



Integrated Country Strategy

QATAR

FOR PUBLIC RELEASE

Approved: July 27, 2022

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1. Chief of Mission Priorities

The United States and Qatar benefit from historically close ties invigorated by 50 years of close cooperation on key political, commercial, and security objectives. A catalyst for change, the 2017 Gulf rift encouraged a more independent and resilient Qatar to strengthen ties with partners outside the region, with an emphasis on the United States. On the heels of a successful fourth iteration of the U.S.-Qatar Strategic Dialogue, Mission Doha will continue to work closely with Qatar on our shared strategic priorities to promote security and prosperity in the Gulf and broader Middle East region, ensure a robust commercial relationship, and uphold effective institutions and good governance.

Close ties with Qatar are indispensable for maintaining security in the Gulf region. As such, President Biden designated Qatar as a Major Non-NATO Ally in January 2022 in recognition of Qatar's decades of invaluable contribution to U.S.-led efforts in the U.S. Central Command area of responsibility. By hosting the largest U.S. Air Force Base outside of the United States, Al-Udeid Air Base (AUAB), the United States Central Command (CENTCOM) Forward Headquarters, the 379th Air Expeditionary Wing at AUAB, and a prepositioning facility maintained by a U.S. Army garrison at Camp As-Saliyah, Qatar has a pivotal role for staging military operations in regional conflict zones. Mission Doha will work to broaden the U.S.-Qatar military partnership.

When the United States completed the drawdown of U.S. forces from Afghanistan, Qatar did not hesitate to provide support. The U.S.-Qatar partnership was critical to ensure the safe transit from Afghanistan of over 60,000 U.S. citizens, lawful permanent residents, and Afghan partners. In addition to generously providing temporary housing, food, medical care, and flights to at-risk Afghans, Qatar also agreed to become the U.S. protective power in Afghanistan and established a U.S. "interests section" within its own embassy in Kabul. Mission Doha will safeguard the close relationship with Qatar, recognizing Qatar's contribution to regional security.

In 2022, Mission Doha is focused on managing two critical Mission priorities, the 2022 FIFA World Cup and the integration of the Afghanistan Affairs Unit (AAU). The 2022 FIFA World Cup will occur from November 21-December 18, 2022, and is a major global sporting event,

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expected to attract over 2 million spectators to Qatar. Personnel across the Embassy are partnering with Qatar on security interests as they pertain to the event. Mission Doha is also coordinating with U.S. agencies in Washington, DC to provide technical assistance and training, share best practices, collaborate on security planning, and harmonize resource support, particularly for the U.S. citizens visiting Qatar for the event. We will prioritize the safety and well-being of American visitors to the World Cup.

U.S. Embassy Doha has supported and integrated the AAU, which serves as the primary U.S. diplomatic point of engagement with the Taliban and the Afghan people, following the evacuation of U.S. Embassy Kabul. Given this mandate, the AAU coordinates closely with the Special Representative for Afghanistan, the Office of the Coordinator for Afghan Relocation Efforts, and U.S. agencies including the U.S. Department of Homeland Security. The AAU, in close cooperation with the interagency, manages engagement with the Taliban, facilitates humanitarian assistance, and coordinates safe passage for U.S. citizens, select Afghans, and foreign nationals who want to depart Afghanistan. There are significant resource implications for standing up the AAU and developing its physical infrastructure, meeting its technical and operational requirements, and providing staff support and general services to run the AAU. U.S. Embassy Doha's efforts, particularly on these two initiatives, have led to greater interagency coordination and engagement to meet these goals.

Qatar has over \$26 billion in active government-to-government cases under the Foreign Military Sales (FMS) system making Qatar the United States' third largest FMS partner in the world. Recent and significant FMS sales focused on integrated air and missile defense and include the PATRIOT long-range air missile system, the National Advanced Surface to Air Missile System, and the AN/FPS-132 Early Warning Radar; F-15QA fighter aircraft - the most advanced F-15 in production; and AH-64E Apache attack helicopters. Each of these programs includes facility construction and extended munitions, logistics, and training support. Mission Doha will increase Qatar's capacity for self-defense by achieving full operational capability on newly procured systems and increasing interoperability with the United States.

