



S. HRG. 113-319

NOMINATIONS OF THE 113TH CONGRESS—FIRST SESSION

HEARINGS

BEFORE THE

COMMITTEE ON FOREIGN RELATIONS UNITED STATES SENATE

ONE HUNDRED THIRTEENTH CONGRESS

FIRST SESSION

MAY 7 THROUGH DECEMBER 17, 2013

Printed for the use of the Committee on Foreign Relations



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**NOMINATIONS OF CAROLYN HESSLER
RADELET AND MICHAEL G. CARROLL**

WEDNESDAY, NOVEMBER 6, 2013

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

Hon. Carolyn Hessler Radelet, of Virginia, to be Director of the
Peace Corps
Michael G. Carroll, of New York, to be Inspector General, United
States Agency for International Development

The committee met, pursuant to notice, at 10:20 a.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 morning, and welcome to today's hearing.

We are joined today by two distinguished and highly qualified individuals who have been nominated to fill important executive branch roles.

The first is Carolyn Hessler Radelet, who has been nominated for the position of Director of the United States Peace Corps. She is an accomplished leader in international development and public health, with more than two decades of experience improving organizational operations and combating global health problems like HIV/AIDS. I could go on about Ms. Hessler Radelet, but we actually have Senator Johnny Isakson and former Senator Harris Wofford here to give much more thorough introductions to her, momentarily, so I will leave it there.

We are also joined today by Michael Carroll, who has been nominated for the position of Inspector General of the United States Agency for International Development. Mr. Carroll has been the deputy inspector general since 2006 and has twice served as the acting inspector general during that time. He has three decades of government service and has held numerous management positions throughout the Federal Government, including with the Department of Commerce and the U.S. Nuclear Waste Technical Review Board. His understanding of foreign affairs and America's agencies engaged in foreign affairs is a proven national asset, and I believe

that it will serve him and our Nation well if he is, indeed, confirmed as USAID's inspector general.

Both of the nominations we are considering today are for positions in which I believe topnotch management is needed, now more than ever. At USAID, more and more resources and personnel have moved into conflict zones, like Iraq, Afghanistan, and Pakistan, where we are facing big, new challenges. There are very large contracts in play, heightened security concerns, and the rule of law is often fragile. Detecting and preventing fraud, waste, and abuse in these places is both more challenging and more necessary. The inspector general's oversight has never been more critical at USAID, in my opinion.

And, at the Peace Corps, it is time to lean forward. As a Senator from Massachusetts, I have deep appreciation and respect for the program that President Kennedy and Sargent Shriver and Harris Wofford created in order to involve Americans more actively in the cause of global democracy, peace, development, freedom, and friendship. These founding objectives remain central to Peace Corps' mission, yet, in the past 52 years since the agency was created, entirely new models of international development, inter-agency coordination, and U.S. personnel security have required the Peace Corps to periodically adapt to those operations.

I believe now can be a period of modernization for the Peace Corps. The 2010 Comprehensive Assessment Report that the agency commissioned has provided a detailed blueprint to chart that modernization effort. Let us align the work of the Volunteers with broader development objectives and resources in their regions. Let us give Volunteers access to training that will help them maximize their impact in their host communities and also make them more prepared to be leaders when they return home. Let us think creatively about how to bring the lessons and experiences of Volunteers back here to the United States, back to our classrooms, our living rooms, and our boardrooms.

I look forward to discussing these and other challenges facing your respective agencies, as well as your visions for addressing them.

With that, I would like to recognize the Senator from Wyoming, John Barrasso.

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

Senator BARRASSO. Thank you so much, Chairman Markey. Thank you for your leadership in organizing this nominating hearing.

And today marks, I think, your first hearing chairing this subcommittee. So, congratulations. I look forward to working closely together with you on the critical issues within the jurisdiction of our subcommittee.

The Senate Committee on Foreign Relations is meeting today to consider very important nominations, and I would like to first congratulate both of you on your nominations to these important positions. In addition, I want to extend a warm welcome to all of your friends and family who are here joining you today.

Should you serve our Nation in these important posts, it is important that each of you provide strong stewardship over American taxpayer dollars, demonstrate professionalism and good judgment, and vigorously work to advance the priorities of the United States. So, I hope you will lay out your vision and your goals for each of these positions, and what your plan will be in achieving them. I look forward to your testimony.

It is wonderful to see Senator Wofford back, and thank you for joining us today at the Senate Prayer Breakfast. And, again, thank you, to my friend Senator Isakson, who is always involved in the Senate Prayer Breakfast and lends a level of ethics and credibility and high moral standards to this entire institution. So, I am delighted to have you.

I am also joined, Mr. Chairman, by one of my interns, Ryan Lojo, from Casper, who is here, today, behind me. He has been accepted to join the organization that you are looking to chair in the Peace Corps, and he will, after leaving my office, be heading to the Dominican Republic. And I know, Mr. Chairman, he may be assisting me in some tough questions for the new Director of the Peace Corps.

Thank you, Mr. Chairman.

Senator MARKEY. I thank you.

And again, you are right, I began chairing hearings in the House of Representatives as a subcommittee chairman in 1981, but I have never held a Senate gavel at the subcommittee level before. And so, it is a great honor to be able to make my debut doing that here today.

And we welcome Senator Isakson here today to introduce, along with Senator Wofford, our Peace Corps nominee.

So, Senator Isakson.

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

Senator ISAKSON. Well, thank you, Chairman Markey. It was a privilege to serve with you in the Congress. We welcome to the United States Senate, and I appreciate the opportunity to commend to the Foreign Relations Committee and the United States Senate, Carrie Hessler Radelet, who has become a friend of mine through her hard work with the Peace Corps as an Acting Director.

I first learned of Carrie after the passage of the Peace Corps Protection Act, the Kate Puzey Peace Corps Protection Act. It is named after Kate Puzey, a citizen from my district who was brutally murdered in Benin 4½ years ago. After that passage of that act, we learned of a number of other sexual violence cases and violence cases against Peace Corps Volunteers back through the history of the Peace Corps and decided to really make an effort to improve the safety and security for our Volunteers as well as the post-service services we could provide to our Volunteers who had had a trauma either of a sexual nature or a violent nature.

Carrie has seen to it that that has taken place and has implemented the policies of the Kate Puzey Peace Corps Protection Act, as well as additional policies, to see to it the Peace Corps is a safer, better place than it was in the past. And it has always been a great, great place.

Ironically, also, she is not a newcomer to the Peace Corps. She is a fourth-generation Peace Corps participant. In her family, there are four different citizens who Volunteered for the Peace Corps, including her aunt, who was the 10,000th Volunteer, if I am not mistaken, and is here today.

Ms. RADELET. And who is here today, yes.

Senator ISAKSON. The 10,000th Volunteer to the Corps. And she served in 1964.

Senator MARKEY. Could you stand up, please?

[Applause.]

Senator ISAKSON. And I didn't know this until I was just informed by Carrie, but the father of the fourth-generation nephew who served in the Peace Corps is also here. So, if he would stand up.

[Applause.]

Senator ISAKSON. Would not have any Volunteers if it were not for those fathers and mothers, so we appreciate you being here. [Laughter.]

But, it is just an honor and a privilege for me to commend to the committee, Carrie Hessler Radelet, who has done a terrific job as Acting Director, will be a terrific person as the full Director, and I am sure will be confirmed unanimously by the United States Senate.

And my last comment is an apology, because I am on the Finance Committee, where Secretary Sebelius is now testifying, and I cannot stay here. But, I will leave my love and my support and my recommendation for Carrie.

Ms. RADELET. Thank you so much. Appreciate it.

Senator MARKEY. Thank you, Senator.

And Harris Wofford, a confidante of President Kennedy, of Robert F. Kennedy, of Martin Luther King, a great Senator from the State of Pennsylvania, it is an honor to have you here, sir. Whenever you are ready, please begin.

**STATEMENT OF HON. HARRIS WOFFORD,
FORMER U.S. SENATOR FROM PENNSYLVANIA**

Senator WOFFORD. Senator Markey—with your new gavel—Senator Barrasso, and Senator Isakson.

Half a century ago, the siren call of the Peace Corps drew me from President Kennedy's staff as Special Assistant to the President for Civil Rights to go to Ethiopia as the Peace Corps Director in that country and also serve as the Peace Corps special representative to Africa. In late 1962, my wife and two children went with some 300 Peace Corps teachers, soon to be followed by another 150. Together, they doubled the number of college graduate secondary-school teachers in Ethiopia.

Seeing the Volunteers in action there and in the rest of Africa, I recognized that the highest office in the Peace Corps is not any staff position. The most honored title is that of a Peace Corps Volunteer.

More than 50 years and 200,000 Volunteers later, that remains true, as does President Kennedy's statement at the beginning of the bold, new venture in international service, that the effort must be far greater than we have ever made. The Peace Corps remains

the one lasting embodiment of Kennedy's call to ask what you can do for your country, linked to his call on other countries to join in what, together, we can do for the world.

These are some of the reasons I am happy to be able to join Senator Isakson in introducing to you again Carrie Hessler Radelet. This time, she is here before you for confirmation as the Director of the Peace Corps. As Sargent Shriver hoped would be the case when there was a wealth of Volunteers who had returned from service in Asia, Africa, Latin America, and the Middle East, she is a former Peace Corps Volunteer. She comes now with fresh experience as the Corps' Deputy Director and then the Acting Director of the Peace Corps.

In these recent years, I have seen her in action in challenging times, times which call for a strong and effective Peace Corps as much as they called for such a Peace Corps in the 1960s. My appreciation and admiration of her leadership has only grown in these testing years.

After her service as a Peace Corps Volunteer, Carrie had important experience in international public health work with technical expertise in the crisis of HIV/AIDS in Africa and Indonesia, including her work with the Office of Global AIDS Coordination through the President's Emergency Plan for AIDS Relief, PEPFAR, one of America's most valued achievements overseas so far in this century and one of the most vital areas of service by Peace Corps Volunteers today. I am confident she is a leader who can guide us in the development of the 21st century Peace Corps that the world needs, one that will make this committee and this country proud.

Thank you.

Senator MARKEY. Thank you, Senator. And again, it is an honor to have you here.

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

STATEMENT OF HON. CAROLYN HESSLER RADELET, OF VIRGINIA, TO BE DIRECTOR OF THE PEACE CORPS

Ms. RADELET. Thank you, Chairman Markey, Ranking Member Barrasso, and other members of the committee, for having me here today. I am deeply honored to come before this committee to seek confirmation to be the next Director of the Peace Corps.

