



# Integrated Country Strategy

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**UNITED ARAB EMIRATES**

**FOR PUBLIC RELEASE**

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## Table of Contents

1. Chief of Mission Priorities	1
2. Mission Strategic Framework	3
3. Mission Goals and Objectives	6
4. Management Objectives	16

## 1. Chief of Mission Priorities

In its 50 years of existence, the United Arab Emirates has established itself as a regional economic, security, and political leader, with an increasingly global profile in its investment, energy, development funding, and climate activities. Strategically located at a major crossroads of the Middle East, Africa, and the rest of Asia, it relies on the free flow of people, goods, and capital for its continued economic success and societal progress. The UAE takes pride in its achievements, values its sovereignty, and cultivates relationships around the world in the pursuit of its geostrategic and economic interests. The UAE's courageous step of signing of the Abraham Accords in 2020 and its rapid normalization of relations with Israel has ushered in unprecedented cooperation and integration not just at the bilateral level but also among a significant number of other countries in the region.

The UAE plays a unique role in the security architecture of the Middle East. The UAE has a professional military force with expeditionary capability, and the United States and the UAE enjoy interoperability in military systems, information sharing, and law enforcement and border security programs. The U.S. - UAE economic relationship is mutually beneficial, and the U.S. culture of innovation is an inspiration for the UAE's drive to move away from excessive dependence on fossil fuels and towards creation of a knowledge-based economy. The United States maintained a \$12 billion trade surplus in 2020, and UAE Government (UAEG) officials value U.S. products, services, and expertise. Following significant tensions, the UAE is actively seeking rapprochement with multiple regional rivals, leveraging its economic and financial resources as incentives. The UAE seeks to play a leadership role in priority regional and global efforts, including through its tenure on the UN Security Council, with an emphasis on projecting soft power through diplomacy and policies of stabilization, de-escalation, and foreign assistance. The UAE welcomes and facilitates the presence of expatriate residents, who make up the bulk of the workforce, including a large U.S. citizen community. The UAE retains a strong cultural and institutional affinity for the United States that can be leveraged to advance U.S. interests. The UAE values its international reputation for cultural and religious tolerance and is

fully committed to policies that make it an attractive tourism, residency, and investment destination.

In advancing U.S. interests, as outlined in the Interim National Security Strategy Guidance, the State Department and USAID's Joint Strategic Plan, and other executive branch policies, Mission UAE will work to position the United States as the UAE's "Partner of Choice" in key sectors of mutual benefit to both countries; to deepen our partnership in addressing security challenges and preventing and resolving conflicts in the Middle East and beyond; to join with the UAE as a constructive player on the international stage in achieving global priorities; and to provide American businesses and citizens with the services necessary to succeed in the UAE. We will strengthen our operating platform by developing and implementing professional development initiatives for a more efficient, inclusive workforce; improving the Mission's physical and digital infrastructure; and upgrading Consulate General Dubai's facilities to better align with Department safety and security standards.

We will achieve our goals by drawing on the talents and expertise of our Mission's workforce, representing 20 federal agencies and uniquely diverse in its composition with 33 nationalities represented. Our intensive on-the-ground engagement with UAE officials, citizens, and residents —from senior decision makers and industry leaders to minority and historically underrepresented communities to emerging youth talents — is complemented by regular visits by senior U.S. officials from across the interagency to engage in-person with Emirati interlocutors, often participating in one of multiple bilateral or multilateral dialogue frameworks like the Strategic Dialogue working committees, the Joint Military Dialogue, and the trilateral Abraham Accord working groups that provide mid- and long-term structure and goal-setting to our cooperation. Our policy advocacy benefits from the strong working relationships our Washington colleagues enjoy with the UAE Embassy, as well as active engagement of U.S. missions with their Emirati counterparts at multilateral and regional fora.

Given the rapidly evolving nature of regional and global conditions, we will evaluate our progress in fulfilling the ICS on a quarterly basis and actively update the ICS on an annual basis to reflect our achievements as well as new opportunities and challenges.

