



Integrated Country Strategy

KYRGYZ REPUBLIC

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1. Chief of Mission Priorities

After years of mistrust, the conclusion of a new Bilateral Cooperation Agreement and the 30th anniversary of diplomatic ties represent important milestones for bilateral relations. In turn, the guarded improvements create renewed space for the United States to advance key policy goals in the Kyrgyz Republic, including: enhancing independent security capabilities; developing an inclusive, diversified and sustainable economy; and strengthening capacity for better government. The withdrawal of forces from Afghanistan raised both concerns and opportunities in the Kyrgyz Republic regarding the future role that the United States may play in this small corner of a strategically important region, and Russia's invasion of Ukraine has put the Kyrgyz government under tremendous pressure to support more vociferously this traditional security and political ally. Despite being cut off from the West, Russia's economy continues to dominate the Central Asian and Kyrgyz economies, while the People's Republic of China (PRC) still wields significant economic influence via trade and financing. These factors undermine the country's long-term independence and self-reliance.

The Kyrgyz Republic, long been known as the most liberal democracy in Central Asia, lags behind its neighbors in significant development areas. As the second-poorest former Soviet republic, it relies on migrant worker remittances for 30 percent of GDP with weak job prospects that push over a million Kyrgyz to work overseas. Corruption and a weak rule of law corrode public institutions, and the government struggles to deliver efficient services to the population. Successive governments have opted to delay vital yet politically risky energy reforms, leaving the population to endure annual electricity shortages. The armed and security forces strive for better capacity and equipment but still depend heavily on training from Russian troops stationed in country.

Security cooperation must strive to ensure the Kyrgyz Republic can manage conflict and counter transnational threats independently. Periodic border skirmishes with Tajikistan threaten regional stability and impose ongoing humanitarian consequences for border communities. Reaching agreement on border demarcation and resource management is therefore paramount. Russia remains the number one military partner for the Kyrgyz Republic, but the

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government professes strong interest in greater cooperation with the United States. A new bilateral defense agreement would bolster our partnership by unlocking funding and training opportunities. Our cooperation expands to the emergency response services, which currently lack capacity to respond to humanitarian or natural disasters, including those exacerbated by climate change. Security also extends to ensuring the welfare and protection of U.S. citizens, which is the highest priority of the Department. We will cooperate with host country institutions to secure the advancement of U.S. citizen interests, prioritizing their safety and facilitating legitimate travel to the United States.

We will work with the host government to promote an inclusive, diversified economy with increased regional and international connectivity and encourage greater engagement through the Central Asia 5 + 1 United States (C5+1) diplomatic platform. Agriculture and mining dominate Kyrgyz exports, while both private and public sectors routinely turn to the PRC for financing. To achieve our goal, we will focus on job creation, training, regional trade initiatives, and establishing regional linkages among business associations to advance sustainable sectoral diversification. The imminent nationalization of Kumtor gold mine has made attracting U.S. investment to this small country tougher, but we will continue to highlight the importance of property rights, market-based reforms, and transparent business practices to level the playing field for U.S. business. Together with the government, we will promote promising new sectors such as information technology and work toward a more inclusive, equitable economy through greater participation of marginalized and underrepresented communities.

The United States will support the Kyrgyz Republic's ambitious plans to become a regional leader in fighting climate change. The country only accounts for .03 percent of global greenhouse gas emissions, but President Japarov still committed to a 17 percent reduction by 2025. The government has made increased hydropower production one of its top climate priorities, and we will support this initiative through provision of U.S. technology, services, and expertise in renewable energy development. We will support the Kyrgyz Republic's transition to cleaner energy sources, reducing reliance on fossil fuel imports from Russia and Kazakhstan, and improving air quality in Bishkek and nationwide. The United States will also continue

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programming that seeks to improve the legislative framework for energy reform, encourage greater regional energy connectivity, and manage natural resources like water sustainably.

Weak rule of law and corruption are two phenomena that plague Kyrgyz institutions, but we will partner with constructive local actors to implement initiatives that fight these inherently anti-democratic forces. For example, the United States supports judicial reform and digitalization programming to counter these challenges. Improved dialogue between government and civil society, as well as protections for free media, will also protect and promote human rights.

