



Functional Bureau Strategy

The Office of the Legal Adviser (L)

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1. Executive Statement

As counsel to and advocate for the Department of State, the Office of the Legal Adviser (L) plays an indispensable role in supporting all of the Department's Joint Strategic Plan (JSP) goals and objectives. L advises on all domestic and international law matters that arise in connection with the work of the Department, providing advice and counsel on policies that advance our highest priority foreign policy goals, including national security, trade and investment, international law enforcement cooperation, refugee and migration issues, respect for human rights and the rule of law, and consular affairs, including visa issuance and refugee admissions. In addition to upholding the Constitution and laws of the United States, L supports U.S. government efforts to promote U.S. foreign policy abroad by negotiating and drafting international agreements, as well as resolutions at the U.N. Security Council and other fora; defending the United States in litigation before international tribunals; and defending Department, U.S. foreign policy, and international legal interests in U.S. courts. In these activities, L achieves tangible results that promote and strengthen the American economy, deepen relationships and cooperation with America's allies, including in efforts to fight terrorism, and strengthen the U.S. role as a world leader.

L is dedicated to supporting U.S. promotion of security, economic prosperity, freedom, justice and the rule of law. L partners with and advises its clients in order to achieve their foreign policy goals while ensuring that initiatives are consistent with obligations under U.S. and international law, using a combination of legal expertise, creative and solution-oriented thinking, and thorough, timely analysis. For example, L continues to develop and explain the international legal justification for the United States' global counterterrorism efforts, including its efforts to degrade and ultimately defeat groups like ISIL and al-Qaeda. Moreover, L regularly advises on sensitive law enforcement and intelligence-related matters and develops legal options across the foreign policy spectrum, including with regard to domestic and multilateral sanctions and trade policies, nonproliferation of weapons of mass destruction, bilateral and multilateral treaty regimes, and litigation and arbitration risks and opportunities. L also supports Department management by providing critical legal advice on domestic operations, including expenditure of assistance and operating funds; provision of consular services, including passport and visa operations; public diplomacy initiatives, including countering terrorism and violent extremism; buildings and acquisitions issues; and employment and ethics matters. Furthermore, L defends the Department and represents its interests in litigation in both domestic courts and in international fora. This includes claims under bilateral investment treaties and free trade agreements, as well as claims by Iran in the International Court of Justice and the Iran-United States Claims Tribunal (the bulk of which involve multi-billion dollar claims against the United States). As another example, L advises on current and anticipated construction claims litigation arising from new Embassy construction in Baghdad, Oslo, London, Jakarta and elsewhere, where current claims exceed \$500 million, and those likely to be asserted in the near future may double

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that number. Such ongoing efforts to mitigate litigation exposure for the Department require exceptional legal expertise and sustained resources. The following summary provides a number of examples of the roles and support L provides in helping the Department achieve its strategic goals.

Strategic Goal 1 - Protect America's Security at Home and Abroad

L provides timely counsel on legal issues arising out of the conflicts and large-scale political transitions in states such as Afghanistan, Iraq, Syria, and Libya. For example, L works closely with client bureaus to facilitate military-to-civilian transitions; promote compliance with the law of armed conflict; acquire land for future diplomatic sites; provide foreign assistance to civilian populations in need; and provide transitional support arrangements. L's extensive commitments to these regions will continue in future years, as the unstable political and security environments of frontline states evolve from day to day.

L plays a pivotal role in responding to political watersheds, natural disasters, and conflict situations. In all cases, L advises the Department's bureaus from the beginning to the end of an international crisis and as new issues emerge, helping to craft legally available policy options and aiding policymakers in avoiding liabilities in volatile situations. For example, upheaval in parts of the Middle East and elsewhere require legal counsel on international legal obligations, use of force, shifts in foreign assistance programming, and the protection of refugees and U.S. citizens. Recently, L has worked diligently in support of efforts to bring a cessation of hostilities and relieve humanitarian suffering in Syria. Further, as many nations reexamine nuclear energy policy following the accident at the Fukushima Daiichi nuclear power facility, L will continue to play a role in the years and decades to come in negotiations over nuclear energy development and assistance.

