



Integrated Country Strategy

Chad

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1. Chief of Mission Priorities

INTRODUCTION

Our engagement in Chad is focused on promoting stability, security, and respect for the dignity of all persons. As we pursue these objectives, Mission Chad actively engages national and international partners to increase capacity, create opportunity, and buttress the rule of law. While the outcome of these efforts is largely in Chadian hands, the United States is uniquely positioned to influence outcomes due to our strong security sector cooperation, substantial humanitarian assistance, and positive view of the United States among Chadians. Leveraging these and other assets provides a firm foundation for advancing American interests.

Chad has emerged as a regional counterterrorism leader and is an important U.S. partner in the fight against terrorism in the region. Chad plays an important role in Libya and contributes to regional counterterrorism efforts and to the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA). At the same time, Chad is hosting more refugees per capita than any other African country, welcoming over 460,000 refugees from Sudan, the Central African Republic (CAR), and Nigeria, and supporting over 170,000 internally displaced persons in the Lake Chad region. Chad is a security exporter and a lynchpin for security in a region fraught with conflict across each of its borders, all the while facing its own economic, health, and food security challenges.

OPPORTUNITIES FOR ENGAGEMENT

Chad's demographics pose a range of challenges and opportunities for U.S. engagement: 65 percent of the population is under 25 years of age; the median age is 16.8 years; less than four percent of the population is over 65 years old, and almost half of the people in one of the poorest countries in the world live in extreme poverty. Chad's diverse population – composed of dozens of ethnic groups speaking over 120 languages (Arabic and French serving as the country's official languages), and where 58 percent are Muslim while 35 percent are Christian – boasts a remarkable level of social cohesion and tolerance. It is in the interest of the U.S. to reinforce Chad's positive efforts to guard against exploitation by terrorist and extremist organizations, such as al-Qaeda in the Islamic Maghreb (AQIM), Islamic State - West Africa Province (ISWAP), and Boko Haram, destabilizing elements from Libya and conflict in neighboring countries.

As a regional security leader, Chad contributes troops to MINUSMA and to stabilization efforts in the Lake Chad Basin region to counter Boko Haram in Cameroon, Niger, Nigeria, and Chad. Chad is a key troop contributor to the Multi National Joint Task Force (MNJTF) based in

N'Djamena, which strives to achieve greater regional stability and counter the Boko Haram threat. Chad also contributes troops to the Force Conjoint G5-Sahel (FC G5-S), a new regional organization formed in 2017 to secure borders across the Sahel. To support Chad's significant human and financial capital sacrifices in African-led operations for both peacekeeping and Countering Violent Extremism, we continue to increase military-to-military engagements and training exercises through Department of State and Department of Defense program funding. Our bilateral security partnership increases the professionalization of Chad's military, builds defense and security institutions, and advances human rights, accountability and adherence to the law of armed conflict.

The United States contributes to strengthening Chad's democracy, anti-corruption efforts, and respect for human rights, in line with core American values. Chadians generally have very positive views of the United States and are open to engaging on these and other topics, including women's empowerment and freedom of the press. There is also an enormous interest in learning English, which provides an avenue for direct engagement with youth. The United States and the European Union have led the international community in responding to Chad's food security challenges through humanitarian assistance and by strategically investing in development that is expected to bolster resilience in this Sahelian country.

The New Embassy Compound, opened in 2017, provides a modern and secure platform for our growing diplomatic engagement. In addition to modern facilities featuring digital presentation and connectivity for virtual engagement, the American Center is also located on the compound.

CHALLENGES AND PRIORITIES

The United States faces significant competition in Chad as China has become the country's most important trading partner, investing in significant transportation, telecommunication, and energy projects and citizen exchanges. China leveraged the oil production infrastructure created by American companies to become Chad's top producer, joint venture partner for its oil refinery and a leader in petroleum services. Other countries, some with malign influence, are also making significant investments to take advantage of Chad's vast natural resources. Chad faces daunting challenges ranging from growing socio-economic instability and violent extremism to food insecurity and an ever-growing refugee crisis stemming from conflict along all of its borders. One of our priorities in Chad is to support life-saving humanitarian efforts (the United States provides over \$100 million in humanitarian assistance annually in the form of food aid, foreign disaster assistance and refugee assistance) and strengthen Chad's security and defenses with tactical training and equipment. We will sustain our emphasis on rule of law, human rights, and accountability, and focus Mission efforts on strengthening civilian institutions wherever possible in order to enable the Government of Chad to become more

responsive to its citizens, address endemic corruption, and attract foreign investment. Chadian women are disadvantaged by unequal access to education, low political participation, poor maternal health care, gender-based violence, female genital mutilation, and forced early marriage. Promoting empowerment of women and girls is a Mission priority.

