



Integrated Country Strategy

Algeria

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1. Chief of Mission Priorities

The United States and Algeria enjoy a long-standing partnership based on shared interests of security, stability, democracy, and economic prosperity. Algeria is a reliable, capable, and strategic partner in the Middle East and North Africa region, and Embassy Algiers is dedicated to preserving and strengthening this partnership. Embassy Algiers pursues three broad mission goals in its relations with Algeria:

- Enhance domestic security capacity and promote regional cooperation to combat instability and challenge Russia and China's destabilizing influence.
- Encourage Algeria to adopt transparent regulations to promote economic diversification, encourage growth, and facilitate increased U.S. exports and business.
- Strengthen relationships with civil society to build understanding of the United States and its values and to support political reforms that encourage democratic processes and good governance.

Algeria is the largest country by territory on the African continent and has the second largest population in the Arab world, with a growing middle class. It is a country in transition, moving from years of isolation and self-sufficiency that marked its decade-long battle against terrorism in the 1990s to a more open posture. In December 2019, after twenty years of autocratic rule that led to popular protests against the former regime (the *hirak*), Algerians elected a new government primarily composed of veteran members of the establishment led by President Abdelmadjid Tebboune. The new government has shown an openness to expand engagement with the United States and has undertaken some limited reforms. Algeria's significant political and economic challenges require additional U.S. government resources to support reform efforts, offset Chinese and Russian influence, and contribute to regional stability. While Algeria is a regional security leader, we would like to see it do more to promote counterterrorism and stability in the Maghreb and Sahel regions and share its experience with the wider region facing growing extremist threats. We should respond to Algerian requests for assistance to address gaps in its judicial, security, and law enforcement capacity, particularly recent requests for help fighting and investigating cybercrimes. Algeria's heavy reliance on its hydrocarbon resources, declining domestic oil and gas production, and rising domestic hydrocarbon consumption will require it to diversify its economy to protect its long-term prosperity and stability. Financial stress resulting from the COVID-19 pandemic adds to the urgency of implementing critical financial reforms. Finally, Algeria's bulging youth demographic increasingly seeks exposure to and connection with the United States; U.S. engagement through English language, cultural, and educational programming will remain in high demand for the foreseeable future, from both the Algerian government and people.

Given the regional security challenges outlined in the NEA Joint Regional Strategy, Algeria remains an important leader and partner for greater security, stability, prosperity, and moderation. We are pleased that Algeria has taken a more active role regionally. The Algerian government recognizes that instability in Libya and the accompanying power vacuum, and Algeria's long and porous desert borders with Libya, Niger, and Mali present continuing security threats. Algeria supports UN efforts to mediate a diplomatic solution to the Libyan conflict. It also chairs a group of international participants that continues to mediate inter-Malian dialogue in search of a viable solution to its conflict in that country. Furthermore, Algeria has collaborated with Tunisia, Niger, and other countries in the region to combat smuggling, weapons proliferation, and violent extremist groups. Algeria's engagement will be necessary to reach a durable solution to the Western Sahara conflict. Algeria supports a UN-led political process and provides humanitarian support for Sahrawi refugees residing in the refugee camps outside Tindouf in southwestern Algeria.

While security cooperation is an important component of our bilateral relationship, we continue to deepen economic ties. As a key oil and gas supplier to Europe and Asia, Algeria plays a critical role in helping to stabilize global markets. The Algerian government is eager to expand partnerships with U.S. businesses that have a wealth of experience in this sector and began reforms in 2020 to enable international oil companies to invest directly in exploration and production activities, though the investment climate remains challenging. American companies have been relatively successful in this sector and are often the preferred suppliers to the Algerian market.

