



Integrated Country Strategy

DJIBOUTI

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1. Chief of Mission Priorities

The United States has partnered closely with Djibouti for the last twenty years to promote regional security and to counter terrorist threats in the Horn of Africa. Djibouti hosts the only American military base on the African continent and the U.S. embassy has a leading role in ensuring that our base can operate effectively and that our two governments are closely aligned regarding regional security objectives. Given our diplomatic, defense, and development engagements in the region, coupled with the presence of our base in Djibouti, the United States has an interest in the security, prosperity, and governance of Djibouti and our interagency strategies and programs support all three objectives. The ambassador leads country team and interagency coordination in achieving these objectives and employing management best practices including the promotion of diversity and inclusion. The ambassador to Djibouti is also accredited to the Inter-Governmental Authority on Development (IGAD), a regional security and governance organization that is based in Djibouti. Our diplomatic engagement with IGAD supports our broader goals in Africa and aligns with U.S. engagement with the African Union (AU).

Security: Countering the terrorist threat from al-Shabaab in Somalia and ensuring the continued safety of commercial vessels transiting the Bab-el-Mandeb are this mission's two highest national security priorities. The embassy supports the U.S. military commands at the base that are focused on these two priorities and coordinates between the American base and the government of Djibouti to sustain continuity of base operations. The embassy and the base work closely with the government of Djibouti to develop its own capacity to counter these threats, primarily through the provision of equipment and training to Djibouti's security forces. Djibouti is a major participant in the AU mission in Somalia; the United States equipped and trained the Djiboutian forces that are deployed there. The United States has created a strong Djiboutian constituency that favors our military presence, owing to increased local hiring, contracting with Djiboutian companies, and civil-military assistance engagements throughout the country. The embassy plays a coordinating role in most of these efforts. The embassy's

consular section provides services to American citizens, upholds U.S. immigration law to protect the homeland, and processes applications for visas from Djiboutians, Yemenis, and Somalis.

Prosperity: The embassy encourages investment by U.S. companies and franchises, which both supports the U.S. economy and leads to jobs and economic prosperity for Djiboutians. The embassy works with the Djiboutian Chamber of Commerce and government agencies to exchange information with potential American investors in key sectors including agriculture and energy. Djibouti suffers from high unemployment and a lack of workforce training opportunities, so USAID's workforce development program provides job skills training and places job seekers with potential employers. Public Affairs supports programs to improve the English language skills of job seekers and is partnering with the University of Djibouti to increase exchange and training opportunities for future leaders. The American military base is Djibouti's second largest employer after the government of Djibouti and prioritizes contracting opportunities for Djiboutian firms under the Africa First program. The embassy further supports Djiboutian artisans through USAID skills training programs and by establishing connections with American markets through the Africa Growth and Opportunity Act (AGOA).

Governance: U.S. government programs promote good governance in the areas of education, health, migration, democracy, and human rights. USAID's early grade reading program has made a measurable impact in the reading test scores of Djiboutian students. USAID and the U.S. military invest in health programs and infrastructure and have measurably improved Djibouti's ability to respond to COVID and malaria. The U.S. government is the largest donor to the three refugee camps in Djibouti through bilateral programs and through the United Nations, and the embassy works closely with the government of Djibouti to counter trafficking in persons (TIP).

Implementation: The annual U.S.-Djibouti Bi-National Forum (BNF) provides the opportunity for both countries to align strategic priorities and ensure the effective administration of U.S.-implemented bilateral programs in Djibouti. The embassy country team including the ambassador, the deputy chief of mission, the Defense Attaché Office, the political and economic section, the consular section, and the public affairs section, is structured to enable

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the operations of the military base and effective communication with the people and government of Djibouti. The embassy and the base conduct weekly leadership meetings and regular working-level coordination meetings, such as the military support council. The embassy (to include USAID) and the base hold regular diplomacy, development, and defense coordination meetings. The embassy promotes diversity and inclusion through a council that meets regularly and the base and embassy coordinate on inclusivity programs such as the women, peace, and security council. The country team discusses achievement of mission goals in its weekly meetings, which are expanded to include all American staff on a quarterly basis. A recent mission-wide survey underscored staff's clear understanding of mission goals.

