



# Integrated Country Strategy

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## Burkina Faso

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## 1. Chief of Mission Priorities

After 27 years under the Blaise Compaore regime followed by two tumultuous years that included shocks to its political and security structures, Burkina Faso now looks to President Roch Marc Christian Kabore to chart a new path for the country. His government has outlined three policy pillars: institutional reform, building human capital, and revitalizing the productive sector. This new government has also launched the donor-dependent National Economic and Social Development Plan (PNDES), which will serve as a framework for pursuing economic growth. The U.S. Mission should capitalize on its strong bilateral relationship with Burkina Faso to encourage government, security, and development progress and help stabilize the country and the region. Burkina Faso's long-term development and security depends on strong democratic institutions and good governance.

The Burkinabe people and government are overwhelmingly pro-American (73 percent favorability rating) and desire greater engagement with the United States. Yet exposure to American institutions like business, education, and media remains limited due to language barriers and the minimal presence of these institutions within the country. The rise of regional terrorist networks has made our bilateral relationship more important than ever, which has led to dramatic mission growth in recent years. This has generated management challenges, such as space limitations, hiring and retaining adequately trained staff, and acquiring and maintaining modern infrastructure and facilities.

Soft power programs are crucial as the U.S. government deepens its relationship with Burkina Faso in order to counter terrorism and violent extremism in the region. The government of Burkina Faso has traditionally played an outsized role in regional UN peacekeeping efforts, though recent security concerns and defense restructuring place in doubt its ability to maintain this level of troops outside the country. Burkina Faso is an example of peaceful inter-ethnic and inter-religious dialogue, having mediated crises abroad and maintained a strong culture of tolerance within its borders. This foundation has historically provided shelter, but Burkina Faso is increasingly vulnerable to regional threats due to its geography and lack of resources. Three terrorist attacks since January 2016, of increasing sophistication, and their impact on the expat community in Burkina Faso underscored the Mission's top priority of serving and protecting American citizens.

Burkina Faso has been selected to develop a second Millennium Challenge Corporation (MCC) compact. A second compact, combined with possible bilateral synergy with the PNDES, will provide a much-needed boost as the country seeks to invigorate its economy. Donors have

generally found excellent value for their aid dollars spent in Burkina Faso and are making gains across a range of programs and projects, including the establishment of a Center for Disease Control and Prevention (CDC) office in the Embassy and the designation of Burkina Faso as a President's Malaria Initiative focus country. Poverty and unemployment rates remain high due to overdependence on a few commodities, while demographic challenges and security concerns have made it difficult to attract American investment. However, the Mission is an important conduit for a greater U.S. commercial presence in Burkina Faso, particularly in technology and solar energy, via Power Africa.

In this context, this Mission will prioritize the following three goals: promote stronger democracy and improved governance; advance peace and security; and promote equitable economic opportunity and social development.

### **Promote Stronger Democracy and Improved Governance**

The United States is in a unique position to promote democracy and good governance in this defining moment in Burkina Faso's history. U.S. support was essential to the eventual success of the transition government and will be vital in the continued prosperity of a politically vulnerable government facing daunting security and development challenges. The historic election of President Roch Marc Christian Kabore in late 2015 provided hope, but there is now a growing perception that the party in power, the People's Movement for Progress (MPP), has failed to meet the public's aspirations and is beginning to resemble the former ruling party, the Congress for Democracy and Progress (CDP). The government still lacks resources to meet the people's expectations, and persistent strikes highlight the daily struggle of life in the world's fourth poorest country. The government acknowledges they must make progress on economic growth, and resolving stagnant high-profile judicial cases to respond to a more engaged civil society calling for accountability. The government must find a legally, fiscally and politically responsible way to ratify the country's new Constitution to mark the beginning of a new era.

As a result of its engagement with the United States and other international partners, Burkina Faso has improved its human rights record and made significant strides in improving relations and pursuing legal reforms. However, a number of human rights concerns remain, including harsh prison conditions, child labor, discrimination against members of the LGBTI community and persons with disabilities, and female genital mutilation. As the government increases its military counterterrorism operations, it will be hard-pressed to remain vigilant against the stigmatization of the already discriminated against Fulani ethnic group, primarily located in the northern Sahel Region, and to hold its security forces accountable for any human rights violations. National steps toward increased accountability such as recent sanctioning of judges and suspensions of military members who abused their authority must be reinforced.

