



Integrated Country Strategy

ARMENIA

FOR PUBLIC RELEASE

Approved: May 4, 2022

Table of Contents

1. Chief of Mission Priorities	1
2. Mission Strategic Framework	4
3. Mission Goals and Objectives	6
4. Management Objectives	15

1. Chief of Mission Priorities

The U.S. Mission in Armenia advances American interests by helping Armenia succeed as a secure, prosperous, and democratic country, at peace with its neighbors, and more closely integrated with the Euro-Atlantic community. The peaceful transition of power in 2018 and follow-on parliamentary election in June 2021, that largely respected fundamental rights and freedoms, have powered Armenia's democratic trajectory, and provided a window of opportunity for the United States to expand efforts to enhance the rule of law, end corruption, promote inclusive economic growth, and strengthen human rights protections. Armenia's defeat during the intensive fighting in the fall of 2020 in the Nagorno-Karabakh conflict and ongoing tensions along its borders highlight the importance of the U.S. role as a Minsk Group Co-Chair and other diplomatic efforts to improve Armenia's ties with its neighbors. Armenia is actively seeking increased U.S. engagement in support of its democratic ambitions, economic growth targets, and improved regional security. The U.S. role has become more important as regional tensions increase following Russia's invasion of Ukraine.

In 2019, the Embassy developed the "Positive Agenda" approach to engage government leaders and align assistance and programs to support and sustain Armenia's reform agenda based on shared values. Embassy Yerevan uses diplomatic engagement, development and security assistance, public diplomacy, and justice sector programs to help Armenia normalize relations with its neighbors, contribute to U.S. security goals, liberalize and open its markets to U.S. trade, enhance the country's energy security, identify and counter disinformation, and strengthen rule of law and human rights institutions. As a result of Mission efforts and U.S. investment in assistance and diplomatic engagement, Armenia has strengthened its commitment to a democratic path that respects rule of law and human rights, though more progress is required. Armenia is seeking to improve and normalize relations with its neighbors; is moving ahead with significant anti-corruption and institutional reform efforts; is diversifying energy sources; and has a media and public that are growing increasingly sophisticated in resisting disinformation and malign influence.

Strengthen Democracy and Rule of Law

Approved: May 4, 2022

Following the 2018 Velvet Revolution, Armenia demonstrated commitment to and made progress consolidating democratic gains, promoting the rule of law, and fighting corruption. In support of these shared values, the United States works with Armenia to strengthen democratic systems, institutions, and processes to ensure electoral processes uphold fundamental rights and freedoms, building on the largely successful parliamentary elections in 2021. The U.S. will continue to play a key role in helping combat corruption by increasing the transparency and accountability of governing institutions and strengthening rule of law. We will expand the successful Patrol Police Service to the 10 regions of the country, strengthen newly established as well as existing anti-corruption and judicial institutions, and promote increased civic and political participation. The Armenian government has taken some steps to ameliorate social and human rights concerns, but progress has been mixed, and the rights of some minorities have been overlooked. We will continue to work with the government to better protect and strengthen the rights of the most vulnerable individuals in Armenia, while also looking internally at our own operations to ensure that all employees are treated equally and have the same opportunities. With Armenia subject to significant malign disinformation and misinformation efforts that undermine the country's independence, the United States will seek to bolster the ability of Armenians to withstand such efforts and help ensure the country is able to chart its own sovereign course.

Promote Deeper Trade, Investment, and Energy Cooperation

As a relatively small, land-locked country with large sections of its borders closed to trade and commerce, Armenia recognizes the importance of improving its economic trajectory by reducing barriers to trade and increasing broad-based economic growth by diversifying its economic and energy base and trading partners. The U.S. Embassy similarly seeks to expand economic prosperity and opportunity in Armenia through increased trade and investment, energy diversification, and market-oriented economic reforms. The U.S. will continue to work with the government to increase competitiveness, reduce trade and investment barriers, and improve the business-enabling environment in the country. Targeted sectors for U.S. trade and assistance include tourism, agriculture, and high-tech. Proper management of energy and water resources is critical to sustainable, long-term economic growth for Armenia. Improving

Approved: May 4, 2022

water resource management and access to water addresses domestic concerns while increasing regional integration and transboundary water management. Dependent on Russia for nearly two thirds of its electricity generation, Armenia is working with the U.S. to strengthen its self-reliance through supply diversification and a focus on green energy, including renewables and safe, efficient ways to continue to generate nuclear power.

