



Integrated Country Strategy

DEMOCRATIC REPUBLIC OF THE CONGO

FOR PUBLIC RELEASE

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1. Chief of Mission Priorities

In January 2019, President Felix Tshisekedi assumed office in the first peaceful transfer of presidential power in the history of the resource-rich but impoverished Democratic Republic of the Congo. Tshisekedi inherited a country reeling from decades of kleptocratic rule and regional conflict that resulted in millions of Congolese deaths, decayed public institutions, violent armed groups destabilizing the Eastern DRC and causing internal displacement, and a population with little trust in its leaders and security services. Soon after taking office the new Tshisekedi administration laid out an ambitious agenda to bring peace and security (particularly to the east), combat corruption, end impunity, strengthen democracy and human rights, attract investment, and preserve the Congo Basin Rainforest, the world's first lung.

The United States seized on the opportunity to become the Democratic Republic of Congo's partner of choice and in April 2019 established the U.S.-DRC Privileged Partnership for Peace and Prosperity, to which the two countries added the Preservation of the Environment in February 2021.

This strategic partnership centers on advancing democracy, human rights and press freedom, improving security, promoting sustainable development and U.S. investment, strengthening health delivery, and protecting biodiversity in the DRC by providing support on key efforts: building good governance, anti-corruption, and rule of law initiatives; professionalizing the military and combatting terrorism; expanding economic opportunity; and holding transparent and credible 2023 elections. Under the U.S.-DRC Privileged Partnership for Peace, Prosperity and Preservation of the Environment (PP4PP+P), American assistance funds are focused on investing in people—to enhance their capabilities, to build up their networks, and to provide them with the tools to realize the DRC's vast potential for the benefit of the Congolese people. U.S. national security interests are served by achieving a stable DRC, which bordering on nine countries, can bring greater prosperity to the Great Lakes Region.

We continue to prioritize peace and security as the success of the DRC's democracy hinges on stability in the country's eastern provinces. Countering ISIS-DRC is essential to this effort and requires building the capacity of existing DRC security forces and coordinating international

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cooperation. We will at the same time insist on respect for human rights—urging prosecutions, sanctioning, and sentencing of violators, and promoting the development of accountable institutions, to send a strong signal that impunity has no place in the DRC any longer.

Further, we aim to help the DRC capitalize on its vast economic potential to create mutually beneficial investment opportunities, both in terms of trade and direct investment, that can increase the DRC's business competitiveness globally and secure supply chains for critical minerals, including cobalt, tantalum, and lithium.

The fight against corruption and ensuring that DRC resource revenues benefit the population will be vital to solidifying the success of democratic and economic gains. We will provide technical and financial support for anti-corruption and rule of law programming and encourage the DRC to hold corrupt officials and businesses accountable through prosecutions and to address governance gaps that enable corrupt actions. And we will promote environmental preservation and climate change mitigation in the Congo Basin through increased local, national, and regional natural resource management capacity.

U.S. health and humanitarian programs will continue to lead the field in support to the DRC on preventing the spread of serious public health threats, including Covid-19, HIV/AIDS, malaria, drug-resistant tuberculosis, yellow fever, Ebola, and other potential global pandemic diseases. Our focus is on improving the technical, management, and governance capacity of the DRC's health systems and personnel to resist shocks, combat diseases, and prevent outbreaks from becoming pandemics.

The public diplomacy section will use its wide-reaching programming and strong social media presence to reinforce support for U.S. priorities such as credible elections, human rights, the rule of law, and transparent governance. Through exchange programs, American corners, and the efforts of alumni of U.S. programs, the public diplomacy staff will promote U.S. democratic ideals, tout our shared values, highlight the difference with the Chinese approach, and counter malign foreign influence.

Protecting U.S. citizens in the DRC will remain our first mission. In providing consular services, the Embassy helps protect the lives and economic interests of U.S. citizens overseas and strengthens U.S. border security through vigilant adjudication of U.S. passports and visas. As familial and commercial ties between the U.S. and the DRC expand, and the Consular Section's American Citizen Services and visa workloads continue to increase, we will ensure that we have the proper resources to deliver efficient and effective consular services to our clients.