Despite advances in cooperation, challenges remain that could complicate the bilateral commercial relationship and make engagement efforts more difficult. The Algerian government continues to depend on oil and gas revenues despite stagnating hydrocarbon production. Its lack of economic diversification and an increase in domestic energy consumption further threatens Algeria's economic growth and its ability to supply energy reliably to international markets. In addition, a slow-moving bureaucracy accompanied by complicated and constantly shifting regulatory hurdles discourages foreign investment that would contribute to further economic diversification. The need for more predictable rule of law, greater transparency, and more accountability in government institutions complicates U.S. government efforts to attract more American investment and dissuades public inclusiveness and participation. The economic reforms President Abdelmadjid Tebboune promised to implement have been limited in nature, and the restructuring of the Algerian economy will take time.

Faced with these challenges, we see several opportunities to increase collaboration with the Algerian government and people while furthering U.S. interests. The Mission will work with both the government and civil society as they progress in negotiating, adopting, and

implementing reforms that will strengthen Algeria's long-term stability and its capabilities as a regional leader in a challenging environment.

To further our goal to promote economic growth and stability, the Mission will enhance efforts to encourage Algeria to continue adopting simplified and transparent regulations that diversify its hydrocarbon-based economy. By supporting the Algerian government to reduce the regulatory barriers that discourage foreign investment in the economy, we hope to facilitate market diversification and growth in private sector-led job creation. A more attractive regulatory climate will encourage increased U.S. investment and partnerships with Algerian counterparts in renewable energy sources, thereby broadening Algeria's economy and helping achieve our mutual climate goals. These combined endeavors will help ensure Algeria continues to supply energy reliably to world markets. We will also focus efforts on facilitating Algeria's adoption of economic reforms that will promote private sector development and can eventually pave the way for Algeria's long-delayed accession to the World Trade Organization (WTO).

We will also deepen our security, law enforcement, military, and justice sector partnerships through training and exchanges. With the goal of strengthening our law enforcement cooperation and increasing information sharing, we will continue to encourage bilateral engagements and exchanges that improve Algerian effectiveness at combating regional security threats such as narcotics and arms trafficking, as well as terrorist finance and cyber-crimes, and build the working relationships necessary to fight these challenges together. In line with these goals, the Mission will promote training to develop the Algerian justice and law enforcement sectors' ability to investigate and prosecute crimes, including in the cybersphere, within the rule of law. U.S.-Algeria military-to-military engagements will further develop the capacity and professionalization of Algerian security forces while increasing U.S. defense trade. The Mission will prioritize diplomatic engagement and programs targeting women, peace, and security.

A strong and capable partner in the global fight against terrorism, Algeria is an active leader in the Global Counter Terrorism Forum (GCTF) and the Trans-Sahara Counterterrorism Partnership (TSCTP). To further assist the government in its counterterrorism efforts and to promote regional stability, we will implement programming and expand bilateral and multilateral cooperation. We continue to engage our counterparts about the volatile situation in Libya and Mali, as well as issues related to the return and reintegration of foreign fighters from Syria and Iraq. The Regional Security office and regional law enforcement agencies will work to deepen partnerships and facilitate training and exchanges aimed at building capacity in identifying and interdicting terrorists and combating terrorist financing, money laundering, trafficking, and organized crime. Algeria leads efforts to denounce payment of kidnapping for ransom (KFR), and further cooperation in this realm will promote compliance with international efforts to combat terrorism.

Complementing these efforts, the Mission will engage the Algerian government in promoting increased collaboration and information sharing with international partners. We hope that greater communication, exchanges, and trainings with regional partners will improve Algeria's effectiveness in responding to shared security concerns and cross-border terrorist threats in the Maghreb and Sahel.

The most delicate part of our Mission remains the promotion of democratic principles, good governance, transparency, and respect for civil liberties and human rights. Algeria held a constitutional referendum in 2020, followed by legislative and local elections in 2021, all of which saw poor voter turnout— an indication of increasing public apathy towards the government. Civil society and opposition groups, including women leaders, have complained that they feel excluded from political processes. Supporting local organizations and marginalized groups to advocate for rule of law, transparency, and inclusive political participation will help create a more robust civil society and a more accountable government. As public mistrust in the government continues to rise, an improved relationship with civil society will be critical to enhancing the government's legitimacy in the eyes of the Algerian people. We will continue to engage the government and civil society, including women leaders, to promote a continuous and open dialogue that will lead to mutual trust.

