



Integrated Country Strategy

CAMEROON

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1. Chief of Mission Priorities

Our priority at the United States Mission to Cameroon is to advance the mutual interests of the United States and Cameroon in the areas of peace, prosperity, and the protection of our shared environment. Cooperation between the United States and Cameroon spans a broad range of areas to include promoting citizen-responsive governance, reinforcing regional security and stability, strengthening health systems, expanding economic opportunity, and ensuring sustainable growth. The Embassy's provision of consular services and support to both the American and Cameroonian public is integral to achieving these objectives.

Cameroon has historically been a relatively stable country with a diverse and comparatively strong economy within Central Africa. However, Cameroon is at a crossroads in its history, facing security, governance, and economic challenges, all of which have been exacerbated by the past two years' COVID pandemic. Violence in several regions hinders the government's ability to deliver social services, healthcare, and education. In addition, corruption, human rights violations, and a highly centralized system of government weaken citizen trust. Since late 2016, violence in the Northwest and Southwest regions has claimed the lives of more than 4,000 civilians, displaced hundreds of thousands, and devastated economic development. While Cameroon has played an important role in regional efforts against Boko Haram and ISIS-WA, resulting in a degradation of Boko Haram's capabilities in particular, the fight against these groups is far from over. Cameroon's resiliency is also tested by large refugee populations from neighboring Central African Republic (CAR) and Nigeria, although the government deserves credit for its positive approach as a welcoming host to those fleeing conflict. On the economic and environmental front, Cameroon needs to generate employment opportunities for its youth population and, like many African countries, is vulnerable to climatic and other external shocks.

The United States continues to encourage the government, armed groups, and diaspora separatist leaders to end the violence in the Northwest and Southwest Regions and we will work to hold those responsible accountable via visa sanctions or other means as appropriate. The non-unified nature of competing separatist factions and multiple armed groups complicates the government's ability to resolve the crisis through negotiation, but this remains

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the only effective avenue to peace. A continued aggressive security response by the Cameroonian government will not bring a sustainable end to this complex crisis or address its underlying root causes. In concert with international partners, we are encouraging the government to reopen dialogue with a broader range of stakeholders, including the civilian population most affected by the ongoing violence, and to accelerate its plan for reconstruction and development of the affected areas.

The United States Mission in Cameroon supports improved democratic and economic governance by working with government institutions, international financial institutions, civil society organizations, political actors, the media, and religious and traditional leaders to advance the implementation of the government's decentralization commitment, to promote greater transparency, and to address violations of the rule of law. Our cooperation in the security sector, while limited since 2018 in response to significant concerns about human rights abuses by security force elements, focuses on measures to build trust between security forces and local populations, as well as fostering Cameroonian participation in regional stability efforts such as anti-piracy operations in the Gulf of Guinea and UN peacekeeping in CAR.

The United States provides life-saving humanitarian assistance to refugee and IDP populations throughout the country, while working with partners to expand economic opportunities for vulnerable populations that improve food security, lead to livelihood development, and result in better inclusion within local communities. In the health sector, our capacity-building programs support Cameroon's efforts to reach HIV and tuberculosis epidemic control, to reduce morbidity due to malaria, to strengthen health systems, and to prevent and respond to national and international public health threats. We continue to encourage Cameroon to allocate a greater percentage of its budget to health care to sustain the programs put in place with considerable U.S. government support.

Spurring sustainable economic growth and improving trade and investment opportunities for U.S. companies is an area that is mutually beneficial to the United States and Cameroon. Our goal is to work with the government to improve the business climate, which will in turn encourage U.S. companies to identify opportunities for investment in critical areas where U.S.

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technology and high-quality goods and services present a comparative advantage. We will also continue and expand our educational and exchange programs aimed at fostering a culture of entrepreneurship among the younger generation as well as women. We will also accompany Cameroon's economic growth efforts with technical assistance that supports its commitments to reduce greenhouse gas emissions, combat deforestation, and increase renewable energy sources.

