Legal Support Facility's work to provide guidance to the Government of Ethiopia regarding negotiations of the PPA for the 1,000 MW Corbetti Geothermal Project.

*Question.* How many of these projects were already being pursued prior to the announcement of the Power Africa Initiative by President Obama in 2013?

*Answer.* The AfDB has long been committed to promoting energy access across Africa, and some of the Bank's current efforts under Power Africa existed as proposals or active projects prior to President Obama's announcement in June 2013. However, many of these proposals and projects were not advancing. Power Africa created new momentum and unlocked sticking points by providing a coordinated approach across different agencies that, together, have the range of tools needed to accelerate energy development—from advice on policy and regulatory reforms, to prefeasibility support and capacity-building, to long-term financing, insurance, guarantees, credit enhancements and technical assistance.

The risks associated with investing in Africa's energy sector are significant, and a key goal of the U.S.-AfDB collaboration on Power Africa is to help close the know-how and financing gaps and to accelerate energy investment projects on the continent.

ENERGY SOURCES

During your confirmation hearing in the Senate Committee on Foreign Relations, you stated, "the U.S. can support a vote for a coal powered power plant for the poorest countries, which have the greatest energy needs."

*Question.* Do the 53 member countries of the African Development Bank include some of the poorest countries in the world?

*Answer.* The United States can support coal projects in IDA-only countries, where energy needs are often the greatest, in specified circumstances. Thirty-seven of the AfDB's fifty-three member countries are IDA-only. Eligibility for IDA support depends on a country's creditworthiness and relative poverty, defined as GNI per capita below an established threshold that is updated annually (in fiscal year 2014: \$1,205).

*Question.* Is there a tremendous need for energy generation and transmission in the 53 member countries of the African Development Bank?

*Answer.* Yes. Sub-Saharan Africa has the lowest electrification rate in the world; nearly 600 million people, 70 percent of the population, go without electricity every day. Rural electrification rates are well below 5 percent in many areas—much lower than in Asia or Latin America. The lack of access to power is one of the largest obstacles to economic growth and poverty reduction on the continent. The U.S. Government is partnering with the AfDB to close this energy gap by increasing generation capacity and access to electricity.

Many African countries have substantial energy resources that include oil, natural gas, and coal.

*Question.* Will you vote in support of energy development projects that include oil, coal, and natural gas at the African Development Bank?

*Answer.* The U.S. Government is committed to helping to improve energy access and energy security to households and businesses in Africa and around the globe as an important element of economic development. Each project that comes to the Board for consideration is evaluated on its contribution toward sustainable development objectives, including support for a cleaner energy future. The U.S. Government's approach on coal seeks to promote technologies, such as carbon capture and sequestration (CCS), that will make coal feasible with lower emissions, alongside the promotion of cleaner sources of energy such as natural gas, wind, and solar. In line with the President's Climate Action Plan, I understand that support for coal power-generation projects may be considered, depending on the country, and subject to additional conditions, (a) for facilities deploying carbon capture and sequestration technology, or (b) employs the best available technology for reducing GHG emissions that is practically feasible where the project overcomes binding constraints on national economic development in the world's poorest countries. The United States Treasury "Guidance for U.S. Positions on MDBs Engaging with Developing Countries on Coal-Fired Power Generation" (issued in October 2013) states that in "IDA-only countries, where energy needs are often that greatest, the MDB could proceed with appraising a coal project that does not meet the best internationally available technology criteria, if it can be demonstrated that the project overcomes binding constraints on national economic development."

*Question.* Do you believe coal provides a low cost and reliable energy source which is important to countries looking for assistance in poverty alleviation and economic development?

*Answer.* Facilitating energy access and energy security to people in Africa and around the globe is a priority for the United States, and I understand how important such access is to promoting growth and economic development. The United States continues to pursue this goal using the cleanest technology possible. In line with the Climate Action Plan, I understand that the U.S. Government will consider support for coal projects using the best available technology for reducing GHG emissions that is practically feasible where the project overcomes binding constraints on national economic development in the world's poorest countries, or for facilities that deploy carbon capture and sequestration.

*Question.* Do you believe requiring borrowers to accept higher cost energy projects is a responsible use of taxpayer dollars when affordable and reliable alternatives are readily available?

*Answer.* The United States is committed to the pursuit of sustainable economic development. Least-cost alternatives in the short term are not always the most cost-effective in the long run. Climate change is one of many risks to the sustainability of development outcomes, and may have a disproportionate impact on the world's most vulnerable communities. A priority for the U.S. Government is to help developing economies shift to sustainable energy solutions, including lower-carbon energy sources so they can avoid a lock-in of high-emission power plants. Support for cleaner energy technologies that reduce pollution will also improve health outcomes, including reducing asthma and heart attacks, thus generating long-term health savings. It is important that scarce public financing be used to support the deployment of low-emission power generation in order to achieve sustainable development outcomes and the most efficient use of taxpayer dollars.