The Mission will provide resources and technical expertise to build capacity within all these sectors and within governmental institutions to make the government more accountable and responsive to its citizens. We will promote increased access to information and citizen participation in government to help hold it accountable. The Mission will engage nongovernmental organizations to advocate for human rights and address corruption.

We will also work together to defend the rights of journalists and civil society organizations to hold the government and others in power accountable. Media is relatively free (ranked 41<sup>st</sup> in the world for press freedom in 2018 – the U.S., by comparison, ranks 45<sup>th</sup>) but journalists are occasionally detained, and the government still leans on the public media to cover it more favorably. Civil society organizations wield much power in Burkina Faso, but generally lack focused and reasonable expectations. The Mission will continue outreach to members of the press and to civil society organizations to facilitate their capacity and further improve democratic values.

The Mission recognizes the unique opportunity to influence democratic values and good governance presented by the introduction of Burkina Faso's first freely and fairly elected democratic government. We also note the pitfalls of the failure of all parties to seize this window of opportunity as "more of the same" with no real change of political decision makers could open the door to stagnation on all fronts. The United States must continue to increase its engagement to match this critical moment where Burkina Faso navigates through a tipping between increased good governance, stability in the security realm and appropriate, equitable economic growth or falls prey to growing authoritarian trends.

### **Advance Peace and Security**

Burkina Faso's peaceful, transparent elections in November 2015 and May 2016, and the transition process from the chaos of the past few years, are models for other countries to emulate. Yet while the new administration seems to have achieved some sense of permanence, the country's relative immunity to regional threats is a thing of the past. Burkina Faso lies in a "dangerous neighborhood" which sent 34,000 Malian refugees across the border to seek safety and sees a rise in banditry in the east, towards Niger. The country experienced a sharp uptick in terrorist attacks over the past two and a half years, including attacks on gendarmerie stations along the border and, more notably, in Ouagadougou. In January 2016, gunmen attacked a hotel and coffee shop, leaving 30 people dead, including one American. In August 2017, there was a second attack in downtown Ouagadougou that left 18 dead. The most recent attack, conducted in March 2018, was considerably more sophisticated, with near-simultaneous assaults against two hardened targets, the French Embassy and the Headquarters of the General Staff of the Burkina Faso Armed Forces, resulting in eight fatalities and 85 injured.

These attacks, which mirror similar events in Bamako, Mali (November 2015) and Grand-Bassam, Côte d'Ivoire (March 2016), highlight the growing insecurity throughout the region, and have caused the Mission to increase its Counter-Terrorism efforts while promoting long-term Counter-Violent Extremism solutions designed to increase the resilience of vulnerable individuals and to bolster community cohesion.

The worsening security situation has also brought a renewed focus to the Mission's number one priority of serving and protecting American citizens. As such, this document reaffirms our objective outlining the Mission's approach. While we have responded relatively well, we must strengthen our crisis preparedness through broadening our networks and seeking more efficient means of communicating with our citizens. We will continue our range of emergency preparedness drills.

Domestically, uncertainty over the Burkinabe government's ability to maintain law and order has led to a proliferation of vigilante groups known as Koglweogo, especially in rural areas and increasingly in urban settings. The government is attempting to integrate the Koglweogo into the formal security structure, with uncertain prospects for success. A general lack of civic-mindedness has become a growing concern as Burkinabe are quick to take their frustrations to the street. President Kabore's promised change seems not to be coming fast enough to meet the public's high expectations.

Burkina Faso's ability to convince prospective investors of the state's capacity to secure its northern border and maintain internal stability is a key component of future growth. U.S. security assistance programs aimed at deterring terrorist activity including recruitment and professionalizing security forces give credence to the prospect of future stability and will make Burkina Faso more attractive for investment.

Burkina Faso's defense and security forces face considerable challenges in dealing with the significant increase in domestic and regional insecurity in recent years, while coping with a generalized lack of training, specialized equipment, basic supplies, and personnel. While Burkina Faso remains the world's thirteenth-largest contributor of personnel to UN peacekeeping missions, the rise in attacks on home soil has forced the Burkinabe government to reduce its international peacekeeping commitments in order to increase the amount of forces dedicated to domestic counter-terrorism operations.