Together with the government and civil society, the United States will work to strengthen democratic governance, accountability, and transparency. Our focus remains on strengthening the government's capacity to deliver high-quality services, particularly in health and education. The COVID-19 pandemic exposed major weaknesses in Kyrgyz health systems, and we will use the lessons learned to shore up public health institutions. Extensive programmatic support and training in disease prevention, surveillance, and treatment will contribute to an enhanced ability to manage future regional and global public health threats and crises.

In pursuit of our objectives, public diplomacy will amplify the United States' diplomatic efforts on a range of critical issues including climate change, COVID-19 vaccine efficacy, human rights, and English language skills. Using new media tools and strategies, we will engage young people through a variety of platforms and increase Kyrgyz and local language content to reach larger audiences across the country. Our messaging will also counter disinformation and encourage media literacy among diverse groups including journalists and youth.

The Chief of Mission will regularly review the ICS to measure the Mission's progress against the goals and adjust strategy and resource allocations as necessary. Regular country team reviews of the ICS will also familiarize Mission personnel with the goals and their own roles in fulfilling them, including on the advancement of Department Diversity, Equity, Inclusion, and Accessibility principles.

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2. Mission Strategic Framework

Mission Goal 1: A sovereign Kyrgyz Republic well-prepared to counter threats to U.S. national interests.

- **Mission Objective 1.1:** The Kyrgyz Republic has enhanced ability to recognize and address regional pressures and manage transnational threats.
- **Mission Objective 1.2:** Higher-capacity, professional, and inclusive Kyrgyz government can better protect borders, prevent, and counter violent extremism, and contribute to international security.
- **Mission Objective 1.3:** Improved response capability and resilience to natural disasters, public health concerns, and climate-related transitions and shocks.

Mission Goal 2: An inclusive economy built upon regional connectivity, enhanced human capital, clean energy, and sustainable development.

- **Mission Objective 2.1:** An accessible, diversified, ideas-based economy attracting greater international and regional interconnectivity. (Links to CDCS DO2: Robust and Diversified Economic Opportunities.)
- **Mission Objective 2.2:** Implementation of sustainable natural resource management and adoption of cleaner energy sources and technologies.

Mission Goal 3: Accountable and inclusive governance underpinning a stable Kyrgyz Republic.

- **Mission Objective 3.1:** A culture of respect for rule of law with reduced corruption.
- **Mission Objective 3.2:** Government institutions that can effectively formulate and implement policies and provide quality services in an equitable, transparent, and accountable way.

- **Mission Objective 3.3:** An inclusive democracy featuring promotion of human rights and vibrant, effective civic engagement. (Links to CDCS DO1: Strengthened Democratic Values and Citizen-Centered Government.)

Management Objective 1: A seismically secure housing pool of sufficient scale for the Embassy's needs.

Management Objective 2: Principles of diversity, equity, inclusion, and accessibility upheld in hiring and all Mission operations.

3. Mission Goals and Objectives

Mission Goal 1 | A sovereign Kyrgyz Republic well-prepared to counter threats to U.S. national interests.

Description | Several threats to U.S. national interests intersect in the Kyrgyz Republic: strategic regional competition, natural disasters, public health emergencies, and climate change impact not only the local population but also the security and well-being of the American people. To combat transnational threats and regional pressures, the Mission will enhance the country's ability to manage security matters independently, thereby bolstering its sovereignty. We will strengthen the professionalism and capacity of authorities responsible for border security, countering trafficking in persons, humanitarian assistance, and public health systems. The Mission will provide greater support to manage natural resources and climate-induced shocks that have security implications – as evidenced by the 2021 conflict with Tajikistan over water resources. Countering threats to U.S. national interests also includes prioritizing the welfare and protection of U.S. citizens in the Kyrgyz Republic and facilitating legitimate travel to the United States. By building up the capability of the Kyrgyz government, civil society, and other stakeholders to confront these threats, we help the Kyrgyz Government meet future challenges and contribute to our own security and the rules-based international order.

Objective 1.1 | The Kyrgyz Republic has enhanced ability to recognize and address regional pressures and manage transnational threats.

- **Justification** | Strengthening the Kyrgyz Republic's ability to independently manage its own security challenges contributes to sovereignty and regional stability. Currently, the country is ill-prepared to address its security needs and remains reliant on regional partners. Clashes with Tajikistan in the Batken region highlight the low capacity of Kyrgyz security forces and the additional political pressure such conflicts put on the government. The government has expressed interest in closer bilateral security cooperation, and it is in the United States' interest to formalize the relationship with a

bilateral agreement that enables additional training and assistance. In the area of combatting trafficking in persons, the Kyrgyz government has demonstrated increasing efforts to improve its anti-trafficking capacity. Continued bilateral collaboration pushes the Kyrgyz Republic closer to meeting the minimum standards for the elimination of trafficking and ensures the country can counter this ongoing transnational threat.