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The United States and Qatar enjoy a robust commercial relationship. The signing of a \$20 billion deal between Boeing and Qatar Airways Group, one of the largest in Boeing's history, epitomized the potential for U.S. businesses to engage with the Qatari commercial sector. Since 2015, Qatar has committed to invest more than \$45 billion in the United States and has allocated over 70 percent of Qatar Investment Authority's annual deployment fund to U.S. investments, mainly in real estate, infrastructure, and asset heavy retail. QIA, with \$300 billion in assets, is now seeking investments in technology and healthcare sectors across the United States. Even with the sharp decrease in U.S. exports to Qatar during the Covid-19 pandemic, which has yet to rebound, U.S. companies continue to play an important role in the market, particularly in the energy, defense, technology, and engineering sectors, among others. Mission Doha will advocate for increased and diversified trade and investment ties between the U.S. and Qatar.

U.S. companies have billions of dollars invested in the Qatari economy, showcased by the U.S. energy sector's partnership with Qatar's national oil and gas company, Qatar Energy (QE) to develop the world's largest natural gas field and large-scale petrochemical manufacturing facilities in their North Field Expansion. Qatar's newly passed foreign investment law will allow foreign firms to have up to 100 percent ownership in most economic sectors and the Public-Private Partnership (PPP) Law has promoted economic diversification generating greater opportunities for U.S. companies in the education, environmental technologies, and healthcare sectors. U.S. companies have been active in Qatar, providing technical expertise, project management, equipment, and construction services to Qatar's major projects, such as the North Field LNG expansion project, the buildout for Qatar's role as host of FIFA World Cup 2022, Formula One races, and Qatar's National Vision 2030. Mission Doha will support initiatives that reinforce U.S. policy goals, such as combatting climate change and the Partnership for Global Infrastructure and Investment, through increased U.S.-Qatar strategic investments.

The United States encourage Qatar's strides in developing effective institutions and enhancing good governance. With various cultural and academic events, the Qatar-USA 2021 Year of Culture amplified shared ideals of tolerance and diversity strengthened the people-to-people

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ties between the United States and Qatar. In a historic development in October 2021, 64 percent of eligible voters cast ballots for Qatar's first-ever elected Shura Council. Although limited in authority, the Council represents a new and significant phase in Qatar's political development. In the future, this body will discuss and approve general state policies and budgets, and draft law proposals, with increased influence. In recognition of Qatar's regional leadership in labor rights, the Department of State awarded Qatar's Undersecretary of Labor with the 2021 Trafficking in Persons (TIP) Hero Award. Mission Doha will continue to urge Qatar to prosecute violators of labor law and encourage sustained progress by promoting steadfast vigilance, enforcement, and monitoring of the new regulations.

The United States consistently turns to Qatar, an experienced diplomatic mediator, to help protect national security interests globally. Qatar's ongoing efforts to promote de-escalation and humanitarian objectives in Afghanistan, Israel and the Palestinian territories, and in conducting the fight against the Islamic State enhance U.S. efforts to promote regional stability. Qatar has fostered a close defense and security alliance with the United States while also maintaining ties to a wide range of non-state actors which can prove beneficial for mediating longstanding conflicts. Owing to Qatar's long history of mediating regional conflicts and the generosity of Qatari humanitarian and developmental organizations, the United States can coordinate with Qatari stakeholders to support humanitarian relief and sustainable development in third countries. Mission Doha will coordinate with Qatar to align efforts to stop international crime, mitigate illicit financing, and counter terrorism.

2. Mission Strategic Framework

Mission Goal 1: Regional and global security are enhanced by broadening the U.S.-Qatar military partnership and supporting Qatar's contribution to regional security.

- **Mission Objective 1.1:** Qatar increases its capacity for self-defense by achieving full operational capability on newly procured systems and increasing interoperability with the United States.
- **Mission Objective 1.2:** Qatar improves human capital to achieve a high level of proficiency and self-sustainment that enables better military integration and cooperation with the United States.
- **Mission Objective 1.3:** Qatar facilitates and fosters strengthened regional partnerships and further integrates into relationships with U.S. regional security partners.

Mission Goal 2: The United States and Qatar enjoy a strategic economic and robust commercial relationship.

- **Mission Objective 2.1:** Increased and diversified trade and investment ties between the U.S. and Qatar.
- **Mission Objective 2.2:** Support initiatives that reinforce our policy goals, such as combatting climate change and the Building Back Better World initiative, through increased U.S.-Qatar strategic investments.

