



Integrated Country Strategy

NIGER

FOR PUBLIC RELEASE

Approved: April 21, 2022

Table of Contents

1. Chief of Mission Priorities	1
2. Mission Strategic Framework	5
3. Mission Goals and Objectives	7
4. Management Objective	19

1. Chief of Mission Priorities

A landlocked country about twice the size of Texas, Niger is the largest country in West Africa and is strategically important as a linchpin for stability in the Sahel as well as a reliable counterterrorism partner against ISIS-Greater Sahel, ISIS-West Africa, Jama'at Nasr al-Islam wal Muslimin (JNIM), Boko Haram, and other regional violent extremist organizations. Niger was ranked 189 out of 189 in the 2021 UN Human Development Index and has the fastest population growth rate in the world at 3.9 % per year. More than half the population of 24 million is under the age of 15. The literacy rate is below 30% among adults and even lower among women. Studies show that by 2050, Niger's population will balloon to approximately 55 million if no concrete measures are taken to slow population growth.

The Government of Niger (GoN) has become a more open and active partner with the United States over the past several years, and Mission Niger partners with Niger through an approach emphasizing the use of diplomacy, development, democracy, and defense as strategic axes to help the country: (1) strengthen its democracy and human rights with increasingly accountable governance; (2) become an increasingly capable partner against regional threats; and (3) advance inclusive and sustainable economic growth. U.S. Government (USG) policies are centered on concerted diplomatic engagement, broad and well-targeted development assistance, and a commitment to work with Niger to help it overcome challenges from regional insecurity, poor governance, inadequate provision of health care and education, steadily increasing desertification, food insecurity, and rapid population growth.

The United States remains engaged through democracy and governance programs, aiming to strengthen the capacity of Niger's non-governmental organizations, political institutions, and civil society organizations while promoting the increased participation of women and youth in Niger's political discourse. Since the restoration of democracy in 2011 after a 2010 coup, Niger has made noteworthy strides in democracy and institution building. The 2020 local, legislative, and presidential elections represented a continuation

of democratic consolidation and opportunities to build civilian confidence in their government through decentralization. As partners, we will continue to work with Nigerien institutions to ensure the GoN employs transparent, non-partisan efforts to combat corruption. We will promote capacity building, professionalism, independence, transparency, and responsiveness of Niger's judiciary. Additionally, we will continue to strive to improve the quality and professionalism of Niger's media.

Helping Niger to become an increasingly capable partner against regional threats is a critical goal. Niger's security forces are an effective partner against regional violent extremist organizations, and USG military-to-military cooperation and security assistance have grown substantially. We will continue to train, equip, and mentor our Nigerien partners to help maintain stability in the region in the face of terrorism, criminality, and trafficking. In addition, we will continue to support major training engagements for Niger's military, professional exchanges, and civil-military support activities. We will continue supporting law enforcement and justice programs to improve Niger's capacity to protect citizens and enhance rule of law prosecutions, border security, counterterrorism investigations, and urban crisis response. We will also continue to support the Security Governance Initiative (SGI) concept, focusing on defense institution building as a complement to our train-and-equip programs.

Moreover, recognizing that long-term solutions to security threats must incorporate non-military initiatives, we will increase efforts in countering violent extremists, with the goal of decreasing the number of youth vulnerable to radicalization, providing a pathway for defectors of VEO's, fostering political and economic inclusion at the community level, and improving access to livelihood and job opportunities in at-risk communities. And finally, we will continue to support Niger's participation in UN peacekeeping missions.

In the area of promoting social and institutional development and broad-based economic growth, U.S. assistance will continue to strengthen resilience, build increased resilience to the effects of climate change, reduce food insecurity, and provide humanitarian food

assistance. We will promote women's empowerment as a cross-cutting development goal, which is a prerequisite to achieving all of the Mission's objectives. Building Niger's health sector capacity, particularly improving access to and use of family planning services, will be a priority.