We will continue to prioritize services to and protection of U.S. citizens visiting and living in Cameroon, with a particular emphasis on ensuring fairness and due process for those facing charges within the judicial system. We will also work with the government to improve its management of identity documentation in order to reduce visa fraud.

In order to accomplish our goals, we need adequate resources, including the continued presence of the Embassy Branch Office in Douala, and robust support from non-presence agencies covering Cameroon regionally. Most importantly, to succeed we must attract and maintain a skilled and motivated workforce of American, Cameroonian, and third-country national employees by ensuring a high quality of life and safety, and emphasizing access, diversity, equity, and inclusion of all members of our community.

2. Mission Strategic Framework

Mission Goal 1: Improve Democratic and Economic Governance

- **Mission Objective 1.1:** Cameroon strengthens its democratic institutions and builds a diverse, inclusive, and equitable civil society.
- **Mission Objective 1.2:** Cameroon improves its business climate by reducing corruption, increasing transparency, and protecting its natural resources.

Mission Goal 2: Enhance National Security to Contribute to Regional Stability

- **Mission Objective 2.1:** Cameroon increases its capacity to combat violence and identify and address drivers of intercommunal tension, instability, and violent extremism.
- **Mission Objective 2.2:** Cameroonian security forces and judicial institutions conduct operations in accordance with the rule of law.

Mission Goal 3: Strengthen the Health System to Improve Health Outcomes

- **Mission Objective 3.1:** Cameroon achieves HIV epidemic control and reduces morbidity and mortality from malaria and other health threats.
- **Mission Objective 3.2:** Cameroon strengthens its health security capacity to prevent, detect, and respond to public health threats.

Mission Goal 4: Support Assistance, Economic Growth, and Durable Solutions for Refugees, Displaced Persons, and Other Vulnerable Populations

- **Mission Objective 4.1:** Cameroon expands economic opportunities for vulnerable populations.
- **Mission Objective 4.2:** Cameroon provides life-saving support to communities affected by violence, natural disasters, and other emergencies.

Mission Goal 5: Spur Sustainable Economic Growth

- **Mission Objective 5.1:** Cameroon strengthens economic ties with the United States that support its development goals.
- **Mission Objective 5.2:** Cameroon achieves its emissions reduction and climate adaptation goals.

Management Objective 1: Maintain a high level of customer satisfaction with ICASS services through training, LE Staff empowerment, and the implementation of management best practices.

Management Objective 2: Attract and retain a motivated, skilled, U.S. and local workforce by improving the quality of life and morale for the Mission community and placing an emphasis on access, diversity, equity, and inclusion.

Management Objective 3: Ensure that all staff under Chief of Mission authority work in safe and well-maintained spaces that are utilized efficiently and that provide the appropriate level of security based on present or anticipated threats.

3. Mission Goals and Objectives

Mission Goal 1 | Improve Democratic and Economic Governance

Description | Cameroon faces politically charged crises on many fronts and poor governance is a strong limiting factor to the government's capacity to make meaningful progress on democratic reforms aimed at giving more power to the people. It will be critical for the United States to focus on longer term governance improvements while continuing to conduct advocacy and promote democracy programs that encourage the government to take timely action to protect individual rights and prosecute those who violate them.

Objective 1.1 | Cameroon strengthens its democratic institutions and builds a diverse, inclusive, and equitable civil society.

- **Justification** | The lack of political and budgetary support for institutions and poor governance are systemic risks. There is a growing sentiment among ordinary citizens and elites that the political system needs to adapt to better respond to the needs of all citizens. The United States is providing steady support to strengthen government institutions and civil society organizations through targeted technical assistance and strategic advocacy.
- **Linkages** | Objective 1.1 links to the Department of State and USAID's draft Joint Strategic Plan (JSP) Goal 3, to strengthen democratic institutions, uphold universal values, and promote human dignity. It also supports National Strategy on Gender Equity and Equality (NGS).
- **Risks** | The government could continue to restrict efforts by civil society and members of the political opposition to advance reforms through the appropriate channels. A poorly organized or sudden transition at the presidency may worsen the ongoing socio-political crises in Cameroon.

