



Integrated Country Strategy

BAHRAIN

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1. Chief of Mission Priorities

Our longstanding partnership with Bahrain has enabled the United States to project power and promote stability throughout the Gulf region while expanding opportunities for American businesses, exports, jobs, and people-to-people understanding. Hosting more than 8,500 U.S. military personnel and their dependents associated with the U.S. Navy's Fifth Fleet and U.S. Navy Central Command, Bahrain supports and contributes to key U.S. national security objectives including countering terrorism, deterring the Islamic Republic of Iran's efforts to undermine regional security, supporting respect for human rights and judicial reform, and promoting economic prosperity. Bahrain is one of only two Gulf countries with which the United States maintains a Free Trade Agreement (FTA), and U.S. companies have long enjoyed a favorable position in the development of Bahrain's economy. Bahrain's 2020 signing of an Abraham Accords agreement with Israel represents a strategic shift in regional dynamics and an opportunity for the United States to help build the fledgling relationship between these two close U.S. partners, including through diplomatic engagement and targeted public diplomacy programming. Bahrainis continue to look to the United States as an essential global partner and young Bahrainis bound for leadership and influence in the society value U.S. support and opportunities, including educational and cultural exchanges.

Preserving and deepening this vital and favorable partnership requires that we navigate a range of domestic and regional challenges that pose both opportunities and risks for U.S. policy objectives over the near- and medium-term. Bahrain's strategic environment continues to be shaped by regional alliances and rivalries. Key geopolitical alignments remain dynamic, principally the future of the Joint Comprehensive Plan of Action and ongoing Bahraini public wariness of tBahrain's relationship with Israel. Bahrain is committed to increasing its contributions to regional defense but faces significant equipment, training and resource challenges in doing so. Bahrain remains vulnerable to sporadic political and social disturbances, though anti-government activity has largely subsided since the 2011-era unrest that was characterized by sectarianism and violence. A difficult fiscal environment has been exacerbated by the COVID-19 pandemic as it constrains the Bahraini government's ability to maintain

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historically high levels of social welfare spending. The outlook for American businesses and for U.S. exports remains strong but competition from foreign trading partners, including the People's Republic of China and India, in the lucrative Gulf market is increasing.

Mission goal one of this Integrated Country Strategy (ICS) focuses on the imperative to work with Bahrain to strengthen collective security in the Gulf region through enhanced U.S. security cooperation with Bahrain and meaningful Bahraini contributions to regional defense requirements. We have advanced toward achieving this goal with the conclusion, in 2017, of a 15-year extension to the bilateral Defense Cooperation Agreement that enables long-term basing in Bahrain of U.S. Naval and other military elements. Bahrain is a Major Non-NATO Ally and was designated a Major Security Partner in 2020. Strengthening Bahrain's operational capability through planning, exercises, training, information-sharing and acquisition is a top partnership priority. Bahrain is in the process of acquiring several high-value U.S. defense systems, including new F-16V fighter aircraft and AH-1Z attack helicopters, Patriot air and missile defense systems, and a second guided missile frigate for use by the Bahrain Defense Force (BDF). Effectively operationalizing its weapon systems will enhance Bahrain's ability to work closely with U.S. and regional allied forces and contribute more substantially to collective security requirements. Israel's recent incorporation into the U.S. Central Command area of operations, and Bahrain's new relationship with Israel, yield great potential to enhance regional security and interoperability.

The Bahraini government has been supportive of U.S. regional objectives, in particular efforts to deter Iran's malign activity in the Gulf region. It has engaged in joint counterterrorism efforts, partnered in coalition operations, and is working to better integrate government entities to counter terrorism and terrorism finance domestically. Bahrain was the first Gulf country to publicly join the U.S.-led International Maritime Security Construct (IMSC) to protect freedom of navigation and maritime commercial transport in the Gulf region and hosts its headquarters. Drawing on the training and operational resources of U.S. government agencies, including the Department of Homeland Security, Federal Bureau of Investigation, the Drug Enforcement Administration, and the State Department's Anti-Terrorism Assistance program, the Mission

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will deepen our partnership with Bahraini law enforcement entities to address terrorism and transnational criminal threats.