2. Mission Strategic Framework

Mission Goal 1: Strengthen security for the United States, Djibouti, and the region

- **Mission Objective 1.1:** U.S. mission coordinates and collaborates with Djiboutian government and likeminded partners to collaborate to preserve the freedom of movement and operational effectiveness of U.S. military.
- **Mission Objective 1.2:** U.S. mission develops the Djiboutian security forces' capabilities to continue to deliver internal state security, enhancing their ability to move from a reactive to a proactive posture, while increasing Djiboutian capacity to export security regionally.
- **Mission Objective 1.3:** U.S. mission provides services to U.S. citizens overseas efficiently and effectively; facilitates legitimate travel while ensuring secure U.S. borders by protecting the integrity of the visa process.
- **Mission Objective 1.4:** U.S. mission partners with IGAD and like-minded embassies or organizations to exert a stabilizing influence in the Greater Horn of Africa through improved trade and investment opportunities, regional integration, and strengthened security.

Mission Goal 2: Promote Djibouti's Economic Development, and Support U.S. Investors

- **Mission Objective 2.1:** U.S. mission and Djiboutian stakeholders achieve significant trade and investment by U.S. and western businesses in identified key sectors.
- **Mission Objective 2.2:** U.S. mission partners with Djiboutian stakeholders to increase private sector-led development in targeted sectors to close skills gap, create jobs, and reduce youth unemployment.
- **Mission Objective 2.3:** Djiboutian authorities increase opportunities and decrease risks to U.S. businesses and key U.S. agency engagement in the Djiboutian market.

Mission Goal 3: Advance Participative Governance

- **Mission Objective 3.1:** Djibouti's government collaborates with the U.S. mission, international partners, and citizen groups to effectively absorb shocks and respond to health threats while building economic resiliency.
- **Mission Objective 3.2:** Djibouti codifies African Union recommendations for improving election administration services for future elections.
- **Mission Objective 3.3:** The Djiboutian public understands values such as good governance and freedom of expression as a result of partnerships with the U.S. mission.

Management Objective 1: The U.S. mission operates an efficient and effective, fully staffed, diverse and inclusive management platform to support mission objectives, with sufficient controls to minimize risk, while retaining the agility to adapt to an expanding mission.

Management Objective 2: To ensure that payments to the Djiboutian Government and local businesses are made in a timely and accurate manner, and that our local counterparts are aware of and pleased with the U.S. Embassy's sizable contribution to the Djiboutian economy both financially and in the provision of local jobs.

Management Objective 3: The U.S. mission is prepared to respond to an emergency (medical, unaccounted absence, etc.) or disaster (earthquake, civil unrest, terror attack, etc.) through exercises, training, and briefings.

3. Mission Goals and Objectives

Mission Goal 1 | Strengthen security for the United States, Djibouti, and the region.

Description | Our top goal encompasses supporting the American military presence in Djibouti, enhancing the effectiveness of Djiboutian security services, providing consular assistance to Americans, upholding U.S. immigration law, and raising the capacity of IGAD to strengthen regional security and development. All these efforts serve to strengthen security for the United States, Djibouti, and the region.

Since 2003, Djibouti has provided the United States a strategic platform to conduct military operations throughout Greater East Africa, Southern Arabia, and the Sea Lines of Communication of the Red Sea and Gulf of Aden. The stated mission of CJTF-HOA, the main component of our military presence in Djibouti, is as follows: "CJTF-HOA responds to crisis, ensures strategic access and influence in Djibouti, supports operations in Somalia, and serves as the senior commander of the Djibouti base cluster to protect the force, advance U.S. interests, and provide regional security."

Camp Lemonnier (CLDJ), located alongside Djibouti's sole and single-runway international airport, is the only enduring U.S. military installation in Africa. We work closely with CLDJ to fulfill their mission "to enable joint warfighters operating forward and to strengthen host nation relationships. This includes providing air operations, port operations, security, safety, quality of life, and core services delivery to all tenants of the Camp Lemonnier community." Dozens of U.S. aircraft operate from CLDJ and nearby Chabelley Airfield. CLDJ houses approximately 5,000 U.S. DoD personnel and contractors. The U.S. military accounts for just over half of all flights from Djibouti's airport. The U.S. Navy regularly refuels our warships at Djibouti's oil terminal. U.S. Mission Djibouti's top priority is to ensure long-term viability, reliable logistics (especially at the ports), and maximum operational freedom for our American military presence. We engage on this priority in close coordination and collaboration with the commands operating at CLDJ, Navy Region, AFRICOM, and the Defense Department.