Violent extremism remains high among Chad's security concerns. The United States has supported a community radio network in regions of Chad where youth are considered vulnerable to violent extremism in order to amplify local voices of peace and tolerance. A particular focus is placed on the Lake Chad basin where trans-border radio programs are exchanged between community radio stations in Chad, Cameroon and Niger. U.S. efforts strengthen messaging of moderate community leaders, including the drafting and printing of civics education textbooks used in Chad's public school system and augmented with continued engagement via in-person and virtual events and video and social media messages aimed at specific audiences. As terrorist acidity in the region is increasing, Chad has become more vulnerable to terrorist recruitment of youth as lack of economic opportunities lead to the frustration and marginalization that engender radicalization.

Approximately 830 U.S. citizens are either resident in Chad or visit annually. Their protection is the Mission and Department priority, and we will continue to ensure that accurate security information is provided to them in a timely manner. Post saw an increase of registered dual U.S.–Chadian minors in 2016 (35-40 percent of Post's registrants are minors under the age of 18) and expects this number will continue to rise as people-to-people exchanges increase and U.S. missionaries, oil workers, and international aid workers return to Chad. Vigilant adjudication of U.S. passports and non-immigrant visas will strengthen the integrity and security of U.S. borders.

Maintaining an adequate Embassy platform, critical to responding to both opportunities and threats, is a continual challenge due to widespread, chronic staffing shortages. These shortages, the result of quality of life issues such as poor health care, lack of viable schools, inadequate housing and crumbling infrastructure, are compounded by the increasingly limited incentives (hardship pay, R&R travel) for candidates to bid on positions in N'Djamena, particularly when compared to similar posts.

2. Mission Strategic Framework

Mission Goal 1: Chad is a stable, secure, and increasingly capable partner that contributes to regional stability.

Mission Objective 1.1: Cooperate with internal and international partners to enhance the professionalization of security forces in order to build defense and security institutions, counter extremism and terrorism, and enhance security.

Mission Objective 1.2: Prevent violent extremism through media and educational programming.

Mission Goal 2: Chad develops and strengthens democratic institutions and processes, and promotes accountable governance and respect for human rights.

Mission Objective 2.1: Build capacity within Chad's electoral system and government institutions to strengthen democratic processes and promote transparency and accountability .

Mission Objective 2.2: Facilitate technical assistance and training to enact and enforce legislation protecting human rights for all residents.

Mission Goal 3: Chad addresses basic human needs through economic development.

Mission Objective 3.1: Promote economic integration and GOC cooperation with regional and international partners to address needs of the local population and refugees.

Mission Objective 3.2: Foster economic development via two-way trade by encouraging an improved business climate, respect for rule of law, increased GOC investment in basic services, and renewed infrastructure development.

Management Objective 1: Robust internal emergency planning and preparedness allows Post to respond to crises on short notice with maximum flexibility.

Management Objective 2: Decommission the old Embassy complex and create a residential housing plan, to include a new Chief of Mission Residence (CMR).

Management Objective 3: Service delivery and improved management controls enhance Mission customer satisfaction, workplace efficiency, and morale.

3. Mission Goals and Objectives

Mission Goal 1 Chad is a stable, secure, and increasingly capable partner that contributes to regional security.

Description and Linkages: Chad plays a vital role in efforts to counter regional transnational threats. Chad's ability to carry out this role is dependent upon its own security, the capacity of its security institutions, and the resilience of its population. Enhancing Chad's ability to provide for its own security and to contribute to regional security initiatives helps reduce instability that threatens U.S. interests in the region. Mission Goal 1 is closely aligned with State-USAID Joint Strategic Objectives 1.2, 1.3 and 1.4, and with AF/AFR Joint Regional Strategy Objectives 1.1 and 1.3.

