



# Integrated Country Strategy

---

---

**GUINEA**

**FOR PUBLIC RELEASE**

Approved: May 16, 2022

## Table of Contents

1. Chief of Mission Priorities	1
2. Mission Strategic Framework	5
3. Mission Goals and Objectives	7
4. Management Objectives	16

## 1. Chief of Mission Priorities

Although the Republic of Guinea was one of the first Francophone colonies to declare independence from France in 1958, its formal experience with democracy lasted less than 11 years, from 2010 to 2021. In the aftermath of the crippling 2014-2016 Ebola crisis, Guinea made gains on some social and economic indices but lost ground on political freedoms. By 2021, underlying discontent with former President Conde's controversial third term and maneuvering among elites set the stage for a successful military coup d'état, which saw Guinean Special Forces COL Mamadi Doumbouya ascend to the presidency.

The overall objectives of the United States Mission in Guinea are to support Guinea's return to constitutional democracy and to bolster its development as a political, security, economic, and public health partner in West Africa. Consistent with the State-USAID Joint Regional Strategy (JRS), the Mission seeks to:

- Return Guinea to constitutional democracy;
- Strengthen human rights, accountability, and good governance;
- Advance mutual peace and security interests;
- Improve Guinea's investment climate, and encourage mutually beneficial trade;
- Transform Guinean health systems to accelerate reductions in mortality;
- Assess and rationalize the future local staffing needs of the Mission; and
- Continue adding more modern homes to the housing pool and renovating the Chancery.

The September 2021 military coup d'état reset Guinea's political order, and the current transition government seeks to "re-found" or overhaul the state by prosecuting corruption, delivering essential services, undertaking a census, re-working the electoral list, and re-writing the constitution, in addition to holding elections at all levels at an unspecified future date.

While the transitional government continues to establish the new political order, there is risk of further instability. Underlying political, social, and economic disenfranchisement could create fertile ground for violent extremist groups and criminal organizations operating in neighboring countries to engage in violence, crime, and recruitment inside Guinea. Underlying lack of

Approved: May 16, 2022

economic opportunities and poor infrastructure continue to constitute a significant drag on Guinea's immediate future jobs and economic growth. Lack of resources and administrative challenges have confused Guinea's public health activities and delayed responses to diseases. The transition government's draconian bank account freezes and stoppages of public expenditures have delayed or halted essential services. Its review of government contracts and licenses, while aimed at better transparency of natural resources, has delayed or halted investments and resulted in the loss of thousands of local sub-contractor or vendor jobs. While the leaders of the military coup were greeted with celebratory adulation on the streets of Conakry in September 2021, these underlying problems are causing increasing criticism of the regime. Guinea's current government will need to carefully balance its expansive agenda to "re-found" or re-establish the Guinean state, with the inexorable decline in public opinion as years drag on before elections, slated for mid-2025 as of April 2022.

Guineans often refer to their "scandal" of natural resources. Guinea possesses one-third of the world's bauxite reserves, has the largest known single deposit of iron ore, is a major gold producer, and has the hydroelectric capacity to have earned the moniker "the water tower of West Africa." That said, Guinea's GDP growth of recent years has been almost exclusively driven by mineral exports that provide little broad economic benefit for Guinean citizens. The rapid pace of investment in mining and power has not always been accompanied by due attention to environmental and social impacts. This continues to ignite protests among young Guineans anxious to reap the benefits of Guinea's economic potential. U.S. public and private investment is helping Guinea secure sustainable, diversified, and equitable development. U.S. investors (including the U.S. Government through DFC) have invested nearly \$1 billion since 2015 in diverse sectors including mining, power generation, telecommunications, housing, banking, and agriculture. American businesses are perceived as trustworthy, and American business standards are seen as improving Guinean business practices. Finally, Guinean entrepreneurs are increasingly looking to American partners, products, and suppliers.