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Given competition for limited resources and access to key infrastructure and services, we continually advocate for the American military with Djibouti's leadership. We hold Djibouti to the relevant agreements governing our presence here: the 2003 Access Agreement and the 2014 Implementing Arrangement between the Governments of the United States and Djibouti, and the 2013 trilateral agreement concerning access to Chabelley airfield between the Governments of the United States, Djibouti, and France. The 2014 Implementing Arrangement stipulates that the U.S. lease on Camp Lemonnier extends to 2034, with an option for an additional ten-year extension. After its signing, the Department of Defense embarked on an ambitious military construction effort at the Camp, with projects totaling nearly \$1 billion. This sent a clear message to the Government of Djibouti: The United States military presence is evolving from expeditionary to enduring.

We work with Djiboutian military and law enforcement to heighten effectiveness against terrorism, human trafficking, and the illegal trade in arms and natural resources. As per the 2021 Interim National Security Strategic Guidance, enable and work with our like-minded allies, by, with, and through our Djiboutian counterparts and regional partners to degrade terrorists, build the capability required to counter violent extremism, and limit the influence of competing powers.

The majority of our consular caseload is related to Yemen and northern Somalia, not Djibouti. Following OIG recommendations, we will increase staffing to match demand over the next few years, which will allow for sustained, high quality American citizen assistance and upholding U.S. immigration law, meeting the standards of the Consular Affairs bureau.

We also work with the leadership of the Intergovernmental Authority on Development (IGAD), a regional organization for the Greater Horn of Africa, and its center for countering violent extremism, which is largely U.S.-funded. The U.S. Ambassador to Djibouti is also accredited to the IGAD Secretariat, located in Djibouti.

Objective 1.1 | U.S. mission coordinates and collaborates with Djiboutian government and likeminded partners to collaborate to preserve the freedom of movement and operational effectiveness of U.S. military.

- **Justification** | Since 2003, U.S. military forces at CLDJ have served as the primary defenders of U.S. interests from threats in the Horn of Africa and beyond. They support training and professionalization of partner militaries across East Africa, and directly support partner missions in the United Nations and African Union missions. U.S. forces provide additional security to fragile governments on the continent and allies threatened by destabilizing forces. These efforts protect the lives of American citizens and our partners in Africa and beyond. Our top priority is to promote full freedom of U.S. military operations by maximizing support from the Djiboutian government. We advocate directly with senior Djiboutian authorities. We also encourage Djiboutians who materially benefit from our military presence to remind their leaders of that fact. The 2003 Access Agreement and 2014 Implementing Agreement form the operational basis of the U.S.-Djibouti military relationship. We work with the base commander, the CJTF-HOA commander, and their teams, to ensure that our access, rights, and privileges under those agreements are fully respected. To date, the relationship with the Government of Djibouti remains strong, but with the increase of strategic competition, pressures from a global economic downturn and regional instability, the tactical frictions become more apparent. Left unresolved, disagreements with the Djiboutian government can lead to operational interruptions that places lives and resources at risk.
- **Linkages** | Interim National Security Strategic Guidance (INSSG): Pillar 1: Defend and nurture the underlying sources of American strength, including our people, our economy, our national defense, and our democracy at home. Invigorate and modernize our alliances and partnerships around the world. JRS-Africa: Bureau Goal 1: Advance peace and security in Sub-Saharan Africa through U.S. leadership and revitalized alliances and partnerships to address challenges in security, stability,

and democracy, including through long-term efforts to address immediate causes of violence and build resiliency.

- **Risks** | Failing to achieve this mission objective risks endangering the critical access Djibouti provides the U.S. military. In addition, allowing continued non-compliance risks our credibility regionally.

Objective 1.2 | Develop the Djiboutian security forces capabilities to continue to deliver internal state security, enhancing their ability to move from a reactive to a proactive posture, while increasing Djiboutian capacity to export security regionally.

