



# Integrated Country Strategy

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## Senegal

FOR PUBLIC RELEASE

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## 1. Chief of Mission Priorities

The U.S. Mission in Senegal has aligned its efforts to advance two principal goals: shared security and shared prosperity. Embassy Dakar aims to make the United States and Senegal both safer and more prosperous. We base our strategy on the fundamental U.S. interest in seeing Senegal continue to succeed as a secure, increasingly prosperous democracy and a strong regional partner.

The goals of our Integrated Country Strategy (ICS) 2018-20 are mutually reinforcing. **We advance security** by helping Senegal respond to transnational threats, by supporting peaceful development in the Casamance, and by improving Senegal's capacity to contribute to multilateral peacekeeping missions. **We promote prosperity** by supporting inclusive economic growth, improved business climate, and increased bilateral trade. The Mission reinforces both principal goals by our efforts to **strengthen democratic values, human rights, and good governance**, and by **promoting development through health and education**. These goals are consistent with the National Security Strategy, the State and USAID Joint Strategic Plan, and the Joint Regional Strategy for Africa. Public Affairs plays a significant role in supporting all these objectives through programs that promote mutual understanding and create and harness public awareness of our work to project a positive impression of U.S. foreign policy.

Senegal is an unwavering partner of the United States in promoting peace and security in West Africa and beyond. Its military and law enforcement establishments are among the most capable in Africa. The bilateral Defense Cooperation Agreement signed in 2016 provides the U.S. military access to facilities and administrative procedures that allow us to respond quickly to regional threats, as we did during the Ebola crisis. Over the next three years, we will intensify cooperation to strengthen Senegal's capabilities in the fight against terrorism and in countering violent extremism in the region. In the Casamance, where Senegal seeks an end to over three decades of violent conflict, we will continue to apply diplomacy and assistance to promote peaceful development.

Senegal relies on multilateral diplomacy through the African Union, ECOWAS, the Organization of Islamic Cooperation, and the United Nations, where it held a non-permanent Security Council seat from 2016 to 2017. At any time, Senegal deploys over 3,000 soldiers, gendarmes, and police officers abroad in support of multilateral peacekeeping missions. Our Mission will continue to urge the government to be a leader in the region, particularly in helping resolve political crises such as the recently resolved transition of power in The Gambia and the ongoing turmoil in Guinea-Bissau.

Since its independence in 1960, Senegal has never been under military rule and has benefitted from three peaceful transitions of political power. This achievement sets Senegal apart in West Africa. Senegal's economic performance, on the other hand, falls short of its citizens' expectations. The country remains one of the world's 25 poorest. Since 2012, the economic

trajectory has looked increasingly positive. Senegal's economic growth has accelerated steadily. If this higher rate of growth continues, as envisaged in the government's ambitious development plan, then Senegal's democracy will flourish and it will be an even stronger partner to help the United States meet security threats in West Africa.

Economic development is the focus of President Macky Sall's domestic agenda. His *Plan Sénégal Emergent* (PSE) is an ambitious development blueprint for transforming Senegal into an emerging economy that generates jobs and higher incomes through diversification and trade. In 2015, Senegal completed a \$470 million Millennium Challenge Corporation (MCC) Compact focused on roads and irrigation infrastructure. Senegal's eligibility for a second MCC Compact is an opportunity for the United States to help Senegal accelerate progress toward its development goals. The Government of Senegal and MCC are currently designing Compact II, which aims to address the binding constraint impeding accelerated economic growth posed by the high cost and insufficient and inefficient distribution of electricity.

Increased bilateral trade will stimulate Senegal's economy and generate new opportunities for U.S. businesses. The Mission's efforts to increase trade build on initiatives such as Trade Africa, the African Growth and Opportunity Act, and Power Africa. To make the most of these opportunities, we will continue to work closely with the U.S.-Senegal Chamber of Commerce towards rendering the institution more efficient and effective. The Embassy will ensure Senegal's business community understands how to access U.S. visa services.

Through USAID, the Mission manages a development assistance program that will exceed \$100 million annually. USAID's current Country Development Cooperation Strategy (CDCS) is the foundation of this ICS and aligns closely with the *Plan Sénégal Emergent*.