Mission Objective 1.1 Cooperate with internal and international partners to enhance the professionalization of security forces in order to build defense and security institutions, counter extremism and terrorism, and enhance security.

Justification: Security is essential to all Mission strategic goals in Chad, including the protection of U.S. citizens and interests. The threat of violence and extremism related to ISIS-West Africa (ISIS-WA) and Boko Haram in the Lake Chad area and neighboring countries, and al-Qaeda in the Islamic Maghreb and Islamic State in Libya remain high among Chad's security concerns. There are increasing malign influences in Chad seeking to gain a foothold in the country's security sector. Chad's difficult terrain, porous borders, and operationally strained military and law enforcement agencies hinder its ability to combat terrorist activity and cross-border smuggling, which includes illicit goods and weapons. The ability of civilian law enforcement to protect rule of law and provide vital citizen security in a professional manner is limited. Chad's military forces are being called upon to increase their effectiveness at maintaining Chadian territorial integrity as well as contribute to peacekeeping operations in Mali and counterterrorism operations in the region. Failure to achieve this objective could lead to increased instability in the Sahel, thereby endangering U.S. citizens and interests and requiring more extensive intervention to restore stability and security.

Mission Objective 1.2: Prevent violent extremism through media and educational programming.

Justification: Chad has become more vulnerable to terrorist recruitment as a result of limited economic opportunities, especially for the youth, leading to the frustration and marginalization that engender radicalization. Regional programs such as the Trans-

Sahara Counter Terrorism Partnership (TSCTP) offer an opportunity to empower youth, improve local governance, counter extremists' messaging, and reinforce Chad's tradition of tolerance and religious harmony. Anti-Terrorism Assistance (ATA) programs effectively train Chadian police, prosecutors, and judges to combat terrorism. Public Diplomacy programming and exchange opportunities are closely aligned to Mission goals and expose participants to American values, including equality and tolerance.

Mission Goal 2: Chad develops and strengthens democratic institutions and processes, and promotes accountable governance and respect for human rights.

Description and Linkages: Accountable governance and respect for human rights, underpinned by robust democratic institutions and processes, promotes resiliency among Chad's population in the face of economic, security, and social challenges. This goal furthers American values and reduces the appeal of criminal and terrorist elements to vulnerable populations. Mission Goal 2 is aligned with State-USAID Joint Strategic Objectives 1.3 and 2.2, and with AF/AFR Joint Regional Strategy Goal 3.

Mission Objective 2.1: Build capacity within Chad's electoral system and government institutions to strengthen democratic processes and promote transparency and accountability.

Justification: Chad is a fragile country with weak institutions and no functional alternance of power since 1990. Power is concentrated in the Presidency, and civil society is muted. Mission efforts will focus on encouraging inclusive governance, promoting free and credible elections, and supporting civic education and media coverage to advance such efforts, within the confines of available funding. Opportunities to enhance civil society activities and full participation in issues affecting the nation will be critical. Efforts will focus on improving the government's capacity to better manage public resources, develop, publish and adhere to a national budget, and provide basic human needs. Continued capacity building among key stakeholders, including civil society, will be essential for the implementation of laws that allow for greater oversight, transparency, and accountability within extractive industries and the budgetary process. A failure to develop these key capacities risks damaging the government's credibility among the Chadian population and international partners and investors, potentially leading to increased popular discontent, reduced foreign investment, and limited opportunities for two-way trade.

Mission Objective 2.2: Facilitate technical assistance and training to enact and enforce legislation protecting human rights for all residents.

Justification: The Government of Chad's human rights practices require improvement. Chad should implement laws that protect dignity and human rights, particularly children, women, and the disabled. If the government fails to improve human rights practices, it risks a backlash not only from Chadians whose rights have been violated, but also from partners who demand respect for the rule of law and human rights, including as a condition for assistance. We will foster dialogue, understanding, and cooperation among

civil society stakeholders to advance human rights and good governance. Efforts will also focus on building an independent professional judiciary that fully upholds the rule of law. Additional Department of Justice (DOJ) funds, including Anti-Terrorism Assistance (ATA) programs would be needed to train Chadian police, prosecutors, and judges to combat terrorism.

Mission Goal 3: Chad addresses basic human needs through economic development.