Mission Goal 3: Effective institutions and good governance in Qatar are enhanced through sustained and increased bilateral cooperation focused on participation and institutional development.

- **Mission Objective 3.1:** Qatari institutions enhance effectiveness and build their capacity to respond to those underrepresented and underserved in Qatar.

- **Mission Objective 3.2:** Qatar strengthens a landscape that allows for openness, tolerance, and expression.

Mission Goal 4: The U.S. and Qatar work together in promoting regional stability and protecting national security interests.

- **Mission Objective 4.1:** Enhance cooperation with Qatar to stop international crime, mitigate illicit financing, and counter terrorism.
- **Mission Objective 4.2:** Collaborate and cooperate on mutual consular interests.
- **Mission Objective 4.3:** Collaborate with Qatari stakeholders to promote good governance, supporting humanitarian relief, de-escalation of conflict, and sustainable development in third countries.

Management Goal 1: Optimize the management platform to effectively support mission objectives while meeting the expanding customer base requirements and maintaining high standards of service.

- **Management Objective 1.1:** Strategically plan staffing and physical space requirements for future post needs, including the integration of the Afghanistan Affairs Unit, to optimize talent recruitment under demanding conditions while supporting the Department's efforts to embrace and enhance Diversity, Equity, Inclusion and Accommodation.
- **Management Objective 1.2:** Leverage regional resources to streamline management operations, overcome inherent limitations in post facilities, and to identify logistical supply chain efficiencies.
- **Management Objective 1.3:** Leverage the growing, robust demand for management services to solicit greater feedback and create innovative solutions to meet customer needs.

3. Mission Goals and Objectives

Mission Goal 1 | Regional and global security are enhanced by broadening the U.S.-Qatar military partnership and supporting Qatar's contribution to regional security.

Description | Qatar is a vital U.S. strategic partner and host to CENTCOM's forward headquarters for U.S. Air Forces Central Command at Al Udeid Air Base (AUAB). The depth of the partnership is reflected in the U.S.-Qatari 2040 AUAB Strategic Master Plan, jointly coordinated and mostly funded by Qatar. This \$6-8 billion modernization program will transform AUAB into a state-of-the-art air base to accommodate both militaries and provide additional strategic platforms for U.S. power projection throughout the region. Qatar is a key-partner in regional coalition operations and played an invaluable role as the primary transit point for nearly 60,000 evacuees from Afghanistan in 2021. The Government of Qatar has shown keen interest and a desire to expand the military-to-military relationship with the United States to address regional security challenges, improve their ability to deter aggression, and defend national sovereignty and interests. Deepening this partnership will extend U.S. capabilities to shape the security environment in this high-threat region and will empower an ally to increase its ability to support shared security goals.

Objective 1.1 | Qatar increases its capacity for self-defense by achieving full operational capability on newly procured systems and increasing interoperability with the United States.

- **Justification** | Qatar is the second largest purchaser of Foreign Military Sales (FMS) in the world and therefore a major customer for the U.S. security and defense industry. Qatar is an eager purchaser of highly sophisticated weapons systems which require complex infrastructures to become fully operational. In recent years, FMS cases have focused on platforms that comprise an integrated air and missile defense system - to include F-15 Eagle fighter aircraft, AH-64 Apache helicopters, National Advanced Surface-to-Air Missile System, and Patriot surface-to-air weapons systems. It is in U.S.

strategic interests that the Qatari military has the mechanisms, processes, and structures in place to support all systems procured from the United States, and that the Qatari military can integrate these systems within a doctrinal framework which facilitates efficient and effective command and control and interoperability throughout the national security apparatus. A more advanced, better equipped, and cohesive military will help both Qatar and the United States to protect strategic assets and achieve joint security objectives in the region.

- **Linkages** | 2022 National Defense Strategy, the Department of State's Middle East and North Africa Joint Regional Strategy 2022-2026, CENTCOM Theater Campaign Plan and Country Security Cooperation Plan, the bilateral U.S.-Qatari Defense Cooperation Agreement.
- **Risks** | The security of U.S. strategic assets such as CENTCOM's forward headquarters at Al-Udeid Air Base and protection of critical LNG infrastructure depends in large-part on Qatar's ability to provide a fully functioning, interoperable integrated air missile defense (IAMD) system complimentary to U.S. defense structures, operations, and doctrine. U.S. national security objectives increasingly rely on partner capability, as such it is imperative that that Qatar develop self-sufficiency with its newly procured U.S. equipment – especially related to IAMD and ISR – or else the bilateral relationship will suffer and open the possibility of Qatar's purchase of systems from great power competitors. Improving and streamlining the FMS process would facilitate this growth and would be advantageous to both Qatar and the United States.