Additionally, we will continue to support increased literacy in local languages and expanding access to education for girls and young women to help reduce the incidence of early marriages. We will utilize public diplomacy programs to underpin efforts that increase socio-economic development. The \$437 million Millennium Challenge Corporation (MCC) Compact focuses on large-scale irrigation infrastructure development and community-based, climate-resilient agriculture, while promoting sustainable increases in agricultural productivity and trade. To foster long-term economic growth, the Mission will assist Niger in improving its business climate and increasing awareness of social entrepreneurship, which will boost Niger's prosperity and create opportunities for U.S. exports and investment in Niger. Currently, USAID/Niger is developing a five-year Country Development and Cooperation Strategy (CDCS) for the period 2022-2027. Upon USAID/Washington approval of the CDCS, anticipated after June 2022, Embassy Niamey's ICS will be updated to reflect the USAID Development Objectives in its CDCS.

With all these efforts, rapidly increasing U.S. assistance and engagement in Niger has stressed the Embassy's platform. We will continue to need increases in personnel, outreach activities, procurements, and other Mission programs. Although this expansion is welcome and needed, Niger's austere environment, including extreme heat and dust storms, a very limited services sector, a lack of skilled human resources, lack of technological infrastructure, and an erratic electricity supply present additional challenges for maintaining services.

In addition to ensuring that the Mission has the appropriate positions and platform to implement its programs and achieve its goals, we will work to improve recruitment so that all positions are filled with well qualified candidates. To improve effectiveness of employees, we will prioritize support of employees through training, information sharing,

and community-building activities, with emphasis on inclusiveness, staff development, and supervisory skills.

2. Mission Strategic Framework

Mission Goal 1: Strengthen Democracy, Human Rights, and Good Governance in Niger

- **Mission Objective 1.1:** Government institutions are more transparent, accountable, and responsive to citizen needs.
- **Mission Objective 1.2:** Access to justice and respect for fundamental human rights improves, focusing on freedom of the press and expression, civil liberties, and rights of the most vulnerable.
- **Mission Objective 1.3:** Democratic institutions provide for peaceful political competition and representative political processes.

Mission Goal 2: Strengthen Niger's Capacity to Counter Regional Threats and Criminal Activity

- **Mission Objective 2.1:** Increasingly professionalized Nigerien security forces counter violent extremism, provide internal stability, and enhance regional security in accordance with democratic norms and observance of human rights.
- **Mission Objective 2.2:** Niger's government institutions, security forces, and civil society collaborate to reduce vulnerability to violent extremism.

Mission Goal 3: Increase inclusive and Sustainable Economic Growth

- **Mission Objective 3.1:** Investment and broad-based employment are increased, leading to growth and diversification of Niger's economy.
- **Mission Objective 3.2:** Niger's government institutions improve delivery of public services and programs that reinforce livelihoods of the rural poor, viability of key productive sectors, and sustainability of natural resources.

- **Mission Objective 3.3:** Chronically vulnerable communities and communes more effectively manage shocks and stresses and reduce their levels of poverty.

Management Objective 1: Enhance the capacity of the Mission's management and diplomatic platform by recruiting and supporting qualified staff to support the Mission's diplomatic, development, and defense presence and responsibilities.

3. Mission Goals and Objectives

Mission Goal 1 | Strengthen Democracy, Human Rights, and Good Governance in Niger

Description | As stated in the Africa Bureau Joint Regional Strategy, the United States helps advance democracy in Africa by promoting the rule of law, respect for human and civil rights, credible and legitimate elections, a politically active civil society, and accountable and participatory governance. Post continues to pursue this effort, advocating for greater transparency and inclusiveness, better delivery of services, and the assurance of civil freedoms. An important milestone was the 2020-2021 local and national elections, which were the third time since 2011 that Nigerien citizens democratically elected new leaders, and first time that power passed from one president to the next via the electoral process.

Objective 1.1 | Government institutions are more transparent, accountable, and responsive to citizen needs.

- **Justification |** A new, democratically elected government is more cognizant of its responsibility to the Nigerien population.
- **Linkages |**
 - **Interim National Security Strategy Guidance:** Protect the security of the American people from violent extremists
 - **Joint Strategic Plan Objective 1.4 - Peace & Security:** Revitalize U.S. alliances and partnerships to prevent, deter, and resolve conflicts and address international security challenges
 - **AF Bureau Joint Regional Strategy 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.