Objective 1.2 | Cameroon improves its business climate by reducing corruption, increasing transparency, and protecting its natural resources.

- **Justification** | Cameroon's business climate remains challenging and presents significant barriers to socioeconomic development. Cameroon does not meet the minimum requirement for fiscal transparency partly due to the opaque financial management of State-Owned Enterprises (SOEs). Despite their importance to the national economy, they have become a burden to the Government of Cameroon in most cases and an open-ended, non-transparent funding stream in others. Cameroon suffers from endemic corruption, routinely scoring towards the bottom of Transparency International's *Corruption Perceptions Index* (149 of 180 in 2020). Financial opacity combined with numerous burdensome and unnecessary business registration requirements and corruption make Cameroon a difficult place to do business. Cameroon ranked 167 of 190 in the 2020 World Bank's *Doing Business Report*. Widespread fraud threatens the integrity of the visa process and calls into question the reliability of civil documents and employment evidence for visa cases making it difficult to make appropriate decisions to facilitate legitimate travel while protecting U.S. borders. Steps taken by Cameroon to address fiscal corruption, along with needed reforms to improve the business climate, would help promote greater U.S. investment and bilateral trade, create jobs in both countries, and address the socioeconomic needs of Cameroonians.
- **Linkages** | Objective 1.2 links to the Africa Joint Regional Strategy goals to increase mutually beneficial economic growth, trade, and investment; strengthen democracy, human rights, and good governance; and promote inclusive country-led development. It also links to the JSP Strategic Objective 3.3 (Combatting Corruption) and the U.S. Strategy on Countering Corruption. It further supports the goals of the Eliminate, Neutralize, and Disrupt Wildlife Trafficking Act of 2016.
- **Risks** | While training and tools can broadly increase the capacity of non-government actors, the government of Cameroon has not demonstrated a strong willingness to address corruption and improve transparency. It will likely require

increased engagement from the international community before the government adequately addresses certain business climate indicators.

Mission Goal 2 | Enhance National Security to Contribute to Regional Stability

Description | Cameroon faces protracted violence in the Northwest, Southwest, and Far North Regions where governance challenges have stirred local grievances and the conduct of security forces has contributed to an estrangement between local communities and security forces. Many of the recommendations made in the 2019 Grand National Dialogue have yet to be fully implemented in the Northwest and Southwest Regions, hindering progress on civic outreach and engagement. Cameroon is also a strong partner in the fight against ISIS-West Africa (ISIS/WA) and remaining Boko Haram factions in the Far North Region, but it needs further professionalization of its armed forces and institutions to project security and stability. As in the Northwest and Southwest Regions, it is vital that the United States continue to address the drivers of instability in the Far North Region as well. U.S.-backed capacity-building of the judiciary and security forces (even in light of significant cuts to the latter as of 2018) serves as a deterrent to violent activity while simultaneously reducing grievances among the local population. The government of Cameroon, along with international donors, is focusing on enhanced security and reconstruction; longer-term stability will also depend on its increased efforts to ensure the trust of the population, especially in its security forces. To increase the level of international cooperation in efforts to counter transnational crime, terrorism, and other cross-border criminal matters, mutual legal assistance is included under the Mission Objectives below.

Objective 2.1 | Cameroon increases its capacity to combat violence and identify and address drivers of intercommunal tension, instability, and violent extremism.

- **Justification |** Cameroon faces ongoing violence in the Northwest, Southwest, and Far North from separatists and insurgent groups, as well as the resurgence of long-standing intercommunal conflict in the Far North region. Addressing these challenges requires a capable, professional military and a prevention response that addresses the

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causes of violence, including breakdowns in governance. Violent organizations and nefarious opportunistic actors can exploit unresolved grievances and mistrust between communities and security forces, resulting in further perpetuation of humanitarian crises.