ICS Mission goal two is focused upon efforts to encourage inclusive and responsive governance, political reconciliation, and security practices that exhibit respect for human rights and rule of law. A tolerant and generally inclusive society, Bahrain promotes a range of personal freedoms and embraces women's rights and freedom to worship. However, a sense of economic and political disenfranchisement persists within elements of Bahrain's majority Shia community and remains a driver of opposition to Bahraini government programs, including through low-level protest activity. External actors have sought to exploit these tensions to undermine domestic security. Our Mission seeks to work with the Bahraini government to encourage avenues for political inclusion and broad-based civic involvement in the development of a strong, peaceful, prosperous, and stable society. The November 2018 national elections demonstrated Bahrain's commitment to pursuing a participatory form of governance although the exclusion of candidates from two former opposition political societies raised questions about the representative nature of the elections. Elections will next be held in fall 2022. The Mission continues to support the government's investment in community outreach programs to bolster security by strengthening relations between security forces and communities, countering extremist ideologies and violence, combatting drug abuse (one of the primary drivers of juvenile incarceration), and preventing external exploitation of sociopolitical divisions.

ICS Mission goal three aims to grow opportunities for U.S. business and exports in Bahrain while encouraging additional economic and fiscal reform measures that will maintain Bahrain's position as a strong and favorable economic partner. Bilateral U.S.-Bahrain trade in goods and services exceeded \$2 billion in 2021, reflecting the advantages provided by the U.S. - Bahrain FTA and Bahrain's liberal business climate. However, the introduction of section 232 aluminum tariffs in 2018, as well as the Department of Commerce's countervailing duty and anti-dumping duty determinations for common alloy aluminum sheet exports, remain bilateral irritants. Bahrain presents strong market opportunities for U.S. firms and we will build on this success by encouraging Bahrain to maintain its business-friendly environment and promoting trade and targeted investment under the FTA. In October 2022, Bahrain released a National Economic

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Recovery Plan, pushing back its goal to achieve a zero-deficit budget to 2024. In January 2022, Bahrain doubled the Value Added Tax to ten percent, building on the significant progress to diversify state revenues in recent years. Bahrain adhering to a fiscal and debt management program, even against the backdrop of rising global oil prices, will be critical to reigning in Bahrain's unsustainable external debt load and interest payments. We will also work closely with the Bahraini government on strategic energy-related investments, including renewables and carbon-capture projects, and continue to track the progress of the BAPCO Modernization Program, Bahrain's largest capital project, which is expected to contribute substantial new revenue to government coffers once the upgrade of Bahrain's only refinery complex is complete. We also anticipate working with Bahrain on its efforts to promote entrepreneurship and grow small and medium-sized enterprises.

Bahrain is an important and reliable security and economic partner for the United States in the strategic Gulf region. We have identified a series of ambitious but achievable goals in this Integrated Country Strategy that will deepen our partnership while accomplishing key objectives linked to the Department of State's Joint Regional Strategic Framework and the 2021 Interim National Security Strategy. Embassy Manama will review this strategy biannually to assess progress toward achieving ICS goals and objectives.

2. Mission Strategic Framework

Mission Goal 1: Bahrain exercises regional security leadership in the Gulf in collaboration United States, its partners, and allies.

- **Mission Objective 1.1:** Bahrain increases and optimizes access, basing, overflight and information sharing with the U.S., its partners, and allies.
- **Mission Objective 1.2:** Bahrain modernizes and integrates select military systems into its national defense architecture, increases interoperability with U.S. systems, and expands participation in joint/coalition operations to counter malign influence in the region.

Mission Goal 2: Bahrain strengthens internal stability through national reconciliation, inclusive governance, and security practices that exhibit improved respect for human rights.

- **Mission Objective 2.1:** Bahrain demonstrates its commitment to transparent and accountable governance through increasingly effective and accountable institutions; increasing support for a free press and by holding free and fair parliamentary elections in 2022 that offer avenues for effective political discourse, help create an effective loyal opposition, allow peaceful airing of legitimate grievances, and provide a platform for candidates and voters to freely debate the country's challenges.
- **Mission Objective 2.2:** The Bahraini government supports, advocates for, and recognizes the importance of fostering a dynamic and diverse civil society as one of its key strategic advantages, and in order to create more inclusive spaces.
- **Mission Objective 2.3:** Bahraini government institutions respond to threats in a transparent and balanced manner that views human rights and the rule of law as vital to ensuring security.