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## 2. Mission Strategic Framework

**Mission Goal 1:** The United States is the UAE's 'Partner of Choice' on its key security, economic, commercial, and educational priorities, to the benefit of both countries.

- **Mission Objective 1.1:** The UAE partners with the United States as its first choice for defense and security requirements, including but not limited to equipment, sustainment, and training.
- **Mission Objective 1.2:** The UAE looks to U.S. industry and the U.S. market as leaders in technology and innovation, partnering with U.S. goods and service providers and investing in U.S. greenfield and brownfield projects to achieve the UAE's knowledge economy objectives.
- **Mission Objective 1.3:** The UAE increases its commitment to, investment in, and preference for U.S. educational, cultural, research, and media institutions as partners-of-choice in strengthening and diversifying cross-sector collaboration.

**Mission Goal 2:** The UAE is a reliable, effective security partner for the United States in the Middle East region and beyond.

- **Mission Objective 2.1:** The UAE maintains a credible, effective deterrent against malign actors in the region, and it seeks to partner with the United States and the international community to ensure regional stability and security in the Middle East, Africa, and beyond.
- **Mission Objective 2.2:** UAE enhances cooperation with the United States to deny criminal, terrorist, and malign actors access to the UAE and use of the UAE as a transit point to the United States.

**Mission Goal 3:** The UAE is a constructive actor on the international stage and supports U.S. global priorities, including on climate, health, and trade.

- **Mission Objective 3.1:** UAE takes a leading role in partnership with the United States to confront the global challenge of climate change, partnering and pursuing strategic investments and policies to speed decarbonization and mitigate the worst impacts of climate change.
- **Mission Objective 3.2:** The United States and UAE collaborate to promote transparent assistance and investment engagement with third countries, including to address key infrastructure gaps such as supply chains.
- **Mission Objective 3.3:** The UAE more fully commits to international standards for the protection of human rights, both in its domestic legislation and in its foreign policy.

**Mission Goal 4:** American businesses and American citizens receive from the Mission the support and services they need to be successful in the UAE.

- **Mission Objective 4.1:** The Mission advocates for and provides support to a U.S. business community that in many cases uses the UAE as a regional platform and looks for ways to overcome challenges and constraints to doing business in the UAE.
- **Mission Objective 4.2:** The UAE provides transparent policies and legal procedures that ensure fair treatment of U.S. citizens residing in and visiting the UAE.

**Management Objective 1:** Develop and implement Mission-wide initiatives and policies to focus on professional development to enhance customer service, gain efficiencies, support a diverse and inclusive workforce, and strengthen our platform to support bilateral and regional initiatives.

**Management Objective 2:** Complete needed engineering and sustainability assessment to update the Mission's physical and digital infrastructure and proceed with repairs, replacements, and improvements to increase system efficiencies and potentially reduce the Mission's energy footprint.

**Management Objective 3:** Complete needed security, safety, and digital upgrades to Consulate General Dubai's facilities to better align with Department safety standards and to ensure a safe, functioning, and efficient work environment for all Mission employees.

### 3. Mission Goals and Objectives

**Mission Goal 1** | The U.S. is the UAE's 'Partner of Choice' on its key security, economic, commercial, and educational priorities, to the benefit of both countries.

**Description** | We will seek to modernize and revitalize the 50-year partnership between our two countries while enhancing our shared prosperity and security. Partnership is both a key value of U.S. diplomacy and also an important way to amplify our power and achieve our policy priorities. Over these 50 years, we have succeeded in establishing the United States as the UAE's first choice for defense requirements. Our relationship with the UAE's military is based on defense against shared threats and is rooted in training and education that brings officers and enlisted from our two countries together, working to solve problems as a team. While the UAE is known as a major energy exporter and as a global trading hub, the country's leadership seeks to pivot to a knowledge economy foundation. By supporting this goal, we can promote rules and practices that allow for a stable and open international system. Finally, UAE institutions actively seek U.S. partnership in education and cultural fields. In supporting these connections, we further build affinity between the leaders and peoples of our two countries, ensuring continued partnership to confront the challenges of this century together.