L continues to contribute to ongoing work to counter weapons proliferation by, for example, advising U.S. delegations on arms control treaty negotiations, advocating on behalf of existing nonproliferation initiatives, and continuing to promote the development of and compliance with international law governing weapons systems, including landmines and cluster munitions. In addition, L plays an important role in developing and representing inter-agency positions that advance and protect U.S. interests in international discussions related to lethal autonomous weapons systems. L also plays a critical role in implementing the National Counterterrorism Strategy by contributing to interagency efforts to deter and mitigate the effects of terrorist organizations and bring perpetrators to justice in a manner consistent with international law. For example, L vigorously supports Department efforts to: share biometric and other terrorist-screening information for police and border security purposes; implement counterterrorism and other law enforcement treaties; negotiate status of forces and similar agreements with foreign governments; provide legal advice in support of U.S. military operations, including detention operations, to ensure they are informed by and consistent with international law; and assist in the transfer of terrorist suspects to the United States for prosecution. L also negotiates extradition

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and mutual legal assistance treaties, manages every extradition to and from the United States with foreign governments across the globe, and works with law enforcement agencies to locate, obtain custody of, and prosecute terrorist suspects.

L plays an essential role in the creation of U.N. and other international commissions of inquiry. Similarly, L promotes accountability and the rule of law by leading legal discussions with government and non-government actors, including in such fora as the annual U.S-China legal experts' dialogue.

Strategic Goal 2 - Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation

L advises on numerous statutory and Executive Order-based sanctions regimes and on designations thereunder, with the goal of ensuring that economic sanctions are legally defensible and support U.S. foreign policy interests. L also advises on trade-related initiatives of the Department, including the negotiation of NAFTA 2.0, tariff policies, and more.

L contributes to the Department's work in promoting sustainable, affordable, and reliable access to diverse energy supplies by advising on both domestic and international legal issues relating to a broad range of initiatives. For example, L advises on the negotiation and implementation of such diverse instruments as international agreements, contracts and non-binding documents, to manage the competition for traditional hydrocarbon resources and improve energy governance and make sustainable energy available in underdeveloped countries. L assists bureaus across the Department on initiatives seeking to develop clean fuels and energy efficiency in developing countries and emerging markets. For example, L provides substantive legal advice to bureaus in their efforts to find opportunities for U.S. entrepreneurs and U.S. companies to establish and participate in energy projects in Africa and Southeast Asia. L also contributes to the Department's work to promote U.S. energy independence, including through advice on instruments that protect U.S. rights to hydrocarbons in transboundary reservoirs and through advice on international agreements that protect the stability of the world oil supply in times of crisis.

L supports American prosperity by negotiating private international law agreements that are critical to the success of U.S. businesses engaged in global commerce. L facilitates foreign investment, tourism, and business in the United States. L further supports American prosperity by partnering with the Bureau of Consular Affairs (CA) to implement visa and consular fee authorities and address growing visa demand world-wide, particularly in Brazil, India, and China. L's efforts will continue in future years, as the United States engages in international economic initiatives and negotiates new trade agreements and as the demand for business and tourist visas to the U.S. continues to increase. L also advises on trans-boundary pipeline, energy, and mineral exploration initiatives, aviation and key trade issues, as well as on a range of issues related to the protection of intellectual property rights.