Thank you, Senator Wofford, for your kind introduction. There is no one who has done more to further the cause of national service than Harris Wofford, and it is such a privilege to be here with you here today.

I would also like to thank Senator Isakson for his remarks. He has been a true champion for Peace Corps Volunteers, especially in Africa, and such an incredible source of support for the Puzey family.

I would like to thank President Obama for nominating me to be the 19th Director of the Peace Corps. It has been such a privilege to serve in his administration.

And I would especially like to thank my husband, Steve, and other members of my family who are here today, for all of their love and support.

My history with the Peace Corps runs deep. Four generations and six members of my family have served as Peace Corps Volun-

teers, including my aunt Ginny, who you met earlier, both of my grandparents, my husband, and my nephew, and myself.

My Peace Corps service in Samoa changed my life. It shaped my passion for international development and launched my career. I want to ensure that all Americans who want to serve overseas have the opportunity to do so and to bring their experience back home to make a difference here in the United States.

Over my past 3 years with the Peace Corps, first as Deputy Director and chief operating officer, and now as Acting Director, I led an extensive reform effort to modernize and strengthen all aspects of our operations. With the active support of Congress and under the leadership of then-Director Aaron Williams, we have dramatically improved the quality of our support for Volunteers. We have strategically targeted Peace Corps' resources and country presence to maximize impact, using data to guide our decisionmaking, and we have streamlined Peace Corps' operations by using new technology to create a culture of innovation and excellence. This reform has positioned our agency to make an even greater impact in the years to come.

I envision Peace Corps as a dynamic, forward-leaning champion for international service. I see a Peace Corps that plays a major role in helping our country make a real difference in the lives of the world's poor. I envision a Peace Corps that is defined by its energy, its innovation, and its impact. I see it as "the" place for Americans who are drawn to service abroad. But, most important, I see Peace Corps Volunteers who, through their lives, show the world the compassion, tolerance, and dedication to service that has always characterized the American people.

If confirmed, I will lead the Peace Corps toward this vision by revitalizing recruitment and outreach to ensure that all Americans know about the Peace Corps, with a focus on building a Volunteer force that represents the quality and rich diversity of the American people; by working in partnership with other U.S. Government agencies to save our country millions of dollars while magnifying the impact and sustainability of our Nation's development work; by empowering our Volunteers to achieve measurable results in their host communities and giving them the training, tools, and experience they need to become the next generation of American global leaders; and by continuing to strengthen support for our Volunteers so they can be healthy, safe, and productive throughout their service.

Peace Corps is one of America's best ideas. Our team is ready to take Peace Corps to a whole new level of engagement and achieve even greater impact for our Nation and the nations in which we serve.

As testimony to the critical role of Peace Corps, this is what President Ellen Johnson Sirleaf, of Liberia, had to say about our Volunteers, just last month, "Peace Corps Volunteers are visible evidence that the people of the United States stand with us for peace, for prosperity, for justice and equality. By living and working among us, your Volunteers help us to create the conditions where hope and kindness and opportunity can flourish. They make such a powerful difference in the lives of my people."

That is why I am here today: because I care deeply about our mission and about our Volunteers who serve our country around the world. I am so grateful to our Volunteers and staff, past and present, for their dedication to service. If confirmed, I am committed to serving them as their Director of the Peace Corps.

Thank you for inviting me today, and I welcome any questions you might have.

Senator MARKEY. Thank you so much.

And could I ask the audience to do this, as well, because we have an opportunity that very rarely comes into our presence. I would like to give a round of applause to Harris Wofford, as well, for his incredible service to—

[Applause.]

Senator MARKEY [continuing]. He is a historic figure.

So, welcome, Mr. Carroll, and thank you for your service, as well. And whenever you are ready, please begin.

**STATEMENT OF MICHAEL G. CARROLL, OF NEW YORK, TO BE
INSPECTOR GENERAL, UNITED STATES AGENCY FOR INTER-
NATIONAL DEVELOPMENT**

Mr. CARROLL. Thank you. That is a tough act to follow. [Laughter.]

It is an honor, Chairman Markey and Ranking Member Barrasso. It is an honor to appear before you today as you consider my nomination for inspector general of USAID.

To begin, I would like to take a moment to thank my wife, Nancy, and my son, Matthew. They have been an inspiration to me over the course of my career.

I would like to thank the President for his confidence in me and in nominating me for the position.

And I would also like to thank the men and women of the USAID OIG. I have had the pleasure of working with them for 12 years now, and it has been an honor to work with them and to lead them.

And finally, I would like to thank Raj Shah. We have developed a very productive and respectful relationship over his tenure as the AID Administrator, and I look forward to maintaining that relationship if I am confirmed as the inspector general.

Like my father before me, who was a naval officer in World War II and a career civil servant, I have spent 31 years serving the United States Government in public service. I am very proud of that service. And 20 of those years have been spent in foreign affairs at the former U.S. Information Agency and also in the AID OIG, overseeing foreign assistance. And I would like to think that that experience makes me uniquely qualified to be the next inspector general of USAID.

I started my career at the AID OIG in 2000 as the Assistant Inspector General for Management. I became the deputy inspector general in 2006, under then-IG, Hon. Don Gambatesa, and then, when Don Gambatesa retired in 2011, I became the acting IG, and I have been so ever since. And I do believe that those experiences that I have developed over my 31 years, and particularly in the 12 years at the USAID OIG, do make me uniquely qualified for the position of inspector general.

If confirmed as the next inspector general, the fifth inspector general in the history of AID, I would like to assure the committee of my commitment to three core operating principles, if you will. And the first, and, in my opinion, the most important, is independence. I do not think you can have effective oversight unless you have independent oversight, and I will do everything within my legal authority to ensure, to maintain, and to defend that independence.

Second, I am committed to producing and conducting timely, high-quality, thoughtful, and relevant oversight, not only to improve the agency's programs and operations, but also to, hopefully, influence, in a positive way, the deliberative process that goes on here in Congress and that happens more broadly in the development community as a way for you to conduct thoughtful oversight of AID, relying on our oversight.

And last—and this is as important as anything else—is maintaining, and what I would like to believe we have maintained, an outstanding working relationship with this committee and other committees that have oversight responsibilities over AID and MCC and USADF and IAF. I think it is critical that we work together. I appreciate my responsibility, as laid out in the IG act, that I report to Congress. I take that very seriously. And, like I said, I would like to think it has been a good relationship over the years, but I am certainly wide open to any feedback or suggestions the committee members or staff might have on improving that relationship.

And, if I could, I would just like to end with an observation, and it is in line with what you said earlier, Senator Markey. And that is: Inherently, foreign assistance is a high-risk enterprise. When you consider the fact that many of the countries that AID operates in are at or near the bottom of the Transparency International Corruption Index, when you add to that the fact that, since 2001, AID has operated in some of the most dangerous and nonpermissive environments on the planet, in countries like Afghanistan, Iraq, Pakistan, Haiti, Sudan, and now Syria, that requires, in my opinion—and that—I am not—and I am not here to say that that level of risk is unacceptable, because it is not. But, what it does speak to is the need for thoughtful oversight as a way to mitigate that risk by providing transparency and effectiveness in those agency programs. And I really feel confident that, if confirmed, with my colleagues at the USAID OIG, we can provide an effective level of oversight of those programs to ensure their effectiveness and to ensure their accountability.

Again, it is an honor to appear before the committee today, and I look forward to take any questions you may have.

Thank you very much.

[The prepared statement of Mr. Carroll follows:]

PREPARED STATEMENT OF MICHAEL G. CARROLL

Chairman, Ranking Member, and members of the committee, thank you for the opportunity to appear before you today. It is an honor to come before you as the nominee to serve as Inspector General for the U.S. Agency for International Development (USAID).

If you will permit me, I would like to take a moment to introduce my family. My wife, Nancy, and our son, Matthew, are here with me today. I would like to thank

them for their support during my time in public service. No measure of verbal acknowledgement can fully reflect my gratitude for the inspiration and encouragement that they have provided over the years.

I would also like to thank the President for his consideration for this important office and Administrator Shah for his support. If confirmed, I look forward to a productive working relationship with the Administrator and his management team in ensuring proper oversight of foreign assistance programs and operations.

I have dedicated nearly my entire professional life to public service, so it is a distinct honor to be considered for this leadership position in the Federal Government. My experience in leadership positions in five federal agencies has shown me the integral role that effective public administration can play in the proper functioning of an agency. I have devoted much of my career to creating an effective management environment in which programs and operations thrive, and I would value the opportunity to do so as Inspector General.

The inspector general community plays a critical role in reinforcing the accountability and integrity of government programs and strengthening the efficiency and effectiveness of operations. These are responsibilities that I value deeply as a citizen and a taxpayer. I have worked assiduously in my past and present capacities within the USAID Office of Inspector General (OIG) to ensure that the organization contributes materially in these areas.

I would especially look forward to the opportunity to continue to serve my country as Inspector General for USAID. I spent many of my formative years overseas—in Turkey, Guam, the Philippines, and Cuba—and in the process acquired a deeply rooted appreciation for our great Nation's place in the world. In my professional life, I have served in leadership positions in foreign affairs agencies for more than two decades and I have developed a keen understanding of the role that international engagement and foreign assistance play in supporting our national interests and security.

USAID does important work to advance U.S. foreign policy interests and to help people around the world make a better life for themselves. To effectively perform this function, USAID programs and operations must be implemented in a sound manner that yields the results that the American people and Congress expect. The Inspector General has a vital role to play in helping the Agency fulfill its mandate in this regard.

USAID faces many formidable challenges in carrying out its mission. To promote human progress and expand stable, free societies, USAID works in countries where rule of law is tenuous and corruption is endemic. In promoting the sustainability of hard-won development gains, USAID looks to work more closely with and through local institutions that are still developing key business systems and controls. In this context, the OIG plays a pivotal role in shaping the success or failure of Agency programs and is essential to address the ever present risks of waste, fraud, and abuse.

The importance of this oversight function is multiplied in institutional settings characterized by a high degree of dynamism and volatility. Foreign affairs agencies as a group face significant changes in their operating environment as conditions abroad shift. And, in recent years, USAID has embarked on reforms designed to improve internal operations and transform its approach to delivering development assistance. Changes of this kind increase risks. In the face of these developments, OIG is working to ensure that the Agency has systems in place to properly manage these changes while directly responding to associated risks of waste, fraud, and abuse.