- **Justification** | Security is vital to the continued economic growth of Djibouti and its future stability. The presence of U.S. military forces at Camp Lemonnier, along with the European, Japanese, and Chinese militaries, United Nations missions, and Djibouti's participation in African Union Mission to Somalia (AMISOM) make Djibouti a hub for regional security cooperation. The International force posture protects Djibouti from regional security threats; however, they remain a viable target for an asymmetrical terrorist attack. Many threats exist: the potential influence of al-Shabaab from Somalia, the influence of traffickers using traditional trade routes across land and sea borders; the presence of pirates off the coast of Somalia; and unresolved border disputes between Djibouti and Eritrea. These risks jeopardize democratic governance; impede investment and development; and imperil all who live in Djibouti, including U.S. military and Embassy Djibouti personnel. It is essential that the Djiboutian military receives the training to secure its borders, defend itself from attack, and protect those who live and work in Djibouti credibly and effectively. Military professionalization is also an investment in the long-term stability of Djibouti, as it instills tolerance, good governance, and respect for human rights into the culture and doctrine of the Djiboutian armed forces. Working closely with the Djiboutian security forces also helps strengthen our relationship, reinforcing objective 1.1.
- **Linkages** | Interim National Security Strategic Guidance (INSSG):
Invigorate and modernize our alliances and partnerships around the world.

JRS-Africa: Bureau Goal 1: Advance peace and security in Sub-Saharan Africa through U.S. leadership and revitalized alliances and partnerships to address challenges in security, stability, and democracy, including through long-term efforts to address immediate causes of violence and build resiliency.

- **Risks** | Failing to achieve the mission objective risks American's losing its competitive edge in the Security Cooperation realm. As competition expands, every capability the USG cedes to competitors signals a lack of American resolve.

Objective 1.3 | The U.S. mission provides services to U.S. citizens overseas efficiently and effectively; facilitates legitimate travel while ensuring secure U.S. borders by protecting the integrity of the visa process.

- **Justification** | Protecting and serving the interests of U.S. citizens is at the core of our mission's work in Djibouti. This function involves all sections, Consular, Public Diplomacy, and the Regional Security Office in particular. Although the internal security of Djibouti is primarily in the hands of the Djiboutian authorities, we help protect U.S. citizens by providing routine and emergency consular services, including travel information and documents, in a precise and timely manner. In an emergency necessitating mass evacuation of American citizens, the consular section team provides relevant services. Our consular team works closely with U.S. military forces in regional contingency planning and in the event of an emergency response.

The 2015-17 wave of U.S. citizens and their Yemeni immigrant family members has abated. However, with no permanent U.S consular presence in Yemen and Somalia, as well as regional instability prompting reduced consular services at neighboring posts, there remain significant resource demands in Djibouti for immigration and U.S. citizen services.

- **Linkages** | CA Bureau Goal 1: Provide consular services to U.S. Citizens overseas effectively and efficiently. CA Bureau Goal 3: Facilitate legitimate travel while ensuring secure U.S. borders

- **Risks** | If post is unable to secure the resources, including an additional officer to meet demand, the consular section will be unable to provide efficient and accurate services, including to underserved Somalis and Yemenis from communities where violence and conflict create systemic barriers to accessing services. Would-be travelers unable to obtain appointments easily are more likely to turn to illicit means and to traffickers to reach the United States. Traffickers help to fund transnational organized criminal organizations, which have a destabilizing impact on many regions. Failing to correctly identify and deny entry to criminals, terrorists, and traffickers creates public safety concerns within the United States.

Objective 1.4 | U.S. mission partners with IGAD and like-minded embassies or organizations to exert a stabilizing influence in the Greater Horn of Africa through improved trade and investment opportunities, regional integration, and strengthened security.

- **Justification** | Greater stability in the region is essential to achieving this security goal. Like-minded partners and IGAD are essential players to create the broader linkages that will lay the foundations for a more stable region. As IGAD plays a stronger role in improving regional interconnectedness, likely through collaboration with other like-minded embassies, the broader region will become more stable, thereby promoting security for the U.S., Djibouti, and the broader region.
- **Linkages** | INSSG Pillar 2: Promote a favorable distribution of power to deter and prevent adversaries from directly threatening the United States and our allies, inhibiting access to the global commons, or dominating key regions. JRS-Africa Bureau Objective 1.1: Strengthen the capability of multilateral and regional organizations, government institutions, and civil society to prevent worsening state fragility and the emergence of armed conflict.
- **Risks** | Failure to achieve this objective risks greater instability in the region and an increase in threats to U.S. security.