- **Linkages** | JRS Objectives 4.1, 4.2, 4.3, JSP Objective 1.4
- **Risks** | The risks associated with not achieving this objective include increased domestic and regional instability, greater involvement from Russia and the CSTO and the PRC and the Shanghai Cooperation Organization (CSO) in Kyrgyz security affairs, and higher incidences of trafficking in persons. The Mission intends to mitigate these risks by establishing and maintaining dialogue with a wide audience of security and defense officials: training as many individuals as possible, engaging the Kyrgyz through multiple fora (bilateral, Central Asia 5 + 1 United States [C5+1], and the UN), and encouraging communication and cooperation among many stakeholders to increase anti-trafficking in persons capacity.

Objective 1.2 | Higher-capacity, professional, and inclusive Kyrgyz government can better protect borders, prevent, and counter violent extremism, and contribute to international security.

- **Justification** | The Kyrgyz Republic is located along regional crossroads used by transnational criminal groups and violent extremist organizations to traffic illicit goods and erode the sovereignty of each state. The threats associated with these groups and the history of border conflict with neighbors drive the importance of developing capable security services that can identify and counter threats emerging on the border, in country, or within the region. The Kyrgyz government has shown signs of renewed interest in setting conditions to conduct more robust security cooperation activities. By building competencies across key areas such as border security, counterterrorism, medical operations, security governance and English language training, the United

States can build a foundation of security in the Kyrgyz Republic that will contribute to the larger framework of regional and international security.

- **Linkages** | JRS Objectives 4.1, 4.3, JSP Objective 1.4
- **Risks** | Risks associated with not achieving this objective include increased domestic and regional instability, greater flows of illicit goods through Kyrgyz borders, a higher chance of violent extremism, and greater influence from other foreign militaries and security organizations. If the United States does not provide technical assistance, training, and support to bolster government security capacity, the Kyrgyz Republic will look for help elsewhere, opening the door for strategic competitors to influence host nation authorities and work against U.S. national interests. The Mission intends to mitigate these risks by maintaining a continuous dialogue with the Kyrgyz Republic, building capacity of a wide range of government institutions, and reiterating the unreliability of outside partners or organizations for security support.

Objective 1.3 | Improved response capability and resilience to natural disasters, public health concerns, and climate-related transitions and shocks.

- **Justification** | The Kyrgyz Republic is vulnerable to natural disasters and climate related challenges due to its location, geography, and ongoing disputes with neighbors over natural resources. Public health systems remain overtaxed and underfunded with the COVID-19 pandemic bringing those weaknesses to light. By improving the response capability and resilience of institutions that respond to disasters and emergencies, we contribute to Kyrgyz self-reliance, public trust in government services, and stability that enables economic development. Greater messaging on safe and effective COVID-19 vaccines will help overcome widespread hesitation among the population. Encouraging dialogue through the C5+1 platform also encourages regional cooperation and diplomacy to solve disputes among members.
- **Linkages** | JRS Objectives 1.1, 1.2, 1.3, 4.4, JSP Objective 1.1, 1.3, 2.4.
- **Risks** | Risks associated with not achieving this objective include increased migration, a prolonged pandemic, poor response to a natural disaster or humanitarian emergency,

and continued tension with neighbors over shared natural resources. The Mission intends to mitigate these risks by reaching a wide audience with training, messaging, and technical assistance. We will also encourage ongoing dialogue with neighbors on security and natural resource management before conflict arises.

Mission Goal 2 | An inclusive economy built upon regional connectivity, enhanced human capital, clean energy, and sustainable development.