Unfortunately, the Ebola crisis of 2014-2016 remains the recent image of Guinea for most Americans. But even before that Ebola outbreak, the health sector had been the main focus of U.S. assistance to Guinea. Some 90% of our assistance continues to be in that sector with

Approved: May 16, 2022

tangible results. USAID anti-malaria efforts have seen a 2/3 reduction in malaria prevalence since 2012, with improved medical services across the Government's health infrastructure. DOD efforts with the Guinean military have built a strong HIV/AIDS screening and treatment program and significantly improved the GoG capacity through a donation of a laboratory. Since 2014, CDC's efforts have substantially improved Guinea's ability to deter, detect, and respond to infectious diseases through its technical assistance for the development of the District Health Information Software (DHIS2) system and its Field Epidemiology Training Program (FETP). The capacity developed through FETP allowed Guinea to deploy its own experts to help the DRC in that country's own recent Ebola outbreak. Finally, NIH has supported the development of a world-class Guinean research facility for continued research in Ebola and other infectious diseases. The collaboration positioned the facility and personnel to provide some of the laboratory and technical support for combatting the COVID-19 pandemic as well as the Ebola and other infectious diseases outbreaks of 2021. While our impact has been significant, Guinea's health needs remain great, and without health sector improvements, development achievements in other sectors will be hard to attain and maintain.

All our work with Guinea is predicated on progress helping to create a government that is just, transparent, and democratic. Guinea's democratic history has seen three presidential, two legislative, and one communal election cycle; all resulted in elected officials taking office, but all were accompanied by weeks of unrest, dozens of deaths, hundreds of arbitrary arrests, and other contested practices. Guinea's elections have provoked crises in the short and long terms, with some measure of stability in the medium term. At the same time, the quality of governance has fallen far short of international norms with high levels of corruption and inefficiency depriving the country of the benefits of its economic potential. Under the transition government, institutions including individual ministries and the courts are nominally more independent. The nascent press corps and civil society are now playing a more free, watchdog role. Reforms in managing state revenues and expenses, while slowing expenditures in the short term, are likely to make Guinea's government more accountable. The U.S. Mission remains deeply engaged in Guinea's democratic process with the Ambassador serving on a "Group of Five" committee of international partners, in addition to Mission-wide engagement

Approved: May 16, 2022

with parties, ministries, and civil society. U.S. efforts with the key ministries of Foreign Affairs, Defense, Security, and Health, have resulted in stronger prioritization of responsive governance.

Maintaining America's presence in Guinea is a challenge. Conakry is a well-deserved maximum hardship post making it a constant challenge to recruit and retain American staff. Challenges in Guinea's educational system limits the pool of well qualified local staff. Intense rain and salty air as well as sub-par construction standards and poor to non-existent public services make safely maintaining our offices and residences a day-to-day struggle. That said, we have undertaken many projects to refurbish the Chancery facilities, have dramatically improved the residential housing pool, and have seen our American school go from near-certain bankruptcy to a going concern. Despite recruitment challenges, and perhaps because of the hardships, U.S. mission personnel put a premium on internal morale, which remains relatively high.

## 2. Mission Strategic Framework

### **Mission Goal 1: Strengthen Democracy, Human Rights, and Good Governance**

- **Mission Objective 1.1:** Strengthen democratic and economic governance processes (CDCS DO 2), including a return to constitutional government
- **Mission Objective 1.2:** Strengthen human rights and access to justice

### **Mission Goal 2: Advance Mutual Peace and Security Interests**

- **Mission Objective 2.1:** Return to effective civilian control of Guinea's military and security forces
- **Mission Objective 2.2:** Improve Guinean security services' ability to manage its porous borders, counter transnational criminal and terrorist threats, narcotrafficking, money laundering, trafficking in persons, and mutual threats
- **Mission Objective 2.3:** Promote and protect the health, safety, and welfare of American citizens, while facilitating legitimate travel to and from the United States, through a network of aviation, tourism, health, security, and judicial representatives to help the Mission assist U.S. citizens during emergent crisis events