The Peace Corps is integral to the success of the Mission. The first Peace Corps volunteers came to Senegal in 1963. Today more than 220 volunteers work across Senegal on agriculture, agroforestry, health, and community economic development. Peace Corps volunteers also support initiatives on food security, youth and gender development, and malaria prevention – all key sub-objectives in our ICS. Most people in rural Senegal have encountered Peace Corps volunteers. They are the most popular and effective representatives of the United States in Senegal.

To implement this ICS, the Mission needs a management platform suited both to its work in Senegal and to its role as a regional hub. Dakar is an advantageous location for organizations that must operate across all of West Africa. Regional engagement is the main reason the number of direct-hire USG employees posted to Dakar has increased by more than 20 percent in the last three years. There are 189 direct-hire Americans and 22 agencies and sub-agencies present within the Mission. Embassy Dakar is responsible for managing relations with Guinea-Bissau and hosts other agencies with responsibilities in dozens of other countries. With existing resources, Mission Dakar can now serve as a rear logistical support hub for a short-term surge

during an emergency. With additional human and fiscal resources, Mission Dakar could provide expanded surge capacity for a larger area of operations.

The ICASS platform at Embassy Dakar can and should operate more effectively and efficiently. To this end, the management sections will work to realize efficiencies, expand the regional support capacity, and enhance the customer experience.

## **2. Mission Strategic Framework**

### **Mission Goal 1: Make the United States and Senegal Safer**

Mission Objective 1.1: Increase the Effectiveness of Senegal's Response to Transnational Threats and Support Security and Peace in the Casamance

Mission Objective 1.2: Improve Senegal's Capacity to Participate in Peacekeeping Operations

Mission Objective 1.3: Create the Safest Possible Environment for U.S. Citizens in Senegal and the United States

### **Mission Goal 2: Make the United States and Senegal More Prosperous**

Mission Objective 2.1: Increased Inclusive Economic Growth (CDCS DO 1)

Mission Objective 2.2: Improved Business Climate in Senegal

Mission Objective 2.3: Increased Bilateral Trade

### **Mission Goal 3: Strengthen Democratic Values, Human Rights and Good Governance**

Mission Objective 3.1: Effective and Equitable Governance to Promote Democratic Values At Home and Abroad (CDCS DO 3 / IR 2)

Mission Objective 3.2: Strong Justice Sector as Foundation for Rule of Law

### **Mission Goal 4: Promote Development Through Health and Education**

Mission Objective 4.1: Improved Health Status of the Senegalese Population (CDCS DO 2)

Mission Objective 4.2: Improved Education, Training, and Leadership for Senegalese Youth (including CDCS DO 3 / IR 1)

### **Management Objective 1: Realize Efficiencies through Innovation**

### **Management Objective 2: Expand Regional Support Capacity**

### **Management Objective 3: Enhance the ICASS Customer Experience**

### 3. Mission Goals and Objectives

#### **Mission Goal 1: Make the United States and Senegal Safer**

**Description and Linkages:** Senegal's geographic location presents a series of security risks, and U.S. efforts under this Goal serve to ensure Senegal's continued safety, security, and stability. A stable Senegal, in turn, helps to ensure protection of U.S. citizens and interests. Efforts under this Goal will help secure the country's restive Casamance region, help prevent the spread of violent extremist ideologies, increase the capacity of Senegalese security-service personnel to prevent and respond to threats, help secure Senegal's borders including its maritime borders, and encourage Senegal to play a stabilizing role in the sub-region, and ensure the safety of U.S. citizens in Senegal and the United States.

This ICS goal is fully aligned with Goal 1 of the FY 2018-2022 State/USAID Joint Strategic Plan ("Protect America's Security at Home and Abroad" – pp. 23-33 of document) and contributes to Goal 3.1 by building a stronger security partner. It is also fully aligned with Goal 1 of the Department of State/USAID Joint Regional Strategy for Africa ("Advance Mutual Peace and Security Interests") and Pillar 1 of the National Security Strategy ("Protect the American People, the Homeland, and the American Way of Life").