**Objective 1.1** | The UAE partners with the United States as its first choice for defense and security requirements, including but not limited to equipment, sustainment, and training.

- **Justification** | The United States seeks to build sustainable partnerships with strong regional partners such as the UAE to address shared regional and global challenges. The United States is committed to de-escalating regional tensions while deterring threats to partners' sovereignty and territorial integrity. The U.S. seeks to invest in the success of partners through activities such as bilateral training opportunities, professional military education exchanges, and increased military interoperability through common weapons systems. The UAE is often a willing and active participant



that is eager to improve its defense capabilities and regularly seeks advanced U.S. training and equipment.

- **Linkages** | 2021 Interim National Security Strategy and Guidance (INSSG); NEA-ME Joint Regional Strategy (JRS) Goal 1
- **Risks** | If the UAE chooses another country as its principal source of defense and security-related training, systems, and services, the U.S.-UAE security partnership and overall bilateral relationship will be severely impacted. The United States will continue to communicate to the UAE the impact of its procurement decisions on bilateral cooperation and U.S. force posture.

**Objective 1.2** | The UAE looks to U.S. industry and the U.S. market as leaders in technology and innovation, partnering with U.S. goods and service providers and investing in U.S. greenfield and brownfield projects to achieve the UAE's knowledge economy objectives.

- **Justification** | Transition to a knowledge economy is a key national priority for the UAE and technology and innovation are central to this effort. The United States seeks to work with our partners to establish rules and practices that ensure an open and competitive environment where U.S. firms can deliver revolutionary technology within a stable and open international system. In recent years, the UAE has continued to deepen its collaboration with untrusted vendors. U.S. technology companies, which deliver best-in-class solutions, have seen their market leadership in the UAE challenged by lower-cost alternatives. As the UAE develops regulatory frameworks to support its knowledge economy, the USG must effectively advocate for a level playing field and a transparent environment where U.S. companies can compete effectively and remain the UAE's partners of choice.
- **Linkages** | INSSG; U.S. Department of State/U.S. Agency for International Development Joint Strategic Plan FY2022-2026 (JSP) Objectives 2.1 and 2.3; NEA-ME JRS Goal 3.1

- **Risks** | Without streamlined procedures, consistent regulations, and transparent laws to improve the business environment, U.S. companies will face increased costs for doing business in the UAE. The U.S. Government will continue to advocate for improvements in the UAE investment climate and address non-tariff barriers through existing channels, including the annual bilateral Economic Policy Dialogue, regular engagement with the UAEG, and through private sector groups such as the U.S.-UAE Business Council and the American Chambers of Commerce in Abu Dhabi and Dubai.

**Objective 1.3** | The UAE increases its commitment to, investment in, and preference for U.S. educational, cultural, research, and media institutions as partners-of-choice in strengthening and diversifying cross-sector collaboration.

- **Justification** | The UAE invests significantly in its education, culture, and media sectors as part of its concerted effort of economic diversification and to enhance its international reputation as a highly developed, open, and tolerant country ripe for private-sector investment. While not seeking foreign assistance in these sectors, the UAE actively seeks foreign partnerships and affiliations, especially with globally recognized brands that elevate UAE's international standing. Active partnerships with U.S. institutions include New York University, Guggenheim Foundation, and CNN. The UAEG welcomes USG facilitation of additional partnerships between UAE and U.S. cultural, education, and media institutions, and such efforts will ensure that U.S.-aligned values, principles and social ideals remain relevant and prominent in these rapidly evolving sectors. Support for cultural, education, and media partnerships also represents a multi-generational investment with Emirati decision-makers, both present and future, whose exposure to and experience with U.S. culture, society, and values will engender deeply rooted affinities for the United States.
- **Linkages** | INSSG; JSP Objective 1.5; NEA-ME JRS Goals 1, 2, and 4.
- **Risks** | Though less tangible than global competition for influence in defense and trade partnerships, there are significant pressures in the social and cultural sphere attempting to shape the UAE's fast-developing and well-funded education, culture, and

media institutions. The UAE has expressed preference for U.S. partnerships, but it is a crowded market with many attractive alternatives.