In addition to providing oversight of USAID, the USAID Inspector General has responsibility for oversight of the programs and operations of the Millennium Challenge Corporation, the U.S. African Development Foundation, and the Inter-American Foundation, and also has limited oversight authorities relating to the Overseas Private Investment Corporation. If confirmed, I would look forward to working with the leadership of these organizations to combat waste, fraud, and abuse, and to strengthen their respective abilities to execute their missions.

I understand that the responsibilities of the position to which I have been nominated are great and I know that it will present many challenges. Nevertheless, I believe that the knowledge and experience that I have gained over the course of my life have prepared me for these challenges.

I have a profound commitment to accountability and high performance and I demand the highest level of ethical conduct from myself and others around me. I take the public trust very seriously and have always been firmly dedicated to the prudent use of taxpayer dollars. Over the course of my career, I have developed a reputation as a dynamic leader and a thoughtful steward of government resources. In an oversight capacity, I have always worked to ensure that my organization's

products are free from bias and reflect fairly and honestly on the subjects of our work.

For the last 7 years, I have served alternately as Acting Inspector General and Deputy Inspector General at USAID. This experience has prepared me in a unique way for the USAID Inspector General position and given me special insight into the inner workings of the agencies for which we provide oversight. My experience serving in these capacities has also helped me build on the management and leadership skills I developed in previous assignments. In the past, I have served in senior positions at the U.S. Department of Commerce, the U.S. Nuclear Waste Technical Review Board, and the U.S. Information Agency. I also served as the Assistant Inspector General for Management at USAID OIG.

In my time with USAID OIG, I have had the great benefit of working with the many high-caliber professionals that make up the organization. OIG's workforce consists of skilled Foreign Service and Civil Service auditors, investigators, and analysts that provide hands-on oversight of development and stabilization activities around the globe. This work frequently takes them into challenging settings, such as conflict and post-disaster environments, where security and safety are all too often in short supply. Their dedication to get the job done in the face of these and other obstacles presented by the complex environments in which they operate is truly commendable. I consider myself fortunate to serve with a group of such diligent and motivated public servants.

If confirmed, my priorities as Inspector General would include maintaining OIG's robust, forward-deployed audit and investigative capabilities while increasing the office's ability to deliver products that inform the deliberative process surrounding foreign assistance. I would continue to promote effective coordination with oversight partners and redouble efforts to strengthen the accountability environment in which foreign assistance programs operate. Because local conditions frequently shape the success or failure of development activities, I would work to increase engagement with local law enforcement and prosecutors, host-country audit entities, and the public through country-specific hotlines for reporting fraud, waste, and abuse. I would also continue to uphold the highest standards for integrity, fairness, and impartiality in the OIG's work and zealously guard its independence, while promoting communication with Congress and agency leaders on important oversight issues.

The effective execution of USAID OIG's important mandate calls for dedicated leadership. The American people deserve an Inspector General at USAID who is fully committed to ensuring that taxpayer dollars are spent in an effective manner and that risks of waste, fraud, and abuse are met squarely and with unwavering resolve. I fully embrace this commitment and believe that my experience has prepared me for the challenges of this position. If I am confirmed, I will look forward to having the opportunity to exercise the skills and judgment I have developed over the years in performing the important functions of the USAID Inspector General.

Thank you very much for the opportunity to address the committee today and for your consideration of my nomination to this important position. I would be happy to answer any questions you may have.

Senator MARKEY. Thank you, Mr. Carroll, very much. We thank both of you.

And the chair will recognize himself for a brief number of questions. And I will begin just by noting that both of these nominees have done the jobs that they are nominated for, in an acting capacity. So, both of them are ready to do the job on day one, if they are confirmed, which I hope that they are. They have both been given the opportunity to prove that they have the capacity to do these jobs, and they have both proven that they can do them. And I think that is something that our country is going to benefit from.

So, let me begin with you, Ms. Radelet. Talk a little bit, if you can, about, you know, the most recent comprehensive review of the agency and what you believe are the one or two key things that you want to see happen during the time that you are in charge of this important agency.

Ms. RADELET. Thank you very much, Senator Markey. And congratulations to you on taking the gavel for the first time.

Senator MARKEY. Thank you.

Ms. RADELET. We are delighted that we are the lucky beneficiaries.

I was so fortunate, because I came into the Peace Corps in 2010 at the exact time that the team was responsible for carrying out the Comprehensive Agency was formed, so—Agency Assessment was formed, so I was able to be part of that assessment from the very beginning. And we took a 6-month term to really evaluate all aspects of our operations so that we could improve the quality of our support for Volunteers, but also improve the strength of our operations so that we could be more effective.

The result of that assessment was 64 separate recommendations that we have been working on very carefully since that time. We developed a strategic plan, which has guided our operations. And I was very fortunate to be in a position to lead the reform effort.

A few of the things that I am most proud of related to that is the Country Portfolio Review, which is a data-driven, objective way of looking at our country presence and allocating our resources across the globe. This is a very rigorous process. We are now in our fourth annual Country Portfolio Review. It just, actually, is starting tomorrow. And we use data from a number of different sources related to need, related to safety and security and health, related to reaching out to those countries where perceptions of Americans may be lowest so that we can achieve our second goal, which is promoting a better understanding of Americans. We look at host-country contribution and how involved and engaged they are in our programs. We look at a number of different safety and security and medical indicators.

So, it is a very comprehensive look at our footprint across the globe, and it has led us to be far more effective and impactful over the years. And, as a result, we have shifted our presence. We have reduced our presence in nine countries. We have ramped up our presence in a number of others. And we have entered a couple of others. So, it has really resulted in a very rigorous assessment of our impact and enabled us to use our resources in the most effective way possible. That is one big initiative.

Another big initiative is our “Focus In/Train Up” initiative, which is a dramatic revamp of our training and technical support to Volunteers so that they could be most effective in their jobs. We are working in close collaboration with our other U.S. development partners in this endeavor—with USAID and PEPFAR and President’s initiative—so that we can make sure that our interventions support their efforts in-country, and so that we can also be sure that our Volunteers are implementing those project areas that have proven, through evidence, to be most effective at achieving development impact.

Senator MARKEY. Thank you.

Ms. RADELET. And undergirding all this is monitoring the evaluation to make us strong.

Senator MARKEY. Thank you.

Mr. Carroll, I knew you back in the 1990s while you were working on Yucca Mountain—

Mr. CARROLL. Right.

Senator MARKEY. That is a domestic policy issue, in terms of ensuring that we have proper oversight. And now, at USAID, as there

is a deeper and deeper role in Pakistan, in Afghanistan—billions of dollars being spent in those countries. Tell us a little bit, if you can, about how you see the logistical complexity of that, ensuring that the monitoring is well done in countries that provide, actually, historical levels of difficulty, in terms of ensuring that our U.S. money is being spent well.

Mr. CARROLL. Yes, Senator, thank you.

Let me start with Afghanistan. I was just there recently and had some indepth briefings from State Department, both diplomatic security and the embassy transition team, and John Sopko, from SIGAR, has just issued a report listing some concerns about oversight in Afghanistan, both from an agency point of view and from an OIG point of view. And I share those concerns. When the military leaves, at the end of 2014, and their presence is reduced to strictly a training role, there is going to be a tremendous amount of pressure on DS to provide security and safety for the diplomats. Based on what I heard in my briefings there, it is going to be very difficult for the AID development officers to get out into the field to do acceptable monitoring. It is going to be difficult for my staff to get out into the field to do effective oversight. So, I think I have serious concerns about Afghanistan.

That being said, the agency does have, at least in theory, a thoughtful plan for providing oversight in a very restrictive environment, and we are going to begin a process of sort of testing that process as time goes on here between now and the end of 2014.

The same thing is true in Pakistan. There are some regions there, in the tribal regions in Fatah, where it is very difficult to get to. The agency is using third-party monitoring, which is effective, but has its limitations. It is difficult for my staff to get up into those regions, as well. So, as those programs continue, I think we have to be very thoughtful about how we implement those programs.

And then, on a macrolevel, Senator, I would say that Raj's major initiative of USAID Forward, while it does have many benefits, I think it also increases the risk that the agency programs potentially have. And it is important that the agency be thoughtful about the implementation of USAID Forward and we pay close attention, as the IG, on the implementation of USAID Forward.

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

You know, in visiting Afghanistan and Iraq and meeting with the USAID employees there, it is just—they are just so courageous to—

Mr. CARROLL. Yes.

Senator MARKEY [continuing]. The work that they do. And the same way, Peace Corps Volunteers in many parts of the world. There is no way to really fully thank them for the work that they do. And we thank you for both being willing to take these jobs.

Let me now turn and recognize the gentleman from Wyoming.

Senator BARRASSO. Well, thank you very much, Mr. Chairman. And I appreciate your questioning on Afghanistan, and your frank answers, because that was a great area that I was going to dig into, too. I think it is a great concern for, certainly, people in my home State, and so, I appreciate the questions as well as the answer.

I would like to ask you, Mr. Carroll, about some reforms. You know, all foreign aid programs need to be rigorously evaluated. Most aid programs are not evaluated to determine the actual impact of the assistance. Congress, as well as people, certainly, in my home State of Wyoming, cannot really determine whether taxpayer dollars are being used wisely when it is unclear if it has succeeded or failed.

In October a year ago, the U.S. Agency for International Development's Office of the Inspector General indicated that one of the most significant challenges facing the agency is the ability to demonstrate results through performance management and reporting. So, has USAID implemented reforms to demonstrate results through performance management and reporting? And could you just tell us a little bit about the impact of those reforms?

Mr. CARROLL. I would say that, historically, as you have mentioned, Senator, that has been a weakness of the agency. And part of USAID Forward has been a robust and a more effective—or, an attempt at a more effective monitoring and evaluation system.

What we have found over the years is that it has been difficult for the agency, one, to articulate the kind of metrics—the performance metrics that do link up to larger macro kind of outcomes, and so, they are working on that through their PPL organization.

And then, second, is actually capturing the performance data. That is one of the weaknesses we have seen over time. And it is—I would say, Senator, it is too early to tell about the effectiveness of the reforms. I think they are thoughtfully developed, but I think the jury is out and we are going to have to do some more testing on that to ensure that it is as rigorous as it is being advertised to be.

Senator BARRASSO. And are there any additional reforms that you have in mind that you might want to propose to make sure that the assistance is more effective?