The U.S. government will continue to work with Burkinabe security forces, enabling their national response to these threats by providing them with advanced tools to combat violent extremism and terrorism, and to develop effective border security, particularly along the northern borders with Mali and Niger. The U.S. government is working to professionalize Burkina Faso's security forces with a focus on leadership training for noncommissioned and

junior officers, and to increase the security of weapons and munitions. We will continue to enhance Burkina Faso's peacekeeping capacity with a watchful eye on how this may impact future internal stability. We have a long-term interest in promoting the nascent security cooperation between Burkina Faso and its neighbors Mali and Niger as part of a longer-term strategy to support the Group of Five – Sahel (G5-Sahel) efforts to confront cross-border terrorism. We will explore such tools as the Department of Defense State Partnership Program to foster an increase in coordination and capabilities of regional security forces.

Along with building the capacity of the military, the U.S. Government must concentrate more of its efforts on the National Police, which though likely to be the first line of defense, lags far behind the military and Gendarmerie in professionalism, training and equipment. Through programs administered by INL, USAID OTI and DOJ, the U.S. Government will work to improve the professional conduct of local law enforcement and corrections entities, as well as emphasize the need for a commitment to justice and human rights.

### **Promote Equitable Economic Opportunity and Social Development**

While there are some encouraging trends in Burkina Faso – steady and promising economic growth, a declining poverty rate, and stable gold and cotton prices – it remains one of the very poorest countries in the world. It continues to depend heavily on foreign donors and just a few commodities. The increasing security concerns have slowed business and discouraged investment. The economic growth seen on paper has not benefited all Burkinabe equally.

Being located in the southern fringe of the Sahel, the northern regions of the country possess a semi-arid climate and experience chronic food insecurity exacerbated by droughts, which arrive every few years, most recently in 2011-2012. Climate change is likely to worsen the conditions hindering access to clean water. Life expectancy continues to rise, but Burkinabe remain vulnerable to infectious diseases and natural disasters. Recognizing this, USAID is programming Resilience in the Sahel Enhanced (RISE) to address food insecurity and increase vulnerable populations' resilience to climate change-related shocks. This combination of Food for Peace and Feed the Future (FTF) programming aims to decrease humanitarian caseloads through development assistance to those populations most at risk of a future shock such as a drought or flood. Burkina Faso is also host to a number of other FTF programs that aim to increase food security, agricultural production, and trade.

The availability and quality of health care, particularly in rural areas, is limited. Through the Global Fund and USAID, the U.S. government contributes more than any other country to combatting malaria in Burkina Faso. Current statistics show malaria deaths have decreased from 2010 to 2015, though the rate of malaria illness remains high. As a newly identified Presidential Malaria Initiative (PMI) focus country with increased malaria funding and technical

resources, Burkina Faso is well poised to see a greater reduction in malaria infection and death. With the inclusion of CDC and the Global Health Security Agenda (GHSA), the Mission's overall health-related outreach has expanded dramatically in recent years, and this document reflects the many initiatives planned.

English fluency is exceptionally rare in Burkina Faso with a rough estimate of 10,000 people out of 18 million able to speak with professional fluency. Expanding English proficiency throughout the country would lead to greater job opportunities for young professionals and open business and development opportunities. Thus, our English language programs are prominently featured in this document.

Peace Corps evacuated all volunteers from Burkina Faso in September of 2017 due to security concerns and the unique circumstances of their service. The Ouagadougou Peace Corps office closed in the Spring of 2018. Post will continue to work with Peace Corps Washington to assess the possibility of their return.

Women play an important role in achieving each and every goal. The Mission makes a conscious effort to develop programs for women, highlight women and their achievements, and/or ensure 50 percent female participation in its activities. We will continue to increase the participation of women in Mission programs.

The Country Team believes that advancements in these three goals (promoting stronger democracy and improved governance, advancing peace and security capabilities, and promoting long-term economic opportunity and social development) offer the best prospects to advance U.S. interests by enabling Burkinabe partners to shoulder a larger share of the burden now to prevent the need for more costly and dangerous interventions in the future. An ounce of prevention now to help Burkina Faso form a bulwark against instability in the Sahel could be worth a pound of intervention in the future.



## 2. Mission Strategic Framework

### **Mission Goal 1:** Promote Stronger Democracy and Improved Governance

**Mission Objective 1.1:** Strengthen Burkina Faso's democratic and governance institutions that ensure transparency, human rights, religious freedoms, rule of law and justice, and citizen participation and representation at all levels.