**Mission Goal 2** | The UAE is a reliable, effective security partner for the United States in the Middle East region and beyond.

**Description** | Continuation of the UAE's role as a reliable and effective security regional and global partner for the United States will help deter and prevent adversaries from threatening the United States and our partners or inhibiting our access to the global commons. The UAE can help promote our national security priorities in the Middle East, including integration of Israel with its neighbors, deterrence of Iranian aggression, disruption of terrorist networks, and mitigation of humanitarian crises. Beyond the region, the UAE is our partner in addressing regional and internal conflicts in Africa and South Asia and in continuing our efforts to combat violent extremism around the globe. Protecting our national security also entails working with the UAE to meet the challenges posed by criminal networks, non-state actors, and other malign groups.

**Objective 2.1** | The UAE maintains credible and effective deterrent capability against malign actors in the region and continues to partner with the United States and the international community to ensure regional stability and security in the Middle East, Africa, and beyond.

- **Justification** | The UAE continues to be a major player in the Gulf Cooperation Council (GCC) and the Arab League, while expanding its influence into the broader Middle East region, Central Asia, North Africa, the Horn of Africa, and beyond. The UAE is taking a leading role in confronting the myriad economic and political challenges facing the Middle East and North Africa. The UAE took an early lead among U.S. partners in the fight against the Islamic State of Iraq and Syria (ISIS) and has supported numerous U.S.-led coalition operations. Considering continued U.S. budget and resources constraints, having a partner who can deploy its economic, political, and military influence responsibly and in a way that complements our own policy is in the

U.S. interest. Efforts to improve interoperability amongst GCC countries, primarily in ballistic missile defense, will also be crucial so that regional partners bear an increased share of the burden.

- **Linkages** | INSSG; JSP Objective 1.4; NEA-ME JRS Goals 1 and 2.
- **Risks** | If the UAE is unable to defend itself or steps back from its role in providing security and conflict resolution efforts, the region will face increased instability and conflict, endangering the stability of energy markets and the free flow of commerce through global chokepoints. Sustained engagement via bilateral, regional, and multilateral channels will serve to develop and take action on shared priorities in addressing mutual and emerging concerns.

**Objective 2.2** | Enhanced cooperation with the United States to deny criminal, terrorist, and malign actors' access to the UAE and use of the UAE as a transit point to the United States.

- **Justification** | The UAE's geostrategic location, combined with its status as a major regional shipping and financial hub, make it a key partner in preventing illicit and terrorist financing, countering the proliferation of dual-use and other sensitive goods, interdicting illegal drug and cultural antiquity shipments, and countering and preventing trafficking in persons. The UAE is actively taking steps to update and enhance its anti-money laundering and countering the financing of terrorism (AML/CFT) regime to meet international standards endorsed by the Financial Action Task Force (FATF).
- **Linkages** | INSSG; JSP Objectives 1.4, 5.2; NEA-ME JRS Goal 1.
- **Risks** | The United States and the region become more vulnerable to increased criminal and terrorist threats. Sustained USG interagency efforts with UAE counterparts can advance U.S. priorities and mitigate risk.

**Mission Goal 3** | The UAE is a constructive actor on the international stage and supports U.S. global priorities, including on climate, health, and trade.

**Description** | The UAE enjoys a growing global profile, bringing its economic, political, and development power to bear around the world. The UAE is a diplomatic partner in its commitment to combatting climate change; contributing assistance in crisis zones; and drawing on its significant wealth to invest in the long-term economic growth and resiliency of emerging economies, many of which are shared U.S. priorities. The UAE shares U.S. values in advocating for the empowerment of women, religious tolerance and coexistence, and the rights of the disabled. The UAE has undertaken important steps in response to addressing human rights concerns identified in UN Universal Periodic Reviews, with more to be done to address concerns about civil liberties at home and its degree of support for human rights in multilateral fora.

**Objective 3.1** | The UAE takes a leading role in partnership with the United States to confront the global challenge of climate change, partnering and pursuing strategic investments and policies to speed decarbonization and mitigate the worst impacts of climate change.

