



# Integrated Country Strategy

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Iraq

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## 1. Chief of Mission Priorities

Following the defeat of ISIS and the liberation of Iraqi territory from their control in 2017, Iraq's prospects are brighter now than at any time in recent years. Iraq will remain a critical foreign policy priority for the United States over the next four years as we seek to help Iraq chart a security and foreign policy path separate from that of Iran or other neighbors. We will also work to cement the hard-won gains against ISIS and prevent similar movements from developing in the future. This will require support to particularly vulnerable minority populations and efforts to achieve reconciliation among communities. We must continue to confront threats to American security and develop Iraqi Security Forces that can be a regional partner for stability. We will promote American prosperity by enabling political and economic reforms that will open markets, foster investment, and secure commercial opportunities that benefit both Iraq and the United States. The post-ISIS era also provides Iraq and the United States with opportunities to develop new areas of our enduring partnership, and over the next four years, Mission Iraq will seek to take full advantage of these opportunities.

**Increase Iraqi Independence:** Mission Iraq will encourage Iraqi government, economic, and civil society leaders to carry out their duties on the basis of an Iraqi national, citizen-responsive, and non-sectarian approach to providing services, fostering economic growth, lowering unemployment, and bolstering inter-sectarian acceptance and cooperation. This will help counter the negative impact of interference from Iran. The Mission will encourage senior Iraqi leaders to expand, strengthen, and balance Iraq's regional and international security and economic partnerships. Mission Iraq will encourage Iraqi cooperation with Gulf countries in the rebuilding of critical infrastructure and in economic development, and promote positive Iraqi engagement with all countries that practice free market and private sector-friendly policies. This should lead to increased engagement with western nations and multilateral institutions that share our priorities to promote private investment, foster job growth for Iraqi youth, reduce the vulnerability to extremist ideology, and resist other malign influences in the region.

**Build a Strong Iraqi Kurdistan Region:** Mission Iraq will facilitate dialogue among the different political movements in the Iraqi Kurdistan Region (IKR) to encourage creation of a strong Kurdistan Regional Government (KRG) anchored within a federal Iraq. This will require that the KRG take part actively and productively in Iraq's national political process, and that both sides address seriously the other's legal and constitutional concerns. The Mission will also leverage international institutions and agreements, as well as regional partners, to encourage inter-sectarian dialog and economic development in the IKR.

**Support Vulnerable Communities and Transition from Stabilization to Recovery:** Mission Iraq will continue to prioritize U.S. assistance, transitioning from humanitarian assistance and stabilization to longer-term recovery. The Mission's approach will incorporate new programs to help at-risk ethnic and religious minority communities to thrive inside Iraq. These new

programs will support vulnerable minority communities through, for example, activities that address critical needs for health care, shelter, water, sanitation, hygiene, and protection services. Mission Iraq will also support efforts to provide assistance and political support to at-risk minority communities, and to encourage governmental and civil society efforts to mediate disputes among Iraq's diverse ethnic and religious minority populations, particularly in areas liberated from ISIS in recent years. The Mission's approach will also incorporate support for the completion of USG funding tranches to the GOI-led Funding Facility for Stabilization to ensure the immediate restoration of core services in the three provinces most affected by ISIS -- Anbar, Ninewa, and Salah al Din. In addition, new programs will foster stability and reconciliation by strengthening citizen-responsive governance, security, democracy, and the rule of law. Finally, Mission Iraq will continue to support economic reform as the long-term key to successful generation of employment and income for Iraq's working-age population.

**Encourage Real Economic Reform:** Mission Iraq will continue to support the Government of Iraq's (GOI) implementation of an economic reform agenda that fosters a more diversified and robust private sector. Targeted legal, regulatory, and governance reforms will promote a more business-friendly investment climate, enhance transparency while reducing opportunities for corruption, and create a broader range of private sector jobs for the Iraqi people. At the same time, Mission Iraq's efforts will also make it easier for U.S. firms to operate and invest in Iraq, strengthen the U.S.-Iraqi commercial relationship, and create new opportunities for U.S. exports. Partnership on a mutually beneficial economic reform program will serve as a promising opportunity for bilateral cooperation in the post-ISIS era. We will continue to support the economic reform efforts of the IMF and World Bank.