Mission Goal 3: Bahrain is a regional force for prosperity with a stable economy. The government maintains a business-friendly environment and promotes robust bilateral trade and targeted investment under the U.S. – Bahrain Free Trade Agreement (FTA).

- **Mission Objective 3.1:** Bahrain continues to diversify its economic base and enact structural reforms in order to promote economic stability and opportunity, including through fostering entrepreneurship.
- **Mission Objective 3.2:** Bahrain maintains a level playing field for U.S. businesses and provides opportunities for U.S.-based companies in key growth sectors of the economy.

Management Objective 1: Partner with the Overseas Bureau Operations (OBO) to pursue approval for a New Embassy Compound (NEC) while maintaining the current Chancery infrastructure and use space more efficiently for a growing staff.

Management Objective 2: Promote diversity, equity, inclusion, and accessibility principles for all Embassy employees in all aspects of management from hiring onwards.

Management Objective 3: Improve the efficiency and effectiveness of ICASS support services to improve overall customer service satisfaction using Collaborative Management Initiatives (CMI) metrics.

Management Objective 4: Leverage Department-approved technologies to conduct diplomacy in Bahrain in the post-COVID environment.

Management Objective 5: Implement best ecological practices to meet the Department of State's greening initiatives of reducing environmental footprint and cost for government and residential facilities.

3. Mission Goals and Objectives

Mission Goal 1 | Bahrain exercises regional security leadership in the Gulf in collaboration with the United States, its regional partners, and allies.

Description | This Goal reflects the theme of cooperative action and modernizing our partnerships as outlined in the 2021 Interim National Security Strategy, and Objectives 1.3, 1.4, and Goal 1 from Near Eastern Affairs (NEA) Bureau Joint Regional Strategy Framework (JRS). From an interagency context, it also reflects the 2021 National Defense Strategy and U.S. Central Command Bahrain Country Security Cooperation Plan, a component of the CENTCOM Theater Campaign Plan, addressing Bahrain-specific lines of effort for each branch of the U.S. military. We will work with Bahrain and other regional partners, particularly members of the Gulf Cooperation Council (GCC) to neutralize Iranian malign influence, increase Bahraini counter-terrorism proficiency and effectiveness, and ensure that Bahrain remains a stable and reliable partner and platform for U.S. and allied forces. Post will partner with the Bahrain Defense Force (BDF) and security services to assist the GOB to counter violent militants and deny financing to terrorist organizations and Iranian proxies.)

Objective 1.1 | Bahrain increases and optimizes access, basing, overflight and information sharing with the U.S., its partners, and allies.

- **Justification |** Ensuring reliable and flexible access and basing arrangements in Bahrain for U.S. and allied forces enables the United States to project power, ensure the freedom of navigation, and address threats to the Homeland. Bahrain is a critical part of U.S. regional security architecture for the Middle East, South Asia, and the Horn of Africa. Bahrain hosts the U.S. Fifth Fleet/NAVCENT and a unique 34-nation Combined Maritime Force (CMF) committed to countering terrorism and piracy and ensuring

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maritime security. Bahrain contributes to shared security beyond its hosting of these elements; it was the first GCC country to command a CMF task force outside of the Arabian Gulf—CTF-151, focused on the Red Sea and Gulf of Aden. Failure to achieve this objective would negatively impact U.S. and partner nations' efforts to deter and defeat regional aggression, ensure regional security, and impede the development of regional security architectures.

- **Linkages** | Objectives, 1.3, and Goal 1 from Near Eastern Affairs (NEA) Bureau Joint Regional Strategy Framework (JRS).
- **Risks** | Failure to achieve this objective will hinder US and partner forces' abilities to respond to regional threats. These risks could be mitigated by updating various implementing arrangements.

Objective 1.2 | Bahrain modernizes and integrates select military systems into its national defense architecture, increases interoperability with U.S. systems, and expands participation in joint/coalition operations to counter malign influence in the region.