#### **Mission Objective 1.1: Increase the Effectiveness of Senegal's Response to Transnational Threats and Support Security and Peace in the Casamance**

**Justification:** Senegal's military and civilian security services are among the most effective in West Africa. Sustaining and improving this capability are critical to maintaining security across the region. Senegal's borders are long and porous, and its neighbors generally have fragile security institutions. Senegal also has maritime borders which are difficult to monitor and police. As a result, Senegal is vulnerable to transnational threats such as terrorism, drug trafficking, and organized crime. Building Senegal's capacity to respond to trans-national threats improves the country's capacity to achieve its development goals, promotes good governance, and enhances regional stability. The Defense Cooperation Agreement with Senegal also provides a unique opportunity to strengthen the bilateral relationship while ensuring access to facilities that will support USG operations in the region.

Attacks in the region and threats from Al-Qaida in the Islamic Maghreb (AQIM), al-Murabitun, and Islamic State in Iraq and the Levant (ISIL), demonstrate that Senegal is not immune to regional terrorism threats. Furthermore, al-Murabitun has publically threatened attacks in Senegal and Senegalese youth have travelled to Libya to join ISIL and could return to launch attacks in the country. West Africa has become a transit

point for cocaine trafficking between Latin America and Europe. Published reports indicate that in excess of \$900 million worth of illicit drugs moves between Africa and Europe annually. Drug-trafficking on this scale undermines the ability of countries in West Africa to maintain their own internal peace and security. Senegal is also a source, transit, and destination country for children and women who are subjected to forced labor, forced begging, and sex trafficking. In addition to trafficking in persons and drugs, organized crime elements and terrorist groups also exploit porous borders and weak security services across the region. Strengthening maritime security will bolster a holistic approach to maintaining peace and security in Senegal. Fortifying Senegal's maritime domain awareness and helping strengthen its enforcement of maritime laws will combat illegal fishing, illicit trafficking, and the flow of narcotics. In the face of rapidly evolving trans-national threats along its borders, Senegal must continue to strengthen its security services, coordinate action with regional neighbors, work to secure its borders, counter violent extremism, and reduce crime. Effective action in these areas will also contribute to resolution of the decades-long conflict in Senegal's Casamance region. A peaceful settlement in the Casamance will boost both economic performance and capacity to support multilateral peacekeeping missions.

Addressing transnational threats posed by cybercrime and poor cybersecurity through technical assistance will enhance our effectiveness in achieving a response to trans-national threats and crime

The Department of Homeland Security (ICE/TSA) will lead the effort for this objective, working in partnership with Department of Justice, the Regional Security Officer, the Office of Security Cooperation, the Political Section, Economics Section, the Public Affairs Office, and Drug Enforcement Agency (DEA). The primary measure of progress toward this objective is Senegal's increased capacity to respond to threats both inside and outside its national territory.

### **Mission Objective 1.2: Improve Senegal's Capacity to Participate in Peacekeeping Operations**

**Justification:** Senegal is the leading Francophone African contributor to multilateral peacekeeping missions, providing three military battalions and five foreign police units (FPU) to UN missions in Africa and Haiti, commanders and staff officers to UN missions worldwide, and support for AU and ECOWAS missions. Senegal is also the United States' oldest partner in the Global Peace Operations Initiative/African Contingency Operations Training and Assistance (GPOI/ACOTA) program. The African Peacekeeping Rapid Reaction Partnership (APRRP) will bring a large amount of resources to Senegal over the next few years in support of the goal of increasing the speed at which Senegal can respond to crises throughout Africa. By helping Senegal build its capacity to train for and deploy to peacekeeping operations, the United States helps advance peace and security in Africa and beyond.

The primary constraint on Senegal's participation in peacekeeping operations is the availability of personnel. A large share of Senegal's troop strength is devoted to dealing with internal conflict in the Casamance region. Other limiting factors more directly subject to influence through U.S. assistance are shortfalls in key force generation functions such as training equipment and force sustainment.