**Mission Objective 1.2:** Support and advocate for a vibrant civil society, and a strong and independent media that more effectively engages the government to affect change and mitigate internal conflict.

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

**Mission Objective 2.1:** Security cooperation ensures that Burkina Faso security forces consist of professional organizations that are capable of maintaining public order, protecting national borders, countering terrorism, cooperating regionally, and supporting peacekeeping operations.

**Mission Objective 2.2:** Institution building and outreach programs improve Burkina Faso's capacity to prevent and respond to natural and manmade hardships.

**Mission Objective 2.3:** Protect and support the safety and security of U.S. citizens through enhanced Mission capabilities.

### **Mission Goal 3:** Promote Equitable Economic Opportunity and Social Development

**Mission Objective 3.1:** Increase and sustain economic wellbeing in Burkina Faso through investments in households, communities, and formal and informal institutions.

**Mission Objective 3.2:** Improve the health and nutrition of the people of Burkina Faso by investing in people and institutional capacity.

**Mission Objective 3.3:** Increase U.S. investments in Burkina Faso and two-way trade opportunities through commercial advocacy, policy reform, and English language promotion.

**Management Objective 1:** Ensure a qualified, trained locally-employed workforce to support Mission objectives (Human Capital).

**Management Objective 2:** Manage growth (Facilities).

### 3. Mission Goals and Objectives

#### **Mission Goal 1: Promote Stronger Democracy and Improved Governance**

**Description and Linkages:** Fortify democratic institutions and the appendages of broader civil society which support a fair, open and just governance. Supports AF/AFR Joint Regional Strategy Goal # 3: Strengthen Democracy, Human Rights, and Good Governance

**Mission Objective 1.1: Strengthen Burkina Faso’s democratic and governance institutions that ensure transparency, human rights, religious freedom, rule of law and justice, and citizen participation and representation at all levels.**

**Justification:** Democracy, human rights, and governance in Burkina Faso are undermined by weak political institutions and governance structures, the consequence of nearly three decades of the rule of one man. During those three decades, single-party rule, led by the former president, was perpetuated through manipulation and abuses of national laws. Political representation via electoral means was hollowed out, undermining accountability. Corruption was pervasive, rendering national and decentralized institutions ineffective in the delivery of public services. The emptiness behind the façade of laws appearing to promote a liberal political order has left Burkina Faso at high risk for continued instability, incivility, and vulnerability to violent extremism. This is locally called “incivism.” Furthermore, despite constitutional protections, a number of abuses have affected the status of women; youth; rural and ethnic minority populations; lesbian, gay, bisexual, transgender, and intersex (LGBTI) people; religious groups; and the poor in general. Even with the achievement of a successful political transition with the election of President Roch Marc Christian Kabore in late 2015, the government of Burkina Faso is left with meager resources to cope with burgeoning demands, increasing impatience from rural populations (regarding security, justice, and public services), and urban needs (jobs and improved educational opportunities for youth in particular). Coupled with the challenges of generating economic growth, increasing state revenues, ending corruption, and establishing control over the armed forces, the Burkinabe government faces a potentially explosive set of challenges it has been slow to confront.

**Mission Objective 1.2: Support and advocate for a vibrant civil society, and a strong and independent media that more effectively engages the government to affect change and mitigate internal conflict.**

**Justification:** Burkina Faso’s politically active civil society organizations consist of a loose conglomeration of trade unions, student and other youth organizations, women’s groups, human rights NGOs, and other organizations representing (mostly) urban interests. Although

there are reportedly some 70,000 registered, most are single-person or single-issue organizations that are hardly active (or even completely defunct). However, a highly motivated and well-organized social coalition uniting civil society groups (especially, but not uniquely, comprising youth) and trade unions coupled with an active and relatively unfettered press, ousted former President Compaore. While the moment has passed for this broad alliance, a number of its comprising movements do continue to exert influence, and with the addition of some donor assistance, continue to grow. Recent U.S. government efforts have targeted youth in building a more active civil society. More NGOs are being founded by young people hoping to make a difference in their communities, and they seek both financial and skills assistance. The media, while fairly free, practices self-censorship and state-run outlets must lead with stories of the President, Prime Minister, and President of the National Assembly (in that order) no matter the importance or seriousness of the event. Exchange programs and Public Affairs outreach can play a large role in broadening the experience and skills of civil society and media.