Mr. CARROLL. Well, what we do in our role as the IG is attempt to make recommendations based on the agency's implementation. I would be a little bit uncomfortable making policy kind of recommendations to the agency about how to do things. I think that is their job. My job is to ensure they are doing it effective and efficiency.

Senator BARRASSO. And, along those lines, with—following on that thought, in terms of something like fraud or waste or abuse, the role of providing oversight as well as to detect and prevent those sorts of problems, are there some recurring problems that you have seen in this regard? And what steps can we take, as Congress, to better prevent the problems of fraud or waste or abuse at USAID?

Mr. CARROLL. I would say, Senator, that the current laws and the current authorities that are in place for the agency, with suspension and debarment, and the law enforcement authorities that we have in the OIG, I think they are sufficient, and I think they are effective. I think—it is not necessarily a problem; it is inherent in the agency's programs. They do business in very difficult places, where rule of law is marginal, at best. So, we have seen recurring themes, primarily based on local contractors and individuals from those countries participating in fraudulent activities. Now, that is

not to say that U.S.-based contractors do not do that, as well, because we know that they do, and we have proven that. But, it is a very difficult environment, but I do believe that we have the legal authorities and the wherewithal to detect that fraud and to prosecute that fraud—

Senator BARRASSO. Thank you.

Mr. CARROLL [continuing]. Although, if you could give me one second—IPR creates a dynamic—or, the procurement reforms creates a dynamic where there is a lot of local implementation, where U.S. dollars are going directly to local institutions. And so, the challenge there—and we see this as a positive, not a negative—is working with local law enforcement to ensure that we do have the authority and the wherewithal to execute local prosecutions. And we have had some success in the past in Pakistan and in Afghanistan, working with local law enforcement. So, it is a potential challenge for IPR, but I think it is a challenge that the agency and we can manage.

Senator BARRASSO. Thank you.

Mr. CARROLL. Thank you.

Senator BARRASSO. Turning to the Peace Corps, the Obama administration has set a goal to increase the number of Peace Corps Volunteers—you will be happy to hear this, Senator Wofford—to 11,000 by 2016. So, with consideration of the budgetary environment, what do you believe is the optimal number of Peace Corps Volunteers? And, you know, do you have the current capacity, the placements, the meaningful work projects for these additional Volunteers?

Ms. RADELET. Thank you very much for that question. Sorry. Thank you so much for that question. And we are very much in favor of the Obama administration's goal of 11,000. I would even love to see it higher if I could.

Our reforms that we have put in place over the last 3 years are designed to make our organization strong and effective so that it can achieve some growth. We believe that there is no higher return on investment in foreign assistance and citizen diplomacy than the Peace Corps Volunteer. We have—our cost is very low. For our current budget right now, of only \$356 million, we have over 7,000 Volunteers in 65 countries. And so, I am firmly in favor of expanding the number of Volunteers—in a scaled way. We would want to do it responsibly and gradually, but we are ready for that.

Senator BARRASSO. And, along that line, going from over 7,000 to 11,000 over the next couple of years, are there some specific steps and benchmarks that you might have in mind as to how to do that expansion? You know, you always worry about issues of management. And as we try to do a successful expansion—I do not know what thought you have given to that.

Ms. RADELET. Sure, absolutely. We have created a new strategic plan that has put in place some milestones that we can look toward, in terms of our management of our Volunteers, and especially our support for the health and safety of our Volunteers.

But, our reform effort has actually put those in place. We do have strong monitoring and evaluation programs that do, on a daily basis, evaluate our support for Volunteers. And we also have an all-Volunteer survey which asks the Volunteers, themselves,

about the level of support that we are providing, and offers them the opportunity to provide input into that process. So, I feel confident that we have the infrastructure ready for any kind of growth.

Senator BARRASSO. Because, as we discussed, there were a variety of reforms proposed in the Comprehensive Assessment Report, I think, 3 or 4 years ago. I am just curious how that has come along, in terms of the proposals. And are there additional members of those reforms that still need to be implemented?

Ms. RADELET. Yes, thank you. Our reform is going along as planned. The final bit of our reform effort is the recruitment and communications. We wanted to get our house in order to really strengthen our systems and accountability and our support for Volunteers before taking on additional Volunteers. And so, that is why we have not pushed for growth previously. But, now we are beginning a very dynamic and aggressive recruitment campaign, and we are in the process of developing market research that will guide our communications. We are absolutely committed to having a volunteer force that reflects the diversity of our country, and so, that is a high priority for us. We are ready.

Senator BARRASSO. Thank you.

Thank you, Mr. Chairman.

Senator MARKEY. Thank the gentleman.

The Senator from Virginia.

Senator KAINE. Thank you, to the witnesses and Mr. Chair, Senator Barrasso.

Thank you for the service that you have done and will do. I am going to focus my comments on the Peace Corps. I am a huge fan of this program. My niece just returned from Cameroon, 27 months. And I have had my own experiences—not in the Peace Corps, but in a similar endeavor, that I will direct some questions to you, Ms. Radelet, about.

But, before I do, in case anyone here does not know about this, another Harris Wofford point: The Peace Corps gives a number of awards each year, awards to great Volunteers, awards to alums who do wonderful things through the Peace Corps. There is an award, the Harris Wofford Global Citizen Award, that is a most appropriate and interesting award, that is given every year to someone whose life has been impacted by the Peace Corps in a way that they have gone on to be a wonderful public servant in their own country. And a great idea for an award, and what an honor for it to be named after Harris Wofford.

I had the opportunity recently to meet with Dr. Mohammed Syed, of Kenya, who was influenced by a Peace Corps Volunteer when he was a high school student in Kenya in the late 1960s, and has gone on to have a really tremendous career providing medical services throughout his country. And I had the opportunity to meet both Dr. Syed and the Peace Corps Volunteer who influenced him in my office when Dr. Syed was back to receive the award. But, that is also a real tribute to Harris Wofford, that such an important award would be named in his honor.

Ms. Radelet, I worked as a missionary in Honduras in 1980 and 1981 and had a wonderful opportunity during that time to interact with a lot of Peace Corps Volunteers. And I know Honduras is now

a country that has been closed to Volunteers because of issues with violence there. And I do not question that decision. The violence that my friends continue to experience in Honduras is really horrific. But, I would kind of like to talk to you about the issue of closure. How do you make that decision? How many nations is the Peace Corps currently made decisions to close? And how do you approach the decisions about whether and when to reopen and put Peace Corps Volunteers back?

From the very beginning days of this program, Peace Corps Volunteers have done just remarkable work in Honduras, and Hondurans love this program. And I am just kind of interested in using Honduras as an example to understand the closure decision and how it could be reversed, when appropriate.

Ms. RADELET. Thank you so very much. I am a constituent, so it is a pleasure to have you here. And also want to thank you for your service in Honduras. Peace Corps is so supportive of all Volunteer service, and we partner often with Volunteers from other agencies. So, let me just start with that.

The issue of closure is an important one. It is not an issue that we take lightly, nor is it a decision that we do instantaneously unless there is some sort of major event. And so, if there is a coup or some sort of major political event, then that would—that kind of decision would be taken quickly, and always in consultation with the Department of State and Embassy and the host country.

But, decisions related to entry and exit are decisions that we consider very carefully through our Country Portfolio Review process, which I described earlier as being a data-driven, objective process. And so, Honduras, frankly, has been on our radar for some time. Its safety and security indicators were high. We felt, for a long time, that we could manage it by placing our Volunteers in those parts of the country that are safest. And we have a very, very rigorous and analytical process for placing Volunteers, both across the globe, but even within countries. We can sometimes operate in countries that have high crime statistics by placing them in those areas of the country that are safe and far from crime. And we have been able to do this in other countries in Central America, and actually dramatically reduce the rate of crime against Volunteers. We were able to do that in Guatemala and El Salvador.

But, in Honduras, in looking over the data, the crime statistics, and on the ground with our staff and with the staff of the Embassy, it no longer became tenable for us to support Volunteers there. The crime rates throughout the country were so high, unacceptably high, and it was also difficult to predict when the crime would happen to Volunteers. Much of the crime was transportation related, on buses and what have you. And even on bus routes that had previously been safe, we started to see some violence. And it was that unplannable, you know, sort of random acts of violence that became difficult for us to manage. And our highest, highest priority is the safety and security of our Volunteers. So, we just had to make the decision that we made.

We had extensive conversations with the Ambassador and, indeed, with all of the members of the ministries with which we worked, up to the highest levels of the Honduran Government. We also talked to our NGO partners, but—

Senator Kaine. Just to kind of—in order of magnitude—and I did not ask this in advance; I do not know if you know the specific number—but, how many countries in the world would currently be closed—has the Peace Corps made the decision to close to Peace Corps Volunteers?

Ms. RADELET. In the last 3 years, since I have been here, there have been nine closures, of which four have been closed for security reasons. One is Honduras, and the others are Mauritania, Mali, and Niger.

Senator Kaine. And the reasons for closures, other than security, would be some kind of a political reason?

Ms. RADELET. Or a graduation, their economically development.

Senator Kaine. I see.

Ms. RADELET. Yes. For example, we just left Romania and Bulgaria after 20 years, and that was because they were economically developed, they were capable of continuing on many of the programs that we had developed in the communities, and they were about to—they were entering the European Union. So—

Senator Kaine. And is it the case that, in the past, there have been closures that have been reopened once the problem that led to the closure has, you know, reached some point of solution—acceptable solution?

Ms. RADELET. Absolutely. Especially in West Africa, we have seen countries that we have gone in and out of multiple times. We are committed in working in those places where we can be most effective, but we have to make sure that the political environment is safe.

Senator Kaine. One last question. What is your opinion about whether return Volunteers receive sufficient post-service benefits, whether it be loan forgiveness or career assistance or educational support?

Ms. RADELET. We are so supportive of our return Volunteers, and we would love to see even more benefits than we currently have.

One of the big economic barriers to Peace Corps service is student loan debt. And we currently—our Federal loans are deferred, but we would love to see a deferment of commercial loans. And that is something that we are working toward. So, that is one thing that I would like to put on the table there.

We depend very much on our return Volunteers. And you, yourself, mentioned the Harris Wofford Award. We have leaders from around the world who credit Peace Corps with giving them hope and a headstart. And there are 10 Presidents on the African Continent alone, that have said that there is a Peace Corps Volunteer that put them on the path to Presidency. So, we have so much to thank our return Volunteers for.