### **Mission Goal 3: Encourage Mutually Beneficial Trade and Investment Between the United States and Guinea**

- **Mission Objective 3.1:** Encourage entrepreneurship to drive private sector-led economic growth in Guinea
- **Mission Objective 3.2:** Support and assist U.S. businesses in Guinea enter and effectively compete in the Guinean market, particularly regarding critical infrastructure, mining, and agriculture

**Mission Goal 4:** Strengthen Guinean Health Systems to Accelerate Reductions in Mortality

- **Mission Objective 4.1:** Increase capacity and commitment of the local health system for better health outcomes (CDCS DO 1) to support improved outcomes across the spectrum of foundational health operations
- **Mission Objective 4.2:** Prevent avoidable epidemics, detect threats early, and respond rapidly and effectively through coordination and partnership across all organizations

**Management Objective 1:** Assess and address the future local staffing needs of the Mission by rationalizing anticipated future work requirements, identifying new efficiencies, expanding training opportunities, embracing new technologies, and re-classifying positions to reflect those factors

**Management Objective 2:** To attract staff and increase morale, support the American International School of Conakry's efforts to improve K-12 education and continue updating common areas in the Chancery buildings and renovating or refurbishing individual offices spaces, furniture, and furnishings



### 3. Mission Goals and Objectives

#### **Mission Goal 1 | Strengthen Democracy, Human Rights, and Good Governance**

**Description |** Programming will provide assistance to strengthen Guinea's nascent democracy and return Guinea to constitutional governance through support to targeted institutions. The assistance will respond to challenges caused by inequality and lack of public accountability, transparency, and responsiveness; counter the drivers of violence and instability; and strengthen citizen-responsive governance, democracy, and human rights. Institutions include, but are not limited, to the National Transition Council (CNT), Ministry of Territorial Administration and Decentralization, Ministry of Health, Ministry of Justice, electoral management body, media, civil society, and political parties, etc.

**Objective 1.1 |** Strengthen democratic and economic governance processes (CDCS DO 2), including a return to constitutional government

- **Justification |** Guinea must return to constitutional rule as soon as possible. Inadequate public service delivery, social conflict, and endemic corruption characterize Guinea's governance. Prior to the September 5, 2021 coup d'état, Guinea's political system suffered from a lack of genuine competition and the notable absence of women and youth in positions of authority in decision-making processes. The absence of checks and balances on executive branch control over public administration, the electoral process, political manipulation of the process, and systemic long-term reforms proposed by the transition government threaten Guinea's stability and economic development. Limited capacity of civil society, media, and government institutions contribute to an electoral process plagued by profound mistrust, extreme polarization, and identity-based politics. In addition, youth unemployment and underemployment are evident, hindering economic growth and production. Many young people are unemployed, work in unpaid positions, or work in informal industries. Meanwhile, rising food costs, coupled with low or declining family incomes, put more people on the brink of food insecurity. Government subsidies have aimed to address these issues, but in general,

they are poorly implemented, unsustainable, and difficult to manage. With improved economic governance where clear rules are enforced fairly, Guinea can begin to reap the benefits of its rich natural resource base and increased global private investment for the benefit of its population.

- **Linkages** | JSP 2.2, 3.1, 3.2, 3.3; INSS pg. 3, 11; AF JRS 1.4, 2.1.3, 2.2.2, 2.2.3, 2.3, 3, DRL FBS 2, 3, 4; J/IRF FBS 1.1, 2; ECA FBS 2.2, 2.3; S/GWI FBS 2; INL FBS 2, 3
- **Risks** | Guinea has a long transition to return to democratic rule. Post will maintain pressure on the transition government in close coordination with like-minded partners, and international organizations like the European Union, African Union, and United Nations to push for local, national, and presidential elections.