- **Interim National Security Strategy:** Strengthen our commitment to development, health security, environmental sustainability, democratic progress, and rule of law
- **Department of State and USAID Joint Strategic Plan:** Strengthen democratic institutions, uphold universal values, and promote human dignity
- **AF Joint Regional Strategy – Objective 3.1:** Promote accountable, transparent, and democratic governance
- **Risks |** Niger is surrounded by instability, with two coups in Mali and a coup in Burkina Faso in the past year. The uncertainty and instability of its neighbors has a direct impact on Niger. The VEO threat and the impending reconfiguration of French and other military operations as a result of recent coups continues to consume the GoN's time and energy. Its ability to devote resources and effort improving delivery of basic services is therefore diminished. The government risks losing the confidence of the Nigerien population if it cannot find a way to respond to the most urgent needs of its people and ensure relative stability within its own borders.

Objective 1.2 | Access to justice and respect for fundamental human rights improve, focusing on freedom of the press and expression, civil liberties, and rights of the most vulnerable.

- **Justification |** There has been an erosion of human and civil rights, as evidenced by the GoN breaking up demonstrations, restricting freedom of assembly, threatening and jailing journalists, attacking political opposition, and arresting civil society activists. Non state actors engaged in violent extremism capitalize on local conflicts and core grievances, using long-held feelings of injustice and marginalization among some members of the communities to spur divisions. Government response has resulted in alleged human rights abuses that are not comprehensively documented, with little to no accountability or redress for victims. The public's awareness of formal justice mechanisms, their legal rights, and court procedures for resolving disputes is poor and citizens often turn to traditional dispute resolution. Additionally, many citizens who lack literacy skills must become better informed and familiar with their rights and

protections. Our efforts will assist Niger to safeguard the fundamental elements of democratic institutions by supporting freedom of the press, opening spaces for reformers, and ensuring the general public has a voice in improving its future. At risk are basic civil liberties, along with essential partnership agreements, including the Millennium Challenge Account.

- **Linkages |**

- **Joint Strategic Plan Objective 1.4 - Peace & Security:** Revitalize U.S. alliances and partnerships to prevent, deter, and resolve conflicts and address international security challenges
- **AF Bureau Joint Regional Strategy 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.
- **Interim National Security Strategic Guidance:** Strengthen our commitment to development, health security, environmental sustainability, democratic progress, and rule of law
- **Department of State and USAID Joint Strategic Plan – Goal 3:** Strengthen democratic institutions, uphold universal values, and promote human dignity

- **Risks |** If access to justice and respect for fundamental human rights is not upheld and strengthened, Niger risks a broad deterioration of stability in the democratic space. Niger must permit freedom of expression, to include the right to demonstrate.

Objective 1.3 | Democratic institutions provide for peaceful political competition and representative political processes

- **Justification |** Since 2017, the USG has supported an open, transparent process to advance political consensus on critical electoral reforms to address issues associated with past election administration, particularly concerns of the political opposition. The USG supported creation of Niger's first ever permanent election commission, the National Independent Electoral Commission (CENI), drafting of the 2017 electoral law, completing the biometric voter registration, boosting capacity of political parties,

and assisting the CENI to successfully conduct the municipal and regional elections on December 13, 2020, legislative and first-round presidential elections on December 27, 2020 and the second-round presidential election on February 21, 2021. During the current Nigerien presidential administration, the USG will continue to support longer-term institutional development and electoral policy reform efforts for a stable democracy in Niger. We will support the CENI in undertaking robust and transparent follow-up on lessons learned from the 2020-2021 elections in preparation for Niger's 2025-2026 elections. Additionally, we will offer training on best practices for political diversity as well as training and exchange programs to improve journalism, promote press freedom, provide access to information, prevent the spread of fake news, and to help Nigerien governmental institutions develop better working relationships with the press.

- **Linkages |**
 - **Interim National Security Strategic Guidance:** Strengthen our commitment to development, health security, environmental sustainability, democratic progress, and rule of law
 - **Department of State and USAID Joint Strategic Plan – Goal 3:** Strengthen democratic institutions, uphold universal values, and promote human dignity
- **Risks:** As one of the only relatively stable democracies in the region, Niger must further consolidate democratic institutions in order to set the example for its neighbors. The risk is that instability and democratic backsliding in neighboring countries could bring Niger down with them.