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

Description and Linkages: Partner with Burkinabè security agencies, including the military and the full spectrum of law enforcement, in order to improve the safety of all persons in the country e.g. Burkinabè, refugees, and other foreign nationals. Counter transnational crime and violent extremism. Supports AF/AFR Joint Regional Strategy Goal #1: Advance Mutual Peace and Security Interests

**Mission Objective 2.1: Security cooperation ensures that Burkina Faso security forces are capable of maintaining public order, protecting national borders, countering terrorism, cooperating regionally, and supporting peacekeeping operations.**

**Justification:** Burkina Faso's location at the crossroads of the Sahel increases its vulnerability to transnational terrorist and criminal threats. In addition to security concerns, Burkina Faso security forces have a troubled history that make addressing these challenges that much more difficult. As demonstrated by violent military and police unrest in March and April 2011, Burkina Faso's military forces (especially the NCO and enlisted corps) and police require extensive training and mentoring. Furthermore, the former Burkina Faso Presidential Security Regiment (RSP) was involved in a violent coup d'état attempt in September 2015. While the outcome of the failed coup d'état can be viewed as positive due to the armed forces not supporting and ultimately defeating the RSP, the event highlights the challenges Burkina Faso faces as it attempts to depoliticize and reform a flawed military structure that existed for decades. Unfortunately, the reform process will be difficult because of the increasingly dangerous security environment that exists in Burkina Faso. Nonetheless, the Burkina Faso government and military are committed to conducting reform and began a process in 2016 to lay the foundation for a 5-year military reform period. While these efforts will help depoliticize

and bring the military under civilian control, it will take years and great effort to restore complete trust in the military.

Over the past 10 years, we have established a strong bilateral security partnership with Burkina Faso that supports counter-terrorism, peacekeeping operations, border security, and security sector reform. While these efforts should continue, Burkina Faso needs to significantly improve its ability to obtain and share intelligence, and its ability to respond to threats. These concerns were highlighted during the January 2016 terrorist attack on a popular café frequented by many including the Embassy community. Burkinabè security forces have demonstrated improved crisis response capabilities during recent attacks in Ouagadougou in August of 2017 and March of 2018, but significant capability gaps remain. Overall, Burkina Faso has shown a great willingness to cooperate with the United States and has been a valued partner in promoting regional security and combating terrorism. We believe that our security cooperation is at its strongest level, and opportunities to strengthen, expand, or create new initiatives are very achievable.

**Mission Objective 2.2: Institution building and outreach programs improve Burkina Faso's capacity to prevent and respond to natural and manmade hardships.**

**Justification:** Burkina Faso is located in a region that faces many challenges, both manmade and natural. While terrorist groups such as Al-Qaeda in the Islamic Maghreb and al-Mouribitouné have mainly been focused outside of Burkina Faso, the new reality for Burkina Faso is that terrorism exists within its borders. The risk of political and economic instability due to refugee flows from neighboring countries in turmoil, though diminished as compared to years past, remains a concern. Burkina Faso continues to host approximately 34,000 Malian refugees. Environmental concerns exist as Burkina Faso continues to deal with highly variable rainfall, and frequent droughts negatively impact Burkina Faso's agricultural harvest, which often causes food shortages across the country. Fortunately, certain communities in Burkina Faso have found, on their own, means to remain resilient to drought and other shocks. Nevertheless, there remain large groups of the most vulnerable, particularly in the Sahel belt, that have no means by themselves to survive drought, prompting repeated efforts by the U.S. government and others to provide humanitarian assistance. Infectious disease threats, both in animals and humans, remain a risk to the population in Burkina Faso. Through the Global Health Security Agenda, the U.S. government is supporting Burkina Faso to enhance country capacity to prevent, detect and respond to these threats, whether naturally occurring, accidental, or deliberately spread. Illegal wildlife trade has escalated to alarming rates and has links to organized crime and terrorist organizations. Burkina Faso has the largest remaining elephant population in West Africa and this, along with other wildlife, has become a source for illegal poaching and wildlife trafficking. To address these manmade and natural challenges, efforts

should be focused on institution building and outreach programs to help the government of Burkina Faso be less reliant on international assistance.