- **Linkages** | Objective 2.1 links to the Africa Joint Regional Strategy goals to: advance mutual peace and security interests; strengthen democracy, human rights, and good governance; and promote inclusive country-led development.
- **Risks** | Training of the military does not guarantee more effective and accountable armed forces; abuses may continue or even increase unless the training is accompanied by a commitment by the government to hold abusers publicly accountable. Similarly, addressing grievance-rooted drivers of violence can do little to mitigate endemic poverty and the effects of climate change.

Objective 2.2 | Cameroonian security forces and judicial institutions conduct operations in accordance with the rule of law.

- **Justification** | It is in the United States' interest to bolster Cameroon's security forces that are protecting their borders while promoting Cameroon's respect for the rule of law and protection of human rights. Additionally, security assistance programs help institutionalize respect for human rights across all aspects of Cameroon's security forces, including by furthering civilian-military relations within the civilian population. Enhanced capacity of judicial institutions and actors leads to the removal of combatants from the battlefield more quickly, effectively, and durably, while reducing grievances and allowing for potential reintegration into local communities.
- **Linkages** | Objective 2.2 links to the Africa Joint Regional Strategy goals to: advance mutual peace and security interests; and strengthen democracy, human rights, and good governance.
- **Risks** | Professionalized security forces and judicial institutions alone will not address all the drivers of violence, even if the respect for the rule of law diminishes some grievances.

Mission Goal 3 | Strengthen the Health System to Improve Health Outcomes

Description | Cameroon's health system has been impacted by concurrent insecurity and humanitarian crises, including ongoing violence and displacement in the Northwest, Southwest, and Far North regions which have further worsened health outcomes. We will continue to support Cameroon to achieve HIV and Tuberculosis epidemic control (through the President's Emergency Plan for AIDS Relief – PEPFAR); reduce malaria-related morbidity and mortality (through the President's Malaria Initiative – PMI); and prevent, detect, and respond to health threats (through Global Health Security Agenda – GHSA). As part of U.S. government support for COVID-19 pandemic response, we will continue to support Cameroon's efforts to control the pandemic. We will also continue to encourage the Government of Cameroon to ensure domestic resource mobilization and sustainability of health programs put in place with U.S. government support.

Objective 3.1 | Cameroon achieves HIV epidemic control and reduces morbidity and mortality from malaria and other health threats.

- **Justification |** Through support from PEPFAR, GHSA, PMI and other USG-funded programs, the U.S. government will support Cameroon to strengthen health systems and reduce morbidity and mortality from HIV, TB, malaria, and other causes. Strengthening health service delivery will help ensure that Cameroon maintains a healthy workforce to contribute to the country's economic development and overall stability. We will also leverage U.S. government-funded programs to strengthen the health system, reduce maternal and child mortality, and improve overall health outcomes.
- **Linkages |** In line with the U.S. commitment to global health and CDC's global health mission to improve and protect the health, safety, and security of Americans while reducing morbidity and mortality worldwide, approaches will reduce the impact of high burden diseases and other public health threats [CDC Global Health Strategy Goal 2 – Health Impact: Save lives, improve health outcomes, and foster healthy populations globally].

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- **Risks** | Cameroon's low expenditure on health (~4.4% of GDP) has contributed to poor outcomes for key health indicators, further worsened by ongoing humanitarian and security crises. Failure of the Government of Cameroon to increase health expenditure and take ownership of USG-supported programs will hamper the progress we have made through our substantial health assistance to Cameroon.

Objective 3.2 | Cameroon strengthens its health security capacity to prevent, detect, and respond to public health threats.