#### **Objective 1.2** | Strengthen human rights and access to justice

- **Justification** | Decades of undemocratic rule prior to Guinea's first free elections in 2010 left the citizenry lacking faith in its government to provide fair and equal treatment under the law. Since 2010, faith has not substantially improved, despite legislative elections in 2013 and 2020, and presidential elections in 2015 and 2020. The lack of confidence in democratic governance and processes culminated in the 2021 coup d'etat. Transition authorities are planning for large-scale sectoral reforms that could take years to complete. As reported year after year in Human Rights and Trafficking in Persons reports, significant areas of concern remain despite increased Guinean government attention and legal reforms. The transition government announced plans to make small but tangible progress on national reconciliation initiatives aimed at breaking the cycle of recurrent mass ethnic-based human rights abuses. Further, government and civic leaders have demonstrated greater resolve in addressing the very high incidence of female genital mutilation and cutting (FGM/C), trafficking in persons, and child labor. Without continued progress on human rights and justice issues, Guinea will face challenges preventing violence and improving faith in the government, undermining democratic institutions.

- **Linkages** | JSP 1.4, 1.5, 2.2, 3.1, 3.2, 3.3; INSS pg. 3, 11; AF JRS 1.4, 2.1.3, 2.2.2, 2.2.3, 2.3, 3, DRL FBS 2, 3, 4; J/IRF FBS 1.1, 2; ECA FBS 2.2, 2.3; S/GWI FBS 3; INL FBS 2, 3
- **Risks** | The transition government refuses to engage with political actors and takes autocratic action to limit opposing voices. Post will use foreign assistance programs and diplomatic engagements to encourage and strengthen political dialogue.

## **Mission Goal 2 | Advance Mutual Peace and Security Interests**

**Description** | Peace and security are fundamental goals the United States and Guinea strive to meet to advance our mutual prosperity. Threats from regional terrorism, narcotraffickers, and transnational criminal networks prevent the development of a safe environment for Guineans to thrive. The United States Government partner with the Guinean partners to achieve shared objectives in peacekeeping, maritime domain awareness, counter terrorism, border security, security sector reform, law enforcement cooperation, mutual legal assistance, and extraditions

### **Objective 2.1 | Return to effective civilian control of Guinea's military and security forces**

- **Justification** | Guinean special forces seized power from the democratically elected president on September 5, 2021 by a coup d'état. The return to full civilian control is essential as Guinea returns to constitutional order. Regional security will remain threatened without effective civilian control, and prolonged military control risks future coups d'état.
- **Linkages** | JSP 1.4.1, 3.1, 3.2.1, 3.3; AF JRS 1.2, 1.3, 1.4, 3.1.1, 3.1.2, 3.2; INL FBS 2.1, 3.1, 3.3; INSS pg. 19; AFRICOM Campaign Plan LOE 2 & 4.
- **Risks** | Delays in democratic elections further strain U.S. engagements due to Section 7008 statutory restrictions on assistance. Further delays in the return to civilian control also increase the risk for further coups d'état and civil disturbances with increasing intensity. Long-term military rule will stymie the effective return to civilian control of Guinea's military and security forces. Mission Guinea plans to mitigate these risks through continued engagement with key government stakeholders, civil society, and the international community to guarantee a timely return to civilian control.

Approved: May 16, 2022

**Objective 2.2** | Improve Guinean security services' ability to manage its porous borders, counter transnational criminal and terrorist threats, narcotrafficking, money laundering, trafficking in persons, and mutual threats

- **Justification** | The security sector has made steady progress in security sector reform since the country's first democratic elections in 2010. Threats due to Guinea's position as a growing transit point for narcotics, illegal exploitation of Guinea's maritime resources, growing regional terrorist and criminal threats including banditry, and illicit transfers along Guinea's porous borders remain significant security challenges that endanger the safety and security of Guineans and American citizens and the region. Partnering to meet these existing and emergent threats enables the United States and Guinea to protect public and private interests, while also creating avenues for continued security sector reform.
- **Linkages** | JSP 1.4.1, 3.3; AF JRS 1.2, 1.3, 3.1.2; INL FBS 1.1, 1.2, 1.4, 2, 3; J/TIP FBS 1.1, 1.2, 1.3; DRL FBS 1.2.1, 1.2.3, 3.1, 3.3; INSS pg. 19; AFRICOM campaign plan LOE 2.
- **Risks** | Delays in democratic elections will further strain the Mission's ability to provide timely, targeted, and effective security assistance due to statutory requirements and sanctions. Mission Guinea plans to mitigate these risks through continued engagement with key government stakeholders and likeminded partners to mitigate challenges associated with continued sanctions limiting Mission security assistance.