Objective 1.2 | Qatar improves human capital to achieve a high level of proficiency and self-sustainment that enables better military integration and cooperation with the United States.

- **Justification** | Just as critical infrastructure is necessary for a fully capable and functioning Qatari military, human capital and training are the keys to unlocking its full potential. Qatar's advanced weapons systems require robust proficiency training to maximize the effects and potential of these systems, training that can only be provided by the United States. A more lethal force must leverage all national assets – particularly

personnel who are stakeholders in Qatar's defense – to ensure the most talented and skilled servicemembers and leaders are well-placed to contribute to national security. Qatar's modern, agile force must be comprised of well-trained, well-educated, diverse servicemembers who strive for advancement within a merit-based system that rewards competence and hard work. English proficiency within certain fields should be prioritized to facilitate ease-of-training and interoperability with both U.S. training and systems, while greater education opportunities can serve as a vehicle for further professionalizing the force if they are pursued vigorously and completely.

- **Linkages** | 2022 National Defense Strategy, the Department of State's Middle East and North Africa Joint Regional Strategy 2022-2026, CENTCOM Command Priorities, the bilateral U.S.-Qatari Defense Cooperation Agreement, and the CENTCOM Country Security Cooperation Plan.
- **Risks** | There is a direct correlation between U.S. force posture in the region and Qatar's professionalization and modernization of its own security forces. Due to the stove piped nature of Qatar General Headquarters (GHQ) decision making, the Qatar Armed Forces have forfeited 50+ training opportunities in U.S. Department of Defense schoolhouses. This links directly to the tough decisions required to develop their force. A failure to develop the capabilities of the Qatari military would result in the need for additional U.S. assets and personnel to continue providing technical and material support, preventing such assets from being strategically placed elsewhere to combat evolving threats. It is in U.S. National Security interests that Qatar train and develop a force capable of protecting itself and U.S. strategic assets in the region, decreasing the security burden on the United States. This risk can be mitigated through closer collaboration on the selection of training opportunities and through encouragement of English-language development within the Qatari Armed Forces.

Objective 1.3 | Qatar facilitates and fosters strengthened regional partnerships and further integrates into relationships with U.S. regional security partners.

- **Justification** | Increased military cooperation between the United States and Qatar will help deter great power competitors from making further inroads in the region while improving relationships between Qatar and GCC neighbors, both of which are key components to prosperity and security in the Gulf. Continued U.S. engagement with Qatar and regional partners to develop integrated approaches to political and security challenges is critical, and although friction among GCC neighbors has been reduced, there are still risks that future disagreement could hinder cooperative efforts to counter violent extremism or foreign aggression. It is essential that both Qatar and its neighbors work jointly together to achieve regional objectives and increase military-to-military cooperation and dialogue amongst the armed forces of the GCC. More broadly, Qatar is encouraged to work with all U.S. coalition and partner nations to the fullest extent possible to strengthen the security umbrella in the Gulf against hostile actors and great power competitors seeking to exploit division in the GCC for their own gain and to the detriment of the region.
- **Linkages** | 2022 National Defense Strategy, the Department of State's Middle East and North Africa Joint Regional Strategy 2022-2026, CENTCOM Command Priorities, the bilateral U.S.-Qatari Defense Cooperation Agreement.
- **Risks** | The U.S. is currently the partner of choice for Qatar in terms of weapons systems and defense cooperation. A failure to maintain this momentum and continue to integrate Qatar into the regional security umbrella could result in inroads from great power competitors. Additionally, Qatar's relationships with neighboring countries continue to be shaped by the legacy of the 2017-2021 Gulf rift when Qatar was isolated by neighboring U.S. allies. It is in U.S. national interest to support, foster, and develop linkages between Qatar and its neighbors to strengthen regional security, otherwise future economic and/or military conflicts between U.S. allies could arise, obviating U.S. regional security plans in the region. This risk can be mitigated through the insistence

that the Qatari Armed forces be fully integrated into regional security plans, exercises, and planning, and that Qatar likewise works with all U.S. regional allies.