The U.S. currently plays a significant role in pre-deployment training of military battalions and FPU's bound for UN missions. In our continuing engagement, the Mission will help Senegal develop its internal capacity to generate, train, and sustain peace support forces. Availability of equipment is limited by UN procedures that lead to shipping delays of up to a year following the end of a mission. This means that in order to have three battalions available for deployment, Senegal requires four battalion sets of equipment. Additionally, Senegal should improve its procedures for refitting of redeployed equipment and management of equipment stocks to ensure that equipment remains available for the next deployment rather than depending on the U.S. or other donors to provide new equipment for each deployment.

The Office of Security Cooperation leads the effort for this objective, with support from the Defense Attaché, the Political Section, and the Executive Office. The primary measure of progress toward this objective is an increase in pre-deployment training Senegal provides for its peacekeepers.

### **Mission Objective 1.3: Create the Safest Possible Environment for U.S. Citizens in Senegal and the United States**

**Justification:** Providing consular services to U.S. citizens is an essential function of U.S. Missions worldwide. As the Mission works to advance peace and security in the region, it is vital to maintain focus on the safety of U.S. citizens in Senegal. Ensuring their access to consular services, especially in emergency situations, is the key element of this objective. Furthermore, as outlined in the most recent Joint Strategic Plan, providing safety and security messages to U.S. citizens allows them to make informed decisions about their own activities. The Mission's outreach to Senegalese public-safety agencies and first responders on issues related to American citizens also complements our broader efforts to build capacity and professionalism in the security sector.

The Consular Section leads the effort for this objective, with support from the Political Section, Regional Security Officer, and the Executive Office.

### **Mission Goal 2: Make the United States and Senegal More Prosperous**

**Description and Linkages:** Post's efforts under this goal will advance key goals under the FY 2018-2022 Department of State/USAID Joint Strategic Plan, in particular Goal 2 ("Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation"). This Goal is also aligned with Goal 2 of the Department of State/USAID Joint Regional Strategy for Africa ("Increase Mutually Beneficial Economic Growth, Trade, and Investment").

Activities under this Goal will support making the U.S. and Senegal more prosperous by promoting sustainable, inclusive economic growth; accelerating economic development by making Senegal a more attractive place to do business; and strengthening the trade relationship between the U.S. and Senegal in order to expand economic opportunity in both countries.

### **Mission Objective 2.1: Increased Inclusive Economic Growth (CDCS DO 1)**

**Justification:** Post's activities under this objective support making the U.S. and Senegal more prosperous through sustainable, inclusive economic growth. In order for Senegal to have sustained economic growth that brings broad benefits to the entire population, the following are essential: increased agricultural productivity; expanding markets; creating high-quality jobs; increased resilience and food security for local populations (incorporating improved nutrition into food security efforts and an emphasis on mitigating the effects of climate change); and quality infrastructure, including through private sector investment. Activities for this objective are aligned with U.S. Presidential initiatives such as Feed the Future, Trade Africa and Power Africa, directives from Congress on biodiversity, water, sanitation, and hygiene, and GOS priorities as outlined in the Accelerated Growth Strategy, Country Investment Plan for Agriculture, and the *Plan Sénégal Emergent*.

USAID, USDA, ECON and PAS contribute to this objective. the Millennium Challenge Corporation (MCC) is negotiating a second Compact with Senegal, which would also support this objective. The primary measures of progress toward this objective are the annual rate of change in productivity and the expansion of markets for targeted agricultural value chains.

Link to USAID Country Development Cooperation Strategy (CDCS): This objective corresponds to USAID CDCS Development Objective (DO) #1. The CDCS can be found here: <http://www.usaid.gov/results-and-data/planning/country-strategies-cdcs>. The related CDCS development hypothesis is that *if* agricultural productivity improves, *if* private-sector trade increases, *if* the management of natural resources improves, and *if* the nutritional status of women and children improves, then local populations will be more food secure and play a larger role in an expanding economy. Note that USAID will

develop a new CDCS during the term of this ICS, and the ICS will be updated accordingly when the new CDCS is complete.