We have a new Office of Return Volunteer Services that focuses heavily on supporting return Volunteers as they reenter the job market. And also, we assist them with graduate school applications and what have you.

Senator Kaine. Great. Great. Thank you very much.

Thanks, Mr. Chair.

Senator MARKEY. Thank—

Senator WOFFORD. Mr. Chairman, can I say a word on the history that is pertinent to Senator Kaine's comments?

Senator MARKEY. Yes, please, sir.

Senator WOFFORD. That the Director of the Peace Corps is going to do an outstanding job of administering that Congress is able to appropriate in very difficult times. But, let me—when we went off to Ethiopia, 600 Volunteers were sworn in on the White House lawn and sent off by President Kennedy. On the way back in, before I left with 300 of them for Ethiopia, one of the countries that was closed during the war with Eritrea and is functioning again in the Peace Corps, Kennedy turned to me and said, “You know, this will be really serious when it is 100,000 Volunteers a year, and then, in one decade, there would be a million Americans with first-hand experience in Asia, ‘Africor,’” as he would say, “and Latin ‘Americor,’ and then we will have—not only had a contribution of large scale, but we will at last have a large constituency for an informed foreign policy.”

Fast forward. Senator Obama, in his campaign, endorsed the goal—in the Iowa primary in a major speech—he endorsed the goal of President Kennedy’s 100,000, and specifically proposed that the Peace Corps should be doubled, which would bring it to the 15- or 16,000 that we were at when Sargent Shriver left and when I left, in 1966. I think this is something the committee, when it wants to be imaginative as well as stewards of what is now being appropriated, the committee could give some leadership at looking at how, whether with the Peace Corps or with other forms of overseas fellowships on, maybe, shorter terms, something closer to the vision that Kennedy had could be proposed and explored.

Senator MARKEY. Thank you, Senator. And we will do that. That is good advice.

And the impact, which Peace Corps Volunteers have when they come back to the United States. I have a letter here from five Members of the United States Congress who served in the Peace Corps who have written a letter endorsing your confirmation: Sam Farr, from California, John Garamendi, from California, Mike Honda, from California, Tom Petri, from Wisconsin, and Joseph Kennedy, from the State of Massachusetts. So, they have written a letter, which I would ask unanimous consent to include in the record.

Senator MARKEY. And that just shows you, not just this institution, but institutions all over the country are impacted by those returning Peace Corps veterans.

And let me just ask one quick question, if I can, and that is the status of women and their protection, in both of these agencies, from sexual harassment. And if each of you could briefly talk about that issue, which clearly is much greater than anyone had really thought about, up to a couple of years ago.

Ms. Radelet.

Ms. RADELET. Thank you. As a return Peace Corps Volunteer, as a mother, as a woman, and as a sexual assault survivor, myself, there is no other topic that is more important to me or, frankly, that I spend more time on.

I want to start by saying how very grateful I am to the women and men who came forward over the past 2 years to share their stories with us. They have helped us to define our problem and identify solutions for going forward.

I want to say that implementation of the Kate Puzey Peace Corps Volunteer Act of 2011 has brought about nothing short of culture change in our agency. It has lifted our support for Volunteers across the board and has changed the way that we work, as an agency, in a very positive way.

I am delighted to say that, in the past 3 years we have been working on this, with the help of a lot of external experts, and we have crafted a program that is effective, that is compassionate, that is comprehensive, and, most importantly, is Volunteer-centered.

We have a two-pronged approach to addressing the issue of sexual assault. The first is risk reduction. We help Volunteers, through training and counseling and support, to be able to reduce their risks as much as possible, recognizing that responsibility for sexual assault rests solely with the perpetrator. But, there are things that we can do to help Volunteers to identify their environment. The most important thing we do is teach them the language and cross-cultural skills so that they can interpret any situation and be able to plan accordingly.

We also have trained Volunteers to look out for each other, bystander intervention, which is one of the proven interventions that we have learned from our college campuses across the country.

And then we have an effective response, through training of our staff and the creation of an Office of Victim Advocacy.

So, we have made enormous progress over the last 3 years. We have made over 30 policy changes to create an enabling environment, and we have monitoring and evaluation indicators in place to help us to gauge our progress and make course corrections, as needed.

Senator MARKEY. Mr. Carroll, could you talk about USAID and its role in protecting women especially, but men where appropriate?

Mr. CARROLL. I would say, first, that the agency's programs related to development and the protection of—and the mitigation of gender violence is outstanding. You know, they spend a lot of resources on programs related to that.

In addition to that, we are partnering very closely with the agency on a very laser-like focus on combating trafficking in persons. The agency has requirements and legislation, we have requirements and legislation to ensure that the agency's programs and the people and the contractors that the agency work with do not traffic in persons. And so, we play a major role—we, the IG, play a major role in ensuring that that takes place.

I think AID's situation with its employees is a bit different from that of the Peace Corps Volunteers. Well, even though the Peace Corps Volunteers, they are out at the sharp end of the stick in some very difficult circumstances; whereas, my staff and the staff of USAID are more rigorously embedded into the structure of the Embassy, so not quite as at risk as the Peace Corps Volunteers. But, I think that the agency, the State Department, the Peace Corps does a great job in ensuring the protection of its employees, particularly its female employees.

Senator MARKEY. Yes. I thank you. And just want to say, my goal would be to establish a zero-tolerance level.

Mr. CARROLL. Indeed.

Senator MARKEY. Zero tolerance.

Mr. CARROLL. Yes, sir.

Senator MARKEY. This is just something that is unacceptable, and we have to come down very hard wherever we see any people who have volunteered for our country being abused, either by those overseas or by other Americans in those settings. So, we just have to be very tough on them.

Do we have any other questions?

Let me just ask the two of you. We will give you 1 minute—each of you can have 1 minute to summarize to us what it is that you would like us to know about what your goal is, as the head of these very important agencies in our country. We will give you 1 minute apiece to just summarize your vision.

We will begin with you, Mr. Carroll.

Mr. CARROLL. Again, thank you very much for your consideration.

What I would like to do, if confirmed as the inspector general of AID, is, understanding the independence, be a partner of the agency. I think that is—you have all hit on the fact that there are concerns with the difficult environment that AID operates in. And I would like to be a catalyst, on behalf of the taxpayers, on behalf of the Congress, on behalf of AID, as a catalyst for change and for effectiveness. I really believe that the men and women of AID OIG embedded in the field at the sharp end of the stick, if you will, with their colleagues in AID, provide a huge, sort of, value-added to the agency's programs to ensure accountability and to also ensure transparency and to help the American public understand the value and the effectiveness of AID's programs. Now, that is not always the case, and we will go wherever the facts take us, whether it is a good story or a bad story. But, I would truly like to be a force of good and a force of change.

Senator MARKEY. Good. Thank you, Mr. Carroll.

Ms. Radelet.

Ms. RADELET. Thank you so much.

You started by saying how much the world has changed in the last 50 years. The world has become increasingly complex and interconnected. We need Americans who can speak other languages, understand other cultures, can have perspectives that includes other world views and find commonality with our own. We need Americans who can help us develop relationships with people of other countries and help them build positive relationships with the United States, have positive perceptions of Americans, and who want to engage economically with our country and the world.

I cannot think of a better way than through Peace Corps to build relationships with, not only the leaders of our country, but the people of our country. And it is such a privilege to serve in this role, if confirmed.

Thank you.

Senator MARKEY. We thank the both of you. We thank the both of you for your service to our country.

All of your statements, in their entirety, will be included in the record, and we will leave the record open until Friday for all other comments that anyone else would like to make on your nominations.

We thank both of you. We congratulate you for your service to our country.

And we thank you, Senator Wofford, for your great service.

With that, this hearing is adjourned.

[Whereupon, at 11:26 a.m., the hearing was adjourned.]

ADDITIONAL MATERIAL AND QUESTIONS AND ANSWERS
SUBMITTED FOR THE RECORD

LETTER FROM RETURNED PEACE CORPS VOLUNTEER MEMBERS OF CONGRESS IN
SUPPORT OF CAROLYN HESSLER RADELET

CONGRESS OF THE UNITED STATES,
Washington, DC, April 30, 2013.

President BARACK OBAMA,
The White House,
Washington, DC.

DEAR PRESIDENT OBAMA: As Returned Peace Corps Volunteer Members of Congress, we write to request that you nominate Peace Corps Acting Director Carrie Hessler-Radelet to be Peace Corps Director. Ms. Hessler-Radelet brings a powerful depth of expertise and experience that make her supremely qualified for this important role.

Peace Corps leadership calls for an unyielding commitment to serve our country, and Ms. Hessler-Radelet has dedicated much of her life to public service, including as a Peace Corps Volunteer in Western Samoa. Prior to returning to Peace Corps in 2010, Ms. Hessler-Radelet served in a variety of roles, including the establishment of the President's Emergency Plan for AIDS Relief (PEPFAR) and leading authorship of PEPFAR's first strategic plan. She also founded the Special Olympics in The Gambia in 1986, which is still active there, and served as a Johns Hopkins Fellow with USAID in Indonesia.

Today as never before, Peace Corps needs a leader who understands the complexity of our globalized world and Peace Corps' unique role in it. Ms. Hessler-Radelet has lived and worked in over 50 countries, including as a Peace Corps Volunteer, and she has engaged stakeholders on the local and national level on an expanse of complex development issues. She also understands the unique role that Peace Corps plays both in the global community and here at home in America. Ms. Hessler-Radelet returned to Peace Corps in 2010 as Deputy Director, where she set about reforming and streamlining Peace Corps operations to best serve the volunteers and fulfill the mission. Among other undertakings, she spearheaded the first ever comprehensive agency assessment, supported development of office improvement plans, and let the roll-out of a Volunteer training initiative to increase community-capacity development. In addition, Ms. Hessler-Radelet has been instrumental in strengthening Peace Corps' Volunteer health and safety operations; she oversaw implementation of the Kate Puzey Peace Corps Volunteer Protection Act, as well as initiatives to reduce the risk of sexual assault and improve medical, mental and post-service care for victims.

Without question, Ms. Hessler-Radelet's work has advanced both Peace Corps and the United States standing in the global community. Through war and conflict, Peace Corps has shown the world a hopeful, uplifting side of America that reflects our fundamental values of peace, prosperity, and progress. We can think of no finer candidate than Carrie Hessler-Radelet to continue Peace Corps' mission of world peace and friendship in the 21st century, and we respectfully request that you nominate her to serve as Director of the United States Peace Corps.