- **Justification** | Improving Bahraini military readiness, strengthening its maritime security, counter-terrorism (CT), and air and missile defense capabilities will increase Bahrain's ability to provide for its own defense against growing regional threats and enable more effective contributions to U.S. and allied cooperative security activities. Enabling Bahraini (and broader GCC) defense self-sufficiency is vital to achieving NSS objectives regarding enhanced burden sharing among U.S. and global security partners. Current shortcomings limit Bahrain's ability to partner to maximum effect with U.S. and allied forces in U.S., international, and regional exercises, operations, and planning. Compounding this challenge are Bahrain's fiscal constraints, which may limit procurement, and the long lead times inherent in United States' foreign military sales. U.S. train and equip programs will build interoperability and enhance the capabilities required to contribute to regional coalition operations. Cooperative security efforts also seek to deny peer-competitors use of Bahrain as a base or preferred partner. Failure to achieve this objective will impede U.S. efforts to increase security

burden-sharing capacity among regional partners, resulting in sustained reliance on U.S. resources to deter aggression and secure the global commons in the contested Gulf and Red Sea regions.

- **Linkages** | Objectives, 1.1 and 1.3, and Goal 1 from Near Eastern Affairs (NEA) Bureau Joint Regional Strategy Framework (JRS).
- **Risks** | Failure to achieve this objective will hinder US and partner forces' abilities to respond to regional threats. This risk could be mitigated by increasing subject matter exchanges and key leader engagements between the USG and the BDF.

Mission Goal 2 | Bahrain strengthens internal stability through national reconciliation, inclusive governance, and security practices that exhibit improved respect for human rights.

Description | This Goal reflects the 2021 Interim National Security Strategy (NSS) to “create space for people through the Middle East to realize their aspirations.” Consistent with the interim NSS, this Mission goal aims to “defend and protect human rights and address discrimination, inequity, and marginalization in all its forms” and seeks to revitalize nascent democratic institutions in Bahrain. It also supports all three objectives of Goal 4 of the NEA Joint Regional Strategy (JRS). The Mission will work to support Bahraini efforts to strengthen domestic stability and address security challenges, including countering Iran-supported militant groups operating in Bahrain and promoting shared norms and support new agreements on human rights. We will endeavor to demonstrate that effective and democratic governance, vibrant civil societies, respect for the rule of law, and protection of human rights form the foundation for long-term peace, stability, and prosperity in the region.

Objective 2.1 | Bahrain demonstrates its commitment to transparent and accountable governance, including through an elected, parliamentary government that offers avenues for effective political discourse, support for a loyal opposition, peaceful airing of legitimate grievances, and a platform for addressing the country's challenges; through building resilient, professional institutions; and through increasing support for a free press.

- **Justification** | Bahrain declared itself a Constitutional Monarchy and is one of only two states in the Gulf region with an elected legislature. The constitution provides for the election every four years of the lower house of parliament, the Council of Representatives (COR). The government has taken steps over the last several years through judicial action as well as new legislation to limit opportunities for political participation. Fall 2022 parliamentary elections will take place amid continuing sectarian tensions and reduced political space after the shuttering of two political parties and an independent newspaper. Credible and transparent elections are critical to the process of national reconciliation. Efforts to encourage participation, ensure access to the polls, and protect political speech during the campaign season will be essential to advancing stability in Bahrain. Failure to strengthen parliament may increase instability by widening the divide between the government and the people.
- **Linkages** | Bureau Goal 4 and Bureau Objective 4.1.
- **Risks** | Failure to strengthen parliament may increase instability by widening the divide between the government and the people. These risks can be mitigated by increased engagement across the whole of the government of Bahrain.

Objective 2.2 | The Government of Bahrain supports, advocates for and recognizes the importance of a dynamic and diverse civil society.

- **Justification** | Civil society serves as an avenue to advocate for and address issues of concern in the society, fostering inclusion and broadening participation. Similar to other countries in the Gulf, Bahrain's civil society sector has been under significant pressure since the unrest of 2011. Increasing the operating space for civil society and empowering citizens to better represent their interests through constructive policy

engagement with government can also help to address sectarianism, foster reconciliation, advance tolerance, and help counter extremism. The United States will support efforts to broaden the range of societal organizations, including media, to promote principles of public debate; to offer training on how to build public-private partnerships; to work with civil and political societies to encourage commitment to diversity; and to encourage the government to allow peaceful protests, divergent political views (including those voiced online), and a robust civil society free from the fear of reprisal. Maintaining current restrictions, or imposing additional restrictions, would move Bahrain further away from an inclusive, stable, and prosperous society. Public affairs programming can facilitate institutional capacity building as well as empower civil society actors.