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Strategic Goal 3 - Promote American Leadership through Balanced Engagement

Strengthening the international commitment to the rule of law and upholding the human rights of all people has been a hallmark of U.S. foreign policy. In supporting these ideals, L advises Executive Branch policymakers on the full range of proposals for promoting stable and democratic states. L facilitates dispute resolution by advising on legal options and preparing legal instruments for peaceful political transitions in crisis situations. L provides critical support for U.S. engagement in all multilateral fora, including at the U.N. General Assembly, the U.N. Security Council, and the Organization of American States. L assists policy makers in identifying state and non-state actors that have engaged in international crimes, such as genocide, crimes against humanity and war crimes, and creating accountability mechanisms to address them. L continues to lead Department and interagency efforts to report on U.S. implementation of human rights obligations.

L plays an essential advisory role within the Executive Branch in sustaining international order and advancing civilian security worldwide. America's strong commitment to this overarching foreign policy goal drives an increasing demand for L's counsel and assistance in negotiating bilateral and multilateral agreements that advance civilian security. For example, L provides an expanding array of legal support to advance the international community's interests in changing the behavior of countries such as Iran, Syria, and North Korea, through the development and enforcement of unilateral and multilateral sanctions.

L advises on the development and implementation of international economic, energy, space, arctic, and environmental policies, among others. For example, L provides legal support that protects U.S. fishing interests, promotes a healthy marine environment, protects biodiversity, and advances information sharing to benefit U.S. interests in ensuring food security. In addition, L works on matters of international health, including advising on the international legal framework governing the response to pandemics.

Strategic Goal 4 - Ensure Effectiveness and Accountability to the American Taxpayer

L's counsel aids Department bureaus and principals in advancing U.S. interests and values, including through the negotiation and ratification of treaties and other international agreements. L also defends the Department's interests in domestic and international litigation. For example, L plays a lead role for the Department in federal court litigation involving the Alien Tort Claims Act and issues relating to sovereign immunity, and represents the United States in international human rights fora around the world. L also advises on issues of public diplomacy, facilitating a global range of activities abroad that disseminate core U.S. values and ideals to foreign audiences.

L provides critical support to the Department's operational platform, advising on such issues as employment and appropriations law, Chief of Mission authorities, ethics, delegations of

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authority, and buildings and acquisitions. For example, L is a key partner in managing the Department's diverse and blended workforce of Civil Service, Foreign Service, Locally Engaged Staff and contractors. It provides day-to-day legal advice to Department principals and managers on all aspects of employment law and human resource and management issues. L works with over thirty-three client bureaus and offices to avert employment litigation through timely training and counsel on employee discipline and disability issues. It provides ethics advice and training for approximately 4,000 employees, supports Presidential appointments, and advises on legislation, such as the Americans with Disabilities Act, the Genetic Information Nondisclosure Act, and the Telework Enhancement Act.

In its role as the United States' advocate in international courts and tribunals, L defends U.S. interests in cases at the International Court of Justice involving the interpretation and application of the United States' Treaty of Amity with Iran and in international litigation involving billions of dollars in potential liability for the United States. L's role in domestic litigation matters arising from Department activities, such as denial of passports and visas, contract bid protests, contract claim appeals, employment disputes, and exchange program enforcement actions, continues unabated. For example, L aggressively defends the Department against multi-million dollar construction claims, as well as hundreds of employment and FOIA cases.

One of the most important investments that L can make on behalf of the Department is to recruit and retain the best professional workforce possible. Through vigorous outreach to other Federal departments and agencies, the private sector, universities, and the international legal community, L seeks the best and most diverse legal talent available in the fields of international law, litigation and other legal disciplines. The ongoing career development of our employees is essential to providing the legal expertise required to uphold and defend the interests of the U.S. Government.

L's information management program integrates information technology and records management processes that will greatly improve L's productivity and ability to access, research, and retrieve the vital data, documents, publications and treaties needed to support international judicial and legal proceedings. L's integrated electronic records management system began in 2011 and is currently operational. L's records and information programs serve to protect and make vital records such as U.S. treaties and NATO accession protocols available in digital formats.