Management of these programs and our staff's ability to achieve our PP4PP+P goals remains inhibited by our overcrowded and deteriorating facilities, as well as the Mission's physical separation into three compounds. Until construction on our new Embassy compound is complete, Post will continue to find short-term solutions to maintain the safety and security of our staff operating in our 60-year-old Embassy structures. A common current that runs through all U.S. programming and initiatives, and which we hope the DRC strives to mirror, is our commitment to ensuring a diverse, inclusive, equitable, and accessible work environment that recognizes the contributions of all individuals.

2. Mission Strategic Framework

Mission Goal 1: Promote stability and durable peace, particularly in eastern DRC.

- **Mission Objective 1.1:** Reduce terrorist and non-state armed group activity and levels of violence, including by strengthening regional cooperation, thereby ensuring humanitarian aid delivery, and creating conditions for international peacekeeping forces to withdraw.
- **Mission Objective 1.2:** Strengthen rule of law and respect for human rights and create resilient economic growth to set the foundation for long-term peace and stability. (Incorporates CDCS Development Objective (DO) 2: “Community Resilience Increased.”)

Mission Goal 2: Preserve the Congo Basin Rainforest, including through environmentally sound and sustainable economic growth.

- **Mission Objective 2.1:** Combat climate change by strengthening effective management of the DRC’s vast natural resources, including by protecting critical forest ecosystems and biodiversity, promoting sustainable development and renewable energy, eliminating illicit economic activity particularly in mining, and curbing wildlife trafficking and logging. (Incorporates CDCS DO 3: “Inclusive, Broad-Based and Sustainable Economic Growth Increased,” and the 2021-2028 Central Africa Regional Program for the Environment Vision Statement related to DRC.)
- **Mission Objective 2.2:** Expand U.S. investment and economic ties by supporting anti-corruption efforts, enhancing security, promoting transparent governance systems, establishing a more cost-effective regulatory framework, and enabling a more investor-friendly business environment. (Incorporates CDCS DO 3: “Inclusive, Broad-Based and Sustainable Economic Growth Increased”)

Mission Goal 3: Support strengthening of democracy by promoting effective, accountable public institutions as well as improved governance and inclusive educational opportunities that meet citizen needs.

- **Mission Objective 3.1:** Partner with like-minded national and international actors for transparent, inclusive, and timely elections. (Incorporates CDCS DO 1: “Responsiveness of Public Institutions to Citizens’ Needs Improved”)
- **Mission Objective 3.2:** Improve public institutions’ responsiveness, respect for human rights and basic freedoms, and accountability, including through strengthening education overall. (Incorporates CDCS DO 1: “Responsiveness of Public Institutions to Citizens’ Needs Improved.”)
- **Mission Objective 3.3:** Strengthen judicial system, law enforcement, and military institutions by building capacity and increasing professionalization.

Mission Goal 4: Improve health and humanitarian services.

- **Mission Objective 4.1:** Strengthen institutional and community capacity to prevent outbreaks from becoming pandemics as well as respond to and overcome frequent public health and humanitarian emergencies. (Incorporates CDCS DOs 1, 2 and 3.)

Management Objective 1: Strengthen and modernize the Mission’s management platform to provide quality services to agencies, staff, and families in support of mission goals and priorities.

3. Mission Goals and Objectives

Mission Goal 1 | Promote stability and durable peace, particularly in eastern DRC.