**Objective 2.3** | Promote and protect the health, safety, and welfare of American citizens, while facilitating legitimate travel to and from the United States, through a network of aviation, tourism, health, security, and judicial representatives to help the Mission assist U.S. citizens during emergent crisis events

- **Justification** | Promoting the welfare, safety, and interests of U.S. citizen overseas is the Mission's highest priority. Many U.S. citizens (including dual citizens and those with familial ties or cultural connections to the United States and Guinea) reside in Guinea. The Mission must be prepared to offer the full array of consular services to its constituents under difficult circumstances. With limited host government capacity to

support U.S. citizens in distress and the frequency of political or public health crises that occur, require the Mission to build strong relationships across the government, private, and international sector to best assist U.S. citizens.

- **Linkages** | JSP 5.1, 5.2; AF JRS 1.1.2, 1.2.1, 1.2.2; INSS pg. 9; CA FBS 1, 2; AFRICOM campaign plan LOE 2, 3 & 4.
- **Risks** | The unpredictable and sudden nature of many emergencies presents a risk for the Mission's ability to support U.S. citizens, as Mission resources often need to be quickly realigned to react to crises. Effective communication with U.S. citizens may be impeded by reliance on technology that may not be available to U.S. travelers in all the environments and situations they encounter. In addition, U.S. travelers ultimately choose what information to use and what advice to heed, as some may choose not to use the information the Mission provides. To mitigate these risks Mission Guinea continues to disseminate accurate and up-to-date information to the public so that U.S. citizens can make better informed decisions about their travel plans and activities, avoid unsafe situations, and mitigate the need for emergency assistance.

### **Mission Goal 3 | Encourage Mutually Beneficial Trade and Investment Between the United States and Guinea**

**Description** | Guinea is a country of unrealized potential. Although the country's economy has expanded in recent years thanks to bauxite exports, Guinea still needs to diversify its economy, especially in the energy and agriculture sectors. Encouraging entrepreneurship will drive private sector-led growth and focusing on youth and women entrepreneurs can ensure that this growth is more equitable and inclusive. By tapping U.S. technical expertise and investment, American companies can assist Guinea in efforts to sustain economic growth, while also expanding bilateral trade, to the benefit of both nations.

**Objective 3.1** | Encourage entrepreneurship to drive private sector-led economic growth in Guinea

- **Justification** | Encouraging entrepreneurship will expand human capacity in Guinea, strengthen the skills of the workforce available for hiring by U.S. companies working in Guinea, increase the customer base to purchase U.S. products exported to Guinea, and contribute to developing the Guinean economy.
- **Linkages** | AF JRS 2.2
- **Risks** | Risks to not achieving this objective include Guinea's recent modest economic growth, driven by the public and extractives sectors, stagnating. The mission can mitigate this risk by supporting existing private sector actors contributing to Guinea's economy and , and specifically by targeting entrepreneurship and investment that break the extractive, rent-seeking habits typical of a mining-dependent economy.

**Objective 3.2** | Support and assist U.S. businesses in Guinea to enter and compete effectively in the Guinean market, particularly regarding critical infrastructure, mining, and agriculture.

- **Justification** | Creating mutually beneficial trade ties between the U.S. and Guinea requires the presence of U.S. companies on the ground. By raising awareness of commercial opportunities for American companies in Guinea, we can support and expand bilateral trade ties to benefit of both nations.
- **Linkages** | AF JRS 2.1
- **Risks** | Risks to not achieving this objective include a decline in new U.S. businesses interested in entering the Guinean market and existing U.S. businesses leaving the Guinean market, likely replaced by businesses from nations that do not share our values. The mission can mitigate this risk by remaining apprised of the opportunities and challenges presented by the Guinean market and communicating that information objectively to relevant U.S. companies.