- **Justification** | The UAE has made notable emissions reductions commitments and actively promotes climate change mitigation efforts, making UAE a valuable partner in pursuit of global carbon emissions reduction targets. The UAE has a clear track record of executing commercial renewable energy projects both within the UAE and in third countries, including through Abu Dhabi-controlled renewable energy investment firm Masdar. The United States should leverage UAE expertise to promote, finance, and execute renewable energy projects and other decarbonization projects in third countries, with U.S. support where appropriate. The UAE was an early signatory to the Paris Climate Accord and has joined several U.S.-founded initiatives focused on reducing global emissions, including signing the Global Methane Pledge. The UAE also co-founded the Agricultural Innovation Mission for Climate (AIM4C) in partnership with the United States.

- **Linkages** | INSSG; JSP Objective 1.2, 2.4; the U.S. Global Change Research Program's Fourth National Climate Assessment; NEA-ME JRS Goal 5; E.O. 13985 on Racial Equity and Support for Underserved Communities
- **Risks** | Failure to take decisive action to mitigate climate change will result in substantial damages to the global economy, environment, and human health over the coming decades. The UAE is particularly vulnerable to the potential impacts of climate change given its geography and desert climate. Continued engagement to promote mitigation and adaptation efforts are necessary to avoid the worst impacts of climate change.

**Objective 3.2** | The United States and UAE collaborate to promote transparent assistance and investment engagement with third countries, including to address key infrastructure gaps such as supply chains.

- **Justification** | UAEG-affiliated entities, including both investment funds and government-affiliated firms, are expected to deploy significant investments in emerging markets with stability concerns and significant infrastructure constraints. Such investments could promote U.S. goals of market competition, increase market integration, increase prosperity in destination countries, and reinforce global supply chains to the benefit of U.S. business interests. UAE economic and development efforts can strengthen inclusive economic growth and resilience in the Middle East, sub-Saharan Africa, and Asia. UAE government-owned companies include some of the world's largest logistics and global supply chain management firms and have ambitious expansion plans, including in emerging economies. The UAE is also one of the largest providers of official development assistance, providing 1.7 billion USD in 2020 according to preliminary OECD data for that year. The United States and UAE have partnered successfully on development and humanitarian interventions in specific countries.
- **Linkages** | INSSG; JSP Objectives 1.1, 1.3, 2.3, 2.4; Stabilization Assistance Review; E.O. 13985 on Racial Equity and Support for Underserved Communities; NEA-ME JRS Objective 3.3

- **Risks** | The United States and UAE miss opportunities for collaboration, resulting in duplicative or even divergent assistance efforts that cost valuable time and resources. Regularized, whole-of-government engagement can help mitigate these risks and improve coordination.

**Objective 3.3** | The UAE embraces international standards for the protection of human rights, both in its domestic legislation and in its foreign policy. The UAE collaborates with the United States to promote religious freedom and tolerance in the region and continue progress on women's empowerment.

- **Justification** | The UAEG consistently promotes its diverse population, including the government's focus on religious tolerance and women's empowerment, as key factors in attracting an expatriate workforce invested in contributing to the country's economic and cultural development. The UAE is an example for other countries in the region for developing a multicultural society where people of all faiths are able to worship. The UAE can offer guidance for third countries to build more inclusive societies, which aligns with U.S. interests in promoting human rights and religious freedom. At the same time, international observers condemn the curtailing of civil liberties and freedom of expression, detention and prison conditions, forced labor and insufficient labor protections, and legal and societal pressure on minority groups.
- **Linkages** | INSSG; JSP Goal 3; NEA-ME JRS Goals 1&4; Executive Order (E.O.) 13985 on Racial Equity and Support for Underserved Communities
- **Risks** | Reports of human rights abuses impact the UAE's reputation as an investment, tourist, and industrial hub. Progress made on women's rights, religious tolerance, and rights of the disabled could stagnate if advances are not fully enacted or implemented. Sustained bilateral engagement, including with newly established stakeholder institutions, serves to identify areas for cooperation and dialogue on potentially sensitive issues.