Description | Conflict and instability in eastern DRC, including two international wars and dozens of lesser conflicts over almost three decades, have caused hundreds of thousands of violent deaths, displaced millions, and led to mass atrocities sometimes characterized as genocide. Even today, thousands of civilians are killed every year by armed groups such as ISIS-DRC (known locally as ADF), CODECO, FDLR, and M23, and hundreds of smaller groups, as well as by state security forces. Since taking office in 2019 in the country's first-ever peaceful transition of power, the administration of President Félix Tshisekedi has faced enormous security challenges with few tools at hand. In May 2021, Tshisekedi ordered a state of siege (martial law) in the two eastern provinces of Ituri and North Kivu that continues unabated in early 2022. In December 2021, despite the checkered history of previous military incursions by DRC's neighbors, Tshisekedi authorized Ugandan troops to enter the country to begin joint operations against terrorist group ISIS-DRC. In such an environment, opportunities for direct U.S. security assistance are limited. U.S. efforts to promote security and durable peace must also include encouraging proactive operations by the MONUSCO peacekeeping force and addressing root causes of conflict through local, community-level conflict mitigation, promotion of human rights and the rule of law, and economic development to build a foundation for lasting stability.

Objective 1.1 | Reduce terrorist and non-state armed group activity and levels of violence, including by strengthening regional cooperation, thereby ensuring humanitarian aid delivery, and creating conditions for international peacekeeping forces to withdraw.

- **Justification** | The Armed Forces of the DRC (FARDC), Congolese National Police (PNC) and other security entities are generally ineffective, infected with corruption, and responsible for human rights violations. Senior officers appointed by former President Joseph Kabila remain in positions of power and are obstacles to reform. To achieve the mission objective and the U.S. and international goal of eventual MONUSCO withdrawal, these challenges must be addressed. The U.S. must conduct some limited capacity-building of FARDC and PNC forces in order to reduce the risks of human rights violations and corruption, and to achieve broader security goals. Beyond that very limited assistance, close cooperation between Congolese forces, peacekeepers, and regional partners is essential to protecting civilians and facilitating development and humanitarian assistance. Disarmament, demobilization, and reintegration (DDR) into society for former members of armed groups are also essential to reducing violence and insecurity by reducing the capacity of such groups to do harm.
- **Linkages** | This mission objective directly supports the Department of State and USAID Joint Strategic Plan under Goal 1: “Protect America’s Security at Home and Abroad” through Objective 1.2: “Defeat ISIS, al Qa’ida and other transnational terrorist organizations, and counter state-sponsored, regional, and local terrorist groups that threaten U.S. national security interests.” It also supports the Department of State and USAID Joint Regional Strategy (Africa) under Bureau Goal 2: “Advance Mutual Peace and Security Interests” through Bureau Objective 2.1: Disrupt State-Sponsored and Regional Terrorist Groups in Sub-Saharan Africa in Order to Limit their Ability Attack U.S. Interests both Inside and Outside Africa”
- **Risks** | The natural resources of what is today eastern DRC have been a source of conflict for centuries, a conflict that has not only brought suffering to millions of Congolese but risks spilling over into regional wars as it did twice in the 1990s. Today, the emergence of international terrorist group ISIS-DRC only complicates matters further. The risk of inadvertently supporting or rewarding gross violators of human rights, corrupt officers and officials, armed groups or even terrorists is always present. At the same time, the human cost of doing nothing is staggering, and improved security

is essential to creating the environment to address other root causes of conflict and provide lasting peace and stability.

Objective 1.2 | Strengthen rule of law and respect for human rights and create resilient economic growth to set the foundation for long-term peace and stability. (Incorporates CDCS Development Objective (DO) 2: “Community Resilience Increased.”)

- **Justification** | Enduring peace and stability in eastern DRC cannot be achieved through the actions of security forces alone. Decades of poor governance and elite predation have destroyed civic trust. Armed groups, at times supported by regional powers or the national government, contribute to persistent insecurity and incentivize communities to form their own self-defense forces. This leads to an inter-communal arms race that exacerbates class and ethnic tensions. In this tense environment, relatively small shocks result in extremely violent outcomes. Underlying ethnic conflicts, decades of impunity for gross violations of human rights, rampant corruption, and weak economic development must all be addressed. Lawful commerce holds the promise of improving the lives of ordinary Congolese, reducing illicit funding of terrorists and armed groups, and providing necessary revenue to the state to provide basic services and expand government presence.
- **Linkages** | This mission objective directly supports the Department of State and USAID Joint Strategic Plan under Goal 1: “Protect America’s Security at Home and Abroad” through Objective 1.3: “Counter Instability, transnational crime, and violence that threaten U.S. interests by strengthening citizen-responsive governance, security, democracy, human rights, and rule of law.” It also supports the Department of State and USAID Joint Regional Strategy (Africa) under Bureau Goal 2: “Advance Mutual Peace and Security Interests” through Bureau Objective 2.2: “Counter Transnational Crime and Other Threats Affecting Mutual Interests” and Bureau Objective 2.3: “Reduce Instability and Internal Violence that Threaten U.S. Interests in Africa.” The mission objective will also contribute to the U.S. Strategy on Women, Peace, and Security, specifically Line of Effort 1, support the preparation and meaningful participation of women around the