Finally, in compliance with Presidential directives on reducing travel and conference expenses, L is promoting videoconferencing as an alternative means for conducting legal business with diplomatic missions and international organizations. Investing in electronic infrastructure is part of L's ongoing space management plan and expanding the use of telework for employees, where possible, is another tool L is using to maintain continuity of services during Continuity of Operations (COOP) and Continuity of Government (COG) events, and to manage its footprint more efficiently.

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Such diverse and comprehensive ongoing legal support requires exceptional legal expertise and sustained resources. L's continuing role in implementing the Department of State's Strategic Foreign Policy Goals requires, at a minimum, its current level of resources in FY 2018 through 2020 to support L's vast portfolio of domestic and international legal activities.

2. Bureau Strategic Framework

Strategy Outline

Goal 1 Develop, explain, and defend U.S. legal and legal policy positions regarding international law.

Objective 1.1 Provide timely, expert legal advice on all domestic and international legal issues arising in the course of the Department's work.

Objective 1.2 Engage in bilateral, multilateral, and public legal diplomacy efforts to explain and defend U.S. legal and legal policy positions regarding international law and encourage the positive development and continuing importance of international law and the rule of law.

Objective 1.3 Engage with interagency lawyers as necessary to confirm U.S. domestic and international legal positions, as well as to ensure that respect for international law and Department legal interests are represented in U.S. government decision-making.

Goal 2 Support Department efforts to protect American interests abroad.

Objective 2.1 Support the Department's efforts to protect American citizens and diplomats abroad through negotiating and advising on overseas citizen services functions and on diplomatic immunities.

Objective 2.2 Continue to provide timely and responsive legal advice to bureaus engaged in conflict/post-conflict and counterterrorism programming and operations, and prepare for future contingencies.

Objective 2.3 Assist our clients in promoting foreign policy interests, including U.S. trade and economic interests abroad through bilateral and multilateral negotiations, and advising interagency policymakers on applicable international law.

Objective 2.4 The advancement and understanding of U.S. foreign policy through advising on public diplomacy outreach and people-to-people exchanges.

Objective 2.5 Maintain the ability to provide attorneys to overseas temporary assignments necessary to achieve critical Department objectives.

Goal 3 Support the efficient functioning of the Department.

Objective 3.1 Advise Department policymakers on statutory, regulatory, and other legal obligations related to the management of the Department, including employment, budget, buildings, acquisitions, information technology, and legislative oversight functions.

Goal 4 Provide timely, accurate, and useful legal guidance, representation, and customer service to Department clients and management.

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Objective 4.1 Represent the Department's interests in domestic and international litigation, arbitration, administrative, and Congressional oversight proceedings, and advise the Department of Justice on international law and foreign relations equities in such proceedings.

Objective 4.2 Manage the Department's ethics program, including certification of all financial disclosure forms and training of employees on ethics matters.

Objective 4.3 Increase our responsiveness to our clients by improving the functionality of L's Records and Information Management Program.

Goal 5: To fully implement the Managing for Results (MfR) framework.

Objective 5.1 : To be in full compliance with all MfR requirements.

3. Goals, Objectives and Sub-Objectives

Bureau Goal 1 - Develop, explain, and defend U.S. legal and legal policy positions regarding international law.

a. Description and Linkages

The Office of the Legal Adviser provides critical support for U.S. Government foreign policies worldwide - in particular, L plays key roles in advising on issues relating to Iraq, Afghanistan, Syria, North Korea, Iran, the Republic of South Sudan, and Ukraine, and also advises on critical maritime boundary issues, including in the South China Sea. L helps to ameliorate and resolve political and humanitarian crises around the globe, and is a key component of efforts to fight international terrorism and other threats to U.S. security. L is instrumental in other important areas of work of the Department, including nonproliferation, human rights, the environment, law enforcement, and advancing the rule of law. The timely legal advice provided to client bureaus across the Department supports priorities including the following Department goals: SG 1: Protect America's Security at Home and Abroad. SG 2: Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation. SG 3: Promote American Leadership through Balanced Engagement. SG 4: Ensure Effectiveness and Accountability to the American Taxpayer. One risk to attaining this goal is reliance on interagency and foreign partners whose interests and priorities do not always align with ours. L addresses this risk by maintaining regular dialogues with likeminded foreign partners and regularly consulting interagency lawyers on matters of mutual concern.