- **Linkages** | Bureau Objective 4.2 and Bureau Objective 4.3.
- **Risks** | Maintaining current restrictions, or imposing additional restrictions, would move Bahrain further away from an inclusive, stable, and prosperous society. This can be mitigated by engagements with the Government of Bahrain.

Objective 2.3 | Bahraini government enhances its human rights compliance, judicial transparency, and responds to internal threats commensurate with an appropriate, transparent and balanced assessment.

- **Justification** | Bahrain remains a focus for external actors who seek to exploit domestic grievances to destabilize the country. Respect for human rights and the advancement of the rule of law by government and non-state actors will lead to a more stable Bahrain and a more stable region. Effective security practices and protecting human rights are complementary goals in protecting Bahraini citizens. The United States will encourage Bahrain's institutions to adopt international best practices through cooperation and engagement with Bahraini officials from the judicial sector and in law enforcement. The United States also will support institutional capacity building in addressing security threats. If these efforts are not successful, political and social instability in Bahrain is likely to persist with continued negative consequences.

- **Linkages** | Bureau Strategic Framework Goal 4 and Bureau Objective 4.1.
- **Risks** | If these efforts are not successful, political and social instability in Bahrain is likely to persist with continued negative consequences. These can be mitigated by engagement with human rights monitoring institutions and facilitating Bahraini participation in appropriate public affairs exchanges.

Mission Goal 3 | Bahrain is a regional force for prosperity with a stable economy. The government maintains a business-friendly environment and promotes trade and targeted investment under the U.S. – Bahrain Free Trade Agreement (FTA).

Description | This goal supports the U.S. government’s enduring interest in an economic recovery grounded in equitable and inclusive growth, as well as investments to encourage innovation, strengthen national competitiveness, and rebuild American supply chains for critical goods as outlined in the 2021 Interim NSS. It also supports goals 3 and 4 of the NEA Bureau’s Joint Regional Strategy (JRS). Consistent with the 2021 Interim NSS and JRS, the Embassy will seek to support free market principles, fair trade, clean energy transformation and economic diversification in order to address core inequities in the Bahraini market and create a business environment that welcomes more U.S. economic and commercial engagement in the region.

Objective 3.1 | Bahrain enacts structural reforms to promote economic stability and opportunity and continues to diversify its economic base.

- **Justification** | Bahrain’s economy suffered following the 2008 financial crisis and 2011 unrest. The COVID-19 pandemic, short-term global drop in oil prices and the resulting budget shortfalls increased the urgency to enact economic and fiscal reform to support sustainability, transparency, and competitiveness in Bahrain. The IMF has signaled its concern about Bahrain’s unsustainable sovereign debt trajectory and fiscal situation and the need to rationalize government expenditures and increase government revenue. Support from GCC partners and sovereign bond issuances have helped to offset the cost of government investment in infrastructure and meet debt repayment obligations, but more assistance from regional partners will likely be needed.

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Through the Crown Prince's Economic Vision 2030 and the 2018 Fiscal Balance Program, the GOB has begun to implement policies aimed at enhancing competitiveness and sustainability, improve and expand government revenues through both subsidy reform and the implementation of new taxes, as well as efforts to increase employment.

Effective implementation of these reforms, some of which may be politically unpopular, is critical to economic stability in Bahrain. Without timely fiscal adjustments, Bahrain risks becoming more dependent on external support or having to take more extreme measures in the context of tightening global financial conditions.

- **Linkages** | Bureau Goal 3 and Bureau Objective 3.3
- **Risks** | Without timely fiscal adjustments, Bahrain risks becoming more dependent on external support or having to take more extreme measures in the context of tightening global financial conditions.

Objective 3.2 | Bahrain maintains a level playing field for U.S. businesses and provides opportunities for U.S. companies, including in key growth sectors of Bahrain's economy.