**Reform and Strengthen the Security Services:** With the defeat of ISIS as a military organization and liberation of territory that ISIS previously held, the Iraqi government must reassert full control over all elements of its security forces and reform them. Doing so will increase Iraq's capacity to counter terrorism and other security threats, bring weapons under state control, decrease the burden on Iraq's budget, and improve democratic governance through accountability and oversight. Mission Iraq will promote security sector reform with continued training and equipment programs for the Iraqi Security Forces, including those of the Kurdistan Regional Government, implementing U.S. assistance and leveraging that of other Coalition members and NATO. The goal will be to build capable, interoperable, and sustainable military and police services that operate under a unified command structure, ensure secure borders, and eliminate threats to internal stability. The Mission will also continue a bilateral policy dialogue that cements the U.S.-Iraqi security and military relationship and positions Iraq as a contributor to regional stability as well as to solutions for global security challenges. As part of this effort, the Mission will support Iraq's commitment to launch a broad, structured reform program that instills transparency, accountability, and continuity of effort throughout the security sector.

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Over the next four years, Mission Iraq will continue its whole-of-government approach to take advantage of the opportunities outlined above and pursue the specific objectives, through the action plans, detailed in this strategy. Above all, we remain committed to helping our Iraqi partners achieve a stable, prosperous, and unified country that will be a long-term strategic partner for the United States in this vital Middle East region.

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## 2. Mission Strategic Framework

**Mission Goal 1:** Defeat transnational terrorist organizations, and counter state-sponsored, regional, and local terrorist groups that threaten U.S. national security interests.

**Mission Objective 1.1:** The United States has enduring relationships with the professionalized and increasingly effective Iraqi Security Forces to address current and evolving threats.

**Mission Goal 2:** Counter instability and violence that threatens U.S. interests by strengthening citizen-responsive governance, security, democracy, and the rule of law.

**Mission Objective 2.1:** Ensure Iraq's commitment and capability to detect, investigate, prevent, and curtail the proliferation and use of weapons of mass destruction and their means of delivery and reduce the flow of illicit conventional weapons within, through, and from Iraq.

**Mission Objective 2.2:** Iraq develops a more effective, responsive, and accountable criminal justice system that provides a safe and secure domestic environment, regulated by laws that are evenly applied, independently adjudicated, and consistent with international standards.

**Mission Objective 2.3:** U.S. engagement with Iraqi government institutions and political processes promotes transparency, accountability, impartiality, and responsiveness to citizens in order to prevent the resurgence of ISIS or successor organizations.

**Mission Objective 2.4:** Reconciliation efforts unify and strengthen Iraqi society, including by active participation by the KRG in the GOI political process. Relationships across ethnic and religious divisions are strengthened and those that have been ostracized due to actual or perceived affiliation with ISIS are reintegrated.

**Mission Objective 2.5:** Humanitarian assistance meets the immediate, basic needs of internally displaced persons and refugees in Iraq; mines and unexploded ordinance are cleared; and core services are restored (such as health, water, and education), supporting economic growth and job creation, including for ethnic and religious minorities.

**Mission Goal 3:** Increase capacity and strengthen resilience of Iraq to deter aggression, coercion, and malign influence by state and non-state actors.

**Mission Objective 3.1:** Iraq is a more constructive, stabilizing regional influence, better able to counter malign influence from Iran.

**Mission Goal 4:** Promote American prosperity by advancing bilateral relationships and regional partnerships to open markets, secure commercial opportunities, and foster investment.

**Mission Objective 4.1:** The Iraqi government successfully secures international financing and investment to redress its fiscal crisis, sustain and diversify economic growth, and fuel reconstruction efforts.

**Mission Goal 5:** Advance U.S. economic security by leveraging international institutions and agreements, promoting market-oriented economic and governance reforms, combating corruption, and ensuring Iraqi energy security.

**Mission Objective 5.1:** Iraq develops an enabling business environment to foster commercial and investment opportunities that contribute to U.S. job creation and overall diversification of Iraq's economy through innovation and private sector growth.

**Management Objective 1:** Review contracts and Mission staffing to increase locally employed staffing and reduce the contractor footprint.

**Management Objective 2:** Review contracts and Mission operations for opportunities to reduce the environmental impact of operations.

**Management Objective 3:** Establish a plan to ensure that all Chief of Mission personnel have quality housing.

**Management Objective 4:** Modernize the embassy operations center with enhanced capabilities consistent with OSPB requirements.