Description | Though its economy grew by 4 percent in 2021, the Kyrgyz Republic faces significant trade and investment hurdles due to its land-locked geography, underdeveloped private sector, reliance on Kazakhstan and Russia for energy needs, and deleterious knock-on effects of sanctions imposed on Russia in response to the invasion of Ukraine. Remittances from migrant workers represent a significant dependence on external actors and stifle economic sovereignty. The economy also minimizes participation of many groups including women, minorities, and other vulnerable populations. To achieve sustainable economic growth, the Mission will support private sector development, increased regional and international trade, efficient natural resource management, and the adoption of cleaner energy sources and technologies. We will also seek to build out the C5+1 platform to encourage the regional trade and interconnectivity that can contribute to greater economic prosperity. Achieving this goal contributes to an open, rules-based global economic system that has opportunities for all, including U.S. firms. Supporting the Kyrgyz Republic in its transition to clean energy will also increase its independence by lessening reliance on fossil fuel imports, which cover half of the country's annual energy consumption. Investment and reform will also power job creation and investment opportunity in existing and future energy infrastructure. An inclusive, more prosperous Kyrgyz Republic will bolster its democracy, its sovereignty, and regional stability.

Objective 2.1 | An accessible, diversified ideas-based economy attracting greater international and regional interconnectivity.

- **Justification** | Most of the Kyrgyz Republic's international trade remains limited to a small number of traditional sectors like agriculture and precious metals, but there are signs of other industries growing, and government interest in promoting these exports. To foster opportunities in sectors such as information technology and education, both private and public sector actors need hard skills and exposure to networks that can unlock new export opportunities. A competitive private sector and skilled workforce also create an environment more attractive for U.S. investment and promote global prosperity. Greater economic growth will also create jobs, decrease dependence on migrant labor and remittances, and open economic participation to underrepresented groups and minorities.
- **Linkages** | JSP Objective 3.1, 3.2, 3.3, JSP Objective 2.1, 2.2, 2.3, E.O. 13985, USAID CDCS Objective 2
- **Risks** | Risks associated with not achieving this objective include an economy that remains underdeveloped and isolated from regional and international markets. An undertrained workforce also risks increased migration overseas and continued dependence on remittance flows for the country's development. The Mission intends to mitigate these risks by promoting industries that have a proven ability to find new markets (such as information technology), implementing programs that have track records of success, and engaging the entire range of economic stakeholders to ensure capacity building and opportunities extend to many groups.

Objective 2.2 | Implementation of sustainable natural resource management and adoption of cleaner energy sources and technologies.

- **Justification** | The United States can demonstrate leadership in tackling the climate crisis by partnering with the Kyrgyz Republic to meet its Nationally Determined Contributions (NDCs). In addition to achieving the NDCs to reduce greenhouse gas emissions, the Kyrgyz Republic also seeks to manage its glaciers and mountains sustainably. To achieve sustainable natural resource management and adoption of clean energy, we will engage more deeply on climate change in bilateral and multilateral

fora, message more often on the urgency of climate change mitigation, provide technical assistance, and convene multiple stakeholders involved in creating and implementing solutions. Promoting clean energy and technology also provides an opportunity to advance our economic interests by encouraging uptake of U.S. products and services for sustainable natural resource management and renewable energy development.

- **Linkages** | JRS Objective 1.2, 3.4, EO 13990, JSP Objective 1.2, 2.3, 2.4
- **Risks** | Risks associated with not achieving this objective include worsened air pollution from continued reliance on coal and fossil fuels, low government capacity to undertake reform, and a legislative and regulatory environment that impedes renewable energy development and sustainable natural resource management. The Mission intends to mitigate these risks by assisting the government in implementing its National Action Plans for the NDCs (mitigation and adaptation), training a wide range of officials to mitigate turnover in government, and increasing awareness of these issues with different Kyrgyz audiences.

Mission Goal 3 | A more accountable, inclusive governance underpinning a stable Kyrgyz Republic.

Description | A Kyrgyz Republic with strong democratic institutions, including an independent judiciary and a robust civil society, will improve the lives of residents, protect human rights, and promote stability. Inclusive improvements to education, policing, and taxation can help prevent recruitment to violent extremism. Inclusive governance is a buffer against the spread of authoritarian models in and beyond Central Asia. Accountable governments make better and more reliable trading partners. For the Kyrgyz Republic to remain the best example of democratic progress in the region the U.S. Mission will work with the Kyrgyz government, civil society, and communities to build their resilience to short and long-term threats to stability, to strengthen their independence in the region, and to develop political, economic, and security partnerships.

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Objective 3.1 | A culture of respect for rule of law with reduced corruption.