- **Justification** | Bilateral trade and investment create jobs and prosperity for both the United States and Bahrain. Leveraging the bilateral U.S.-Bahrain Free Trade Agreement (FTA) is critical to advancing shared prosperity. Post seeks to ensure Bahrain remains an open and fair playing field for U.S. businesses amidst increased competition from new entrants in search of opportunities in the lucrative Gulf markets. To enhance Bahrain's attractiveness as a business location, Post encourages entrepreneurship, private sector access to finance, business-friendly laws and regulations, enforcement of laws that support transparency, and a level playing field in government tenders. A failure to ensure a fair playing field will result in lost opportunities for the American private sector, a weakening of U.S. - Bahrain commercial relations, and a diminishing in Bahrain's reputation as an open and welcoming place for U.S. businesses to operate.

- **Linkages** | Bureau Strategic Framework Goal 3, Objective 3.1.
- **Risks** | Bahrain commercial relations, and a diminishing in Bahrain's reputation as an open and welcoming place for U.S. businesses to operate. These risks can be mitigated by implementing measures to encourage development.

Objective 3.3 | Bahrain enhances its capacity and willingness to support fiscal security, including through countering the financing of terrorism and supporting U.S. multilateral initiatives.

- **Justification** | Strengthening Bahrain's capability to investigate and effectively prosecute terror financing and money laundering cases is key to ensuring Bahrain's financial system and the broader economy are protected from the threats of money laundering and the financing of terrorism and proliferation, thereby strengthening global financial sector integrity and security. Closing regulatory framework and enforcement gaps will enhance Bahrain's ability to effectively contribute to bilateral and multilateral designation and sanctions efforts and ensure global terror financing threats are detected and disrupted.
- **Linkages** | Bureau Strategic Framework Goal 1, Bureau Objective 1.3, and Bureau Objective 3.1.
- **Risks** | Failing to close gaps in the regulatory framework and enforcement would limit Bahrain's ability to effectively contribute to bilateral and multilateral designation and sanctions efforts and to help ensure global terror financing threats are detected and disrupted. These risks can be mitigated through engagements with the MOI.

4. Management Objectives

Management Objective 1 | Partner with the Overseas Bureau Operations (OBO) to pursue approval for a New Embassy Compound (NEC) while maintaining the current Chancery infrastructure and use space more efficiently for a growing staff.

- **Justification** | Embassy Manama's overseas presence reflects its commitment to enhancing Bahrain's contributions to regional security, strengthening its internal stability, maintaining a business-friendly environment, and promoting entrepreneurship. The ties between the United States and Bahrain, initially reflected in a purpose-built Embassy facility in 1985, deepened in 2020 with the U.S.-brokered normalization of relations between Bahrain and Israel, with new opportunities to advance U.S. interests requiring staffing increases in the Embassy. An April 2018 visit by the Bureau of Overseas Buildings Operations (OBO) began the process for a major rehabilitation, but a lack of funding has pushed its implementation to an undetermined date in the future. Post will work with OBO for the inclusion of Manama on the Top 80 list for major rehabilitations and new embassy compounds.
- **Linkages** | OIG Report Dated March 2014, OBO Top Eighty List
- **Risks** | Continued delays in project funding and, ultimately a delay in getting the Mission on OBO's top 80 priority project list, will result in the Embassy not having the space needed for the projected staffing.

Management Objective 2 | Promote diversity, equity, inclusion, and accessibility principles for all Embassy employees in all aspects of management from hiring onwards.

- **Justification |** Post established the DEI&A Council during FY2021 and has used the feedback from its LE Staff and USDHs to initiate projects that fall in line with State DEI&A principles. Lessons learned from these projects have identified areas where the Mission still needs to work on inclusivity and equity for our LE Staff and USDH communities. Designated again as Historically Difficult to Staff (HDS), recruiting can be a challenge. Post must use available Management resources and Washington-based resources to better advertise Bahrain as an assignment that offers entry to the NEA region and a great quality of life. This will allow the Mission to select from a larger pool of qualified candidates. A lack of qualified bidders can lead to significant gaps in positions being filled and an increased workload for other officers, decreasing efficiency and morale.
- **Linkages |** INSSG; JSP 4.1; Executive Order on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce (EO 14035); Executive Order on Establishment of the White House Gender Policy Council (EO 14020); Memorandum on Revitalizing America's Foreign Policy and National Security Workforce, Institutions, and Partnerships; Executive Order on Protecting the Federal Workforce (EO 14003)]
- **Risks |** Post faces challenges in recruitment due to location, culture, and climactic factors. Integrating diversity equity principles into the workplace culture would be a strong step to counterbalance the other recruiting challenges facing post. Failure to make the Embassy the most attractive workplace possible will continue to hamper our efforts to bring top-level talent to post.