**Management Objective 5:** Evaluate the long-term need for support facilities and services.

**Management Objective 6:** Determine the long-term need for Embassy Air-Iraq.

### 3. Mission Goals and Objectives

**Mission Goal 1: Defeat transnational terrorist organizations, and counter state-sponsored, regional, and local terrorist groups that threaten U.S. national security interests.**

**Description and Linkages:** In order to ensure the enduring defeat of transnational terrorist organizations and counter state-sponsored, regional, and local terrorist groups, the United States must continue to build-up Iraq as a strategic partner. The United States must also work to ensure we are Iraq's security partner of choice. As Iraqis further professionalize and increase the Iraqi Security Forces' (ISF) operational and strategic effectiveness, they will increasingly be able to counter terrorist and extremist activities on their own. This goal directly supports the State-USAID Joint Strategic Plan (JSP) goal 1.2.

**Mission Objective 1.1: The United States has enduring relationships with a professionalized and increasingly effective Iraqi Security Forces to address current and evolving threats.**

**Justification:** An enduring relationship with the ISF is critical to consolidate gains against ISIS, maintain Iraq's sovereignty, and meet the legitimate security needs of the Iraqi people. U.S. security assistance, including Foreign Military Sales (FMS), Foreign Military Financing (FMF), International Military Education and Training (IMET), Nonproliferation, Anti-terrorism, Demining and Related Programs (NADR), International Narcotics Control and Law Enforcement (INCLE), and the Anti-terrorism Assistance (ATA) program, helps the ISF protect against transnational terrorist networks, maintain Iraq's sovereignty, promote regional stability, and ensure interoperability with the United States.

Iraqi leaders often describe plans for their forces that are aspirational and unrealistic given their budgetary constraints. In light of this, Mission Iraq's approach should be to help guide our Iraqi partners towards measured, sustainable, and requirements-based security assistance and cooperation planning. There is no room in the Iraqi budget for unnecessary redundancies, organizational stovepipes, or other institutional shortfalls. Mission Iraq is engaged in efforts to increase the institutional capacity of the ISF through participation in Security Sector Reform (SSR) activities and Defense Institution Building (DIB). Given Iraq's fiscal constraints and the aftermath of major combat operations against ISIS, the Government of Iraq's investment in SSR efforts is central to ensuring that the ISF remain effective and sustainable. As Iraqi institutional capacity continues to develop, strong U.S.-Iraqi cooperation that prioritizes long-term planning, anticipates friction points, and takes positive action to influence change will help avoid security sector missteps, and ensure both U.S. and Iraqi return on security sector investment.

**Mission Goal 2: Counter instability and violence that threatens U.S. interests by strengthening citizen-responsive governance, security, democracy, and rule of law.**



**Description and Linkages:** With significant gains in defeating ISIS, the GOI must redirect police toward a more civilian-focused mindset and mission while placing greater emphasis on evidence-based criminal prosecutions and protecting human rights. Countering instability and violence requires the GOI to have an impartial, responsive, and transparent criminal justice system that enforces the law, ensures public safety, prevents crime, and justly punishes and rehabilitates criminal offenders. Strengthening governance at the federal and provincial levels throughout Iraq will result in increased confidence in governmental institutions. Active participation by the KRG in the national political process and constructive dialogue between the GOI and the KRG on legal and constitutional concerns will strengthen IKR residents' confidence in the KRG as an institution and bolster their trust in GOI institutions. A concerted effort by the Iraqi government to include buy-in from all ethnic and religious communities, at the highest levels of political engagement, would assist in fostering a spirit of collaboration between these groups. An important element of rebuilding social cohesion will be the reintegration of vulnerable and disenfranchised populations, including those victimized as well as families perceived as being associated with ISIS. Continued support for humanitarian assistance to refugees and IDPs, coupled with support for vulnerable returnees, will help those most affected by the conflict to rebuild their lives and achieve durable solutions to displacement. Meeting these basic humanitarian needs will in turn support stability and help prevent a return to violent conflict. This goal directly supports JSP goal 1.3.

**Mission Objective 2.1: Ensure Iraq's commitment and capability to detect, investigate, prevent, and curtail the proliferation and use of weapons of mass destruction and their means of delivery and reduce the flow of illicit conventional weapons within, through, and from Iraq.**

**Justification:** In 2018, the OPCW certified that Iraq had destroyed its declared chemical weapons. While the GOI is now in full compliance with its Chemical Weapons Convention obligations, the potential threat of non-state actor use of chemical weapons persists. ISIS' chemical weapons program, for example, required minimal infrastructure and could have been reconstituted in a matter of days. Iraqi security forces must be trained and equipped to prevent similar possibilities. With regard to biological weapons, many legitimate research and university facilities across Iraq also contain materials and equipment that could be exploited for illicit purposes.