### **Mission Objective 2.2: Improved Business Climate in Senegal**

**Justification:** Making Senegal a more attractive place to do business will accelerate economic development. The *Plan Sénégal Emergent* is an ambitious development blueprint that explicitly calls upon the private sector to diversify Senegal's economy and create jobs. In order to achieve this vision, it is vital that Senegal make its economy more attractive to investment from both domestic and external sources. As the business climate improves, Senegal will naturally offer more business opportunities to American entrepreneurs seeking to trade with and invest in Africa. Senegal's emerging oil and gas sector offers important opportunities for U.S. firms and should be a focus of reform and capacity building. In view of key USG initiatives such as the prospective Compact between Senegal and the MCC and USAID's Power Africa program, Senegal's power sector should be an important focus of business-climate reform. These programs, especially when complemented by greater U.S. commercial engagement, will help Senegal improve the supply of electricity while lowering costs.

Mission efforts serving this objective will take into account the Bilateral Investment Treaty, the aims of the Overseas Private Investment Corporation, and MCC's specific goals as set out in a second Compact with Senegal. Mission activities are aligned with Senegal's Accelerated Growth Strategy, the *Plan Sénégal Emergent*, USAID's Country Development Cooperation Strategy, and the Power Africa initiative.

The economic section leads the effort for this objective, with support from USAID, MCC, USDA, the Treasury Department's Office of Technical Assistance (OTA), the political section, the public affairs section, and the executive office. The primary measure of progress toward this objective is the level of private U.S. commercial engagement with Senegal as measured by the annual volume of commercial services delivered by the Economic-Commercial Section.

### **Mission Objective 2.3: Increased Bilateral Trade**

**Justification:** Trade expansion can generate economic growth and alleviate poverty. Strengthening the trade relationship between the United States and Senegal expands economic opportunity in both countries. Improved trade capacity will stimulate demand for Senegal's agricultural produce and accelerate diversification of the economy. Mission efforts to increase private trade will reinforce existing initiatives, including Senegal's Trade Africa partnership with the United States, the African Growth and Opportunity Act (AGOA), and Power Africa. These efforts will complement to work of MCC under Senegal's second Compact. The Mission has aligned its activities with Senegal's Accelerated Growth Strategy, Government of Senegal priorities as outlined in

the national development plan, *Plan Sénégal Emergent*, and USAID's Country Development Cooperation Strategy. One part of this will be ensuring that legitimate actors are allowed easy access to the U.S. through strong U.S. visa services.

ECON leads the effort for this objective, with support from USAID, MCC, USDA, OTA, POL, PAS, and EXEC. The primary measure of progress toward this objective is the volume of bilateral trade in goods as reported by the Census Bureau.

### **Mission Goal 3: Strengthen Democratic Values, Human Rights and Good Governance**

**Description and Linkages:** Post's efforts under this goal will advance key goals under the FY 2018-2022 Department of State/USAID Joint Strategic Plan (JSP), in particular Goal 1 ("Protect America's Security at Home and Abroad"), but also Goals 2 ("Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation") and 3 ("Promote American Leadership through Balanced Engagement").

These efforts will help strengthen citizen-responsive governance, security, democracy, human rights, and rule of law (Strategic Objective 1.3 of the JSP). They will also combat corruption (Strategic Objective 2.3) and increase partnerships with civil society organizations to mobilize support and resources and shape foreign public opinion (Strategic Objective 3.3). Post's efforts under this goal are also aligned with Goal 3 of the Department of State/USAID Joint Regional Strategy for Africa ("Strengthen Democracy, Human Rights, and Good Governance").

Efforts under this goal fall in line with the U.S. National Security Strategy (NSS) and will encourage reform, promote effective governance, seek to improve the rule of law, and support the continued development of institutions accountable and responsive to citizens in order to support economic development and opportunities, diminish the attraction of illegal migration, and reduce vulnerability to extremists (NSS page 52).

#### **Mission Objective 3.1: Effective and Equitable Governance to Promote Democratic Values at Home and Abroad (including CDCS DO 3 / IR 2)**

**Justification:** This objective supports the strategic goal of advancing democratic values. A political system founded on democratic institutions requires that citizens participate in governance. This is particularly true in countries facing major elections; during this ICS cycle, Senegal will see a presidential election and local elections, all in 2019. As such, activities under this objective will be critical to ensure continued stability and democratic consolidation in Senegal. More broadly, activities under this objective will enhance good governance through increased citizen participation in the management of public affairs at national and local levels, in particular as relates to elections and to government transparency, and will support the GOS's capacity to respond to such demands with stronger public financial management systems and accessible fiscal

information. The USG will support Senegal's decentralization efforts through engagement with political stakeholders and capacity building for local officials.