Leverage Partnerships to Address Global and Regional Threats and Challenges

The intensive fighting in the fall of 2020 in the Nagorno-Karabakh conflict exacerbated regional tensions and threatened to undermine Armenia's democratic trajectory. The post-ceasefire environment remains ripe for re-escalation and has created new challenges in the region, including an expanded Russian footprint in Armenia. At the same time, it has also brought new opportunities to advance U.S. influence and push for a sustainable, long-lasting peace in the region that could also expand economic prosperity. The OSCE Minsk Group Co-Chairs process can help facilitate a peaceful long-term settlement of the Nagorno-Karabakh conflict and related issues. The United States should seek to deepen engagement among regional actors by strengthening regional cooperation, advancing reconciliation efforts, resolving lingering disputes relating to international borders, and participating in independent and western-supported economic initiatives and people-to-people programs. In addition to the long-running conflict over Nagorno-Karabakh, the U.S. will work with Armenia to mitigate the impact of transnational threats and malign actors. We will partner with Armenia in support of defense sector reform, professional military education, peacekeeping operations, and military medical capabilities. We will also seek to strengthen Armenia's capacity to effectively respond to and mitigate the effects of natural and man-made disasters and to meet its climate mitigation and adaption goals.

Embassy Yerevan will continue to utilize its "Positive Agenda" approach and the U.S.-Armenia Strategic Dialogue process to both review and set strategic objectives and enhance cooperation on the full range of bilateral and regional issues. Armenia is actively looking to the United States as a partner to advance its democratic, economic, and security objectives based on shared values and a desire to diversify its regional partnerships.

Approved: May 4, 2022

2. Mission Strategic Framework

Mission Goal 1: Strengthen Democracy and Rule of Law

- **Mission Objective 1.1:** Strengthen democratic systems, institutions, and processes to maintain positive developments since the 2018 Velvet Revolution by advocating for and reinforcing democratic values, norms, and principles. (Links to CDCS DO1: Democratic transition advanced)
- **Mission Objective 1.2:** Strengthen Armenia's ability to prevent, fight, and reduce corruption through increased transparency and accountability of governing institutions, civic oversight, societal inclusion, and strengthening of rule of law and political representation. (Links to CDCS DO1: Democratic transition advanced)
- **Mission Objective 1.3:** Bolster the ability of independent media, civil society, and the public to more effectively influence political processes and policy, resist malign influence and disinformation, and advance shared values.

Mission Goal 2: Promote Deeper Trade, Investment, and Energy Cooperation

- **Mission Objective 2.1:** Expand partnership with Armenia to support Armenia's economic resiliency and inclusive economic growth by advocating for a level economic playing field and a free-market economy. (Links to CDCS DO2: Economic security enhanced)
- **Mission Objective 2.2:** Increase Armenia's energy and water security through increased capacity to manage natural resources. (Links to CDCS DO2: Economic security enhanced)

Mission Goal 3: Leverage Partnerships to Address Global and Regional Threats and Challenges

- **Mission Objective 3.1:** Armenia continues to progress towards a peaceful and durable settlement of all outstanding issues related to or resulting from the Nagorno-Karabakh

Approved: May 4, 2022

conflict; Armenia supports regional cooperation in the South Caucasus and advances reconciliation and normalization of relations in the region.

- **Mission Objective 3.2:** Advance sustainable development goals by ensuring resilient and timely solutions to address climate change, disaster preparedness, health pandemics, and conflict-driven displacement.
- **Mission Objective 3.3:** Enhance regional security and stability by mitigating the impact of transnational threats and malign actors.