Iraq is currently developing a national strategy on arms control focused on improving its conventional weapons and ammunition management (WAM) systems and to counter the proliferation of small arms and light weapons such as through the development of an end-user certification system. Iraq has identified the flow of illicit conventional weapons in its National Reconstruction and Development Framework and also at an April 2018 Senior Officials Meeting "Building Peace in Iraq through a Security-Development Nexus" as a source of fragility and conflict that hinders stabilization and deters private sector investment. Iraq has existing warehouses, depots, and armories with procedures for effective stockpile management, but the

recent conflict has damaged some of them. Human resource and technical expertise to manage ammunition and other explosives have also been depleted during recent major combat operations.

**Mission Objective 2.2: Iraq develops a more effective, responsive, and accountable criminal justice system that provides a safe and secure domestic environment, regulated by laws that are evenly applied, independently adjudicated, and consistent with international standards.**

**Justification:** Since 2014, GOI security and justice sector institutions have focused heavily on defeating ISIS. The Coalition has assisted greatly in this effort, training and equipping military and police units to provide security and to counter terrorist threats. However, the Defeat-ISIS campaign has placed considerable strains on a criminal justice system still maturing from reforms made after the fall of Saddam Hussein. Courts have deferred criminal cases for more pressing terrorist-related matters; police execute functions traditionally carried out by military forces; detentions and prison inmate populations have increased substantially; and reports of torture and extra-judicial punishment are numerous. Additionally, due to the international nature of ISIS as well as other threats, it is important that the security and justice sectors have the skills and capacity to cooperate effectively with U.S. and international law enforcement and judicial partners.

**Mission Objective 2.3: U.S. engagement with Iraqi government institutions and political processes promotes transparency, accountability, impartiality, and responsiveness to citizens in order to prevent the resurgence of ISIS or successor organizations.**

**Justification:** In order to provide more responsive public services to the people of Iraq, the improvement of targeted services by the GOI will better align with the needs of citizens. To strengthen accountability, impartiality, and transparency, the GOI should prioritize the creation of transparent information sharing systems in order for the GOI to publicly share service delivery statistics and budget expenditure information; the Ministry of Finance (MoF) already has begun publicly posting Cabinet-approved budget submissions. Further, by ensuring the Iraqi public gains access to viable channels of participation in GOI service delivery and budgetary matters, activities should aim to increase the number of credible and effective mechanisms (such as public hearings, surveys, and focus groups) that capture a range of public perspectives on budget matters.

**Mission Objective 2.4: Reconciliation efforts unify and strengthen Iraqi society, including by active participation by the KRG in the GOI political process. Relationships across ethnic and religious divisions are strengthened and those that have been ostracized due to actual or perceived affiliation with ISIS are reintegrated.**

**Justification:** Supporting reconciliation efforts between Arabs and Kurds, Shia and Sunnis, and between these groups and other ethnic and religious minority populations is indispensable to combatting ISIS ideology and promoting national cohesion. ISIS pursued a campaign of violence

against members of all faiths, but against non-Sunnis in particular. Some Sunni tribal leaders whose members joined ISIS have inaugurated their own ad hoc reconciliation delegations in an effort to meet with Yezidi spiritual leaders to prevent or blunt revenge attacks between Yezidis and Sunni tribes in the Ninewa Plain. The possibility of such attacks remains high if the government fails to implement a national comprehensive reconciliation program. The Iraqi government should leverage the influence of the tribes to assist in addressing atrocities ISIS committed.

As millions of Iraqis return home and communities grapple with post-conflict realities, rebuilding social cohesion will be a necessary component for Iraq's stabilization. Reports of sectarian-related violence and blocked returns - particularly in sensitive areas - have the potential to undermine Iraq's future stability. Families that fled ISIS strongholds or who are thought to be related to members of ISIS, however distantly, have been more vulnerable to retaliatory killings, gender-based violence, or denied return to their home communities. Access to civil documentation and basic government services is also a concern, and many require specialized support, some of which is unavailable or inaccessible. To prevent a resurgence of terrorism and/or sectarian violence, the rights and needs of these vulnerable communities should be addressed through active inclusion, including building linkages to and confidence in public institutions. Creation of a strong KRG anchored within a federal Iraq will contribute to unification and strengthening of Iraqi society and advance reconciliation efforts between Kurds and other ethnic and religious populations.