Activities under this objective also serve to protect human rights by increasing the capacity of Senegalese institutions to counter discrimination and combat trafficking in persons, with a focus on women and children.

USAID and the Political and Public Affairs Sections lead the effort for this objective, with support from the executive office, law enforcement agencies, and other embassy stakeholders as appropriate.

A Bureau of International Narcotics and Law Enforcement Affairs (INL) Criminal Justice sector program coordinator is expected to join Mission Dakar in 2018 and will support law enforcement and rule of law programs and policy.

Link to USAID Country Development Cooperation Strategy (CDCS): Sub-objective 3.1.1 corresponds to USAID CDCS Development Objective (DO) #3, Intermediate Result (IR) #2. Note that USAID will develop a new CDCS during the term of this ICS. While the current CDCS includes democracy and governance and education activities under a single DO (DO #3), democracy and governance and education activities will be included in two separate DOs in the new CDCS. Therefore, these activities have been separated and placed within two different ICS Goals: Goal 3 for democracy and governance; and Goal 4 for education.

### **Mission Objective 3.2: Strong Justice Sector as Foundation for Rule of Law**

**Justification:** This objective supports the strategic goal of advancing democratic values. A significant measure of Senegal's success is how well the government meets its citizens' expectations of transparent governance by leaders who can be held to account through the rule of law. Combatting corruption and strengthening the foundations of the rule of law in Senegal is important for the bilateral relationship and for Senegal's leadership role in the region. When the judiciary and law enforcement agencies work effectively, the prospects for economic development also improve. Additionally, using U.S. resources to build capacity and professionalism in law-enforcement agencies and the courts gives the U.S. a stronger partner to rely on when we request assistance to protect our own citizens and national security. The USG will support these efforts through technical assistance and capacity building.

The Department of Justice leads the effort for this objective, with support from the political section, the Regional Security Office, the Public Affairs Section, USAID, and the executive office.

### **Mission Goal 4: Promote Development through Health and Education**

**Description and Linkages:** The lack of essential services and economic opportunities can lead to health crises and increases in mass migration to the United States, and can serve as a motivating factor for young people to be drawn to extremist groups. By promoting health and education, U.S. assistance under this Goal fights poverty, drives inclusive economic growth and opens markets for U.S. investments, counters the root causes of violent extremism, and accelerates Senegal's progress toward its development goals.

This Goal is fully aligned with broader USG priorities, specifically: Goal 2 of the FY 2018-2022 Department of State / USAID Joint Strategic Plan, and more specifically, Strategic Objective 2.2 ("Promote healthy, educated and productive populations in partner countries to drive inclusive and sustainable development, open new markets and support U.S. prosperity and security objectives"). In addition, Post's activities are aligned with Goal 4 of the Department of State / USAID Joint Regional Strategy for Africa ("Promote Inclusive Country-led Development"), and U.S. National Security Strategy (NSS) priorities of promoting global health security, and partnering with countries so they can improve the provision of quality basic services to their citizens (NSS page 9, 52).

#### **Mission Objective 4.1: Improved Health Status of the Senegalese Population (CDCS DO 2)**

**Justification:** Post's programs under this objective focus on improving the health of Senegal's population, strengthening the Senegalese health system, and protecting against the spread of pandemic diseases. Activities specifically aim to increase access to quality health services and the commitment of individuals and communities in the management of their own health and health systems; strengthen the management and performance of the health system and security related to infectious disease threats; and improve nutrition, with a particular focus on women and children. USG investments will help the GOS take on an increasingly larger role in providing sustainable, quality health services at the regional, national and district levels. All of Post's efforts are aligned with the GOS Ministry of Health National Health Development Plan and the *Plan Sénégal Emergent*. In addition, Post (through USAID) is an active participant in the Global Fund's Country Coordinating Mechanism (CCM) in Senegal, providing technical expertise to the CCM team to improve grant implementation and to help with governance and oversight.