Management Objective 1: Develop a culture of maintenance to ensure facilities meet their full expected life cycle and continue to meet the needs of the changing workforce.

Management Objective 2: Create a more diverse, equitable, inclusive, and accessible Mission through training, policies, projects, and partnerships, and by incorporating diversity, equity, inclusion, and accessibility (DEIA) elements into all section and agency programming.

Management Objective 3: Adapt Embassy operations to reflect U.S. climate leadership by adopting sustainable energy technologies and other environmentally friendly best practices.

3. Mission Goals and Objectives

Mission Goal 1 | Strengthen Democracy and Rule of Law

Description | This goal advances the U.S. administration's foreign policy priorities by championing good governance and a continuation of Armenia's democratic trajectory. Recent elections in Armenia demonstrated the government's commitment to consolidating democratic gains; promoting the rule of law and fighting corruption; increasing transparency, accountability, and responsiveness; and supporting a diversified and resilient civil society. All three Mission Objectives under Mission Goal 1 align with U.S. Mission Armenia's efforts to partner with the Armenian government and the Armenian people to advance these critical commitments and bolster Armenia's resilience in the face of malign influence.

Objective 1.1 | Strengthen democratic systems, institutions, and processes to maintain positive developments since the 2018 Velvet Revolution by advocating for and reinforcing democratic values, norms, and principles. (Links to CDCS DO1: Democratic transition advanced)

- **Justification** | The United States and Armenia have developed a strong partnership based on respect for the rule of law, democratic institutions, and human rights. The United States appreciates Armenia's dedication to these shared values. International observers positively assessed Armenia's June 2021 parliamentary elections and reported that fundamental rights and freedoms were generally respected. Since these elections, the government of Armenia has remained committed to a reform agenda and advancing anti-corruption and institutional reform priorities. In parallel with these transformations, U.S. Mission Armenia recognizes the importance of strengthening civic activism and political participation as well as protecting the rights of Armenia's most vulnerable populations.
- **Linkages** | This objective is linked to EUR Joint Resource Strategy (JRS): Goal 2, Objective 1- Advocate for and reinforce democratic values, norms, and principles; EUR JRS: Goal 2, Objective 2.1- Strengthen democratic systems, institutions, and processes and counter democratic backsliding and rising authoritarianism; INL Functional Bureau Strategy

Approved: May 4, 2022

(FBS): Goal 3, Objective 3.1- Foundational elements of foreign criminal justice systems are able to address shared threats, promote human rights, and provide fair and equal justice to all citizens; DOS-USAID Joint Strategic Plan (JSP); and National Security Strategy 2021 (interim); and USAID/Armenia CDCS DO1: Democratic transition advanced.

- **Risks** | Progress on major reform efforts could stall or backslide without continued commitments from senior leadership as well as working-level counterparts. Malign regional actors are likely to continue to exercise outsized influence on Armenia, possibly limiting Armenia's ability to engage with the United States in certain areas.

Objective 1.2 | Strengthen Armenia's ability to prevent, fight, and reduce corruption through increased transparency and accountability of governing institutions, civic oversight, societal inclusion, and strengthening of rule of law and political representation. (Links to CDCS DO1: Democratic transition advanced)

- **Justification** | Armenia has made progress with respect to democratic reforms and anti-corruption efforts since the 2018 Velvet Revolution. The U.S. Mission believes that more accountable governance will result if: (1) citizens exercise oversight over the policy process; (2) policy making and reform implementation are transparent and responsive to citizenry; and (3) decision making authority is decentralized to the lowest competent level of government, when appropriate. The U.S. Mission will seek to reduce corruption by increasing transparency and accountability through facilitating access to information and mechanisms that foster citizen input and public debate. The U.S. Mission will work collaboratively with the government, civil society, and media actors to develop and reinforce a set of key competencies and democratic practices. Civil society and the media have a vital role to play in ensuring government effectiveness in reform, as advocates and watchdogs, while also promoting the government's own capacity to monitor progress towards increased transparency and accountability.
- **Linkages** | This objective is linked to EUR JRS: Goal 2, Objective 2.4- Prevent, expose, and reduce corruption through increased transparency and accountability of governing