Complementing our endeavors to encourage greater foreign investment and cooperation between the Algerian government and civil society, we will expand our promotion of English language education and further develop exchange opportunities for Algerians to gain first-hand experience with the United States' strong democratic institutions, gender equality, a government that protects civil liberties, and the benefit of liberal economic policies. Through active public engagement and grants, we will present U.S. values of human rights, rule of law, strong civil society, and private-sector led growth as the model to emulate in direct contrast with top-down, oppressive models pushed by our competitors.

The Mission will continue to leverage existing programs and expand them where funding is available and Algerian demand exists. Human capital is our most important asset, and we continually advocate for more competitive wages for our Locally Employed Staff (LE Staff). In FY20 the Department granted an average wage increase of 8.7% for our LE Staff, while in FY21 it granted only a 1.15% increase to LE Staff at grades 1-5. We will continue to advocate for more competitive wages for our local staff. In addition, we will seek to add targeted U.S. Direct Hire (USDH) positions in our drive to achieve Mission goals.

2. Mission Strategic Framework

Mission Goal 1: Promote regional security cooperation to bolster stability, advance political solutions to regional crises, counter extremist ideologies, and challenge potentially destabilizing Chinese and Russian influence in Algeria and regionally.

- **Mission Objective 1.1:** Work in coordination with Algerian authorities to disrupt and dismantle terrorist networks, counter extremist ideologies, and improve domestic and regional stability, while building relationships that could deter deeper relationships with China and Russia.
- **Mission Objective 1.2:** Algeria modernizes its security sector, improves security collaboration and information sharing with regional and international partners, and reduces dependence on Chinese and Russian equipment and technology through increased engagement with U.S. counterparts to fight cybercrime and build security-related capacity.
- **Mission Objective 1.3:** Protect America's borders by facilitating legitimate cross-border travel, improve communication with non-U.S. citizen travelers to the United States, and combat fraud

Mission Goal 2: Algeria develops an enabling business environment that promotes U.S. investment opportunities and builds economic diversification and growth.

- **Mission Objective 2.1:** Algeria facilitates growth in equitable private sector-led job creation and eases bureaucratic hindrances to facilitate economic diversification, greater U.S. investment opportunities, and market access for U.S. companies.
- **Mission Objective 2.2:** Algeria integrates and retains more women in the workforce through improved education to employment linkages, human resources practices, and a reformed regulatory framework.
- **Mission Objective 2.3:** Increase U.S. participation in the Algerian energy sector, to ensure global energy market security, promote energy transition, and encourage reduction of carbon and methane emissions.

Mission Goal 3: Algeria increases civil society participation and maintains open dialogue with civic organizations to strengthen the democratic process and promote good governance.

- **Mission Objective 3.1:** Strengthen civil society capacity to advocate for democratic systems and values, rule of law, transparency, gender equality, religious freedom, and respect for human rights and individual liberties, and help bridge the gap between the government and the Algerian people.
- **Mission Objective 3.2:** Promote the integration of marginalized groups in civil society organizations, including women and LGBTQI+ communities, through capacity building and outreach programming.

Mission Goal 4: Improve support for and services to U.S. citizens and Embassy personnel residing in Algeria.

- **Mission Objective 4.1:** Continuously improve Post's disaster response and crisis management plans to respond to changing circumstances and increase resilience. Enhance the knowledge, technical capacity, and expertise of Algerian authorities to mitigate and respond to emergencies and disasters.
- **Mission Objective 4.2:** Engage the Algerian government to ease in-country travel restrictions, ensure prompt access to consular services for U.S. citizens, facilitate Embassy reporting and other activity, and prevent harassment of U.S. diplomats.

Management Objective 1: Optimize Embassy Algiers' management functions to facilitate continued Mission-wide improvements and DEIA programming to meet better the needs of all employees and their families and attract the widest pool of potential bidders.