Mission Goal 2 | Strengthen Niger's Capacity to Counter Regional Threats and Criminal Activity

Description | Consistent with the Interim National Security Strategic Guidance, the Joint Strategic Plan for State and USAID, and the Africa Bureau's Joint Regional Strategy, our Mission priority is promoting a stable, peaceful, and democratic Niger that serves as a force for regional peace, stability, and development. Achieving this policy priority calls for professional,

Approved: April 21, 2022

well-trained security forces that avoid political entanglements, accept civilian authority, and respect citizens' rights under the constitution. Additionally, there must be active, autonomous civil society organizations able to engage effectively with the government with a shared commitment to peace, countering extremism, terrorism, transnational crime, and advancing development and democracy.

Objective 2.1 | Increasingly professionalized Nigerien security forces counter violent extremism, provide internal stability, and enhance regional security in accordance with democratic norms, while promoting respect for human rights and fundamental freedoms.

- **Justification** | Security is essential to achieve all Mission strategic goals in Niger and is the top priority of the Nigerien government. However, threats to national security abound as VEOs terrorize in the borderlands; the transit of fighters and weapons to and from Libya destabilizes the region; and traffickers using traditional trade routes across the Sahara bolster criminal and terrorist organizations. This scenario jeopardizes democratic principles, impedes international investment and development, undermines good governance, and jeopardizes the safety of the Mission and Americans in Niger. Mission, through its array of train-and-equip and institution-building efforts at both bilateral and regional levels, will work with the GoN's security and rule-of-law institutions, such as the national defense, interior and justice ministers and security forces, to enhance their capacity to deal effectively with the pressing security challenges facing the country so as to promote internal and regional peace and stability. These efforts will be in concert with those of our Western partners for maximal effect while reinvigorating our alliances around the world. Failure to respond effectively to these challenges – whether in the form of terrorism against ordinary citizens, assaults on government institutions and forces, or transnational crime – undermines peace and stability and could eventually lead to the state's progressive loss of legitimacy and ability to govern.

- **Linkages |**
 - **Interim National Security Strategic Guidance:** Protect the security of the American people from violent extremists
 - **Joint Strategic Plan Objective 1.4 - Peace & Security:** Revitalize U.S. alliances and partnerships to prevent, deter, and resolve conflicts and address international security challenges
 - **Interim National Security Strategic Guidance:** Strengthen our commitment to development, health security, environmental sustainability, democratic progress, and rule of law
- **Risks |** Niger is surrounded by instability, with two coups in Mali and a mutiny in Burkina Faso in the past year. The uncertainty and instability of its neighbors has a direct impact on Niger. The VEO threat and the impending reconfiguration of French and other military operations in response recent coups continues to consume the GoN's time and energy. Its ability to devote resources and effort improving delivery of basic security services is therefore diminished. The government risks losing the confidence of the Nigerien population if it cannot find a way to respond to the most urgent needs of its people and ensure relative stability within its own borders; moreover, the government must continue to ensure that allegations of abuses by security forces are investigated and properly adjudicated.

Objective 2.2 | Niger's government institutions, security forces, and civil society collaborate to reduce community vulnerability to violent extremism and its exacerbating factors.

- **Justification |** The threat of violent extremism (VE) in the Sahel and Niger has increased in recent years due to a confluence of socio-economic, political, and environmental factors. VEOs not only exploit people's frustrations with their governments, but they also exploit communal conflicts and social relations, whether familial, ethnic, or religious. In fact, USAID-funded research on Countering Violent Extremism found that the primary factors influencing VE recruitment are economic, where such organizations offered recruits financial incentives to join, and social, where

membership in such an organization conferred a level of respect within the VE community, as well as security force abuses, desire for protection, poverty, unemployment, marginalization, and a sense of rejection and contestation of the state and its representatives.). A December 2020 Bureau of Conflict and Stabilization Operations partner workshop confirmed these findings.

Communities with a strong culture of non-violence, with a practice of inter- and intra-community dialogue, and following religious convictions opposing violent ideology were found to be the most resilient to VE. While Nigerien support for violent or extremist ideology is not widespread, a failure to address the root causes of VE and to strengthen community resiliency against VE will likely result in VE appeal and growth beyond existing areas. Accordingly, the Mission will focus on strengthening social cohesion across different ethnic groups, expanding existing dialogue between and among communities, providing income and employment opportunities, increasing the quality of judicial and other accountability mechanisms, promoting civilian-military coordination in addressing security concerns, and establishing more participatory decision-making processes between citizens and GoN and security forces.