institutions, civic oversight, and societal inclusion, and through greater adherence to the rule of law; INL FBS: Goal 2, Objective 2.1- Anticorruption regimes prevent corruption and bring corrupt actors to justice; DOS-USAID Joint Strategic Plan (JSP): Prevent, expose, and reduce corruption; CDCS DO 1: Democratic Transition Advanced, and the U.S. Strategy on Countering Corruption.

- **Risks |** Progress on reform could stall or backslide without continued Armenian government commitment and international encouragement and support. The conflict over Nagorno-Karabakh remains unresolved and flare-ups continue along the newly relevant Armenia-Azerbaijan international border, despite the November 2020 ceasefire arrangement. Armenian public opinion is heavily shaped by the Russian worldview, due to the prevalence of the Russian language and narrative in many major news and information sources. Lack of widespread English-language media resources/outlets creates an environment vulnerable to malign actors, disinformation, and propaganda.

Objective 1.3 | Bolster the ability of independent media, civil society, and the public to more effectively influence political processes and policy, resist malign influence and disinformation, and advance shared values.

- **Justification |** Armenia is in the middle of a difficult and protracted political transition, and the durability of these improvements in democratic commitment requires continued U.S. and partner engagement not just with the government, but also with non-government actors. The road ahead toward consolidation of democratic gains is fraught as local spoilers and external malign actors seek to muddy the waters and undermine citizen linkages to their government. Ensuring that nongovernment actors, institutions, and media are resilient and effective in turn strengthens Armenia's democracy. Armenians are subject to significant malign disinformation and misinformation efforts that seek to undermine the country's independence and stifle its self-determination. Bolstering the ability of Armenians to identify and withstand such efforts will help ensure the country is better able to chart its own sovereign course, in line with U.S. interests. Improving the resilience of independent media and civil society

will enhance the sovereignty, freedom, and self-determination of Armenia as well as its ability to counter malign influence and disinformation.

- **Linkages** | This objective is linked to the National Security Council's strategy for the South Caucasus; CDCS DO1 Democratic Transition advanced, IR 1.2: Citizen Engagement for democratic consolidation increased, 1.2.2: Civil society sustainability improved, 1.2.3: Media Integrity increased; EUR JRS: Goal 2, Objective 2.3- Strengthen the ability of partners and Allies to resist and counter influence operations and disinformation, particularly from Russia and the PRC; EUR JRS: Goal 4, Objective 4.3- Counter Russian, PRC, Iranian, and other state, and non-state actors' strategic, conventional, and hybrid threats and emerging disruptive technologies that threaten U.S. and European security in Europe and beyond; INL FBS: Goal 3, Objective 3.1- Foundational elements of foreign criminal justice systems are able to address shared threats, promote human rights, and provide fair and equal justice to all citizens; and the DOS-USAID JSP.
- **Risks** | Armenia's civil society and independent media institutions lack self-sustaining sources of funding. The threats to Armenia's physical security may leave it with no option but accede to the further influence of Russia—its security guarantor—in a manner that weakens its ability to withstand malign influence and undercuts its sovereignty. Lack of sustained commitment of targeted institutions and actors could slow or stall efforts to strengthen their resiliency. Malign influence may increase and undermine the legitimacy of Armenia's democratic gains and/or the country's political stability. Lack of widespread English-language media resources/outlets maintains a dependence on Russian news sources and creates an environment vulnerable to malign actors, disinformation, and propaganda.