3. Mission Goals and Objectives

Mission Goal 1 | Promote regional security cooperation to bolster stability, advance political solutions to regional crises, counter extremist ideologies, and challenge destabilizing Chinese and Russian influence in Algeria and regionally.

Description | This goal supports a fundamental pillar of President Biden's Interim National Security Strategic Guidance to protect the security of the American people, work with our regional partners to deter threats to sovereignty and territorial integrity, disrupt al-Qaeda and related terrorist networks and prevent an ISIS resurgence, address humanitarian crises, and redouble our efforts to resolve the complex armed conflicts that threaten regional stability. It also supports the first goal of the NEA Joint Regional Strategy to modernize and revitalize U.S. partnerships to prevent, deter, and address terrorism and other regional security challenges.

Objective 1.1 | Work in coordination with Algerian authorities to disrupt and dismantle terrorist networks, counter extremist ideologies, and improve domestic and regional stability, while building relationships that could deter deeper relationships with China and Russia.

- **Justification** | U.S. interests are best served when Algeria as a key security partner can identify, interdict, investigate, and prosecute terrorists in ways consistent with international financial standards, rule of law, and human rights. Algeria needs to improve its legal framework to enhance financial controls to counter terrorism and exhibit leadership in international fora and has repeatedly asked for our assistance building its capacity to detect and fight cybercrime, terrorist use of the internet, and other evolving 21st century CT challenges. Cultural, political, and legal issues impede efficient intelligence, evidence, and information exchange within its government, as well as with the United States and other international partners. Achieving this Mission Objective is critically important to preventing terrorist threats that affect the security of the U.S. homeland and allies, as well as cross-border terrorism that raises the prospect of instability in the region.
- **Linkages** | Interim National Security Strategic Guidance (INSSG); Department of State and USAID Joint Strategic Plan (JSP) 1.4, 4.3; Middle East and North Africa (MENA) Joint Regional Strategy (JRS) Bureau Objectives (BO) 1.1, 1.3.
- **Risks** | Algerian authorities do not address known gaps in their security capacity, which terrorists or other bad actors could exploit. If Algeria does not adequately protect its borders and/or work effectively with local and international security partners, regional violent extremism and instability in neighboring Mali, Libya, and Niger could pass into Algerian territory, threatening the safety and security of its population and U.S. citizens who reside here. In an increasing multipolar world, Algeria strengthens its historically strong bilateral relationships with Russia and China, threatening U.S. values

and interests and challenge our attempts to make policy, commercial, and security-related inroads with the GOA.

Objective 1.2 | Algeria modernizes its security sector, improves security collaboration and information sharing with regional and international partners, and reduces dependence on Chinese and Russian equipment and technology through increased engagement with U.S. counterparts to fight cybercrime and build security-related capacity.

- **Justification** | Algeria's law enforcement and judicial sector services face an evolving and increasingly complex threat environment. U.S. technical experts can help them more effectively detect and disrupt terrorist and criminal networks and investigate and prosecute terrorist and criminal cases, particularly in the cybersphere, an area in which GOA counterparts have repeatedly asked for U.S. assistance. GOA personnel need training in interagency coordination and more opportunities to exchange information and benefit from the experience of U.S. counterparts. In line with NEA Bureau-specific commitments to the Department of State's 2020 Women, Peace, and Security (WPS) Implementation Plan, Algeria should promote increased women's participation in justice and security sectors.
- **Linkages** | INSSG; EO 14028 Improving the Nation's Cybersecurity; JSP 1.4, 2.3, 4.3; MENA JRS BO 1.1, 1.2, 1.3.
- **Risks** | Algeria's security sector does not address known gaps in its capacity, allowing terrorists or other bad actors to exploit vulnerabilities and cause violence or instability. In the absence of increased U.S. engagement, Algeria turns to Russia and China for equipment and technology, threatening U.S. values and interests and challenge our attempts to make policy, commercial, and security-related inroads with the GOA.