Sincerely,

SAM FARR, *Member of Congress,*
PEACE CORPS VOLUNTEER, COLOMBIA, 1964–66.
TOM PETRI, *Member of Congress,*
PEACE CORPS VOLUNTEER, SOMALIA, 1966–67.
JOHN GARAMENDI, *Member of Congress,*
PEACE CORPS VOLUNTEER, ETHIOPIA, 1966–68.
JOE KENNEDY, *Member of Congress,*
PEACE CORPS VOLUNTEER, DOMINICAN REPUBLIC, 2004–06.
MICHAEL M. HONDA, *Member of Congress,*
PEACE CORPS VOLUNTEER, EL SALVADOR, 1965–67.

RESPONSES OF CAROLYN HESSLER-RADELET TO QUESTIONS
SUBMITTED BY SENATOR EDWARD J. MARKEY

Question. The 2010 Comprehensive Assessment found that the resource allocation process used by the Peace Corps to decide which countries it serves, and at what levels, could be significantly improved.

- What has or should be done in your view to improve resource allocation in terms of countries served and level of service?

Answer. As a result of the Comprehensive Agency Assessment, the Peace Corps has instituted an objective, data-driven process to guide strategic decisions regarding potential new country entries, phase-outs, and allocations of Volunteers and other resources. Through this process, called Country Portfolio Review, the agency conducts a comprehensive review of active Peace Corps posts based on external and internal data. The agency has completed three annual Country Portfolio Reviews in FY 2011, FY 2012, and FY 2013. The agency is currently conducting its fourth annual review for FY 2014.

Through the completed reviews, the agency has identified opportunities to graduate programs in countries that had reached a higher level of economic and social development than other countries in our overall portfolio. The reviews informed agency decisions to close programs in Bulgaria, Romania, Antigua/Barbuda, Palau, Cape Verde, and St. Kitts/Nevis. The reviews also informed agency decisions to close programs in Honduras, Kazakhstan, Suriname, and Turkmenistan, primarily for reasons related to safety and security or host country commitment. These decisions allow the agency to focus more resources on those areas of the world with greater need and where Volunteers can have the greatest impact. This year, we are in the process of helping our in-country staff to develop the skills and tools needed to undertake a portfolio review process at the country level to enable us to target our resources and Volunteer presence to those areas of each country where need is greatest and the likelihood of impact is highest.

Question. When it comes to personnel and recruitment of Volunteers, I am of the belief that quality and effectiveness should trump sheer quantity. The 2010 Assessment recommended that the Peace Corps consider making significant changes to its existing recruitment model, with an eye to making the process more competitive, reducing application processing time, and providing greater transparency about how Trainees are selected and placed.

- How would you address these recruitment issues if confirmed?

Answer. At the beginning of FY 2013, the Peace Corps launched a new application system which allowed applicants access to a portal to check their application status throughout the process. In FY 2015, the agency will strive to continue to enhance the applicant experience by developing a shortened application and a streamlined application process. The new application process is intended to increase the number of applicants, increase competitiveness and ensure that Peace Corps is the service opportunity of choice for U.S. citizens interested in international service. Moreover, the agency is also revising its assessment processes to assure that the best candidates are selected for available positions.

Peace Corps is moving toward a recruitment model that is more transparent and customer friendly. In addition, the agency is striving to increase diversity of the Volunteers that it sends overseas to more accurately represent the face of America. Investing additional funds to support these proposed changes in the application process and increase diversity of our applicants will allow Peace Corps to better meet the requests of the countries where our Volunteers serve.

Question. Under the current rules granting whistle blower rights and protections to Volunteers, how many Volunteers have taken their complaints to the Peace Corps inspector general and been granted rights and protections under these rules? Have the whistle blowers raised issues that the Peace Corps considers to be legitimate, worthwhile and helpful to the agency? Does the Peace Corps grant whistle blower rights and protections to its staff? If not, do you believe the Peace Corps should grant such rights and protections to its staff?

Answer. We firmly believe that Peace Corps is strongest when every Volunteer and staff member feels safe and comfortable coming forward when they witness a wrongdoing. Over the past 3 years, we have created whistleblower policies and procedures to protect the safety and confidentiality of Volunteers and staff who come forward with allegations of waste, fraud, abuse or other wrongdoing.

Our policies and procedures are designed to ensure the physical safety and confidentiality of all whistleblowers. Retaliation of any kind is expressly forbidden. We have put in place a process for addressing whistleblower complaints, including com-

plaints of retaliation. Peace Corps staff is trained on ways to ensure Volunteer safety and confidentiality, and ensure that allegations are given serious consideration, including referral to the inspector general, if appropriate.

All Volunteers and staff have been trained in this policy, and we have created posters that hang on the walls of every Peace Corps office around the world. The posters highlight our new policy and procedures for reporting and provide the hotline phone number for the OIG.

Volunteers receive training on how to report cases of misconduct, mismanagement, and violations of law or policy, as well as concerns about the behavior of others who are beyond the legal jurisdiction of the Peace Corps. Volunteers are strongly encouraged to report waste, fraud, abuse, and mismanagement to the inspector general.

Staff members are required to treat Volunteer whistleblower reports with the utmost discretion. The staff member who receives a Volunteer whistleblower report must take appropriate measures to ensure the safety of the Volunteer. If there is any doubt about safety risk, staff must err on the side of caution and ensure the safety of the Volunteer, even if that means removing a Volunteer from her or his community.

All staff receives annual training on these policies, and all Volunteers receive this training before entering service. Each of these trainings provides information about who Volunteers can contact to make an allegation and provides contact info for the IG. Most important is the creation of a culture where all Volunteers and staff feel safe coming forward to report waste, fraud, abuse or any other wrongdoing. That is the culture we seek to develop at the Peace Corps.

Question. Are there steps or policy changes that could be taken to encourage Peace Corps in-country staff to better foster supportive, trusting relationships with Volunteers and encourage greater reporting of safety and security related events and information?

Answer. Earlier this year, Peace Corps launched the final stages of a new Sexual Assault Risk Reduction and Response Program (SARRR), Peace Corps' comprehensive strategy to reducing risks and strengthening its response to Volunteers who have been the victims of sexual assault and other violent crimes. The SARRR Program is critical to the health and safety of our Volunteers and the continued vitality of the Peace Corps. It reflects the agency's commitment to evidence-based best practices in the delivery of services to safeguard Volunteer health, safety, and security, and to help Volunteers who have been sexually assaulted heal and recover with dignity. Implementation of our new SARRR has brought nothing short of culture change to the Peace Corps, as it has lifted our support to Volunteers across the board and changed the way we work together as an agency in a much transparent and collaborative way.

Peace Corps has developed a two-pronged strategic approach to addressing the issue of sexual assault. The first strategy is to help Volunteers reduce their risks through training and skills-building during pre- and in-service training, and through one-on-one counseling; the second part is to ensure that Peace Corps staff responds effectively and compassionately when incidents do occur, through staff training, the creation of an Office of Victim Advocacy, and the appointment of trained sexual assault response liaisons at each post. Most important is the creation of a culture where all Volunteers feel safe and comfortable coming forward to report sexual assault so they can receive the care, support, and services they need and deserve. That is the culture we seek to develop at the Peace Corps.

Comprehensive Sexual Assault Risk Reduction Training Program

We recognize that responsibility for sexual assault lies solely on the shoulders of the perpetrator. Nonetheless, there are ways to help our Volunteers build skills to assess their environment, take appropriate action to reduce their risks and support each other to keep each other safe (bystander intervention). Our Sexual Assault Risk Reduction training program incorporates best practices in the field and applies them to new, proactive training materials for Volunteers and staff, and to new protocols and guidelines for responding to sexual assaults. Volunteers also come to understand that the most important tools in their tool chest are a knowledge of the language and an understanding of the culture.

Even before Peace Corps invitees leave for their country of service, the Peace Corps provides them with a Pre-Departure Online Training for Safety and Security, Personal Security, and Risk Reduction.

During Pre-Service Training, Trainees are given Personal Security and Risk Reduction training, which is specifically designed to provide Trainees with key information and skills to enhance their awareness of potential dangers and take steps

to mitigate their risks. In addition, Peace Corps Trainees also receive gender relations trainings, including country-specific training that addresses local gender norms and patterns of male/female interactions. Finally, Peace Corps Volunteers, during their In-Service Training (which happens after their first 3 months of living and working in their assigned community) receive a cross-cultural gender empowerment and education training.

An Effective and Compassionate Response

In addition to training Volunteers, all Peace Corps staff have received basic training in sexual assault, and all first responders and staff who are responsible for providing sexual assault services have been given specialized training as well as training in victim sensitivity.

Staff at all Peace Corps overseas posts have been trained and must follow the Peace Corps' "Guidelines to Responding to Rape and Sexual Assault," which are agencywide, evidence-based standardized procedures for responding to rape/sexual assault.

Peace Corps has also created a new Office of Victim Advocacy to support Volunteers who have become victims of crime and has trained and placed two Sexual Assault Response Liaisons in each Peace Corps country. We have made more than 30 policy changes to create an enabling environment for an effective sexual assault risk reduction and response program.

Restricted and Standard Reporting of a Sexual Assault

The Peace Corps developed a comprehensive Sexual Assault Policy that provides a Volunteer who has been sexually assaulted the option to make either a restricted report or a standard report of a sexual assault, but the default will be restricted.

Standard reporting provides a Volunteer with the full array of support services and options, including the opportunity to initiate an official investigation, while still maintaining to the extent possible the confidentiality of information about the Volunteer and the sexual assault.

Restricted reporting provides a Volunteer who might not otherwise report a sexual assault under standard reporting with a Volunteer-driven alternative of confidentially reporting the sexual assault and requesting certain specific services, without dissemination of information about the Volunteer or the sexual assault, beyond those who are directly providing the services requested by the Volunteer and without automatically triggering an official investigation.

The Peace Corps believes that this new policy will lead to greater reporting overall, and most likely higher levels of standard reporting, as Volunteers who otherwise would not have come forward, decide to report to Peace Corps.

RESPONSES OF CAROLYN HESSLER RADELET TO QUESTIONS
SUBMITTED BY SENATOR JEANNE SHAHEEN

Question. Unlike most women with federal health care coverage, Peace Corps Volunteers do not have the same access to abortion coverage in the case of rape, incest, or if the woman's life is in danger. If confirmed as Peace Corps Director, what actions will you take to address this inequity?