**Mission Goal 4** | American businesses and American citizens receive from the Mission the support and services they need to be successful in the UAE.

**Description** | The U.S.-UAE trade relationship is an unqualified success story, with over \$23 billion in total bilateral trade in 2021 and an \$11 billion trade surplus. Supporting U.S. trade with UAE is key both to further strengthening our partnership and to promoting opportunities for U.S. business and prosperity for the American people. Mission UAE will work to ensure UAE residents, including U.S. citizens, have timely access to services provided by the United States Government within the UAE, including consular assistance for U.S. citizens and visa applicants, to support trade and cultural exchange. Mission UAE will ensure public reporting regarding business in and trade with UAE promotes effective connections and supports strong dialogue between UAE business leaders and their U.S. private sector counterparts, supporting timely decision making within the private sector.

Approximately 49,000 U.S. citizens live and work in the UAE, providing essential services to UAE government entities and private sector. This community is the heart of the U.S.-UAE economic relationship and a remarkable resource to support and promote cultural exchange. Delivering services to the U.S. citizen community within the UAE is a core Mission UAE responsibility. Mission UAE will also support access to accurate, timely information regarding health and safety for citizens visiting or residing in UAE.

**Objective 4.1** | The Mission advocates for and provides support to the U.S. business community in the UAE and identifies tools and solutions to overcome challenges and constraints to doing business in the UAE.

- **Justification** | Trade is a proven means to support economic growth and prosperity and strengthens partnership between our two countries. U.S. small- and medium-sized enterprises drive innovation and growth, but given their size, commonly focus on domestic sales, foregoing notable opportunities abroad. By providing effective support to U.S. business, Mission UAE can deliver connections with market-leading U.S.



technology, infrastructure, and health firms in support of UAE economic diversification efforts.

- **Linkages** | INSSG; JSP Objective 5.1; National Export Strategy
- **Risks** | While the United States and UAE have long enjoyed close economic ties, supply chain challenges present a notable challenge to the current trade-intensive system. While U.S. businesses will no doubt continue to seek opportunities abroad, pandemic distortions and other supply shocks may challenge trade intensive manufacturing in the near term. Continued headwinds could reduce bilateral investment could slow the growth of commercial and investment linkages between the United States and UAE. This could in turn undermine UAE objectives to further diversify its economy. Mitigation efforts will include proactive engagement across relevant government entities to resolve trade and regulatory constraints.

**Objective 4.2** | The UAE provides transparent policies and legal procedures that ensure fair treatment of U.S. citizens residing in and visiting the UAE.

- **Justification** | UAE residents and visitors at times can be unaware of legal differences between UAE and other major economic hubs which can notably impact daily life. The U.S. Mission in UAE plays a key role in ensuring citizens have a clear understanding of their legal status in UAE and accessing USG services.
- **Linkages** | INSSG
- **Risks** | Delays in communication can result in unsatisfactory support to citizens. Pandemic and security constraints could delay access to essential services. The Mission will adjust schedules and priorities to meet post-pandemic realities.

## 4. Management Objectives

**Management Objective 1** | Develop and implement Mission-wide initiatives and policies to focus on professional development to enhance customer service, gain efficiencies, support a diverse and inclusive workforce, and strengthen our platform to support bilateral and regional initiatives.

- **Justification** | The Mission's ability to strengthen the U.S.-UAE strategic partnership, assist American citizens, and promote vital commercial relationships, depends on reliable management platforms efficiently supporting the entire interagency. While some growth is expected, Post must remain cognizant of the significant demands placed on the management platform, along with the severe lack of sufficient space to accommodate further Mission growth. Mission UAE will leverage existing skills sets, identify areas for improvement, and strategically allocate its available resources effectively and efficiently.

The continuing professional development of staff and the promotion of diverse, equitable, inclusive, and accessible workplace best practices will lead to an increasingly effective management platform. By fostering a sustainable, equitable, inclusive work environment in which diversity is leveraged to strengthen our platform to support bilateral and regional initiatives as well as management priorities, the Mission will maximize the potential of individual employees as well as the organization as a whole.