**Mission Objective 2.3: Protect and support the safety and security of U.S. citizens through enhanced Mission capabilities.**

**Justification** Recent tumult, including the popular uprising against former President Compaore, a failed attempt to take back power, three terrorist attacks in Ouagadougou since January 2016 and many continuing attacks on security outposts, has underscored the Mission's responsibilities to protect U.S. citizens living in and visiting Burkina Faso. The U.S. citizen population in Burkina Faso includes an estimated 2,000 people in country at any given time and is composed of dual-national children, missionaries and NGO workers, in addition to the official U.S. citizen community. To better prepare for possible future crises, we continue to maintain a willing warden network, and expand our network of local contacts in order to develop new interlocutors in the fields of security, health, and social work. We also will continue to conduct frequent crisis management exercises to ensure our response procedures are updated and practiced.

Our goal and objectives also support a coordinated national effort to deny entry into the United States to individuals who threaten our national security. We maintain commitment to our security by facilitating cross-border movement of legitimate travelers through fraud detection efforts and vigilant adjudication of U.S. passports and visas. Through support for the Global Health Security Agenda, we protect the U.S. from public health threats, and support Burkina Faso's efforts to strengthen border health security, including detection and response of potential public health hazards at ports of entry and across shared borders (airports, border crossings, etc.).

**Mission Goal 3: Promote Equitable Economic Opportunity and Social Development**

**Description and Linkages:** Focus on the fundamentals of health and food security as a foundation for greater economic growth and opportunity. Maximize U.S. trade opportunities in realization of the goal. Supports AF/AFR Joint Regional Strategy #2: Increase Mutually Beneficial Economic Growth, Trade, and Investment

**Mission Objective 3.1: Increase and sustain economic wellbeing in Burkina Faso through investments in households, communities, and formal and informal institutions.**

**Justification:** Burkina Faso ranks 185rd of 188 countries according to the 2016 Human Development Index. The largely agriculturally-based economy has averaged 5.2 percent growth over the last five years. Increasing the earning power of Burkinabe is fundamental to the

country's development. The National Economic and Social Development Plan (PNDES) outlines what Burkina Faso aims to do in the next five years. USAID is evaluating potential alignment with this plan, including direct U.S. government funding. Within the program Resilience in the Sahel Enhanced (RISE), USAID pairs Feed the Future and Food for Peace strategies and funding to ensure Burkinabe households will be more resilient to climate change-related shocks through agricultural and other economic activities. If done, there is tremendous opportunity for increased agriculture production and improved value chains (thus improved economic wellbeing). In addition, USAID expects to receive funding under the coming Sahel Development Initiative, which focuses on countering violent extremism (CVE). Our Objective Three focuses on increasing economic opportunities – many of which may not be agricultural – to draw targeted beneficiaries away from violent extremist organizations (VEOs). USDA supports agricultural producers through two Food for Progress program(s) and one McGovern-Dole Food for Education program. Burkina Faso has been selected to develop a second Millennium Challenge Corporation compact, which will focus on reducing obstacles to growth. This includes developing new energy resources and improving access to electricity through the Power Africa initiative. In addition, the Ambassador's Special Self Help fund increases incomes and women's participation in income generating activities at the village level.

**Mission Objective 3.2: Improve the health and nutrition of the people of Burkina Faso by investing in people and institutional capacity.**

**Justification:** Health determines whether parents can work to support their families, children can attend school, mothers can survive childbirth to nurture their children, and infants can grow and thrive. With strategic investments in public health in Burkina Faso, the United States will contribute to promote an enabling environment for economic development, job creation, education, agricultural development, gender equity, and political stability. The key programs that will move the Mission toward achievement of the above goals focus on the reduction of morbidity and mortality of malaria; increased access to family planning and reproductive health services; maternal and child health activities; focusing on improved nutritional status; expanding access to potable water; and enhancing the country's capacity to protect the population from infectious disease threats including neglected tropical diseases. Progress toward improved basic health conditions of the Burkinabe people is a key U.S. foreign policy goal. Selection of Burkina Faso to receive Global Health Security Agenda resources as a Phase 1 country and the opening of a Centers for Disease Control and Prevention (CDC) country office in 2016 greatly expands our ability to meet these needs. The inclusion of Burkina Faso as a Presidential Malaria Initiative (PMI) focus country in 2016 increases our technical support against the number one killer of children under five years old. The DOD HIV/AIDS Prevention Program (DHAPP) will continue training, testing, and distributing condoms with the aim of

reducing the HIV/AIDS rate within the Burkinabe military. Food for Peace, Feed the Future, and McGovern/Dole Food for Education each include programming around better nutrition practices.