Mission Goal 2 | Promote Deeper Trade, Investment, and Energy Cooperation

Description | Armenia can improve its economic trajectory by reducing barriers to trade and increasing broad-based economic growth. Promoting increased trade and investment as well as energy diversification and supporting market-oriented economic reforms ties directly

into the goals and objectives of the EUR Joint Regional Strategy Framework and the State-USAID Joint Strategic Plan. One of the Interim National Security Strategy priorities calls for expanding economic prosperity and opportunity, which can be achieved through increasing U.S. exports, protecting intellectual property, and promoting market-oriented reforms in other countries. In addition, the National Security Strategy notes the United States will stand with allies and partners to support diversification of energy sources, supplies, and routes, and increase the export of U.S. energy and technology.

Objective 2.1 | Expand partnership with Armenia to support Armenia's economic resiliency and inclusive economic growth by advocating for a level economic playing field and a free-market economy. (Links to CDCS DO2: Economic security enhanced)

- **Justification** | In order to improve its competitiveness as a foreign investment and trade destination, Armenia must reduce the uncertainties associated with doing business in the country. Armenia suffers from the inconsistent application of customs and tax regulations, inadequate protection of intellectual property rights, and a legacy of oligarchic influence in commercial transactions. Despite having a strong legal framework, rule of law remains a significant concern for the private sector. Armenia's participation in the Eurasian Economic Union (EAEU) may limit trade with non-EAEU members as it conforms with poorly planned or implemented EAEU standards or imposes unclear documentation requirements. Trade relations with neighboring countries are complicated by a trade embargo with Azerbaijan, a closed border with Turkey, high transport costs through Georgia, and sanctions against Iran.
- **Linkages** | This objective is linked to CDCS DO2: Economic security enhanced; DOS-USAID JSP; and INL FBS: Goal 1, Objective 1.3- International partners have greater ability to counter cybercrime.
- **Risks** | Following the 2020 hostilities, Armenia's economy has become more dependent on Russian investment. Sanctions on Russia have a direct impact on the economy in Armenia given the strong ties. Armenia is also exploring the possibility of expanded economic cooperation with China, particularly as it seeks to attract investment in

infrastructure and a range of sectors including industry, agriculture, energy, mining, and information technology. This trend – in addition to the Armenian government’s susceptibility to malign influence – has the potential to undercut its economic sovereignty and limit its ability to become a more resilient, inclusive, free-market economy. Finally, lack of banking and investment controls put the country at risk of being a conduit for illicit financial activity, including from Iran.

Objective 2.2 | Increase Armenia’s energy and water security through increased capacity to manage natural resources. (Links to CDCS DO2: Economic security enhanced)

- **Justification** | Proper management of energy and water resources is critical to sustainable, long-term economic growth for Armenia. Water is one of the country’s few natural resources, and plays an important role in agriculture, tourism, power generation, and providing cooling for the Armenian Nuclear Power Plant. After the 2020 NK hostilities, Armenia has shifted from an “upstream” country to a “midstream” country on several rivers, creating incentives for greater collaboration with its neighbors on water management. Today Armenia is dependent on Russia for nearly two thirds of its electricity generation. Diversification of energy supplies and greater domestic generation is critical to Armenia’s energy and economic independence, and its sovereignty.
- **Linkages** | This objective is linked to CDCS DO2: Economic security enhanced; and EUR JRS Goal 3 Objective 3.4 - Expand partnership with Europe to increase energy security, promote the clean energy transition, and prevent Russia and other malign actors from using energy as a weapon.
- **Risks** | Like many other countries in the region, Armenia is dependent on Russia for nuclear energy and natural gas and currently has few alternatives. Armenia’s secondary reliance on Iranian natural gas and petrochemical imports puts the country at risk of violating international and U.S. sanctions regimes. Further progress on both transitioning to a liberalized electricity market and needed water reforms will require significant political will that is able to endure short term costs for long term benefits

(e.g., potential increases to electricity prices in the short term but increased investment, reliability, and consumer benefit in the long term).