Answer. Currently, Peace Corps is prohibited from paying for abortions for Volunteers in any circumstance. The agency respects and upholds this law as required.

The President's FY 2014 requested budget language would permit Peace Corps to pay for abortions for Volunteers in cases of rape, incest, or for the life of the mother (if the life of the mother would be endangered if the fetus were carried to term).

This requested change would provide Volunteers the same standard of care as nearly all other federal employees.

Peace Corps supports basic equality and fairness for our Volunteers. The proposed exceptions are standard for most other federal agencies, and also apply to the health insurance federal workers receive.

We believe that our Volunteers deserve the same standard of care as most other federal employees. If confirmed, and if the requested budget language is passed by Congress, I will ensure that Peace Corps Volunteers get the same access to services as other federal employees and members of or military.

Question. The Peace Corps uses tiered definitions of sexual assault; i.e., "aggravated sexual assault" and "sexual assault." Please explain why the Peace Corps does not follow other federal agencies in using a single definition. Does the Peace Corps have any plans to move to a single definition in the future?

Answer. The Peace Corps has one sexual assault category with three, subclassifications (rape, aggravated sexual assault, and sexual assault) that it uses to assist

the agency in monitoring trends, improving the training of Volunteers, and evaluating the impact of our program. The purposes of these classifications are:

- (a) To collect data that will inform applicants, Volunteers, and Trainees on types of incidents affecting Volunteers; and
- (b) To identify trends among the types of crime incidents for purposes of improving and directing Volunteer programs, training, and support systems.

The classifications have been reviewed and found appropriate by the Peace Corps' external Sexual Assault Advisory Council. The tiered breakdown is consistent with most federal and state statutes. The most important thing to know is that our classifications do not define in any way the response or support a sexual assault victim receives. Regardless of the classification, all Volunteer victims of sexual assault receive the same access to services and the same level of compassionate support. Furthermore, the Peace Corps does not train Volunteers on the three classifications. Instead, Volunteers are trained to report any unwanted sexual contact to Peace Corps so that they may receive the proper support services, and only after the report is made does Peace Corps assign a category to the crime for reporting and training purposes only. In the same manner, staff are trained to respond to the needs and ongoing safety of the Volunteer, regardless of the classification.

As part of our process for developing the three classifications, Peace Corps analyzed all incidents of sexual assault and unwanted sexual contact that had been reported to Peace Corps over the past 3 years to ensure that our definitions were broad enough to include all possible incidents. It is important to us that regardless of the type of sexual assault, Volunteers get the support and the services they need and deserve.

It is important to note that there is no consistency across the Federal Government or amongst the states when it comes to the definition of sexual assault. With that in mind, and in an effort to ensure that Peace Corps is providing the most effective and compassionate support possible, the agency created three classifications: rape, which is consistent with the FBI's new definition; aggravated sexual assault; and sexual assault. Peace Corps has taken this broad approach to guarantee that all Volunteer victims of sexual assault or unwanted sexual contact have access to the eight services mandated in the Kate Puzey Act.

Question. According to Peace Corps' 2012 Annual Volunteer Survey Results, crimes of sexual assault committed against volunteers remain a major challenge for the agency, with one in eight Volunteers reporting a sexual assault in 2012—a noticeable jump from previous years. In addition, 50 percent of all sexual assault victims said in 2012 that they did not report their assaults (including rape) to Peace Corps.

- ◆ What specific steps is Peace Corps taking to reduce the incidence of sexual assault among Volunteers and to encourage Volunteers to feel comfortable reporting those incidences to the Peace Corps?

Answer. Earlier this year, Peace Corps launched the final stages of a new Sexual Assault Risk Reduction and Response Program (SARRR). Peace Corps' comprehensive strategy to reducing risks and strengthening its response to Volunteers who have been the victims of sexual assault and other violent crimes. The SARRR Program is critical to the health and safety of our Volunteers and the continued vitality of the Peace Corps. It reflects the agency's commitment to evidence-based best practices in the delivery of services to safeguard Volunteer health, safety and security, and to help Volunteers who have been sexually assaulted heal and recover with dignity. Implementation of our new SARRR has brought nothing short of culture change to the Peace Corps, as it has lifted our support to Volunteers across the board and changed the way we work together as an agency in a much transparent and collaborative way.

Peace Corps has developed a two-pronged strategic approach to addressing the issue of sexual assault. The first strategy is to help Volunteers reduce their risks through training and skills-building during pre- and in-service training, and through one-on-one counseling; the second part is to ensure that Peace Corps staff responds effectively and compassionately when incidents do occur, through staff training, the creation of an Office of Victim Advocacy, and the appointment of trained sexual assault response liaisons at each post. Most important is the creation of a culture where all Volunteers feel safe and comfortable coming forward to report sexual assault so they can receive the care, support, and services they need and deserve. That is the culture we seek to develop at the Peace Corps.

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We recognize that responsibility for sexual assault lies solely on the shoulders of the perpetrator. Nonetheless, there are ways to help our Volunteers build skills to

assess their environment, take appropriate action to reduce their risks, and support each other to keep each other safe (bystander intervention). Our Sexual Assault Risk Reduction training program incorporates best practices in the field and applies them to new, proactive training materials for Volunteers and staff, and to new protocols and guidelines for responding to sexual assaults. Volunteers also come to understand that the most important tools in their tool chest are a knowledge of the language and an understanding of the culture.

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The Peace Corps believes that this new policy will lead to greater reporting overall, and most likely higher levels of standard reporting, as Volunteers who otherwise would not have come forward, decide to report to Peace Corps.

Question. It is my understanding that the Peace Corps assured members of First Response Action (FRA) long ago that a representative of FRA would be appointed to the Sexual Assault Advisory Council. I appreciate the outreach that you personally have made to members of FRA since Congress passed the Kate Puzey Act.

◆ Do you agree that the Peace Corps should appoint a member of FRA to the Sexual Assault Advisory Council?

Answer. The external Sexual Assault Advisory Council is comprised of experienced, committed individuals who reflect the spectrum of disciplines in the fields of sexual violence and victims' rights including:

- Risk reduction: evidence-based concepts used in American and international social marketing and training programs;
- Medical forensics;
- Medical and mental health response with a trauma-informed perspective
- International law enforcement;

- Sexual assault risk reduction and response programs in large, global systems (including team-based approaches to Sexual Assault Response);
- Design and implementation of U.S. and international policies and evidence-based best practices in addressing sexual violence;
- Returned Peace Corps Volunteers survivors of sexual violence; preferably those who have had experience going through the law enforcement judicial system in their country of service; and
- Recently returned Peace Corps Volunteers (within the past 3–5 years) who have held leadership positions (Volunteer Advisory Council, Wardens, Peer Support, Peace Corps Volunteer Leaders).

The Peace Corps strives to appoint members to the Council who have extensive experience in the topic areas above. Members of the Council represent a mix of other U.S. Government agencies, service providers and RPCVs. The agency believes that the Council as it is currently comprised represents the best experts in the field of sexual assault. The members work together well, and their skills and expertise complement each other.

Question. My understanding is that Peace Corps policy currently singles out pregnancy from other medical conditions for disadvantageous treatment, establishing a presumption that a pregnant Volunteer/Trainee cannot continue her Peace Corps service. Peace Corps policy also applies a different standard to mothers and fathers in determining whether a Volunteer/Trainee can continue to serve in the Peace Corps after the birth of a child.

- ♦ Do you commit to ensuring that these policies are revised to comply with Title VII and the Pregnancy Discrimination Act by providing (1) that pregnancy will be evaluated in the same manner as other medical conditions in determining whether a Volunteer/Trainee can continue to serve and (2) that mothers and fathers of newborns will be held to the same standard in determining ability to continue to serve?

Answer. The Peace Corps is currently undertaking a comprehensive review of its pregnancy policy, and the disparate treatment of male and female Volunteers when it comes to pregnancy. As part of its review, the agency is considering treating pregnancy as any other medical condition. The Peace Corps is committed to ensuring that mothers and fathers of newborns will be held to the same standard in determining eligibility to continue service.

RESPONSES OF CAROLYN HESSLER RADELET TO QUESTIONS
SUBMITTED BY SENATOR JOHN BARRASSO

Question. In 2010, a variety of reforms were proposed in the Comprehensive Assessment Report.

- ♦ Please provide a list of reforms that still need to be implemented.

Answer. The 2010 comprehensive agency assessment provided a blueprint for reform outlined through six goals. Following is a description of each goal as it appeared in the Comprehensive Agency Assessment report, as well as a status update on the agency's progress of implementation.

1. *Target our Resources:* Allocate Peace Corps' resources and target country presence according to specific selection criteria to maximize grassroots development impact and to strengthen relationships with the developing world. The portfolio review will drive this strategy.

The first strategy of the 2010 Comprehensive Agency Assessment calls on the Peace Corps to "target our resources" through a transparent, data-driven Country Portfolio Review process that provides the agency with a framework for guiding strategic decisions about the allocation of our resources across countries, including potential new country entries, closures of existing programs, and allocations of Trainees/Volunteers across the Peace Corps world. The Country Portfolio Review process analyzes data in nine categories, including safety and security; access to medical care; host country need; host country commitment, engagement, and participation in Peace Corps activities; potential for Goal 1 (development) impact; potential for Goal 2 (cross-cultural) impact; management of Peace Corps operations in-country; congruence with United States Government development priorities; and cost. The Peace Corps conducted its first country portfolio review 2010 and has completed an annual review since that time, guiding our strategic decisionmaking and resource allocation globally.

2. *Focus on Key Sectors and Train for Excellence:* Maximize the impact of what Volunteers do best by focusing on a limited number of highly effective projects in

our six sectors. Provide world-class training and comprehensive support to prepare Volunteers for success. Measure and evaluate our impact to improve performance and to better serve the communities in which we work. The strategy is known as Focus In/Train Up.

Through Peace Corps' "Focus In/Train Up" initiative, the agency has taken a strategic look at its technical training and program support in each of its six sectors (education, health, agriculture, environment, community economic development, youth development). The goal of Focus In/Train Up is to ensure that Volunteers are well prepared to excel in meaningful work, and that staff have the skills and expertise to support them. Working with our host countries, other U.S. Government agencies and leading development partners, Peace Corps has focused on those project areas that have proven, through evidence, to be most effective at achieving development impact and that are most wanted by our communities.