- **Linkages** | State/USAID JSP Objective 4.1; NEA-ME JRS Cross-Cutting Management Objective 1; INSSG; the Diversity, Equity, Inclusion, and Accessibility Strategic Plan; and Executive Orders 13985, 13988, 14020, and 14035.
- **Risks** | Not achieving this objective could hamper efforts to further develop the management platform into a higher-performing, resilient, and diverse foundation that effectively supports the Mission. The Mission will adjust schedules and priorities to meet fiscal and post-pandemic realities. Contingency planning is continuous and includes regular communication with appropriate stakeholders.

**Management Objective 2** | Complete needed engineering and sustainability assessment to update the Mission’s physical and digital infrastructure and proceed with repairs, replacements, and improvements to increase system efficiencies and potentially reduce the Mission’s energy footprint.

- **Justification** | Abu Dhabi needs to be proactive and adhere to a reliability-centered maintenance and replacement program for this aging “new” embassy compound. By getting an idea of the lifespan of these 18-year-old systems, and including a sustainability survey, Abu Dhabi can better work with OBO to ensure the facilities continue serving the Mission for many decades to come. The aging building systems are costly to repair and pose a vulnerable weakness. Post has been upgrading various utility systems in recent years when problems have occurred, such as a recent chiller system replacement. To comprehensively assess our building systems and understand which systems need to be replaced and on what timeline, Abu Dhabi needs to conduct an engineering study that includes a sustainability survey.

Additionally, Information Technology (IT) modernization continues to play a vital role in delivering the best possible services to our customers and Mission UAE has greatly enhanced IT services available to Mission personnel. We will engage Department entities to facilitate the completion of an Information Technology Infrastructure Remediation (ITIR) in Embassy Abu Dhabi to modernize our cabling infrastructure. We will continue partnering with the Bureau of Information Resource Management to pilot new technologies that support real-time collaboration and our customers’ ability to work anytime, anywhere.

- **Linkages** | JSP Objectives 4.2, 4.3; JRS Goal #5; Department of State Climate Adaptation and Resilience Plan (CARP)
- **Risks** | Ambiguity related to the availability of funding for capital improvements to integrated infrastructure can make strategic planning difficult. Without a comprehensive building assessment, it is possible that one or more of our aging building

systems will fail, causing environmental damage. A comprehensive assessment will be helpful in guiding post to make appropriate and expeditious decisions regarding sustainability and “greening” as needed improvements and repairs are identified and addressed.

**Management Objective 3** | Complete needed upgrades, including security and digital, to Consulate General Dubai’s facilities to better align with Department standards and community needs to ensure a safe, functioning, and efficient work environment for all Mission employees.

- **Justification** | The 2015 OIG recommendations for Consulate Dubai included a Safe Haven of Post personnel that work in and around the Special Annex Building (SPX) trade shops and storage rooms. Additionally, though Consulate Dubai has grown in personnel, office space allocations and the digital infrastructure has remained mostly unchanged since the new consulate compound (NCC) was completed a decade ago. By reviewing and revising space allocations, Consulate Dubai plans to develop a more effective work environment that prioritizes better work flow and collaboration and accommodate future growth in support of Consulate and broader Mission goals.

Due to Dubai’s prime location in the Gulf Region, accessible flight routes with quick access to the greater NEA-SCA region, and a hub of regional business interests, there have been numerous NSDD-38 requests in the previous years to increase the staffing levels of agencies currently operating from Consulate Dubai, as well as continued interest from other agencies and Departments to place personnel in Dubai. Because of the growth in the past several years, space in the Consulate has become a premium. The comprehensive review will project additional and potential growth in Dubai and the feasibility for existing agencies to expand and add necessary personnel.

- **Linkages** | JSP Objective 4.3; 12 FAH-5 H-461 guidelines
- **Risks** | The risk of not re-allocating space equitably and effectively after

recent growth could lead to lower productivity and morale between those who are in 'tight-sized' spaces and those who are perceived to be 'over-officed.' The risk of not modernizing the digital infrastructure will be less efficient work and use of resources.