- **Justification** | As demonstrated by the COVID-19 pandemic, capacity to prevent, rapidly detect and effectively respond to health threats is essential to global health security. Our ongoing support to strengthen Cameroon's health security and ensure resilient health systems will help ensure that epidemic-prone diseases are controlled locally, there is decreased likelihood of spread to the United States and risk for U.S. citizens, and there is a decreased global spread to cause a pandemic.
- **Linkages** | Goal 3 is aligned with the Biden Administration's commitment to advance global health by building health security capacities and with CDC Global Health Strategy Goal 1 – Health Security: Protect Americans and populations across the globe by strengthening global public health prevention, detection, and response.
- **Risks** | The COVID-19 pandemic has called attention to Cameroon's fragile health systems and gaps in the health sector, underscoring the need for increased human resource capacity and resilient health systems to ensure continuity of service delivery.

Mission Goal 4 | Support Assistance, Economic Growth, and Durable Solutions for Refugees, Displaced Persons, and Other Vulnerable Populations

Description | Embassy Yaoundé’s Mission Goal 4 supports the Interim National Security Strategy Guidance (INSSG) priority to provide humanitarian and development assistance to reduce vulnerability and achieve sustainable improvements in well-being. Conflict, displacement, epidemics, and recurrent climatic shocks have culminated in complex humanitarian emergencies in three distinct parts of Cameroon: Far North Region, Northwest and Southwest Regions, and along the eastern border with the Central African Republic. Mission Goal 4 utilizes a “triple nexus” approach, which refers to the interlinkages among humanitarian, development and peace actors all working together to meet immediate needs, mitigate risks and vulnerabilities, and move toward durable solutions and sustainable peace. We will support humanitarian programs that save lives while building the resilience of vulnerable people, households, and communities to withstand recurrent shocks and stresses and prevent a slide into chronic poverty through sustainable development. These activities will be complemented by peacebuilding lines of effort to foster social cohesion and mitigate the drivers of violence.

Objective 4.1 | Cameroon expands economic opportunities for vulnerable populations.

- **Justification |** Access to and control over productive resources such as agricultural land, water, pasture, forests, and livestock are the foundation of resilient livelihoods in Cameroon. Access to these resources by sections of the population, including refugees, internally displaced persons, and returnees, youth, and women, varies considerably. The livelihoods of vulnerable groups in conflict-affected regions are heavily dependent on natural resources. Therefore, unequal access to and control over these productive resources limits the ability of vulnerable groups to adapt to shocks and stressors. Crisis-affected populations have great difficulty recovering from recurrent shocks given limited resources and productive assets.

- **Linkages** | In line with USAID/West Africa's Regional Development Cooperation Strategy (RDCS), approaches will target improvements in water, sanitation, and hygiene, enhanced productive land use, and natural resource-based conflict management, while improving local capacity for adaptive management to climate change and other shocks and stresses. It also supports the National Strategy on Gender Equity and Equality.
- **Risks** | The COVID-19 pandemic may pose risks to income security, especially for women and youth in the informal sector, due to movement restrictions and/or significant slowdown in economic activities. In addition, the security environment continues to deteriorate making it difficult for U.S. government-funded programs to operate safely and effectively in target regions. Furthermore, the Cameroon government at times lacks commitment to promote and implement durable solutions. Finally, climate change effects and other natural disasters may impact livelihoods.

Objective 4.2 | Cameroon provides life-saving support to communities affected by conflict, natural disasters, and other emergencies.

- **Justification** | Cameroon faces continuing instability due principally by violent non-state armed groups in its Northwest and Southwest Regions, and attacks by violent extremist groups, ISIS-West Africa, and the remnants of Boko Haram in the North and Far North Regions. As a result of these, and other regional conflicts, over four million people are in urgent need of humanitarian assistance, including 463,000 Nigerian and Central African Republic refugees and 1.1 million internally displaced Cameroonians fleeing conflict in the Northwest, Southwest, and Far North regions. Cameroon also remains vulnerable to climate change, particularly in the northern regions, which aggravates resource scarcity resulting in conflicts over land and water. Mission Objective 4.2 will be achieved through humanitarian assistance that includes food, non-food items, and cash-based transfers to girls, boys, women, men, and households, along with activities to support local communities and national responses. To further support Mission Objective 4.2, Post will better integrate U.S. citizens living throughout Cameroon into its disaster/crisis preparedness and response planning.