Management Objective 3 | Improve the efficiency and effectiveness of ICASS support services to improve overall customer service satisfaction using Collaborative Management Initiatives (CMI) metrics.

- **Justification** | Management will provide creative and innovative solutions to measurable service interactions, which will improve satisfaction with ICASS services in areas that have been identified as areas needing enhancement. Using metrics from the Collaborative Management Initiative (CMI), Embassy POCs trained in metric interpretation will provide feedback to respective Management sections to help identify weaknesses in the ICASS infrastructure and post policies and procedures to best rectify ineffective or inefficient practices in meeting customer expectations.
- **Linkages** | Government Performance and Results Act; 21 STATE 110168 Message from the Secretary: Modernizing American Diplomacy for the 21st Century; Advance Diplomatic and Development Effectiveness to Increase Accountability to the American Taxpayer; USS Playbook
- **Risks** | Integration of technology and/or establishing new procedures that better allow us to meet customer demands is imperative for management success. Relying on outdated processes and technology will not allow us to meet increased customer demand in a fluid and dynamic environment where resources and funding are becoming increasingly limited. Mission customers are the single best source for how we can best move forward, and management must liaise with them or risk repeatedly falling short of customer expectations.

Management Objective 4 | Leverage Department-approved technologies to conduct diplomacy in Bahrain in the post-COVID environment.

- **Justification |** The Department of State has made several programs and technologies, previously with restricted access, more widely available to overseas posts and their staff. Mission leadership is committed to process improvement, including modernizing our tools and processes, to improve our effectiveness in collaborating with host country contacts and implementing Department programs. To overcome one of the biggest challenges to a successful deployment and implementation of these new technologies, staff reluctance moving to new technologies and tools from the comfort of familiar yet antiquated processes, post looks to integrate best practices and lessons learned from other missions, as well as FSI and other training sources, to modernize how we conduct diplomacy in country.
- **Linkages |** EO 14028 Improving the Nation's Cybersecurity; 21 STATE 110168 Message from the Secretary: Modernizing American Diplomacy for the 21st Century; Advance Diplomatic and Development Effectiveness to Increase Accountability to the American Taxpayer.
- **Risks |** IT users can no longer afford to be unaware of the proper use and risks of technology. Current available technologies can provide our diplomats with greater outreach opportunities and value to the American taxpayer as all employees need the right tools to accomplish their job. However, the lack of training opportunities coupled with customer reliance on outdated technology/processes can drastically hinder this process, requiring the IRM team to focus on routine tasks detract the team from meeting the Department's cybersecurity priorities designed to keep our networks secure. Without a continued focus to promote secure mobile diplomacy, the Embassy is unable to fully accomplish its ICS.

Management Objective 5 | Implement best ecological practices to meet the Department of State's greening initiatives of reducing environmental footprint and cost for government and residential facilities.

- **Justification** | Executive Order 14057 regarding Federal Sustainability has outlined ambitious goals for the Federal Government to minimize its environmental footprint and reduce overall greenhouse gas emissions. Embassy Manama has used tools put out by the Greening Diplomacy Initiative to determine where operations can be amended to increase our efforts towards reducing our environmental footprint and greenhouse gas emissions. It should be noted that Embassy Manama is already making great efforts towards minimizing its environmental footprint, but these objectives if implemented over the next 18 to 24 months will help push Manama to the forefront of greening within the NEA region.
- **Linkages** | Executive Order 14057- Executive Order on Catalyzing Clean Energy Industries and Jobs through Federal Sustainability; Section 205 of Executive Order 14008, Tackling the Climate Crisis at Home and Abroad.
- **Risks** | In addition to being non-compliant with the Executive Order, not pursuing these options will find Embassy Manama not maximizing increasing costly and limited resources in Mission operations.