We have developed standardized Volunteer and staff training and guidance for each sector incorporating best practices. In the past 2 years, the Peace Corps has rolled out 126 Volunteer training sessions, along with dozens of tools to assist staff in implementing effective training throughout the Volunteer lifecycle. We are committed to ensuring that Volunteers are prepared with the tools and skills they need to achieve impact in their community. We have also created basic online training for new field staff. Undergirding all training and program support is a monitoring, reporting, and evaluation system to give Volunteers the skills to monitor their own progress and allow Peace Corps to make course adjustments and evaluate the impact of our collective work.

Periodically, as funding permits, the agency conducts targeted impact evaluations to determine and measure the results and impact of the Volunteers' work. Twenty-four such studies have been completed over the last 4 years. The studies gather information directly from the host country nationals who live and work with the Volunteers and provide critical insight into tangible changes in Volunteers' communities.

3. *Recruit to Attract the Best and Brightest of America's Diverse Population:* Implement a more streamlined, customer-focused, competitive, state-of-the art strategy for recruitment, selection, and placement of Volunteers who reflect the rich diversity of America.

The new Peace Corps application system went live on August 15, 2012—a major milestone in the ongoing Volunteer Delivery System (VDS) redesign project. The VDS redesign project was initiated in 2009 to modernize the business processes and technology utilized by the agency to request, recruit, and select Volunteers for Peace Corps service. As a result, the Peace Corps is able to invite candidates electronically, as well as receive responses to the invitations in hours rather than days. The process also allows the agency to communicate with applicants about the medical clearance process rapidly, electronically, and securely.

The implementation of the new application moves the agency from a paper-based process to an automated, electronic application processing system. The new technology will reduce paperwork, improve transparency with applicants, facilitate information exchange between posts and headquarters staff, and improve communication between the Peace Corps and applicants. The medical review and invitation processes have also been improved—reducing medical review costs for the majority of applicants and making it possible to extend invitations to applicants earlier in the process.

The Peace Corps is now working on using the improved application infrastructure to increase the number of Peace Corps applicants per year. The agency seeks to revitalize recruitment and outreach to ensure that every American knows about the Peace Corps and understands the benefits of serving. We will build a robust recruitment and outreach strategy that reaches a wider, broader audience to not only increase the number of Volunteers, but also to field a Volunteer force that reflects the rich diversity of the American people.

4. *Innovate to Meet Host Country Needs of Today and Tomorrow:* Leverage the skill sets of experienced applicants, RPCVs, and third-year extension Volunteers for special assignments that will expand our presence and technical depth. Through Peace Corps Response, develop an innovative program to incorporate highly skilled Volunteers to meet the needs of host countries.

Peace Corps Response, a program created in 1996, offers short-term, specialized Volunteer assignments that historically were only available to returned Peace Corps Volunteers (RPCVs). Since 1996, Peace Corps Response has recruited and placed nearly 2,000 seasoned professionals to work in more than 50 countries.

On January 30, 2012, Peace Corps announced the expansion of the Peace Corps Response program to allow all Americans with at least 10 years of work experience

and required language skills to apply for positions overseas. In April 2012, the first Volunteer without previous Peace Corps experience left for Jamaica.

In March 2012, Peace Corps, the President's Emergency Plan for AIDS Relief and the Global Health Service Corps launched the Global Health Service Partnership (GHSP). The Peace Corps Response expansion provided this partnership with the perfect platform to recruit experienced physician and nurse educators. These Volunteers will help strengthen the health systems of countries in need and address the critical shortage of qualified health professionals. Approximately 25 of the 32 acceptances received to date are individuals without previous Peace Corps experience. By the end of FY13, Peace Corps Response will deploy over 40 Volunteers without previous Peace Corps experience to at least nine countries.

We believe that Peace Corps Response is an excellent mechanism to get skilled Americans who want to serve into jobs that are critical to the achievement of our country's development and citizen diplomacy goals. Working in close alignment with other U.S. Government agencies, such as USAID and PEPFAR, we will meet the needs of our host countries for highly skilled technical assistance at a fraction of the cost, drawing on the rich base of Americans with skills who are motivated through service.

5. *Elevate Our Third Goal: Engage Volunteers, returned Volunteers, and the American public through strong partnerships with businesses, schools, civil society, and government agencies to increase understanding of other cultures and to generate a commitment to public service and community development.*

The Office of the Third Goal and Returned Volunteer Services develops and implements the agency's career and transition support services to help returned Peace Corps Volunteers transition back to the United States, including regional, national, and online career conferences and events, and job bulletins.

The office also supports the Peace Corps' World Wise Schools (WWS) Program, which helps schoolchildren better understand the people and cultures of other countries. WWS' Web site offers educators and their students free, online curriculum materials and multimedia resources that highlight Volunteer experiences and projects. Peace Corps also manages a program to place returned Peace Corps Volunteers in schools so they can share their Peace Corps experiences through the WWS Speaker's Match program. In FY 2012, more than 585 returned Volunteers visited schools to share their experiences across the United States.

6. *Strengthen Management and Operations: Strengthen management and operations by using updated technology, innovative approaches, and improved business processes that will enable the agency to effectively carry out this new strategic vision.*

Peace Corps is instituting a new performance appraisal program that creates a results-oriented performance culture and provides employees with a better understanding of how their work directly supports the Peace Corps mission and goals; creates specific individual performance goals, and provides an understanding of what each employee needs to do to achieve different levels of performance.

Recently, Peace Corps revised its policy on tour lengths. As an excepted service agency, the Peace Corps Act limits most Peace Corps staff to 5 years of service. With this change, all new Peace Corps staff will be given a full 5-year tour rather than the previous 30-month tours. Our exit surveys show that this will improve recruitment and retention of staff. Additionally, it will reduce paperwork for the Human Resource Management staff.

Finally, after analyzing the structures of the country desk units in each Region, Global Operations implemented a reorganization which addressed issues of efficiency of communication and equity with regard to the responsibilities of the Country Desk Officers (CDO). The reorganization resulted in a standard organizational structure across the Peace Corps, with each CDO assigned to two country posts; improved efficiency of communication with invitees as each CDO was able to focus on two countries rather than an entire subregion; and improved equity as all CDOs worked from the same position description and had equal access to training and staff development opportunities.

Question. The safety and security of our Peace Corps Volunteers is critically important. In 2011, Congress passed the Katie Puzey Peace Corps Volunteer Protection Act. I supported and cosponsored that legislation.

The law requires the Peace Corps to establish an anonymous system for Volunteers who become victims of sexual assault to find services and care. The system cannot automatically trigger an official investigative process or the release of publicly identifying information without the Volunteer's written consent. The law also mandates the inspector general to carry out oversight of this system, including "a review of statistically significant number of cases."

It has come to my attention that there is disagreement between officials at the Peace Corps and the Peace Corps Office of Inspector General regarding access to information. The inspector general needs access to the necessary documents in order to carry out its oversight of the agency and the congressionally mandated review of this new system with the maximum degree of independence, as required by the Inspector General Act.

- ◆ What arrangement have you made with the inspector general to facilitate the transmission of the cases in question as well as any other information the inspector general may request in such a manner that (a) protects personally identifying information but (b) also does not infringe on the independence of the inspector general?

Answer. The Kate Puzey Act mandates that the Peace Corps establish a system, known as restricted reporting, for Volunteers who are victims of sexual assault to confidentially report the crime committed against them and to receive medical, legal, advocacy, safety, and other support services without notifying law enforcement officials.

The Peace Corps' inspector general requested, and the agency agreed to provide, three pieces of information regarding sexual assaults reported under the restricted reporting system: the country where the assault occurred; the type of assault; and the nature of the location of the assault. The agency began providing the inspector general this information on October 31, 2013, and will be continually providing this information on a weekly basis unless other mutually agreed upon arrangements are made. The agency has also agreed to provide other information requested by the IG for the purpose of enabling the IG to carry out her oversight responsibilities under the Kate Puzey Act, including access by OIG investigators and evaluators to the unrestricted portion of the agency's Consolidated Incident Reporting System database.

The Peace Corps is committed to ensuring that the inspector general receives the necessary information to fulfill the monitoring and evaluation requirements of the Kate Puzey Act without disclosing PII of Volunteers who choose restricted reporting. There are currently no outstanding requests from the IG for specific information required by the IG to carry out her responsibilities under the Kate Puzey Act. However, we are in the process of building a case management system which will greatly facilitate future access of information by the IG, while enabling the agency to protect Volunteer personally identifiable information (PII). That system should be implemented well in time for the IG to carry out the case reviews required for the November 2016 report.

Question. If Peace Corps officials use a definition of "personally identifying information" which includes the details of the sexual assault incident, it would likely prevent the inspector general from carrying out the congressionally mandated review of the new system.

- ◆ Will the Peace Corps include this information in its definition of "personally identifying information?" Why or why not?

Answer. The details of a sexual assault reported by a Volunteer to Peace Corps staff under restricted reporting is not "personally identifying information" for purposes of the Kate Puzey Act. Personally identifying information for purposes of the Kate Puzey Act is, in essence, information that could be used to discover the identity or location of the Volunteer. While some details of the sexual assault could be used to discover the identity or location of the Volunteer, this is certainly not the case for all details of the sexual assault.

However, the Kate Puzey Act protects not only the confidentiality of the PII of the Volunteer who made the restricted report, but also the confidentiality of the details of the assault. Under the Kate Puzey Act, restricted reporting is defined as "a system of reporting that allows a Volunteer who is sexually assaulted to confidentially disclose the details of his or her assault to specified individuals . . ." It is clear from this language that the individual to whom a restricted report is made is required to maintain the confidentiality of the details of the assault. While the Kate Puzey Act lists specific circumstances under which PII of the Volunteer may be disclosed to individuals other than those to whom the report is made, there are no such exceptions provided for disclosure of the details of the assault. Therefore, in drafting the policy, we had to make a determination of whether and under what circumstances the details of the assault may be divulged to someone other than the individual to whom the Volunteer reported the sexual assault. For purposes of consistency, we chose in our policy to treat the details of the assault in the same manner as the PII of the Volunteer.

The IG has not yet made a request for specific information to enable her to carry out the required case reviews of sexual assaults that are the subject of restricted reports. The agency's restricted reporting policy only went into effect on September 1, 2013, and the report to Congress that includes a case review of a statistically significant number of cases is not due until November 2016. We are, however, confident that the IG will be able to evaluate the agency's response to particular cases of sexual assault without the agency having to breach the confidentiality of the details of the assault as mandated by the Kate Puzey Act.