- **Linkages** | In line with USAID/West Africa's Regional Development Cooperation Strategy (RDCCS), approaches will mobilize humanitarian assistance when needed to protect lives and livelihoods and reduce backsliding into deeper poverty, including building up self-sustaining local market systems.
- **Risks** | The provision of humanitarian assistance in violence-prone areas may be perceived by the government as aiding insurgents and separatists. Increased emphasis on the role of state-led institutions may risk squeezing out the acceptance and delivery of assistance that is independent, neutral, and impartial. The security environment may continue to deteriorate making it difficult for U.S. government-funded programs to operate safely and effectively in target regions. Specifically in the Northwest and Southwest regions, there are increasingly sophisticated non-state armed groups (NSAGs) planting IEDs on roads. Abduction and kidnapping for ransom are not uncommon and include humanitarian actors. Fracturing NSAGs create an ever more challenging web of approvals needed from those controlling access to disputed areas for program implementation and monitoring. Local government security elements may impede humanitarian access in disputed areas. And finally, transporting humanitarian food and medical supplies requires special permission from local government and NSAGs that may still be insufficient to prevent hijacking of cargo.

Mission Goal 5 | Spur Sustainable Economic Growth

Description | Mission Goal 5 is tied to Africa Joint Regional Strategy goals to increase mutually beneficial economic growth, trade, and investment, and promote inclusive country-led development. Tied to the INSSG to help African nations combat threats posed by climate change, strengthen economic connections, and strengthen commitment to development and environmental sustainability. Cameroon is a lower middle-income country whose poverty reduction rate lags behind its population growth. While Cameroon has experienced a moderate economic rebound, the COVID-19 pandemic caused significant deterioration to Cameroon's economy. With floods, droughts, and food insecurity, Cameroon is already contending with the effects of climate change. Inclusive, sustainable economic growth will provide broad-based and long-lasting development.

Objective 5.1 | Cameroon strengthens economic ties with the United States that support its development goals.

- **Justification |** U.S. companies are known for high-quality products and services that contribute to Cameroon's development and create jobs. U.S. companies also transfer technology and contribute to local skill development. Strengthening economic ties between the United States and Cameroon stands to increase mutually beneficial economic growth, trade, and investment, while promoting ethical business practices that align with the U.S. Foreign Corrupt Practices Act.
- **Linkages |** Africa Joint Regional Strategy goals to: increase mutually beneficial economic growth, trade, and investment; promote inclusive country-led development. Objective 5.1 also supports the National Strategy on Gender Equity and Equality.
- **Risks |** Corruption, bureaucratic mismanagement, complex procedures for opening/doing business, and competition from other trade partners will likely continue to pose significant challenges for U.S. companies seeking to do business in Cameroon. The Mission will need to strategically select commercial engagement opportunities that lower these risks.

Objective 5.2 | Cameroon achieves its emissions reduction and climate adaptation goals.

- **Justification |** In its Nationally Determined Contributions, Cameroon committed to reducing its greenhouse gas emissions by 35 percent by 2035. Cameroon's climate mitigation plans are focused on forest management, energy, agriculture, and waste. Furthermore, Cameroon's adaptation planning includes integrating adaptation planning into national sectoral strategies and policies, reducing the vulnerability of major economic sectors to climate change, and raising awareness among the population. Cameroon faces huge challenges in data collection and management for international climate reporting. The focus of current interagency climate-related engagement is to build Cameroon's capacity to collect, analyze, and produce accurate environmental data. As a member of the Congo Basin Forest region, Cameroon possesses great potential to contribute to global mitigation efforts.
- **Linkages |** INSSG priority to strengthen commitment to development and environmental stability. Plan to Conserve Global Forests: Critical Carbon Sinks. Executive Order on Tackling the Climate Crisis at Home and Abroad. President's Emergency Plan for Adaptation and Resilience.
- **Risks |** Coordination challenges and a lack of sufficient funding may present barriers towards achieving emissions reduction and climate adaptation goals.