- **Linkages |**

- **Interim National Security Strategic Guidance:** Protect the security of the American people from violent extremists
- **Joint Strategic Plan Objective 1.4 - Peace & Security:** Revitalize U.S. alliances and partnerships to prevent, deter, and resolve conflicts and address international security challenges
- **AF Bureau Joint Regional Strategy 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.

- **Interim National Security Strategic Guidance:** Strengthen our commitment to development, health security, environmental sustainability, democratic progress, and rule of law
- **Risks |** Communities and demographics at highest risk for VEO recruitment are frequently distrustful of or indifferent to GoN institutions. Developing effective mechanisms to interrupt VEO recruitment requires long-term fiscal and manpower commitments. While donors can fill some immediate requirements, these efforts require dedicated, long-term sources of financing that the GoN does not have available. Despite high-level agreement within the GoN to address VEO recruitment and reintegration of defectors from these groups into society, these efforts are costly and subject to bureaucratic disagreements and infighting. Efforts to address VE recruitment and encouraging defections also requires a transnational approach, as VE fighters from neighboring countries cross porous national borders.

Mission Goal 3 | Increase Inclusive and Sustainable Economic Growth

Description | In line with the Africa Bureau's Joint Strategic Plan Objective 2.2 and the Joint Regional Strategy Goals 2 and 4, the Mission will work to promote inclusive and sustainable economic growth, improvement of transparency in government fiscal matters, and actions against corruption and impunity. The GoN has a stated policy of promoting the private sector, both internally and by attracting foreign investment and sales. A vibrant private sector can help alleviate chronic poverty, promote GDP growth, and support domestic funding opportunities, which will enable a reduction in international assistance. Furthermore, the U.S. supports private sector growth as it provides opportunities for the U.S. private sector to invest.

Objective 3.1 | Opportunities for trade, investment, and broad-based employment are increased, leading to increased growth and diversification of Niger's economy.

- **Justification** | Although improving its World Bank Doing Business ranking over recent years, investment remains stagnant and domestic enterprises still suffer from lack of funds. The GoN, however, is committed to improving its business climate and to working with the international community in this regard. Coordinating with like-minded organizations will provide a consistent message to the host government and support private sector liberalization. Lack of private sector development will result in a government that continues to rely on external assistance and will continue to provide extremist organizations opportunities for recruitment among an underserved population.
- **Linkages** |
 - **AF Joint Regional Strategy Objective 2.1:** Encourage improvements to business enabling environments and enhanced trade and investment between the United States and Africa through whole-of-government engagement.**AF Joint Regional Strategy Objective 2.2:** Expand African capacity and technological innovation to foster effective participation in global markets.**AF Joint Regional Strategy Objective 2.3:** Improve economic governance and regional integration for trade and investment, including the implementation of the African Continental Free Trade Agreement.**Risks** | Growing instability in the Sahel region reduces the attractiveness of foreign trade and investment in Niger, and likewise reduces regional trade. Niger's economy is at risk of becoming more insular and less resilient against climatic shocks impacting the agricultural sector. Niger seeks to benefit from future potential of the African Continental Free Trade Agreement but this necessitates additional commerce with neighbors.

Objective 3.2 | Niger's government institutions improve delivery of public services and programs that reinforce livelihoods of the rural poor, viability of key productive sectors, and sustainability of natural resources.

- **Justification** | Strengthening the GoN's capacity to deliver public services to the population and spur economic development require better targeting and, in some cases, significant reform. Services such as access to water for production of goods and transportation networks to access markets are critical and foundational investments for economic growth and are also GoN national priorities. Assistance is needed to plan, coordinate, operationalize, maintain and sustain public service investments and protection of natural resources.
- **Linkages** |
 - **AF Joint Regional Strategy 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.
 - **AF Joint Regional Strategy Objective 2.2:** Expand African capacity and technological innovation to foster effective participation in global markets.
 - **AF Joint Regional Strategy 1 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.
- **Risks** | Continued exponential population growth risks diluting efforts made to basic services delivery in the long term. Extreme vulnerability to climatic shocks means basic services, such as water, nutrition and health care, can face rapid decline regionally depending on environmental conditions.