- **Justification** | The challenges in reducing corruption in the Kyrgyz Republic are threefold. First, access to justice is a problem for all members of society, contributing to low public trust in courts and law enforcement agencies. Second, extensive corruption pervades the government. While the political upheaval of October 2020 and the ensuing political crisis led to dramatic shifts in the country's political leadership, it did not change the entrenched culture of government corruption, wherein politicians have traditionally sought office to extract resources for personal gain. This practice eroded the legitimacy of the central government, rendered local governance less effective, and supported conflict between residents of various regions. Third, the country's citizens feel unempowered and are consequently uninvolved in efforts to reduce corruption in areas that touch their lives, from the transparency of legislative processes and public-private tenders to law enforcement, taxation, and customs.
- **Linkages** | Mission interventions will reinforce the *2021 US Strategy for Countering Corruption*, and *Strategy to Advance U.S. National Security Objectives in Central Asia 2019-2025* Policy Objective 5, JRS Objectives 2.1, 2.2, 2.4, JSP Objectives 1.5, 2.3, 3.1, 3.3.
- **Risks** | Risks to the U.S. Mission in not achieving this objective include political and social instability as the communities and citizens who feel that the country's institutions only serve political and business elites seek to reshape the political order through further unrest or revolution. In response to these challenges and risks, the Mission will provide technical assistance to help ensure that legislation and government regulations clearly disincentivize corruption in public and private institutions. This will be coupled with training for government officials, judicial leaders and civil society organizations on anti-corruption practices that build public trust, such as information technology that increases the transparency of government processes and judicial decision-making.

The USG will furthermore support a range of activities that increase the meaningful roles of citizens to increase the transparency and integrity of public institutions.

Activities include formal mechanisms for public dialogue and oversight that increase

citizen-government engagement, programs to engage youth in promoting open, transparent, and responsive government, and building the capacity of civil society organizations and media as watchdogs.

Objective 3.2 | Government institutions that can effectively formulate and implement policies, and provide quality services in an equitable, transparent, and accountable way.

- **Justification** | Central and local governments in the Kyrgyz Republic continue to struggle to formulate effective policies and provide adequate public services that respond to citizen needs, particularly in health care, policing, and education. Under-resourced and under-paid civil servants create systemic incentives for corruption or the provision of low-quality services and systemic unresponsiveness. Chronic turnover and instability in government also contributes strongly to ineffective service delivery. Local governments (*aiyl okmotu*) are hamstrung by budgeting and policy frameworks that disincentivize initiative and are not given the resources to provide the public services prescribed in law. The prolonged inability of the government to deliver services effectively has increased the role of civil society organizations to fill the gap. However, such organizations lack capacity and resources – from trained staff to sustainable finances – needed to bring citizens together to promote government reform and improve community services.
- **Linkages** | Activities for this Objective advance the *U.S. Strategy for Central Asia Policy* Objective 6, E.O. 13985, JRS Objectives 2.1, 2.2, JSP Objectives 1.1, 2.2, 3.1, 3.2, 3.5.
- **Risks** | By not assisting the Kyrgyz Republic government and civil society in improving public services, the Mission risks the Kyrgyz Republic turning more towards corruption and existing authoritarian models of governance to address community and social needs. To mitigate such risks, the Mission will support the GoKR and civil society organizations to be more self-reliant and citizen-centered through training and exposure to international best practices that are applicable to Kyrgyz communities. For example, Mission programs will train local health care specialists in data quality, diagnosis, treatment, and prevention services for TB, COVID, and HIV patients. Programs will

support locally led community policing and the establishment of local crime prevention centers. The Mission will also help civil society organizations and local governments to expand service delivery in sectors such as sanitation, drinking water provision, and street lighting. Civil society organizations will also expand their role in helping youth with disabilities access education materials, and train farmers in the country's South to improve their marketing skills to increase sales for local and international markets. Equally as important, Missions will design programs that ensure sustainable results long after USG support concludes.

Objective 3.3 | An inclusive democracy featuring promotion of human rights and vibrant, effective civic engagement.