USAID, CDC, USDA, and OSC all contribute to this objective. Note that this objective also includes a specific sub-objective to capture support for the implementation of the Global Health Security Agenda to improve Senegal's ability to prevent, detect and respond to outbreaks and other public health threats. The primary measures of progress are the reduction of the maternal mortality ratio, reduction of the under-five and newborn mortality rate, reduction in the prevalence of stunting in children under the age of five, reduction in the total fertility rate, increase of the contraceptive

prevalence rate, capacity to prevent, detect and respond to infectious diseases, and the percent increase in GOS budget allocations for health.

Link to USAID Country Development Cooperation Strategy (CDCS): This objective corresponds to USAID CDCS Development Objective (DO) #2. The CDCS can be found here: <http://www.usaid.gov/results-and-data/planning/country-strategies-cdcs>. The related CDCS development hypothesis is that *if* strategic investments are made to strengthen the performance of the health system, increase access to high quality priority health services and products, and increase commitment of individuals and communities in the management of their own health and health services, *then* the health status of women, children and other vulnerable populations will be improved. Note that USAID will develop a new CDCS during the term of this ICS, and the ICS will be updated accordingly when the new CDCS is complete.

**Mission Objective 4.2: Improved Education, Training, and Leadership for Senegalese Youth (including CDCS DO 3 / IR 1)**

**Justification:** Post's activities under this objective focus on improving basic reading skills, increasing access to quality education, and helping develop the next generation of Senegal's leaders, particularly young women. As a result, young people learn the skills they need to lead productive lives, gain employment, and positively contribute to society. With respect to basic education activities, Post's work is aimed at improving reading skills in early primary grades, increasing equitable access to education in the conflict-prone regions of Southern Senegal, and strengthening performance of the system for improved delivery of basic education services. In addition, Post programs invest in youth to ensure Senegal has a cadre of emerging leaders with the skills necessary to participate in an increasingly globalized economy. Post activities empower the alumni of USG exchange programs, such as the Young African Leaders Initiative (YALI) and the International Visitor Leadership Program (IVLP), through targeted grants to train others in their communities and to develop their businesses. Activities in this area include increasing the scope of English language instruction, opportunities for higher education in the U.S., and using USG exchange programs to help cultivate the next generation of Senegal's leaders, researchers and contributors to the economy. All of Post's efforts are aligned with GOS priorities as outlined in the *Plan Sénégal Emergent*.

USAID, PAS, USDA, CONS and OSC contribute to this objective. The primary measures of progress toward this objective are the increased number of grade two students who can demonstrate improved reading competencies, increased number of learners enrolled in USG supported schools or equivalent non-formal settings, increased number of youth demonstrating leadership skills, and increased number of trained English teachers.

Link to USAID Country Development Cooperation Strategy (CDCS): Sub-objective 4.2.1 corresponds to USAID CDCS Development Objective (DO) #3, Intermediate Result (IR) #1. Note that USAID will develop a new CDCS during the term of this ICS. While the current CDCS includes democracy and governance and education activities under a single DO (DO #3), democracy and governance and education activities will be included in two separate DOs in the new CDCS. Therefore, these activities have been separated and placed within two different ICS Goals: Goal 3 for democracy and governance; and Goal 4 for education.

## 4. Management Objectives

### Management Objective 1: Realize Efficiencies through Innovation

**Justification:** In order to balance a cost-effective ICASS platform with a growing workload and high customer expectations, Dakar will seek continual efficiency gains through the judicious implementation of existing technologies and proven management practices. This begins with better strategic planning. From annual acquisitions to knowledge management, the Management Section will focus on following the latest Department guidance in strategic planning, starting with Managing for Results. We will not spend time re-inventing the wheel. We will make maximum use of existing guidance and planning models from Department offices such as OIG, FSI, M/PRI, the A Bureau, OBO, CGFS, HR/EX, Tech@state, MED, FLO and other central repositories of the latest best practices. Dakar has been a pilot post for many Department-led initiatives over recent years, including the Foreign Affairs Network, chancery Wi-Fi, MyServices, the PCS Portal, Annual Inventory Modernization, and many others. This is proof of the high levels of expertise and competency in our staff. However, there remain inefficiencies and outdated business processes from legacy systems and practices. Over the next few years, Dakar will address these challenges head on by reducing inefficient paper based processes in favor of online forms; by standardizing how we create, save, and manage knowledge; and by attacking the monster otherwise known as email by using more efficient technologies for collaboration such as Office 365 and OneNote.