world in informal and formal decision-making processes related to conflict and crisis, and Line of Effort 2, promotes the protection of women and girls' human rights, access to aid, and safety from violence, abuse, and exploitation around the world.

- **Risks |** In tackling these issues in eastern DRC, there is great risk of failure of any activity due to violence, insecurity, corruption, and ethnic tension. The risk of inadvertently supporting or rewarding gross violators of human rights, corrupt officers and officials, armed groups or even terrorists is always present. At the same time, the human cost of doing nothing is staggering, and security forces alone cannot achieve lasting peace and stability. Strengthening the rule of law, protecting human rights, and providing lawful economic opportunity must be part of the solution despite the risks.

Mission Goal 2 | Preserve the Congo Basin Rainforest, including through environmentally sound and sustainable economic growth.

Description | More than 80 million people depend on Central Africa's rich forests and associated natural resources for their livelihoods. In addition to satisfying these immediate needs, the forest ecosystem provides services such as global climate regulation and a reservoir for unique and globally important biodiversity resources. Despite the richness of the Congo Basin, the people of the Basin are among the poorest in Africa. The challenge facing regional governments, the global community and citizens of the Congo Basin alike is to strike a balance in the management of these natural resources to satisfy current needs while protecting and conserving the resource base for future generations. Pursuit of new and emerging financing through partnerships can open a new avenue to sustaining the ecological integrity of the Congo Basin while promoting responsible economic growth.

In order to expand equitable economic growth, trade, and investment in the DRC, we seek to work through our partners and with like-minded countries to adopt new trade relationships, counter unfair trade practices, and facilitate new market opportunities through USG initiatives such as Power Africa and Prosper Africa. Further, we will make broad use of our interagency—the National Security Council, Departments of Treasury, Commerce, Labor, Justice, and

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Defense—to support diplomatic and development initiatives that target labor-related human rights issues and promote fiscal transparency.

Objective 2.1 | Combat climate change by strengthening effective management of the DRC’s vast natural resources, including by protecting critical forest ecosystems and biodiversity, promoting sustainable development and renewable energy, eliminating illicit economic activity particularly in mining, and curbing wildlife trafficking and logging.

(Incorporates CDCS DO 3: “Inclusive, Broad-Based and Sustainable Economic Growth Increased,” and the 2021-2028 CARPE Vision Statement related to DRC.)

- **Justification |** USAID’s Central African Regional Program for the Environment (CARPE) is a long-term initiative that addresses key threats in the DRC and ensures that human and environmental well-being are harmonized and reinforce each other. CARPE promotes sustainable forest management, biodiversity conservation, and climate change mitigation in the Congo Basin primarily by increasing local, national, and regional natural resource management capacity. As one of the world’s richest countries in mineral wealth, estimated at \$24 trillion, and yet also among the poorest populations of the world, informal artisanal and small-scale extraction is pervasive and attracts illicit actors that perpetuate instability and conflict in communities. USAID’s responsible minerals programming strives to strengthen legal markets and works to break the link between conflict in the eastern DRC and minerals trade, in coordination with other U.S. government agencies, the Congolese government, donors, the private sector, and civil society. To combat the illicit trade, the USG is focused on responsible sourcing by facilitating private sector transactions and by strengthening the capacity of the DRC government and civil society to monitor adherence to national and international standards.