Description and Linkages: Chad ranks consistently in the very lowest positions of the UN Human Development Index. The needs are profound in every domain, notably education, nutrition, health care, and sanitation. Sustainable economic development provides the only avenue for Chad to provide opportunity and an improved standard of living for its population, especially the 65 percent of the population that is under age 25. By prioritizing economic development and private sector engagement, including through two-way trade, Post seeks to promote opportunity and reduce the need for humanitarian assistance. Mission Goal 3 is aligned with State-USAID Joint Strategic Objectives 2.1, 2.2, and 3.4, and with AF/AFR Joint Regional Strategy Objective 2.1 and Goal 4.

Mission Objective 3.1: Promote economic integration and GOC cooperation with regional and international partners to address needs of the local population and refugees.

Justification: Chad frequently faces humanitarian emergencies requiring mobilization of resources from the government budget and the international community. Factors that contribute to widespread human suffering include massive refugee and returnee flows, food production shortfalls, climate change, recurring epidemics, and persistent underinvestment in human capital. The United States is the lead donor for humanitarian crises in Chad through bilateral and multilateral assistance, and actively partners with other bilateral development stakeholders and UN agencies. However, some of these crises can be mitigated by activities that build resilience. Without improved integration and cooperation, however, the government may not have the capacity to mitigate the impact of crises, exacerbating their impact and leading to increased suffering and instability. The USAID strategy for disaster assistance provides relief commodities to meet basic needs of conflict-affected populations, restores agriculture and livelihoods, and supports health, nutrition and water/sanitation interventions to address malnutrition and combat the spread of diseases.

Mission Objective 3.2: Foster economic development via two-way trade by encouraging an improved business climate, respect for rule of law, increased GOC investment in basic services, and renewed infrastructure development.

Justification: Chad's economy is strained by a reliance on volatile oil export revenues and substantial expenditures for security and counter-terrorism. Among the government's top priorities are economic diversification, attracting foreign investment, and youth employment. These priorities, which include increased investment in primary sectors such as agriculture and livestock, are reflected in the 2016 – 2020 National Development Plan and the GOC Vision 2030 development action plan. However, Chad's poor business climate limits foreign investment, including from U.S. companies. Limited infrastructure spending and human capital investment hamper future economic growth. The Mission will continue to advocate for business climate improvements, support the private sector, and encourage transparent, trusted, and sustainable infrastructure projects and partners. The Mission will also continue to promote U.S. goods and assist U.S. companies to export to and invest in Chad.

4. Management Objectives

Management Objective 1: Robust internal emergency planning and preparedness allows Post to respond to crises on short notice with maximum flexibility.

Justification: In Chad, a high-threat post, there significant risk of events requiring an authorized or ordered evacuation. Developing and maintaining a comprehensive and well-rehearsed plan for multiple contingencies is critical to ensuring Post can respond to any eventualities. In a Mission with relatively new officers serving as section heads and team leaders, it is vital to have whole-of-mission engagement in developing decision points, exercises, and a dynamic and accessible Emergency Action Plan. Embassy N'Djamena is rated high for terrorism and critical for crime. Should circumstances require Post to draw down, evacuate or shelter in place in the future, a strong management platform that can respond swiftly to provide safe environment for Mission personnel is needed. Lack of preparedness could lead to delays in responding to crises and reduced capacity to protect U.S. citizens and interests.

Management Objective 2: Decommission the old Embassy complex and create a residential housing plan, to include a new Chief of Mission Residence (CMR).

Justification: After the safety and security of our personnel, the second priority revolves around real estate in Chad. Specifically, the old Chancery and GSO compound must be decommissioned and a solution found to replace the current CMR, which is in poor condition. Additionally, housing for other Embassy personnel is substantially sub-par. Working with OBO to take the appropriate steps to divest land we no longer need,

develop a plan for a Mission housing compound, and execute the plan via land purchase or build-to-lease is our second priority. We moved to a New Embassy Compound (NEC) in June 2017, however, the Chief of Mission Residence remains on the old compound. The Department will continue to incur expenses to maintain and secure the old compound until decommissioning is complete.

Management Objective 3: Service delivery and improved management controls enhance Mission client satisfaction, workplace efficiency, and morale.

Justification: In order to support Mission objectives, Post must strengthen its management support platform, rightsize operations, seek appropriate staffing, and foster strong customer service. Without such improvements, efficiency and morale may suffer at a Mission that is already a hardship Post.