- **Justification** | The Kyrgyz Republic continues to face numerous barriers to realizing a democratic system that represents the interests of all Kyrgyz citizens. For example, more must be done to protect the rights and interests of youth, minorities, and women, especially those victimized by gender-based violence. Citizens require more avenues to articulate their needs, engage in governance processes, and hold elected officials to account. Media institutions should be free to pursue investigative journalism without fear and educate their consumers to distinguish fact from opinion, credible stories from misinformation. And civil society organizations must play a greater role in the formulation and enforcement of legislative and policy reforms. Overall, the country continues to lack consensus about the rules of politics. The cost of losing an election is inordinately high; there is little agreement on the scope and role of government in society; and the country struggles to agree on a national identity, as ethnic minorities face discrimination and regionalism plays an important role in national politics.
- **Linkages** | Activities for this Objective advance Human Rights and Gender Equality referenced in the *Interim National Security Strategic Guidance 2021; Strategy to Advance U.S. National Security Interests in Central Asia* Objective 5; E.O. 13985; JRS Objectives 2.2, 2.3, 2.4; JSP Objectives 1.3, 1.5, 3.1, 3.3; and USAID CDCS Objective 1.
- **Risks** | By falling short in this Objective, the Mission risks losing credibility in the eyes of the Kyrgyz people who look to the United States as a standard bearer and advocate for

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international human rights and democratic values. To address these barriers and risks, the Mission will provide international expertise and training to community-based organizations on advocacy skills, building relations with policymakers to ensure input into legislation and policy, and monitoring human rights, among others. Programs will support issue-based investigative journalism—especially for internet-based journalists who are working in communities throughout the country—to help all citizens petitions for the redress of grievances as they fight corruption and human right violations. The Mission will increase efforts to fight misinformation. Finally, programs will amplify the voices of youth and women and address the country’s epidemic of gender-based violence.

4. Management Objectives

Management Objective 1 | A seismically secure housing pool of sufficient scale for the Embassy's needs.

- **Justification** | The lack of seismically safe, energy-efficient housing on the local real estate market in Bishkek necessitates the construction of purpose-built housing for U.S. Direct-hire personnel. To reduce costs, ensure safety, and guarantee regular access to increasingly unreliable energy, it is essential that energy efficiency be an integral part of these purpose-built residences. This objective is part of a world-wide program by the Bureau of Overseas Building Operations (OBO) to build seismically safe, energy efficient housing at posts located in high-threat earthquake zones. Embassy Bishkek and Consul General Almaty were the first two posts in the SCA/CEN region selected in 2017 by OBO for new housing compounds to be built, but the selected contractor could not acquire the land required for a contract award to take place. The completion of new Embassy housing will improve the safety of USG employees and their families. Current Seismic Hazard Ratings of all Embassy residences predict that in the event of an earthquake, major damage will occur, including extensive structural and non-structural damage and potential structural collapse. Upon completion of the construction of new housing, we predict that in the event of an earthquake, minor damage will occur with some structural or non-structural damage and falling hazards, but these would pose minimal life hazards to occupants.
- **Linkages** | JSP 4.3.4: Physical Safety and Footprint (Joint)By September 30, 2026, strengthen the safety, security, and climate resilience of our global real property platform and protect personnel through advanced building and sustainable asset management programs.
- **Risks** | Without supervising the construction of purpose-built seismically safe housing, post will have to continue evaluating rental housing available on the open market to find the least seismically risky housing available. There is extremely limited availability

in the local market for properties that meet minimum seismic standards. Post will continue to provide centrally accessible excavation kits in the various regions of the city where we acquire housing and will drill occupants on the location and use of the equipment.

Management Objective 2 | Principles of diversity, equity, inclusion, and accessibility (DEIA) upheld in hiring, and all Mission operations.

- **Justification** | Diversity, Equity, Inclusion, and Accessibility not only addresses the recruitment and work experience of employees from underserved groups, but also makes policies and processes more equitable for all employees by introducing greater transparency and fairness in how the Mission operates. Initiatives aimed at developing a more equitable, inclusive, and accessible workplace for employees from under-represented groups inherently make the workplace more equitable for everyone. An equitable workplace is more likely to attract and retain a capable and motivated workforce.
- **Linkages** | E.O. 14035 on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce; E.O. 13583 (Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce); E.O. 13988 (Preventing and Combating Discrimination on the Basis of Gender Identity or Sexual Orientation); E.O. 13985 (Advancing Racial Equity and Support for Underserved Communities Through the Federal Government); E.O. 14020 (Establishment of the White House Gender Policy Council); JSP Objective 4.1.3; the Presidential Memorandum on Promoting Diversity and Inclusion in the National Security Workforce; and the National Security Memorandum on Revitalizing America's Foreign Policy and National Security Workforce, Institutions, and Partnerships.
- **Risks** | A workplace that doesn't address and value Diversity, Equity, Inclusion, and Accessibility would fail to fully utilize the talents and experience of our workforce. Furthermore, we would fail to live up to both our ideals and Department goals to become a better and more inclusive employer.

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