Mission Goal 2 | Promote Djibouti's Economic Development, and Support U.S. Investors

Description | One of our highest strategic interests is to expand economic prosperity and opportunity, including creating opportunities for U.S. investors abroad. Djibouti's economy is an excellent fit for small and medium sized U.S. businesses who seek to expand into the international market given its strategic location as a shipping gateway to east Africa.

Objective 2.1 | U.S. mission and Djiboutian stakeholders achieve significant trade and investment by U.S. and western businesses in identified key sectors.

- **Justification |** The Government of Djibouti's stated goal of diversifying and modernizing its economy matches well with increased interest in Djibouti shown by U.S. investors. Promoting this development while supporting U.S. investment capitalizes on our reputation among Djiboutians and will mitigate some of the risks to regional security that flow from the Djiboutian economy's vulnerability to external shocks. An increase in U.S. trade and investment in Djibouti will drive greater economic development that benefits all Djiboutians.
- **Linkages |** Interim National Security Strategic Guidance (INSSG) Pillar 1: Defend and nurture the underlying sources of American strength, including our people, our economy, our national defense, and our democracy at home. JRS Bureau Goal 2: Increase mutually beneficial economic growth, trade, and investment
- **Risks |** If this objective is not achieved, U.S. reputational currency will decrease and other, less rules-based nations will gain/increase their grip on Djibouti's economy. To mitigate against this risk, mission's other programming, including public diplomacy and development assistance, will support the business environment and continue to deliver on shared priorities.

Objective 2.2 | U.S. mission partners with Djiboutian stakeholders to increase private sector-led development in targeted sectors to close skills gap, create jobs, and reduce youth unemployment.

- **Justification** | Djibouti faces high and persistent unemployment. The reasons driving this unemployment include the highly centralized economy with the government playing an outsized role, the comparatively small number of formal private sector enterprises, the challenges in facilitating investment, and an unskilled labor force. There is a labor market of young, unskilled youth who, if properly trained, could prove beneficial to the growth of labor-intensive industries, such as transport and logistics, hospitality, etc. For Djibouti to meet the demands of the 21st century global economy, the country must tackle systemic issues to overcome the poor preparation of its workforce, both in basic education and technical training as well as English competency. To meet this objective, mission efforts will include collaborating with the private sector to ensure job skills are appropriately targeted. Through an improved education system, increased literacy, targeted technical training, and English language acquisition, job seekers will be able to take advantage of skills development, secure better jobs, and drive Djibouti's economic development.
- **Linkages** | JRS Bureau Goal 4.2: Support Equitable Access to Education for All Learners and Training for Africa's Next Generation. JRS Bureau Objective 1.2: Encourage Trade and Investment between the United States and Africa.
- **Risks** | Failure to achieve this objective will result in a less-skilled labor market, reduced opportunities for engagement on English language acquisition and jobs for youth, and less economic diversification. Diplomatic engagement with the Government of Djibouti, tapping into community networks, and leveraging private sector interests help mitigate against these risks.

Objective 2.3 | Djiboutian authorities increase opportunities and decrease risks to U.S. businesses and key U.S. agency engagement in the Djiboutian market.

- **Justification** | Risks to engagement in Djibouti's market and the perceived lack of opportunity can be traced to a lack of transparency. As Djibouti's fiscal transparency improves, financial risks decrease and U.S. financial institutions, such as Exim Bank, will be able to offer more products for U.S. businesses seeking to enter the market. More U.S. business engagement, including participation in government tenders, will accelerate Djibouti's economic development.
- **Linkages** | INSSG Pillar 3: Lead and sustain a stable and open international system, underwritten by strong democratic alliances, partnerships, multilateral institutions, and rules. JRS Bureau Goal 2: Increase mutually beneficial economic growth, trade, and investment. JRS Bureau Goal 3: Strengthen democracy, uphold universal values, and promote human dignity to build strong, accountable, and democratic institutions, sustained by a deep commitment to human rights and to generate greater peace and prosperity.
- **Risks** | Failure to achieve this objective will maintain the status quo of limited financial offerings for U.S. businesses and hamper Djiboutian economic development. Mitigation efforts include exploring other avenues of financing and increased outreach to businesses.