Mission Goal 3 | Leverage Partnerships to Address Global and Regional Threats and Challenges

Description | This goal advances U.S. interests in an Armenia that is more secure and at peace with its neighbors. The intensive fighting in the fall of 2020 in the Nagorno-Karabakh conflict exacerbated regional tensions and threatened to undermine Armenia's democratic trajectory. The post-ceasefire environment remains ripe for re-escalation and has created new challenges in the region. At the same time, it has also brought new opportunities to advance U.S. influence and push for a sustainable, long-lasting peace in the region that could also expand economic prosperity.

Objective 3.1 | Armenia contributes to progress towards a peaceful and durable settlement of all outstanding issues related to or resulting from the Nagorno-Karabakh conflict; Armenia supports regional cooperation in the South Caucasus and advances reconciliation and normalization of relations in the region.

- **Justification |** The conflict between Armenia and Azerbaijan over Nagorno-Karabakh remains unresolved and flare-ups along the international border and Line of Contact continue, despite the November 2020 ceasefire arrangement. While our main avenue for engagement has been the OSCE Minsk Group Co-Chairs process, further progress on humanitarian issues will likely be necessary ahead of any discussion of a peace treaty or status talks.
- **Linkages |** This objective is linked to the National Security Council Regional Strategy; EUR JRS: Goal 4, Objective 4.5- Ensure respect for sovereignty, independence, and territorial integrity by working to end Russian occupations, deter future aggressive acts, and seek peaceful resolution of Russia-backed territorial conflicts; and the DOS-USAID JSP.

- **Risks** | A lack of trust and confidence may undercut efforts to resolve the Nagorno-Karabakh conflict and to advance reconciliation and normalization efforts. Other influential regional players may see it as in their interests to maintain the unstable status quo. Other regional or global conflicts may distract from efforts to resolve the Nagorno-Karabakh conflict.

Objective 3.2 | Advance sustainable development goals by ensuring resilient and timely solutions to address climate change, disaster preparedness, health pandemics, and conflict-driven displacement.

- **Justification** | A stable and prosperous Armenia is in the interest of the U.S. government. Armenia is prone to a range of natural disasters, including earthquakes, forest fires, and landslides. In 2020, Armenia was hit hard by the economic impacts of COVID-19. Armed incidents continue along the newly relevant Azerbaijan-Armenia border. The U.S. Mission will seek to strengthen Armenia's capabilities to advance sustainable development goals through climate change solutions, peacebuilding, and disaster preparedness, prevention and response including to global pandemics, such as COVID-19.
- **Linkages** | This objective is linked to EUR JRS: Goal 4, Objective 4.2- Lead global health. Security improvements to end the COVID-19 pandemic and quickly mitigate future pandemics; DOS-USAID JSP; and USAID CDCS crossing cutting theme: Improving Disaster Prevention, Preparedness, and Response.
- **Risks** | Armenia's post-COVID-19 and post-hostilities political and economic environment could distract from reforms on issues like climate change, disaster preparedness, health pandemics, and conflict driven displacement. A renewal of large-scale hostilities over Nagorno-Karabakh could exacerbate this concern. Armenian public opinion, particularly around health pandemics, Nagorno-Karabakh, and climate change, is susceptible to the misinformation and disinformation.

Objective 3.3 | Enhance regional security and stability by mitigating the impact of transnational threats and malign actors.