**Mission Objective 3.3: Increase U.S. investments in Burkina Faso and two-way trade opportunities through commercial advocacy, policy reform, and English language promotion.**

**Justification:** Burkina Faso hopes to expand its electrification rate from 13 percent to 60 percent from 2013 to 2020 through interconnections with neighboring countries and the construction of both solar and thermal power plants. USAID and the Economics Section will work together to promote the Power Africa initiative. The Economics Section made considerable effort to promote U.S. solar power companies in Burkina's bid to meet this goal. USAID leads the New Alliance for Food Security and Nutrition (NASAN) for the U.S. government and will use this to engage the Burkina Faso government in policy reforms necessary to encourage the United States and other international private enterprises to invest in Burkina Faso. Despite a handful of success stories, Burkina Faso still does not fully benefit from the trade preferences authorized under AGOA. The Economic Section will aim to enhance skills of the AGOA representatives and raise awareness about AGOA benefits. Using both exchange and English outreach programs, the Public Affairs Section prepares Burkinabe to participate in the global market. The vibrant teacher-training program integrates English Language Fellows and Fulbright Language Specialists to improve overall teaching styles and curriculum that encourage debate, critical thinking, and conversation skills.

## 4. Management Objectives

### **Management Objective 1: Ensure a qualified, trained locally-employed workforce to support Mission objectives (Human Capital)**

**Justification:** The Mission has greatly expanded its locally-employed workforce in recent years, but there remains a need for continued development of this staff on multiple fronts. The hiring process recruits qualified personnel by local standards; however, many of the LE staff in higher-level positions have been underexposed to technology. As a result, there is an ongoing gap between the staff's potential to utilize U.S. government systems and actual use of technology in the workplace. This gap is not resolved by simple training to specific software or systems, but rather it requires a more conceptual understanding of technology and its applications. In addition, these relatively new hires need further integration into the Embassy environment to adapt to the expectations of the workplace. This can be accomplished through management training and mentoring, which must become a standard tool for supervisors. Lastly, proficiency in the English language is not only a tool for strengthening U.S.-Burkina trade, as Mission Objective 1.3 highlights, but it is a necessary quality of the LE staff who work in and around the Embassy. Though all staff must have some working knowledge of English, there is a need for higher levels of fluency in many positions. Therefore, in addressing this issue, Management will meet internal needs, support Mission objectives, and invest in the LE staff in ways that will last beyond their time here. Altogether, these professional development efforts aim to support Mission objectives by improving the Embassy's internal efficiency in three important areas.

### **Management Objective 2: Manage Growth (Facilities)**

**Justification:** The Mission continues to experience added Mission and associated personnel since the construction of the NEC in 2008. In 2008, there were 14 direct hire or full-time equivalent (FTE) staff and 222 Locally Employed staff. Today, there are 54 FTEs, 447 LE staff, and 10 EFM hires. This growth requires a comprehensive effort on behalf of Facilities Management to keep up with pressing needs, and "tight-sizing" is one method of partially addressing the operational facilities challenges. Overseas Buildings Operations (OBO) interior designers and Management are working to add spaces in existing chancery floor plans. However, the challenges of adding people into the chancery and compound go beyond desk spaces. All associated utilities, including data cabling, electrical and HVAC, need to be considered. Also, the Mission needs to address challenges to such things as lounge space for drivers and guards or toilet and shower facilities in a chancery where those spaces have no place to grow inside the existing walls. Along with these tight-sizing efforts, managing growth must also be addressed in the acquisition of a new warehouse facility. The current warehouse



meets neither size nor proximity needs for internal controls and efficiency. Though a number of warehouse options have been explored, all were either not possible or cost prohibitive. Thus, OBO selected this Mission to explore a quicker and more cost effective way of providing a warehouse. This program involves the soliciting of pre-engineered warehouses on the General Services Administration (GSA) "e-Buy" website from pre-approved American manufacturers; the result is a turnkey facility. If successful, the process will eliminate the costly and prolonged process of approval, funding, design and construction using current conventional means.