## **Mission Goal 4 | Strengthen Guinean Health Systems to Accelerate Reductions in Mortality**

**Description |** Reduction of morbidity and mortality due to communicable and non-communicable diseases, and emergency situations is a key priority of the Guinean National Health Development plan (PNDS 2015-2024). This priority aligns with the U.S Government's Global Health priorities of preventing maternal and child deaths and combating infectious diseases. By strengthening health governance, accountability, workforce capacity, and the use of health information for decision making, U.S. assistance will improve health equity and resource optimization which will significantly reduce maternal, neonatal, child infectious disease morbidity and mortality. In addition, the Global Health Security Agenda (GHSA) serves as a multilateral and multi-sectoral approach to strengthen capacities to prevent, detect, and respond to infectious threats and public health emergencies of international concern, and to enable national governments to fulfill their obligations under the International Health Regulations (IHR).

**Objective 4.1 |** Increase capacity and commitment of the local health system (CDCS DO 1) to support improved outcomes across the spectrum of foundational health operations

- **Justification |** The Guinean health system suffers from significant gaps due to insufficient funding, poor management of human resources for health, and low availability of quality health services, especially in rural areas. In addition, there is insufficient leadership and health governance capacity to strategically invest limited donor funding in health systems strengthening activities for better health outcomes. Health systems strengthening is a key priority of the PNDS 2015-2023. This priority aligns with the USAID Office of Health System's vision of health system strengthening 2030 and GHSA priorities. By strengthening the capacity and commitments of local health systems, U.S. assistance will improve the management of decentralized human resources and availability of necessary commodities which will enable health facilities to sustain the provision of quality health services.

- **Linkages** | JSP 3, AF JRS 4
- **Risks** | The successful achievement of the Mission objective could be impeded by internal and external risk factors. Among the internal factors, the Mission has identified the following: (i) socio-political context with a transition government following the military coup d'état of September 5, 2021, (ii) change in the health sector leadership as the new leadership's priority may change the course of current programs, (iii) inadequate mobilization of domestic resources, and (iv) lack of transparency and accountability. External factors include (v) the current COVID-19 pandemic, as the country continues to experience an increased and under-reported number of cases. This may affect healthcare providers and limit the health system ability to respond to the needs of the population in a balanced manner.

To mitigate these risks, the Mission will continue to collaborate closely with technical counterparts and leadership of the Ministry of Health and its key departments and agencies. This collaboration allows the Mission to influence strategic decisions at the Ministry regarding priority setting and resources allocation to strengthen the resilience of the health system. In addition, the Mission will collaborate closely with other donors and diplomatic partners to reinforce shared messages, improve coordination and alignment.

**Objective 4.2** | Prevent avoidable epidemics, detect threats early, and respond rapidly and effectively through coordination and partnership across all organizations

- **Justification** | Guinea has repeatedly experienced several disease threats in the past years, highlighting the critical need to continue building the capacity for epidemic preparedness and response. The U.S. Mission in Guinea has been a key actor in supporting the government and its partners to address disease outbreaks including Ebola, polio, measles, yellow fever, Marburg, Lassa fever, and the current COVID-19 pandemic. In addition, International Health Regulation (IHR) compliance requires coordination and technical expertise across multiple stakeholders. In December 2014, the U.S. Congress authorized emergency funding to USG agencies to end the Ebola



epidemic and accelerate Global Health Security Agenda (GHSA) implementation in partnering countries to prevent, detect, and respond to public health emergencies. Outbreak and disease mitigation happens through strengthened workforce capacities, improved data quality, efficient surveillance and laboratory systems, and strong national coordination. The zoonotic disease burden persists in part because of weak veterinary and human public health systems that fail to rapidly detect diseases and a weak coordination between the three sectors of human, animal, and environmental health in support of a One Health approach. Support is ongoing and continuation of such support will be critical to ensure effective responses to future outbreaks, which are certain to occur in this endemic region.