**Mission Objective 2.5: Humanitarian assistance meets the immediate, basic needs of internally displaced persons and refugees; mines and unexploded ordinance are cleared; and core services are restored (such as health, water, and education), supporting economic growth and job creation, including for ethnic and religious minorities.**

**Justification:** Humanitarian needs in Iraq remain significant, with the UN estimating that 8.7 million Iraqis are in need of humanitarian assistance in 2018. In addition, Iraq hosts nearly 300,000 refugees, the majority from Syria, where the prospect of repatriation remains elusive. While over 3.6 million IDPs have returned as of April 2018, 2.2 million people remain internally displaced. Wide-scale destruction of infrastructure, loss of livelihoods, lack of basic services, and security challenges are preventing many Iraqis from returning to their homes. A recent survey of camp-based IDPs found that more than half do not intend to return home under current conditions. Despite GoI aspirations to see mass returns in 2018, a significant caseload of refugees and IDPs in camps, informal settlements, and host communities will likely continue to rely on humanitarian assistance to meet basic needs through 2018 and beyond.

Iraq is contaminated by an estimated 10 to 15 million persistent landmines, unexploded ordinance (UXO), and explosive remnants of war (ERW) from conflicts dating back to the 1940s. Numerous large barrier minefields and UXO remain along the Iran-Iraq border as a result of the 1980s conflict. The wars in 1990-1991 and the conflict that began in 2003 scattered significant

numbers of UXO throughout the country, with the majority of contamination concentrated in the south. In light of new contamination and population displacements caused by ISIS, Conventional Weapons Destruction (CWD) assistance has taken on renewed urgency. Beyond human casualties, ISIS left a trail of destruction in its wake, with an unprecedented number of Iraqis displaced from their homes and massive damage to infrastructure. As IDPs continue to return to their homes, they are confronted with both UXO from the recent conflict as well as deliberate mining and booby-trapping of homes and public spaces by ISIS.

Stabilization assistance is a key piece of the strategy to defeat ISIS, and is crucial to addressing the underlying circumstances that could lead to the resurgence of ISIS or ISIS-like groups. Assisting the return of IDPs, linking local communities to the central government, and rebuilding trust and social cohesion are critical to Iraq's long-term stability as a multi-cultural country. The United States is committed to helping the Iraqi government at all levels to support displaced people and vulnerable populations as they return to areas where ISIS has been driven out and defeated. This assistance rehabilitates public infrastructure, supports basic services, and creates conditions to facilitate the return of displaced populations.

**Mission Goal 3: Increase capacity and strengthen resilience of Iraq to deter aggression, coercion, and malign influence by state and non-state actors.**

**Description and Linkages:** U.S. efforts to strengthen Iraq will help it resist rival state and non-state actors, deny malign actors the ability to destabilize the country, and help restore regional equilibrium. This goal directly supports JSP goal 1.4.

**Mission Objective 3.1: Iraq is a more constructive, stabilizing regional influence, better able to counter malign influence from Iran.**

**Justification:** Internal conflict and terrorism have weakened Iraq's ability to secure its borders, maintain political stability, and play a stabilizing and constructive role in the region. Rival states and non-state actors have taken advantage of Iraq's focus on liberating its territories and defeating ISIS to have interfere in Iraq's domestic affairs.

**Mission Goal 4: Promote American prosperity by advancing bilateral relationships and regional partnerships to open markets, secure commercial opportunities, and foster investment.**

**Description and Linkages:** Embassy commercial operations promote U.S. exports and investment and Iraqi investment in the United States by assisting American exporters of goods and services, helping resolve difficult commercial disputes, and building connections between Iraqi and U.S. business, particularly via our assistance to the American Chamber of Commerce in Iraq. This goal directly supports JSP goal 2.1.

**Mission Objective 4.1: The Iraqi government successfully secures international financing and investment to redress its fiscal crisis, sustain and diversify economic growth, and fuel reconstruction efforts.**

**Justification:** With one million Iraqis reaching working age every year, the Iraqi economy needs to be growing rapidly to create jobs. However, the economy continues to be driven by the petroleum sector and constrained by an outsized state. Mission Iraq supports crucial reform programs of the International Monetary Fund and the World Bank and provides a modest level of direct assistance to the Government of Iraq to help it become less dependent on oil, use its revenue more effectively, reduce the extreme regulatory burden under which the Iraqi private sector struggles, and thus allow for private-sector-led economic growth. Mission Iraq additionally supports economic reform programs in the KRG.