Approved: May 4, 2022

- **Justification** | Armenia's security environment demands that its security institutions are capable and professional. Its national security requirements present opportunities for the United States to engage and build capacity across multiple ministries and government agencies. Through bilateral and multilateral capacity building across the security sector, the United States can partner with Armenia to reduce vulnerabilities, improve governance, and strengthen regional stability.
- **Linkages** | This objective is linked to the EUR JRS: Goal 4, Objective 4.3- Counter Russian, PRC, Iranian, and other state, and non-state actors' strategic, conventional, and hybrid threats and emerging disruptive technologies that threaten U.S. and European security in Europe and beyond; INL FBS: Goal 3, Objective 3.2- Foreign partner civilian security institutions have the institutional capacity to manage borders and protect sovereign territory; and the National Security Strategy 2021 (interim). The National Security Strategy 2021 (interim) urges a network of broad and deep network of partnerships. The strategic values of these activities are also emphasized by the objectives and lines of effort mentioned in the European Command (EUCOM) Country Plan for Armenia.
- **Risks** | Armenia's CSTO membership and a relative Russian monopoly on assisting security institutions presents challenges for our security sector engagement. Armenia's shared border with Iran is a focal point for illicit Iranian activity, requiring stronger customs controls as well as closer integration with responsible regional partners; nevertheless, Russian control over crossing points and security along Armenia's southern border limits potential cooperation. In addition, lack of banking and investment controls put the country at risk of being a conduit for illicit Iranian and Russian financial activity.

4. Management Objectives

Management Objective 1 | Develop a culture of maintenance to ensure facilities meet their full expected life cycle and continue to meet the needs of the changing workforce.

- **Justification** | The Chancery and Annex have been occupied since 2005 and are starting to show signs of degradation. In order to ensure the facilities meet their expected life cycle and beyond, we are initiating a plan to renovate and repair wear and tear and other forms of damage.
- **Linkages** | This objective is linked to A Bureau Functional Bureau (FBS): Strategic Goal 2.
- **Risks** | The main risk is that the facilities will not meet their expected life cycle. There are security related exposures if the IT cabling and hardware does not meet the most recent standards.

Management Objective 2 | Create a more diverse, equitable, inclusive, and accessible Mission through training, policies, projects, and partnerships, and by incorporating diversity, equity, inclusion, and accessibility (DEIA) elements into all section and agency programming.

- **Justification** | To ensure the equal treatment of all Mission employees and to provide employment opportunities to all groups of people within Armenia, we will develop greater awareness among our staff and in our HR procedures of DEI&A. Embassy Yerevan will strive to foster an environment where all employees feel valued, included, supported, and empowered to do their best work and contribute to the success of the Mission. Each employee's unique background, experiences, perspectives, and viewpoints will enhance the ability of the Mission to accomplish its key goals and objectives in Armenia.

- **Linkages** | This objective is linked to Executive Order (E.O.) 13985 on Racial Equity and Support for Underserved Communities; Secretary's Policy Statement on Diversity and Inclusion; 21 STATE 109880; 22 STATE 3042; EUR JRS: Goal 5- Recruit, develop, and retain EUR talent that represents the diversity of the United States and has the set of skills necessary to advance the Bureau's goals and Objective 5.1- Develop and implement a Bureau strategy for advancing diversity and inclusion that includes a comprehensive recruitment and assignment process ; A Bureau FBS Strategic Goal 2; DOS-USAID JSP; and Americans with Disabilities Act.
- **Risks** | Employees and potential employees could experience discrimination in Embassy employment, often unintentionally, if our staff and supervisors are not made aware of various aspects of DEI&A and EEO principles.

Management Objective 3 | Adapt Embassy operations to reflect U.S. climate leadership by adopting sustainable energy technologies and other environmentally friendly best practices.

- **Justification** | Climate change poses a significant threat to the Department of State's mission of advancing the interests, health, safety, and economic prosperity of the American people. U.S. Embassy Yerevan will reduce its environmental impact and lead by example by integrating sustainable technologies into its operations.
- **Linkages** | This objective is linked to Executive Order 13653; EUR JRS: Goal 4, Objective 4.1- Secure ambitious climate mitigation and adaptation outcomes in support of international climate agreements, including the Paris Agreement, and transatlantic priorities; DOS-USAID JSP; and A Bureau FBS: Strategic Goal 2.
- **Risks** | Failure to achieve this Mission Objective damages U.S. leadership on climate change. The mission encounters barriers to adopting sustainable technology, such as underdeveloped infrastructure and landlord resistance to certain sustainable technologies. The mission mitigates these risks by exploring a wide variety of environmentally friendly practices and capitalizing on those that are feasible.