Objective 3.3 | Chronically vulnerable communities more effectively manage shocks and stresses and reduce their level of poverty.

- **Justification** | Water security¹ and land management are the two highest priorities of the GoN, reflecting the fundamental and urgent need to restore degraded land and water sources for a land-dependent population with rapidly dwindling access to resources. As such, both MCC and USAID will prioritize improved water security and enhanced sustainable productive land use through commune-led approaches, recognizing that governance is essential to all aspects of risk management. To enhance social support systems, USAID will strengthen household capacities and social capital. To strengthen risk management systems, USAID will coordinate access to multi-hazard early warning and climate information services and enhance the functioning of national early warning systems, strengthening responsive linkages between national, subnational, and local levels.

Boosting the profitability in markets is another key element of poverty reduction. The approach is to 1) enhance the capacities of the poor, especially women and youth, 2) expand the opportunities available to them to engage in markets, and 3) facilitate their entry into those markets. Building livestock assets is considered a key pathway out of poverty for Niger. As such, USAID and MCC will strengthen value chains for crops, horticulture, large and small ruminants and poultry, as well as supportive sectors such as finance, animal feed, and veterinary services. Cash for work interventions will contribute to the reclamation of degraded land, which can eventually be used for fodder production, resulting in increased income for farmers. Improved human capacity is also recognized as a critical element for change, considering the reality that low educational attainment is the single greatest constraint. It is assumed that the government and other donors will invest in infrastructure enhancement where USAID is active.

Additionally, improved health, family planning, and nutrition outcomes are essential to reducing stressors, managing shocks, and enabling chronically vulnerable populations

to pursue sustainable pathways out of poverty. Family planning is prominent in USAID programming within the health and nutrition development objective. Nutrition-specific interventions and services implemented through the health system will be well-aligned and coordinated with nutrition-sensitive interventions to ensure impact. USAID's health programming also encompasses programs to strengthen national health care services to reduce high rates of morbidity and mortality among mothers and infants, with a particular focus on mitigating infectious diseases. The President's Malaria Initiative (PMI) is helping the government of Niger curb the high rates of endemic malaria, and additional technical and financial resources are provided through USAID for addressing zoonotic outbreaks, polio and COVID-19.

- **Linkages |**

- **AF 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.
- **AF Joint Regional Strategy Objective 4.2:** Accelerate equitable, inclusive, and accessible actions to address the climate crisis, build the capacity to adapt, and foster resilience to climate-related environmental changes.
- **AF Joint Regional Strategy Objective 4.3:** Reduce hunger, malnutrition, and poverty in Sub-Saharan Africa SSA by transforming Africa's food systems for inclusive and sustainable economic growth, strengthening equitable and accessible resilience capacities, and climate adaptation and natural resource management, and the enabling environment for inclusive and sustainable agriculture-led economic growth.
- **AF Joint Regional Strategy Objective 4.4:** Build the skills of Africa's current and next generation to adapt to longer-term economic, social, and environmental change.

- **Risks |** Niger's fragile service delivery systems face cannot recover from repeated stresses from environmental shocks, insecurity, and rising populations.

4. Management Objective

Management Objective 1 | Enhance the capacity of the Mission's management and diplomatic platform by recruiting and supporting qualified staff to support the Mission's diplomatic, development, and defense presence and responsibilities.

- **Justification** | The Mission must have the appropriate human resources in place to achieve the goals of the U.S. Government in Niger. Each office must have the right number and type of positions, and those positions must be filled with qualified employees. We must provide employees with a diverse, inclusive, equitable, and accessible workplace, as well as the training and development to succeed.
- **Linkages** |
 - **Joint Strategic Plan Objective 4.1:** Build and equip a diverse, inclusive, resilient, and dynamic workforce
 - **Bureau of African Affairs and Bureau for Africa Joint Regional Strategy Bureau Cross-Cutting Management Objective 1:** Revitalize the diplomatic and development workforce and infrastructure in a diverse, equitable, inclusive, and accessible manner.
- **Risks** | Without an efficient and effective workforce, the ability to achieve Mission goals and ensure internal controls will be at risk. Risk will be mitigated by drawing upon external resources (TDY and remote assistance) when possible, increasing overtime hours, using the most efficient methods available to train and develop staff, and deprioritizing programs.