Bureau Objective 1.1 - Provide timely, expert legal advice on all domestic and international legal issues arising in the course of the Department's work.

a. Justification

L responds to ongoing and emerging issues with timely, persuasive, and comprehensive written and oral legal advice that supports the goals and priorities of the Department and United States Government. L's written work and oral advice are critical to steering the Department clear of liability risks in connection with various operations, such as personnel policies and decisions regarding buildings and acquisitions. Timely, first-rate legal advice is a fundamental part of insuring that such liabilities are minimized and that all the work of the Department is anchored in the rule of law.

Bureau Objective 1.2 - Engage in bilateral, multilateral, and public legal diplomacy efforts to explain and defend U.S. legal and legal policy positions regarding international law, and to encourage the positive development and continuing importance of international law and the rule of law.

b. Justification

L's legal expertise proffered in an array of timely written legal documents and oral advice is critical to the successful engagement and outcomes in bilateral, multilateral, and public legal diplomacy efforts, and ultimately the attainment of Department and United States Government policy goals. Successful negotiations and diplomacy are guided by, and are in compliance with international laws and the rule of law.

Bureau Objective 1.3 - Engage with interagency lawyers as necessary to confirm U.S. domestic and international legal positions, as well as to ensure that respect for international law and Department legal interests are represented in U.S. government decision-making.

c. Justification

It is imperative that U.S. policy decisions are well rooted in domestic and international law. As experts, and the Executive Branch authority on international law, L is uniquely situated to engage with interagency attorneys to insure that decision making and policy initiatives are fully informed by international legal requirements.

Bureau Goal 2 - Support Department efforts to protect American interests abroad.

b. Description and Linkages

L plays a pivotal role in responding to both political watersheds and natural disasters as well as conflict situations. L advises the Department's bureaus from the beginning to the end of an international crisis and as new issues emerge. The turn of world events regularly requires legal counsel on international law obligations, foreign assistance programming, and protecting refugees and U.S. citizens, among other issues. For example, L has worked diligently in support of efforts to bring a cessation of hostilities and relieve humanitarian suffering in Syria. L's involvement in the Department's response to humanitarian and political events supports the Department's priorities of strengthening rule of law and human rights and the Department's strategic goals including: SG 1: Goal Protect America's Security at Home and Abroad and SG 3: Promote American Leadership through Balanced Engagement. Without L's input on major international issues including natural disasters, treaties and conflict situations, the Department risks not meeting its obligations under international law. As a leader on the

world stage our international partners expect that the U.S. always operates within international law and will provide leadership and a firm legal foundation during crisis and conflicts situations.

Bureau Objective 2.1 - Support the Department's efforts to protect American citizens and diplomats abroad through negotiating and advising on overseas citizen services functions and on diplomatic immunities and by advising the Department on consular affairs, including visa and passport functions.

d. Justification

Protecting American citizens and diplomats abroad is a top priority of the Department. L's advice on overseas citizen services functions and on diplomatic immunities is key to providing American citizens and diplomats with the protections they are afforded under international law. L's Office of Consular Affairs also provides indispensable legal advice on immigration, citizenship, passport issues, the protection of US citizens abroad, international judicial assistance, laws, regulations and litigation relating to consular affairs.

Bureau Objective 2.2 - Continue to provide timely and responsive legal advice to bureaus engaged in conflict/post-conflict and counterterrorism programming and operations, and prepare for future contingencies.

e. Justification

L plays a pivotal role in responding to both political watersheds as well as conflict situations. L advises Department bureaus from the beginning to the end of an international crisis and as new issues emerge. L's timely and responsive legal advice is critical in fast moving situations in which the safety of citizens and foreign nationals is at stake.