4. Management Objectives

Management Objective 1 | Maintain a high level of customer satisfaction with ICASS services through training, LE Staff empowerment, and the implementation of management best practices.

- **Justification** | ICASS is the top-line structure used to provide administrative services to all participating agencies at post to assist them in achieving Mission Cameroon policy goals. The ICASS Annual Survey is but one measurement of our success at delivering top quality services at a reasonable cost to the US government. Our customer base also includes the staff and eligible family members who make up our Mission. We are charged with a continuum of improvement on the delivery of services. We strive to maintain the highest standards of internal controls and management practices in support of Mission Cameroon's goals.
- **Linkages** | FY 2022 – 2026 State and USAID Joint strategic Plan: AF Joint Regional Strategy Goal 4 - Revitalize the diplomatic and development workforce and infrastructure.
- **Risks** | Insufficient staffing, lengthy staffing gaps, and a failure to continually assess management and internal control procedures can exist as a vulnerability to the Mission that allows errors and/or irregularities to bypass control procedures in place. We must remain vigilant to instances of fraud, waste, and abuse.

Management Objective 2 | Attract and retain a motivated, skilled workforce by improving the quality of life and morale for the Mission community and placing an emphasis on access, diversity, equity, and inclusion.

- **Justification** | The Mission needs the best possible mix of staff—locally employed, EFM, PSC, and USDH—to successfully address a wide range of policy, program, and management support needs. Given the regular turnover of American staff, prolonged staffing gaps, and the varying space considerations of the Embassy and the Embassy Branch Office, the Mission must regularly monitor its ability to perform at the highest level. With American direct hires cycling in and out on two-year tours of duty, LE Staff provide the institutional memory, consistency, and expertise for the Mission in a challenging environment.
- **Linkages:** The INSSG; JSP 4.1; Executive Order on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce (EO 14035); Executive Order on Establishment of the White House Gender Policy Council (EO 14020); Memorandum on Revitalizing America’s Foreign Policy and National Security Workforce, Institutions, and Partnerships; Executive Order on Protecting the Federal Workforce (EO 14003); FY 2022 – 2026 State and USAID Joint strategic Plan: AF Joint Regional Strategy Goal 4 - Revitalize the diplomatic and development workforce and infrastructure.
- **Risks** | Insufficient USDH staffing hampers the Mission’s ability to accomplish the Mission goals listed above as well as maintain effective management controls.

Management Objective 3 | Ensure that all staff under Chief of Mission authority work in safe and well-maintained spaces that are utilized efficiently to provide the appropriate level of security based on the threats, present or anticipated.

- **Justification** | Everyone deserves a proper workspace facilitating productivity and job satisfaction. The Department of State designated Cameroon as a High Threat High Risk (HTHR) posting in 2021. The Office of Inspector General's (OIG) 2020 report highlighted significant physical security deficiencies at Yaounde's New Embassy Compound (NEC) commissioned for occupancy in 2005. Post is planning for office relocations for both CDC in Yaounde and the Embassy Branch Office (EBO) in Douala.
- **Linkages:** FY 2022 – 2026 State and USAID Joint strategic Plan: AF Joint Regional Strategy Goal 4 - Revitalize the diplomatic and development workforce and infrastructure; DS/C IM to OBO/PRE, Overseas Security Policy Board (OSPB) Standards' Application to New Leases dtd March 19, 2018; 21 STATE 64090 dtd June 21, 2021 – High Threat High Risk (HTHR) Post for 2021-2022.
- **Risks** | There is no greater responsibility than the protection of the men and women who dedicate their lives to the work of the United States Government overseas. USDH and LE Staff expect and deserve safe and professional workspaces that offer the greatest level of protection while allowing for the Mission Goals to be moved forward. Failure to provide safe facilities could result in the loss of life.