Objective 1.3 | Protect America's borders by facilitating legitimate cross-border travel, improve communication with non-U.S. citizen travelers to the United States, and combat fraud.

- **Justification** | There is no higher priority than the safety of our fellow citizens. Consular professionals in Algiers have the sole authority to adjudicate passport and visa applications for travel to the United States. Closely reviewing each application allows us to ensure that we provide the most coveted travel documents only to those who are qualified, and we keep them from those who would harm the United States.
- **Linkages** | INSSG; JSP 3.4, 4.3, 5.2; Consular Affairs (CA) Functional Bureau Strategy (FBS) BO 1.1, 1.2, 1.3; Diplomatic Security (DS) FBS BO 2.2, 2.3.
- **Risks** | Terrorists and other malicious actors successfully breach U.S. borders and cause harm to the homeland and/or our allies.

Mission Goal 2 | Algeria develops an enabling business environment that promotes U.S. investment opportunities and builds economic diversification and equitable growth.

Description | This reflects President Biden's Interim National Security Strategy Guidance and the National Strategy on Gender Equity and Equality priorities of expanding economic prosperity and opportunities that support American working families, encourage innovation, and lead to equitable and inclusive growth. It also supports the NEA Joint Regional Strategy Goals 1.1-1.4 to create equitable economic growth, job creation, and open markets. Additionally, this goal is in line with USAID Middle East Regional Goals 1.6 and 1.7 to create an environment more conducive to promote investment, and private sector growth. Encouraging economic diversification, open markets, and growth in the Algerian private sector will provide more employment opportunities for Algerians leading to greater economic stability, better investment opportunities for American companies, and a stronger market for American exports. Given Algeria's significant hydrocarbon resources, these economic policies will also contribute to ensuring a reliable supply of energy products from the MENA region and help Algeria build its domestic renewable energy infrastructure in support of its climate and economic goals.

Objective 2.1 | Algeria facilitates growth in equitable private sector-led job creation and eases bureaucratic hindrances to facilitate economic diversification, greater U.S. investment opportunities, and market access for U.S. companies.

- **Justification |** Employment is currently dominated by the GOA and state-owned companies. Private sector job growth is necessary to reduce the high level of youth unemployment, increase economic stability, and diversify Algeria's economy. Economic diversification remains a focus of the Algerian government, though reform has been slow. Algeria's finances have suffered due to the country's continued heavy reliance on hydrocarbons even during a period of sustained low oil prices, compounded by the COVID-19 pandemic. Developing other sectors such as agriculture, health, construction, renewable energy, telecommunications, tourism, and transportation will be essential to maintaining economic stability. Improved youth and female economic empowerment are also critical to Algeria's economic stability.
- **Linkages |** INSSG; JSP 2.1, 2.3, 3.1; MENA JRS BO 3.1, 3.2.
- **Risks |** Failure to create equitable economic growth results in persistent economic volatility, an increasingly discouraging environment for foreign investment, and greater potential for political and social instability. High unemployment and other difficult conditions could cause Algerians to reject the government and/or leave them vulnerable to drug use, crime, exploitation, or violence.

Objective 2.2 | Algeria integrates and retains more women in the workforce through improved education to employment linkages, human resources practices, and a reformed regulatory framework.

- **Justification** | Algeria dropped from 97 in 2006 to 136 in 2021 on the Global Gender Gap (GGP) Index, reflecting growing gender inequality in the country. The World Bank's Women, Business, and the Law Index also scored Algeria 57.5 out of 100 in 2021; 10 points lower than Tunisia, and 20 points lower than Morocco. Women have significantly lower rates of participation in the labor force and much higher levels of unemployment. While Algerian women are 63 percent of higher education graduates, only 7.6 percent of people registered at the National Trade Register Center (CNRC, which does not include public service or agricultural professions) were women in 2018. Only about 11 percent of those benefiting from government entrepreneurship development services are women. In 2018, the International Labor Organization (ILO) estimated 62.3 percent of female employment was informal. These challenges are related to norms that view women as having a primary role on domestic tasks and child-rearing; limited and expensive transportation; sexual harassment in the workplace and lack of security; limited childcare; and restrictions and norms related to the kind of jobs women can and should carry out.
- **Linkages** | EO 14035 Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce; 21 State 110402 U.S. Government-Wide Strategy for Advancing Gender Equity and Equality in the United States and Around the World; JSP 1.5, 2.1, 3.1; 21 STATE 109880 Guidance on Integrating Diversity, Equity, Inclusion, and Accessibility into Integrated Country Strategy Management Objectives and sub-Objectives; MENA JRS BO 3.2.
- **Risks** | Women's continued or increased inequality diminishes Algeria's potential and threatens its prospects for meaningful growth. This damages not only women's quality of life and well-being, and limits their contributions to society, it also impairs Algeria's economic development and overall security.