Bureau Objective 2.3 - Assist our clients in promoting foreign policy interests, including U.S. trade and economic interests abroad through bilateral and multilateral negotiations, and advising interagency policymakers on applicable international law.

f. Justification

Client bureaus depend on L's legal expertise to ensure that their foreign policy initiatives, including environmental, trade, economic, and maritime initiatives are rooted in applicable international law.

Bureau Objective 2.4 - The advancement and understanding of U.S. foreign policy through advising on public diplomacy outreach and people-to-people exchanges.

g. Justification

Public Diplomacy, including advising on educational, cultural, and informational exchanges and related activities, including immunity from judicial seizure; cultural property; public/private partnerships; international broadcasting and general efforts to educate and inform foreign audiences about the United States and U.S. foreign policy, is necessary to build strong and lasting bonds with people from other cultures.

Bureau Objective 2.5 - Maintain the ability to provide attorneys to overseas temporary assignments necessary to achieve critical Department objectives.

h. Justification

L provides legal advice and support to the Ambassadors, DCM, Section Chiefs (and their staff) at overseas missions in Brussels, Geneva and The Hague. This work includes providing advice on the wide range of international, domestic, and foreign law issues related to the European Union and its institutions, international criminal tribunals, the Iran-U.S. Claims Tribunal, and various UN organizations that deal with such issues as human rights, economic issues and conventional weapons.

Bureau Goal 3 - Support the efficient functioning of the Department.

c. Description and Linkages

L provides critical legal advice on a broad range of management issues, particularly with urgent priorities such as, the political transitions in Afghanistan and Iraq, diplomatic and military operations in Iraq, Syria, Pakistan and Afghanistan, American diplomatic relations and representation in emerging democracies, wartime contracting, construction and operation of New Embassy Compounds (NECs), and the growing use of technology and social media to reach out beyond diplomatic channels to foreign audiences around the world. L provides substantial legal counsel to consular professionals, who adjudicate millions of visa and passport issuances and refusals annually, and advises Department principals on politically sensitive international child abduction cases and complicated adoptions of foreign born children by American citizens, among other high-profile consular and management-related issues. The aforementioned legal services support the following Department Goal: SG 4: Ensure Effectiveness and Accountability to the American Taxpayer. L provides legal advice to virtually every bureau and office within the Department. One of the greatest risks for L and the Department is otherbureaus and

offices not availing themselves of L's services or not implementing L's advice. It is imperative that the Department utilize L and follow L's advice in order to limit liability and ensure compliance with applicable law.

Bureau Objective 3.1 - Advise Department policymakers on statutory, regulatory, and other legal obligations related to the management of the Department including employment, budget, buildings, acquisitions, information technology, and legislative oversight functions.

i. Justification

The Department of State's principals, bureaus and offices depend on L to advise on and help implement statutory, regulatory and other legal obligations related to the everyday management of the Department. It's only with a strong legal foundation that the business of the Department avoids and mitigates potential liabilities.

Bureau Goal 4 - Provide timely, accurate, and useful legal guidance, representation, and customer service to Department clients and management.

d. Description and Linkages

L is an essential partner in supporting the Department's management and consular operations by providing legal advice on a wide range of matters, including the expenditure of assistance and operating funds; the provision of consular services; passport and visa operations and border security; buildings and acquisitions; U.S. diplomatic and consular operations abroad; personnel systems for employees, including the Foreign Service, Civil Service, and Locally Engaged Staff; security of personnel and information technology; issues regarding privileges and immunities; public diplomacy programs aimed at countering violent extremism; promulgation and implementation of regulations and directives; all manner of domestic and foreign litigation involving the Department; ethics and financial disclosure matters; and information law. L manages the U.S. Treaty Program and is responsible for defending and representing the United States before international bodies, including, for example, arbitrations under the North American Free Trade Agreement and cases before the International Court of Justice. The aforementioned legal services support the following Department Goals: SG 1: Protect America's Security at Home and Abroad; SG 2: Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation; and SG 4: Ensure Effectiveness and Accountability to the American Taxpayer. Without the legal advice L provides on a wide range of matters, the Department could incur substantial liabilities, including improper use of operational and foreign assistance funding, as well as an array of employment law vulnerabilities.