The DRC ranks as the 11th largest country in the world by population but has one of the lowest electrification rates globally (approximately 19%). With as much as 100 GW of hydropower capacity, the DRC is endowed with renewable and nonrenewable energy resources; but domestic power supply is less than 3 GW of installed generation capacity

currently. USAID energy investments are well positioned to help DRC decentralize mini-grid and off-grid solutions that could reach an estimated 61 million people.

- **Linkages** | Established in 1995, CARPE is currently in its fourth distinct phase. The CARPE IV vision centers on ensuring that the management of land and forests conserves biodiversity and reduces carbon emissions and that wildlife and environmental laws are responsibly enforced, helping civil society organizations to advocate effectively for the environment, and investing in green industries that build prosperity while reducing dependence on extraction of natural resources. CARPE's activities incorporate and support Global Climate Change policies surrounding the Reduction of Emissions from Deforestation and Forest Degradation plus conservation, sustainable management of forests and enhancement of forest carbon stocks (REDD+). This Mission Objective also supports USAID's DO3: Inclusive, Broad-based, and Sustainable Economic Growth Increased, IR 3.4 Natural Resource Management Improved which aims to create well-regulated minerals and energy sectors.
- **Risks** | Though the DRC has made impressive progress toward building its capacity to manage the Congo Basin tropical forests in the past eight years, substantial management and governance questions remain if these vast tropical forests are to be maintained as one of the globe's largest terrestrial carbon stocks and reservoir of the most spectacular and rare biodiversity on the planet. Given pervasive corruption and an industrial mining sector monopolized by Chinese and PRC companies, hesitation of western foreign investors could undermine the mineral sector's reliance on private sector engagement and stifle economic opportunities in the country.

Objective 2.2 | Expand U.S. investment and economic ties by supporting anti-corruption efforts, enhancing security, promoting transparent governance systems, establishing a more cost-effective regulatory framework, and enabling a more investor-friendly business environment. (Incorporates CDCS DO 3: “Inclusive, Broad-Based and Sustainable Economic Growth Increased”)

- **Justification** | In order for the DRC to take full advantage of its mineral wealth, energy resources, and agricultural potential, corruption must be eliminated. For the first time in the DRC’s history, its leadership has made public commitments and taken concrete action to fighting corruption and promoting fiscal accountability. We will support the GDRC’s efforts to hold corrupt officials and businesses accountable through prosecutions and sanctions, as well as efforts to recover stolen funds and manage its wealth transparently. Supporting U.S. companies to increase trade with the DRC advances our objectives of promoting good corporate governance and creating U.S. jobs. We will assist responsible investment by U.S. companies that abide by local laws, comply with their contractual obligations, observe labor safety standards, and are mindful of environmental protection. The DRC became eligible for African Growth and Opportunity Act (AGOA) benefits in 2021, and this offers another avenue to increase commercial ties.
- **Linkages** | This objective aligns with the Department of State//USAID Joint Regional Strategy for Africa Goal 2: “Increase mutually beneficial economic growth, trade, and investment.”
- **Risks** | Poverty reduction and broad expansion of equitable economic growth remain significant challenges for the GDRC. Without substantial investment in and prioritization of infrastructure, transparent governance, reversal of predatory tax structures, agricultural development, human capital development, and responsible natural resource management, the GDRC is at risk of stifling the emergence of domestic enterprises, discouraging responsible foreign investment and triggering further economic stagnation.

Mission Goal 3 | Support strengthening of democracy by promoting effective, accountable public institutions as well as improved governance and inclusive educational opportunities that meet citizen needs.

Description | Supporting the continued development of democratic and accountable governance in the Democratic Republic of the Congo remains a key priority of the United States. Following the country's first peaceful transfer of power in 2019, successful organization of on-time, inclusive, free, and fair elections in 2023 is a commitment of the Congolese government that the United States will work actively – through diplomatic engagement and development assistance programming – to support. Alongside the electoral process, the continued development of the DRC's democratic institutions requires an engaged citizenry supported by an active and empowered civil society through schools, higher-education institutions and media, enabled by laws and policies that ensure freedom of expression and association. U.S. engagement and assistance will support priority reforms in partnership with the Government of the Democratic Republic of the Congo while also supporting civil society and media capacity.