Objective 2.3 | Increase U.S. participation in the Algerian energy sector, both in renewables and in conventional hydrocarbons, to ensure global energy market security, promote energy transition, and encourage reduction of carbon and methane emissions.

- **Justification** | Given Algeria's significant hydrocarbon resources, it is in the U.S. national interest to ensure a reliable supply of energy products from the MENA region and help Algeria build its domestic renewable energy infrastructure in support of its climate and economic goals. Developing Algeria's renewable energy sector will also be essential to maintaining economic stability.
- **Linkages** | JSP 1.5, 2.1; MENA JRS BO 3.1, 5.1.
- **Risks** | Algeria's continued budgetary dependence on hydrocarbons impairs the sustainability of its subsidies and social programs, which could lead the government to cut programs or take other damaging macroeconomic measures resulting in political and social instability. In the absence of increased U.S. participation in Algeria's energy sector, Algeria may turn to Russia and China and may not adopt sustainable and environmentally sound practices in its energy sector. Additionally, U.S. businesses would miss out on a promising new market.

Mission Goal 3 | Algeria increases civil society participation and maintains open dialogue with civic organizations to strengthen the democratic process and promote good governance.

Description | This reflects the President's Interim National Security Strategic Guidance to protect the security of the American people, expand economic prosperity and opportunity, and realize and defend the democratic values at the heart of the American way of life. It also supports Joint Regional Strategy for NEA Goals 4.1, 4.2 and 4.3 to expand democracy and good governance and engage civil society. In addition to reflecting USAID Middle East Regional Goals 1.1 and 1.2, this goal also bolsters the Women, Peace and Security (WPS) Act of 2017 and the 2020 Department of State's Implementation Plan for WPS. An effectively reformed NGO law would empower civil society to represent societal interests, constructively engage in policymaking, and hold the government accountable. It could also contribute to greater respect for human rights, therefore fostering political stability.

Objective 3.1 | Strengthen civil society capacity to advocate for democratic systems and values, rule of law, transparency, gender equality, religious freedom, and respect for human rights and individual liberties and help bridge the gap between the government and the Algerian people.

- **Justification** | Algerian civil society faces an array of obstacles to growth, including lack of experience, limited cooperation, and restricted international engagement. Algerian civil society organizations (CSOs) or associations are almost entirely run by volunteers with very few members able to make a living working solely for nonprofits or nongovernmental organizations (NGOs). The current Law of Associations also greatly inhibits civil society's ability to develop. The 2020 constitution includes provisions that protect associations from being dissolved except by order of a judge, guarantees freedom of expression, and permits freedom of association and public assembly. The legal system, however, still does not require the Ministry of Interior to respond to registration applications, leaving many organizations in perpetual limbo. NGOs would benefit if the law was modified to make NGO registration approvals quicker and the process more transparent, in addition to allowing more efficient avenues for legal funding to these organizations. U.S. training programs can promote civil society's capacity and facilitate independent growth. As civil society leaders learn how to better organize, promote, and direct organizations, their associations will become more active, inclusive, and effective. With this development, Algerian civil society can push for a greater voice in society and government, which would allow for the emergence of new partners for both the GOA and the United States.
- **Linkages** | EO 110402; JSP 1.5, 3.1, 3.2, 3.3, 3.5; 21 STATE 109880; MENA JRS BO 4.1, 4.2, 4.4.
- **Risks** | The failure to strengthen civil society and protect human rights and other democratic norms leads to persistent or increased distrust between the Algerian people and their government, which could lead to political instability and diminished societal cohesion.