- **Linkages** | JSP Goal 3, AF JRS Goal 4, GHSA EOC, surveillance, laboratory, and human resources objectives, and WHO IHR objectives of having one epidemiologist per 200,000 of population.
- **Risks** | The successful achievement of the Mission objective could be impeded by internal and external risk factors. Among the internal factors, the Mission has identified the following: (i) socio-political context with a transition government following the military coup d'état of September 5, 2021, (ii) the COVID-19 vaccination efforts may overwhelm the understaffed health system, shifting the focus from other epidemic diseases such as measles, polio, etc., (iii) inadequate mobilization, renewal, and expansion of domestic resources, and (iv) reduced human resource capacity as the contract of contractors supporting the National health security agency (ANSS) is closer to the end. External factors include (v) repeated and often concurrent disease outbreaks including Ebola, polio, measles, Marburg, yellow fever, Lassa fever, meningitis, and the current COVID-19 pandemic.

To mitigate these risks, the Mission will continue to collaborate closely with technical counterparts and leadership of the Ministry of Health and its key departments and agencies. This collaboration allows the Mission to influence resource mobilization and capacity strengthening of the ANSS. In addition, the Mission will collaborate closely with other donors to support the ANSS contractors and maintain the country's response

capabilities. This will be done in a way that increases Guinea's capacity to progressively take over depending on future needs and changes in the course of the COVID-19 pandemic.

#### 4. Management Objectives

**Management Objective 1** | Assess and address the future local staffing needs of the Mission by rationalizing anticipated future work requirements, identifying new efficiencies, expanding training opportunities, embracing new technologies, and re-classifying positions to reflect those factors

- **Justification** | In order to reflect local labor law, Post recently put in place mandatory retirement for all local staff which resulted in many vacancies. Post is taking this opportunity to reassess, and reclassify as needed, position descriptions across all sections to ensure they accurately reflect the present and future needs of the Mission. Post will also develop a new training strategy as part of this position review with a goal of developing in-person and virtual training opportunities for all staff utilizing local, regional and international resources. Also of note, M/PRI, in its May 2015 “Rightsizing Review of U.S. Mission Guinea,” recommended that the Africa Bureau make one USDH position available to Mission Guinea for either an HRO or an A/GSO position and that upon attaining a certain personnel threshold –originally forecast for 2019 but delayed by the pandemic-- the second position be made available. Post will work with the Africa Bureau to secure these much-needed positions. Improving the management platform through augmenting workforce talent is critical to Mission Guinea’s success and lack of progress threatens the Mission’s ability to accomplish its objectives.
- **Linkages** | AF JRS Management Objective
- **Risks** | Meeting this goal will be an on-going effort requiring various strategies which will evolve to meet the challenges encountered. Flexibility and creativity will allow us to mitigate any risks of failure which may arise.

**Management Objective 2** | To attract staff and increase morale, support the American International School of Conakry's (AISC) efforts to improve K-12 education and continue updating common areas in the Chancery buildings and renovating or refurbishing individual offices spaces, furniture, and furnishings

- **Justification** | Conakry is a Service Needs Differential post with a 30% hardship differential and a special R&R, based on factors such as the security situation; lack of infrastructure; weak economy; lack of development; minimal cultural and recreational opportunities; and family hardships. Together, these factors often translate into low interest from potential bidders, contributing to long staffing gaps at Post. Ultimately, this undermines Post's ability to make progress toward its objectives. In that regard, a quality school is key to attracting bidders and therefore, continued efforts by Post to ensure the viability and success of the American International School of Conakry (AISC) is vital. Post and Washington will continue to support the growth and viability of the school to attract future bidders by playing an active role on the school board and participating in, and supporting, school activities and events. Improving and enhancing Embassy buildings and workspaces can also create incentives for potential bidders. Post will continue with on-going efforts to update, refresh, and reconfigure existing workspaces, offices, and common areas.
- **Linkages** | AF JRS Management Objective
- **Risks** | The inability to attract a broader spectrum of bidders will put this objective at risk. Mitigating this risk will require further coordination with AF/EX to consider greater incentives for bidders beyond those that Post can control, such as increased monetary incentives, additional leave and/or other personal and professional inducements