### Management Objective 2: Expand Regional Support Capacity

**Justification:** Dakar benefits from a strategic location near to the U.S. and Europe, good and improving infrastructure including a new international airport with direct regional and international connections, decent medical facilities, a stable national political structure, and very good international schools. As a result, Mission Senegal is able to recruit and retain more experienced American officers that provide an additional layer of stability to an embassy already meeting high standards due to well-trained and high-performing local employees. The inherent benefits to serving at Embassy Dakar are even more marked when compared to our sister embassies in neighboring countries facing much tougher circumstances compounded by difficult staffing challenges. Mission Dakar's management platform provides formalized regional support on a regular basis to smaller posts in the West Africa region and beyond. Post also functions as a Department recognized and supported regional training center. With existing resources, Post provides additional informal and ad-hoc support to regional embassies in need, including during crises. This was especially evident during the 2016-2017 political crisis in the Gambia and subsequent ordered departure of U.S. personnel. Embassy Dakar will work to formalize the existing ad-hoc arrangements in order to document and rationalize regional support moving forward. In the case of Guinea-

Bissau, Dakar plays a role more akin to an embassy overseeing a constituent post, and the Management support function needs to be clarified with the Bissau Liaison Office (BLO) as mission objectives grow and U.S. government activity increases in Guinea-Bissau. Dakar will work with the BLO to upgrade the site formerly occupied by the old embassy and look into the feasibility of permanent TDY quarters for the growing number of official visitors from Embassy Dakar and other USG entities.

### **Management Objective 3: Enhance the ICASS Customer Experience**

**Justification:** Customers have given consistent high marks to Dakar's ICASS platform across various satisfaction surveys for the past 4-5 years. However, the continued growth in permanent USDH positions and growing complexity of mission-wide objectives require the Management Section to look to larger missions for models and incorporate some proven best practices if we wish to maintain our high standards. Part of the change will be a shift in emphasis from customer service to a focus on improving the customer experience. Dakar executes well on customer service, an essentially reactive attitude that focuses on fixing problems identified by the customer. We now need to train and equip the Management Team to turn towards a more proactive approach focused on improving the ICASS customer experience.

Part of this shift in outlook will focus on becoming more proactive in managing the large number of TDY visitors along with orienting new employees to Post. Creating a centralized point of contact for visitor support and customer interface will help Embassy Dakar professionalize operations by bringing a more consistent and accountable approach to these functions, currently dispersed among a number of cost centers.

Post's ICASS Council identified housing satisfaction as one of the main drivers of employee morale. Housing satisfaction is dependent on two factors: improving existing properties through better maintenance and minor improvements, and adding higher quality housing units to Post's inventory of properties. Embassy Dakar is faced with challenges in acquiring quality housing units that fall under OBO's established rental benchmark in a crowded city and tight seller's market. We will first pursue an OBO initiative to work with a developer to build units to American standards for long-term lease. We will simultaneously improve the existing stock of leased housing units by identifying and pursuing units in newly built complexes nearer to the embassy. Facilities Maintenance will increase Post's score on OBO's Benchmarking Survey to a Gold rating, with renewed focus on improving preventative maintenance and other procedures that should impact customers' satisfaction with current housing. Post's warehouse is located across town in the heavily congested industrial zone, which hampers our ability to respond to work orders in a timely manner. Post will work with OBO to identify options for a warehouse closer to the NEC.

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Maintaining morale by meeting American-based standards and expectations is a continual challenge and often hinges on providing additional recreational opportunities and services of convenience through CLO and the employee association. Management and CLO will work with the employee association to implement new services that make daily life a little easier for embassy employees and eligible family members. They will also refer to FLO resources and consult with FLO for guidance and best practices.

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Approved: August 24, 2018