Objective 3.1 | Partner with like-minded national and international actors for transparent, inclusive, and timely elections. (Incorporates CDCS DO 1: "Responsiveness of Public Institutions to Citizens' Needs Improved")

- **Justification |** The Democratic Republic of the Congo experienced its first peaceful transfer of power in 2019, following December 2018 elections, and is now due to hold elections before the end of 2023. The Tshisekedi administration has committed to holding elections in 2023, in keeping with the provisions of the DRC's constitution. Ensuring free, fair, inclusive, and transparent elections is critical to the continued development of the DRC's democracy and, given the past history of violence connected to electoral processes, to peace and stability. The United States government will collaborate with international and Congolese partners to ensure the timeliness and integrity of elections, including through diplomatic engagement, public messaging, and

assistance to local and international electoral observation as well as programs to counter misinformation and hate speech.

- **Linkages** | This objective aligns with the Department of State//USAID Joint Regional Strategy for Africa Objective 3.3: “Protect and promote democratic values and leadership, competitive political processes, as well as freedom of speech and assembly. Increase participation of women, youth, LGBTQI+ persons, and other marginalized groups in democratic processes. We seek to promote open dialogue among civil society actors, governments, and the communities they serve.”
- **Risks** | A delayed or disputed electoral process could impede the DRC’s democratization efforts.

Objective 3.2 | Improve public institutions’ responsiveness, respect for human rights and basic freedoms, and accountability, including through strengthening education overall. (Incorporates CDCS DO 1: “Responsiveness of Public Institutions to Citizens’ Needs Improved.”)

- **Justification** | Decades of poor governance, including endemic corruption, constraints on the freedom of expression, and human rights violations, have created a gulf of distrust between citizens and the state in the DRC. Congolese leaders have committed to an ambitious agenda of legal reform and institutional development, creating an opportunity for progress. The United States will provide assistance to amended laws to strengthen freedom of expression, including through improved media and press freedom laws, and support progress through diplomatic engagement and public messaging. Meanwhile, the United States will continue to support the capacity of civil society and media to hold institutions and officials accountable. Finally, the United States will continue to provide formal and non-formal education assistance in order to improve the quality of, and access to, basic education, build the resilience of an education system in crisis, finance investment in the private education sector to strengthen low-cost schools, and provide youth with foundational skills and vocational training to increase their ability to participate fully and constructively in the national economy. Education programming will also address underlying causes of vulnerability

through social and emotional learning and through inclusion of historically marginalized learners and will help to ensure that young Congolese are equipped with the skills and literacy necessary to be fully engaged citizens.

- **Linkages** | This objective aligns with the Department of State//USAID Joint Regional Strategy for Africa Objective 3.2: “Promote and protect fundamental human rights for all people, including marginalized populations by improving equality and inclusion to advance human rights, bolster civil society capacity, and support independent and professional media.”
- **Risks** | In the absence of progress on the reform of Congolese institutions and laws, the DRC risks continuing its past experience of poor, unaccountable governance. Embassy Kinshasa will mitigate this risk by combining diplomatic engagement and programming, working in collaboration with local and international partners, to maintain momentum for reform. Because the education sector in DRC is not substantially led by the public sector and given that frequent strikes will likely continue to hamper the public system, financing private schools will be crucial. As a result, in order to offer access to equitable education and increase learning outcomes of disadvantaged children, especially girls, USAID will work closely with banks that support a wide range of private schools.

Objective 3.3 | Strengthen judicial system, law enforcement, and military institutions by building capacity and increasing professionalization.

- **Justification** | The capacity and professionalism of judicial, law enforcement, and military institutions in the DRC are hampered by governance challenges, limited or inadequate training, and the legacy of conflict, including the past serial reintegration of armed group members into the security services. U.S. assistance will strengthen the ability of the Congolese National Police (PNC), judiciary, and criminal justice system to respond to community security priorities. U.S. assistance and diplomatic engagement will support improved responses by the DRC government to trafficking in persons and wildlife trafficking. Embassy Kinshasa will also continue efforts to professionalize and increase the effectiveness of the Congolese Armed Forces (FARDC).