**Mission Goal 5: Advance U.S. economic security by leveraging international institutions and agreements, promoting market-oriented economic and governance reforms, combating corruption, and ensuring Iraqi energy security.**

**Description and Linkages:** Market-oriented economic and governance reforms leading to diversified economic growth will fuel reconstruction and employment in Iraq. This goal directly supports JSP goal 2.3.

**Mission Objective 5.1: Iraq develops an enabling business environment to foster commercial and investment opportunities that contribute to U.S. job creation and overall diversification of Iraq's economy through innovation and private sector growth.**

**Justification:** The current state of the Iraqi economy, dominated by state involvement in virtually all sectors, complex and difficult regulatory structures, and corruption, severely limits potential U.S. exports to and investment to and from Iraq. The U.S. Mission is also pressing for economic reforms that support American prosperity by helping the Iraqi government expand its economy beyond its current focus on oil production and export by the state.

## 4. Management Objectives

**Management Objective 1: Review contracts and Mission staffing to increase locally employed staffing and reduce the contractor footprint.**

**Justification:** Mission Iraq's Management platform is supported by an ICASS budget that accounts for 19% of the global ICASS budget. The Management platform has many non-traditional elements for a Mission, such as over 6,000 contractors, with only 18% of them local Iraqi nationals. The Mission must house and provide life support services for each of the remaining 82%.

**Management Objective 2: Review contracts and Mission operations for opportunities to reduce the environmental impact of operations.**

**Justification:** The environmental impact of the Mission is significant in terms of waste and resource utilization. By reducing the environmental impact, we may improve quality while lowering costs.

**Management Objective 3: Establish a plan to ensure that all Chief of Mission personnel have quality housing.**

**Justification:** All personnel at BDSC and Basrah, and many Chief of Mission personnel at the BEC, are housed in trailers, commonly referred to as Containerized Housing Units (CHUs). Most CHUs have been in service beyond their anticipated design life potentially putting personnel at fire, life, and safety risk because of decaying materials. Consulate General Erbil personnel are currently housed in aging houses in a residential neighborhood, which will be replaced by housing at the New Consulate Compound.

**Management Objective 4: Modernize the embassy operations center with enhanced capabilities consistent with OSPB requirements.**

**Justification:** The existing Embassy Operations Center (EOC), in service since 2009, suffers from aging and outdated equipment and requires maintenance to repair critical security systems. The EOC also does not meet OSPB standards and is operating under a waiver, which requires annual review and recertification. Upgrades in communications infrastructure and security technology for the new EOC design will:

- Enhance security command and control for the RSO security and emergency response operations;
- Improve risk-based decision-making through enhanced situational awareness;
- Integrate RSO's threat intelligence analysis and operations needs into one unified location at the TS-level;

- Enhance COM country-wide responsiveness and coordination capability to ensure the safety and security of over 5,000 U.S. direct hire employees and contractors assigned to Mission Iraq; and
- Enable RSO to more effectively and efficiently support diplomatic engagement throughout Iraq.

**Management Objective 5: Evaluate the long-term need for support facilities and services.**

**Justification:** Mission Iraq's Management platform is supported by an ICASS budget that accounts for 19% of the global ICASS budget. The Management platform has many non-traditional elements for a Mission, such as a private hospital, Embassy Air-Iraq, and an offsite support unit. Further, Mission Iraq currently supports 5,000 Title 10 Department of Defense and Coalition personnel. With Operation Inherent Resolve scheduled to wind down in 2020, the Mission should determine if there are facilities and services that are no longer needed. Further, Mission Iraq provides many non-standard services which, over time, may become available on the local economy. Mission Iraq also strives to facilitate legitimate travel to the U.S. by Iraqi nationals, including Government of Iraq officials traveling to the U.S. for training to advance Mission goals and our bilateral relationship. Additionally, Mission Iraq also continues to process Special Immigrant Visas for Iraqi nationals who worked for the USG.

**Management Objective 6: Determine the long-term need for Embassy Air-Iraq.**

**Justification:** Embassy Air-Iraq requires considerable funding to sustain operations. By rotary-wing, it provides the safest method to transport personnel from BDSC to the Embassy. By fixed wing, it provides the safest method to transport personnel from Amman, Erbil, and Basrah to Baghdad. As Iraqi civil aviation progresses, the need for fixed-wing Embassy Air diminishes. If the security situation in Baghdad improves over time, rotary-wing may not be needed or could be reduced.