*Question.* If confirmed, what criteria would you use to determine whether you will vote in support of energy development projects at the African Development Bank?

*Answer.* If confirmed, I will work with colleagues throughout the government to ensure that we continue to evaluate projects on an individual basis, and we will determine positions based on the merits of each project in advancing sustainable and inclusive development objectives, consistent with all relevant policies.

#### PRESIDENT OBAMA'S CLIMATE ACTION PLAN

*Question.* Will pushing President Obama's Climate Action Plan be one of your top priorities at the African Development Bank?

*Answer.* The Climate Action Plan is an important priority of the Obama administration, and as the President's appointee, if confirmed I will implement all the priorities and instructions from the White House and Treasury Department. The Climate

Action Plan is relevant for the African Development Bank as it provides guidance regarding the President's view on the circumstances under which support for public funding of coal-fired power plants overseas is warranted. Working to support the long-term sustainability of Africa's resources and the serious energy access needs of Africa are important goals to me and to the Obama administration.

#### INGA DAM

*Question.* What investments have been made by the African Development Bank on the Inga Dam projects?

*Answer.* The AfDB has made a number of investments in the Inga 3 project. In 2008, the AfDB provided a grant of about \$15 million for a feasibility study that proposed an optimal approach to the development of the project. Two additional grants totaling \$7 million were subsequently made for advisory services and technical assistance, and in November 2013, the AfDB approved a \$68 million technical assistance program. As part of this program, the AfDB is providing technical assistance to put in place appropriate institutions, support key technical studies, and implement the reforms necessary to realize the Inga 3 project.

*Question.* What are your views on Inga 3 and the Grand Inga Dam?

*Answer.* Inga 3 and Grand Inga have extraordinary potential to generate much-needed electricity for the DRC and the region. At the same time, the risks of undertaking such an enormous project in a country with weak institutions and a poor track record of managing large-scale infrastructure projects must not be overlooked. If confirmed, I will carefully consider the merits and risks of both the Inga 3 and Grand Inga projects.

*Question.* What are the potential costs for construction and the energy potential of these projects?

*Answer.* Costs for the construction of Inga 3 and the associated infrastructure are estimated to be between \$11–14 billion. Inga 3, if constructed, will have a capacity of 4,800 megawatts of electricity. No reliable cost estimates are available for the construction of Grand Inga. Preliminary estimates of the total capacity of Grand Inga show that such a project could have a capacity of 44,000 megawatts.

*Question.* Do you support the African Development Bank assisting in financing construction of Inga 3?

*Answer.* Any decisions regarding the U.S. Government's support for Inga 3 will be based on the results of environmental and social studies and on the implementation of necessary reforms. The U.S. Government will carefully consider the results of both the AfDB and World Bank technical assistance programs, and will perform the same due diligence that it performs on any multilateral development bank project (which factors in legislation on the MDBs), to make a determination about support for Inga 3 at the appropriate time. The AfDB has not proposed any assistance in financing construction of Inga 3.

*Question.* Do you support the African Development Bank assisting in financing construction of Grand Inga Dam project?

*Answer.* Support for Grand Inga is not being considered by the AfDB at this time. The AfDB is currently providing technical assistance for the development of Inga 3 and has at this stage has not proposed any financing for the construction of either Inga 3 or the Grand Inga Dam project.

#### U.S. INTEREST

*Question.* How much funding has the United States invested in the African Development Bank?

*Answer.* Since 1976, the United States has provided over \$3 billion to the African Development Bank Group to support nonconcessional and concessional lending to African countries.

*Question.* How is the African Development Bank in the interest of the United States?

*Answer.* The AfDB is a strong partner that supports U.S. economic and security interests across Africa. By promoting private sector growth and improving the quality of the regulatory environment, the AfDB helps create new markets for U.S. businesses. By supporting economic growth in Africa's middle-income countries, the AfDB helps solidify nascent democracies in North Africa and create stable societies that can govern effectively and meet the needs of their people.

Additionally, the African Development Fund (AfDF)—the concessional lending arm of the AfDB—is solely dedicated to working with the poorest countries in Africa. The AfDF promotes inclusive growth in the region's new frontier economies, deepens economic and regional integration, and works with post-conflict and fragile states to assist them in becoming productive and stable. The AfDF supports many of our security objectives where new threats are emerging, including the Sahel and the Horn of Africa, by working to address some of the underlying causes of instability.

Investments by the United States in the AfDB have a significant leveraging effect, with each additional dollar of capital supporting additional lending of \$20. U.S. contributions to the AfDF also provide significant returns, with every dollar contributed leveraging close to an additional \$12.