- **Linkages** | This objective aligns with the Department of State//USAID Joint Regional Strategy for Africa Objective 3.1: Promote accountable, transparent, and democratic governance by empowering key reformers and actors to promote access to justice, strengthen checks on executive power, and incorporate citizen-responsive governance to reduce corruption and improve the delivery of public services,” and Objective 1.4: “Enhance shared American and African values grounded in dignity and human rights to prevent, respond to, and investigate alleged incidents by security sector actors.”
- **Risks** | In the absence of improved capacity and professionalization, the DRC’s law enforcement and military institutions will continue to lack the capacity to fully perform their missions and will continue to demonstrate problematic records on human rights and corruption. Embassy Kinshasa will mitigate against this risk by ensuring professionalization is an integral component of military-to-military engagement, conducting senior-level diplomatic engagement on the need to improve the capacity and professionalism of the security services and justice sector, and ensuring that assistance is tied to demonstrated commitments to reform.

Mission Goal 4 | Improve health and humanitarian services.

Description | The sprawling DRC, which borders nine other central African countries with porous frontiers, is home to millions of refugees and internally displaced persons. The country's weak healthcare system is ill equipped to contain the spread of wide-ranging infectious diseases and recurrent outbreaks (e.g. Ebola, Monkeypox, Cholera, etc.) that result in high morbidity and mortality rates. The 2021 Global Health Security Index, a matrix that assesses a country's capabilities to detect, prevent and respond to health threats, ranked DRC 167 out of 195 countries. A report from the United Nations Office of the Coordination of Humanitarian Affairs (OCHA) estimated that 27 million individuals would require humanitarian assistance in 2022 due to population movements, acute food insecurity, acute malnutrition, epidemics (cholera and measles), and conflict with insufficient resource mobilization posing a major obstacle.

Objective 4.1 | Strengthen institutional and community capacity to prevent outbreaks from becoming pandemics as well as respond to and overcome frequent public health and humanitarian emergencies. (Incorporates CDCS Dos 1 and 2.)

- **Justification |** The DRC is unprepared to mount a robust response to fight pandemics and relies heavily on humanitarian assistance to the government to fight outbreaks and save lives. Strengthening health systems and community capacity will enable the government to rapidly and effectively respond to and contain outbreaks, prevent spread regionally and internationally, and respond to the humanitarian needs of its population.
- **Linkages |** This objective aligns with the Department of State Joint Regional Strategy Objective 4.1: Strengthen African health systems and mobilize global actors to prevent, detect, and respond to current and future health security threats, and to accelerate reductions in preventable deaths
- **Risks |** Failure to build strong healthcare systems will limit the GDRC's ability to provide a coherent and sustained response to prevent loss of life.

4. Management Objective

Management Objective 1 | Strengthen and modernize the Mission's management platform to provide quality services to agencies, staff, and families in support of mission goals and priorities.

- **Justification** | Mission Kinshasa operates from three separate and overcrowded facilities constructed in the 1950s, which poses significant challenges to collaboration among Embassy agencies on political, development, and security initiatives. In addition, continuing to maintain three dilapidated structures while awaiting construction of the New Embassy Compound is a considerable strain on management resources often impeding the Mission's ability to recruit and retain a diverse workforce and maintain an inclusive work environment.
- **Linkages** | This objective aligns with Department of State and USAID goals of revitalizing our diplomacy and development efforts while promoting diversity, equity, inclusion, and accessibility (DEIA) and reenergizing and adapting our workforce, IT infrastructure, and commitment to safety to meet the needs of the 21st century.
- **Risks** | Failure to revitalize the workforce and mission work environments could strain mission personnel's resilience and limit its ability to advance progress on the U.S.-DRC Privileged Partnership for Peace, Prosperity, and Preservation of the Environment.