Bureau Objective 4.1 – Represent the Department’s interests in domestic and international litigation, arbitration, administrative, and Congressional oversight proceedings, and advise the Department of Justice on international law and foreign relations equities in such proceedings.

j. Justification

It is imperative that U.S. policy decisions are well rooted in domestic and international law. As experts, and the ultimate U.S. authority on international law, L is uniquely able to represent the Department’s interests on international litigation, arbitration, administrative, and Congressional oversight proceedings and to engage with Department of Justice attorneys to insure that decision making and policy initiatives are fully in compliance with international law and the rule of law.

Bureau Objective 4.2 - Manage the Department’s ethics program including certification of all financial disclosure forms and training of employees on ethics matters.

k. Justification

L’s Office of Ethics and Financial Disclosure is responsible insuring that the Department of State meets its obligations as required by the Ethics in Government Act of 1978, and other applicable laws, Executive Orders and regulations concerning official behavior of government employees.

Bureau Objective 4.3 - Increase our responsiveness to our clients by improving the functionality of L's Records and Information Management Program.

l. Justification

L maintains multiple decades of information, in both paper and electronic format, that is vital to accomplishing the Department's goals and priorities. To enhance the productivity and success of its professional staff and to meet statutory records management requirements it is essential that L’s voluminous information, both past and present, is managed correctly to insure efficient, timely, and accurate desktop access and retrieval.

4. Cross-cutting Management Objectives or Management Goal

Management Goal: To fully implement the Managing for Results (MfR) framework.

a. Description and Linkages

Fully implementing the MfR framework will help L achieve improved outcomes by conducting policy, resource, and programmatic decision-making that is informed by annual strategic planning and data collected through monitoring and evaluation practices. Creating and reinforcing feedback loops between these processes will allow L to better align its resources with management and strategic goals and help justify new resources. Without full implementation of the MfR framework, L risks not being able to effectively and timely explain L's capabilities. Implementing the MfR framework is a key element in identifying, analyzing, mitigating and deciding on, and monitoring risk. Without a fully integrated MfR framework, L risks not being able to clearly articulate and document the benefits of a given activity against the risk and will not be able to proactively manage risk as both a decision making attribute as well as an essential factor in maintaining and creating value for the US Taxpayer.

Management Objective: To be in full compliance with all MfR requirements.

a. Justification

In order to be fully in compliance with the MfR framework L is required to do continuing evaluations on it's programs and processes. At this time, L has very limited resources and will seek additional funding from BP to do further evaluations.

Appendix. Definitions and Acronyms

BITs - Bilateral Investment Treaties

CAFTA-DR - Central America-Dominican Republic-United States Free Trade Agreement

CEP - Career Entry Program

CS - Civil Service

DoD - Department of Defense

DoJ - Department of Justice

DoS - Department of State

EU - European Union

FOIA - Freedom of Information Act

FTAs - Free Trade Agreements

FTE - Full time employee

FS - Foreign Service

GAO - Government Accountability Office

HRC - Human Rights Council

ICC - International Criminal Court

ICJ - International Court of Justice

ICRC - International Committee of the Red Cross

IT - Information Technology

L - Office of the Legal Adviser

NAFTA - North America Free Trade Agreement

NSC - National Security Council

UN - United Nations

UNSC - United Nations Security Council

USAID - United States Agency for International Development

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USG - United States Government

TDY - Temporary Duty

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