Objective 3.2 | Promote the integration of marginalized groups in civil society organizations, including women, LGBTQI+ communities, vulnerable migrants, refugees, and asylum-seekers, through capacity building and outreach programming.

- **Justification** | In support of the President's Executive Order on Preventing and Combating Discrimination on the Basis of Gender Identity or Sexual Orientation and the National Strategy on Gender Equity and Equality, this objective prioritizes outreach to underrepresented communities in order to reach more of civil society and to ensure civil society organizations are better equipped to accomplish their function.
- **Linkages** | EO 110402; EO 14035; JSP 1.5, 3.2, 3.5; 21 STATE 109880; MENA JRS BO 4.2, 4.4.
- **Risks** | Failure to integrate marginalized groups leads to increased discrimination, human rights violations, and/or violence against these groups, diminishing the overall harmony and functioning of Algerian society. Additionally, Algeria misses out on the significant contributions of these marginalized groups, squandering valuable human resources needed to create a stronger, more vibrant, and functional society.

Mission Goal 4 | Improve support for and services to U.S. citizens and Embassy personnel residing in Algeria.

Description | This reflects the President's Interim National Security Strategic Guidance to protect the security of the American people, expand economic prosperity and opportunity, and realize and defend the democratic values at the heart of the American way of life.

Objective 4.1 | Continuously improve Post's disaster response and crisis management plans to respond to changing circumstances and increase resilience. Enhance the knowledge, technical capacity, and expertise of Algerian authorities to mitigate and respond to emergencies and disasters.

- **Justification |** U.S. citizens rely on the Embassy for information about country conditions and guidance when they need help. Risks associated with not achieving this Mission Objective include putting U.S. citizens in Algeria at risk of harm during a disaster or emergency.
- **Linkages |** EO 14028; JSP 1.3, 2.4, 4.3, 5.1; CA FBS BO 1.1, 1.2, MO 1.2; DS FBS BO 1.1, 3.1, 4.1, 4.3.
- **Risks |** Seismic activity, climate change, and other man-made and natural disasters pose risks to Algeria's aging and vulnerable infrastructure, threatening the safety, security, and well-being of U.S. citizens in Algeria, including Embassy personnel.

Objective 4.2 | Engage the Algerian government to ease in-country travel restrictions, ensure prompt access to consular services for U.S. citizens, facilitate Embassy reporting and other activity, and prevent harassment of U.S. diplomats.

- **Justification |** Currently, all diplomats are required to get local government permission to travel outside of the wilaya of Algiers. This procedure limits the consular section's response time when dealing with emergencies outside of Algeria.
- **Linkages |** EO 14035; JSP 5.1; MSS FBS BO 1.1, 1.2; CA FBS BO 1.1, 1.2.
- **Risks |** Embassy personnel are unable to conduct core duties related to the protection of U.S. citizens in Algeria, thereby putting these individuals at risk.

4. Management Objective

Management Objective 1 | Optimize Embassy Algiers' management functions to facilitate continued Mission-wide improvements and DEIA programming to meet better the needs of all employees and their families and attract a wider pool of potential bidders.

- **Justification** | Since July 2017, the Embassy has been a fully accompanied post with a 25% hardship differential and no danger pay. Prior to that, it had been an unaccompanied or partially unaccompanied post for 26 years.
- **Linkages** | EO 14035; JSP 4.1, 4.2, 4.3, 4.4; 21 STATE 109880.
- **Risks** | Embassy Algiers does not fully meet its employees' needs or attract the widest range of potential bidders, reducing performance among current staff and negatively impacting our ability to attract bidders representing the full diversity of experiences and perspectives necessary to advance U.S. interests in Algeria.