Mission Goal 3 | Advance Participative Governance

Description | Activities will provide financial and technical assistance to strengthen Djibouti's democratic governance by supporting targeted institutions to respond to challenges caused by inequity and lack of public accountability, transparency and responsiveness; to strengthen the legal framework for civil society organizations; to strengthen citizen-responsive governance and human rights; counter the drivers of gender-based violence and female genital mutilation; support democracy; and increase access to and delivery of COVID-19 vaccines, as well as address multi-sector impacts of the COVID-19 pandemic on Djibouti's economy.

Institutions include, but not limited to Civil Society, Ministry of Interior, Regional Councils, State Secretary for Decentralization, Ministry of Women and Family, Ministry of Finance and Ministry of Health.

Objective 3.1 | Djibouti's government collaborates with the U.S. mission, international partners, and citizen groups to effectively absorb shocks and respond to health threats while building economic resiliency.

- **Justification |** Djibouti faces an unprecedented socio-economic crisis due to COVID-19, threatening hard-won development gains of 20 years. Unfortunately, COVID -19 is adding to the multiple vulnerabilities and challenges to the country's socio-economic stability. Misinformation on vaccines efficacy, which has created vaccine hesitancy, infectious diseases are hindrances to economic and social development, of local communities. In response, USAID partners with U.N. agencies, international NGOs, citizen groups to support the Government of Djibouti-led efforts to design and implement interventions that assist Djiboutians to recovery from the economic impacts of COVID-19 and to ensure vaccine availability and readiness and to accelerate the vaccine campaign.
- **Linkages |** JRS Bureau Objective 1.3: Expand African Capacity to Participate Effectively in Global Markets. JRS Bureau Objective 4.1: Transform African Health Systems to Accelerate Reductions in Mortality.

- **Risks** | Not achieving this objective would negatively affect the health the Djiboutian workforce, which risks stalling the socio-economic development of the country.

Objective 3.2 | Djibouti codifies African Union recommendations for improving election administration services for future elections.

- **Justification** | Ongoing democratic development is essential for Djibouti's continued status as a bastion of stability in the Horn of Africa. Given the large youth population and an aging leadership, it is essential that Djibouti put in place a robust framework that will allow all Djiboutians to have a say in their government.
- **Linkages** | INSSG Pillar 3: Lead and sustain a stable and open international system, underwritten by strong democratic alliances, partnerships, multilateral institutions, and rules. JRS Bureau Goal 3: Strengthen democracy, uphold universal values, and promote human dignity to build strong, accountable, and democratic institutions, sustained by a deep commitment to human rights and to generate greater peace and prosperity.
- **Risks** | Stalled democratic development could be a destabilizing factor for Djibouti if a significant proportion of the population feels that the government does not represent its needs. Lack of further democratic development could place certain embassy programs, including certain security sector assistance programs or trade-related programs, such as AGOA, at risk, further jeopardizing our efforts to make progress on the Mission's security and economic-related goals.

Objective 3.3 | The Djiboutian public understands values such as good governance and freedom of expression as a result of partnerships with the U.S. mission.

- **Justification** | Strengthening citizens' participation is critical to improving accountability, transparency, and the responsiveness of decentralized government institutions in their ability to deliver key quality services. Disadvantaged populations, such as women and girls, are most affected by insufficient or poor service delivery in the regions. Traditions, cultural norms, and practices, especially in rural areas continue to significantly influence and determine government service delivery in Djibouti. Women are victims of physical and domestic violence and still subjected to female genital mutilation (FGM). These practices adversely affect women's health and social status. FGM, even though there has been a slight decline in cases, and domestic violence remain major issues. Taking advantage to recent advances as a direct result of USG's previous investments in civil society organization strengthening to engage in constructive dialogue with government officials to improve service delivery, USAID will foster good governance to promote civic engagement and participation to achieve sustainable development.
- **Linkages** | JRS Bureau Objective 3.1: Promote Accountable, Transparent, and Responsive Governance.
- **Risks** | The Government of Djibouti (GoDJ) not supporting the USAID-funded civil society activity is a risk to not achieving the goal.

To ensure GoDJ support,, the USG has linked work in civil society to GoDJ strategies (e.g., Vision Djibouti 2035)

4. Management Objectives

Management Objective 1 | To operate an efficient and effective, fully staffed, diverse and inclusive management platform to support mission objectives, with sufficient controls to minimize risk, while retaining the agility to adapt to an expanding mission.

- **Justification** | The Management Section is responsible for the overall administrative support and logistics of all sections within the Embassy, and for maintaining an adequate housing pool for Embassy personnel, including TDYers. This has a direct impact on the quality of life and morale of the staff, and their ability to carry out their jobs. An efficient and effective management platform is a prerequisite for the successful completion of Mission objectives.
- **Linkages** | The key activities noted in sub-objective 1.1 and sub-objective 1.2 are required to provide the management platform required to achieve all three mission goals of the Mission Strategic Framework and are linked to Goal 4 of the FY 2022-2026 Joint Strategic Plan (Revitalize the diplomatic and development workforce and institutions) and Goal 4 of the 2022 Joint Regional Strategy (Revitalize the diplomatic and development workforce and infrastructure in a diverse, equitable, inclusive, and accessible manner). The first three key activities in sub-objective 1.1 specifically address the staffing challenges noted in the Weaknesses Section of the Country Context.
- **Risks** | The failure to successfully carry out the key activities cited in sub-objectives 1.1 and 1.2 increases the likelihood that the management platform will be insufficient for the Mission to attain the goals of the Mission Strategic Framework.

Management Objective 2 | To ensure that payments to the Djiboutian Government and local businesses are made in a timely and accurate manner, and that our local counterparts are aware of and pleased with the U.S. Embassy's sizable contribution to the Djiboutian economy both financially and in the provision of local jobs.

- **Justification |** The Opportunities section of the Country Context alludes to the fact that a sizable percentage of U.S.G. payments to the Djiboutian government and local economy flow through the Embassy's Management Section. The Management Section should therefore ensure that all payments are made efficiently, old payments are cleared, and our local counterparts are made aware of our efforts.
- **Linkages |** The first key activity in sub-objective 2.1 will facilitate the prompt payment of monies owed to the Djiboutian government. This activity is consistent with Goal 4 of the FY 2022-2026 Joint Strategic Plan (Revitalize the diplomatic and development workforce and institutions). The second key activity will heighten awareness of the Embassy's positive impact on the Djiboutian economy and local job creation.
- **Risks |** The failure to successfully carry out the key activities cited in sub-objective 2.1 will negatively impact the Embassy's financial contribution to the Djiboutian economy. Not fulfilling the second key activity will increase the likelihood that key players in the Djiboutian economy will not fully appreciate the Embassy's positive impact on the Djiboutian economy.

Management Objective 3 | The U.S. mission is prepared to respond to an emergency (medical, unaccounted absence, etc.) or disaster (earthquake, civil unrest, terror attack, etc.) through exercises, training, and briefings.

- **Justification** | In 2020, Djibouti received multiple severe rainstorms lasting several days in which the entire city faced significant flooding. The resulting impact forced the Embassy to close for a short period as the rainwaters also flooded the compound, damaged GSO warehouse storage, and degraded electrical infrastructure. Additionally, COVID degraded the mission's collaboration and coordination crisis response procedures as isolation and quarantine inhibited the ability to exercise response procedures externally.
- **Linkages** | JSP Strategic Objective 4.3, ICS Management Objective; Post's Emergency Action Plan; 12 FAH 1: Emergency Planning Handbook
- **Risks** | Preparing the embassy compound and community to be able to respond appropriately to unforeseen crises mitigates the loss of operability and personnel. Safety and security is paramount to the mission and personnel, requiring the embassy to address the lingering compound drainage issues during seasonal downpours. Following the recent conflict in Ethiopia that created localized socio-political friction amongst, the mission must be prepared to address the possibility of an unstable security environment caused by potential future political fallouts or ethnic clashes.