Mission Goal 2 | The United States and Qatar enjoy a strategic economic and robust commercial relationship.

Description | U.S.-Qatar trade, investment, and commercial matters are at the heart of our bilateral relationship and a central pillar for U.S. Embassy Doha's engagement in the near term. As 2022 marks the 50th anniversary of U.S.-Qatar diplomatic relations, signifying close cooperation on political, commercial, and security objectives, U.S. Embassy Doha aims to deepen and strengthen commercial, trade, and investment ties with Qatari entities and local businesses. The depth and breadth of U.S. companies active in this dynamic market is impressive. However, untapped opportunities remain for U.S. technical expertise and exports to support Qatar's signature projects for Vision 2030 and beyond in ICT and the digital economy, clean technologies, food and agribusiness, energy, healthcare, aviation, defense, and more. While most projects in preparation for the November 2022 World Cup are sunsetting, opportunities remain for U.S. businesses in the hospitality and food sectors. Although U.S. exports to Qatar have decreased sharply during the COVID-19 pandemic, U.S. companies continue to play an important role in the market, and an even more valuable role in the economy's future expansion.

For business, commerce, and investment, the U.S. Department of Commerce is recognizing that America's diversity is a competitive advantage, but only if we give everyone (women, people of color, people who live in U.S. rural areas and on tribal lands) a shot to participate and fulfill their potential. The key element of this mission goal is building an equitable economy in the United States that supports the overseas expansion/export goals of small businesses from underserved communities to vibrant markets like Qatar. Diversity in business brings innovation, new products and services, and high growth in untapped sectors. Therefore, it is critical that U.S. Embassy Doha positions and supports more U.S. businesses of all kinds in their endeavors to identify export opportunities, access financing, and connect with potential

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international buyers and partners in Qatar. This mission goal aims to expand opportunities for more U.S. companies in a wide variety of sectors in Qatar, support and maintain the strong U.S. market presence in long-standing sectors like energy and defense, and foster the rebound of U.S. exports to pre-pandemic levels.

Objective 2.1 | Increased and diversified trade and investment ties between the U.S. and Qatar.

- **Justification |** Qatar's continued reliance on hydrocarbons as a revenue source is evident in its fiscal forecasting. Despite efforts to promote the non-hydrocarbon sectors and diversify the economy from hydrocarbons to knowledge-based sectors, the oil and gas sector has consistently contributed to at least 80 percent of the government of Qatar's total revenues since 2014, as well as 90 percent of Qatar's total exports. Qatar's multi-billion-dollar ongoing investment in infrastructure, including highways, public transportation, lodging facilities, and new stadiums for the 2022 FIFA World Cup, has generated steady growth in the non-hydrocarbon portion of GDP since 2018. However, as non-revenue generating investments, they are unlikely to significantly offset the existing reliance on hydrocarbons. Economic diversification away from hydrocarbons is a focus in Qatar's National Vision 2030, and U.S. companies are well-positioned to play a leading role in assisting Qatar as it diversifies its economy and invests in knowledge-based sectors like education, healthcare, agricultural technologies, and ICT to support their visionary goal of economic diversification. These initiatives will likely be bolstered by the law governing Public-Private Partnerships (PPPs), which the Amir signed in mid-2020. U.S. Embassy Doha is committed to working with the State of Qatar to expand U.S. exports, with particular focus on small and medium sized enterprises (SMEs) and non-traditional sectors. Through partnership with counterpart agencies in the government of Qatar, such as the Ministry of Commerce and Industry and the Ministry of Finance, the U.S. Embassy in Doha will push to widen the space for U.S. companies to operate and create more demand for U.S. products and services from more sectors while also

fostering a trade and investment ecosystem that cultivates innovation and attracts new business sectors.

- **Linkages** | The Build Back Better Plan Framework, the U.S. Department of Commerce Build Back Better for American Businesses and Workers (Global Markets FY2022/23 Strategic Plan), Interim National Security Guidance March 2021, the U.S. Department of State Middle East and North Africa Joint Regional Strategy 2022-2026, the U.S. Department of Commerce's 2022–2026 Strategic Plan, the Partnership for Global Infrastructure and Investment
- **Risks** | If U.S.-Qatar business partnerships continue to focus on the “traditional” trade sectors, there could be an overall decline or stagnation in U.S. commercial presence and thought leadership in the Qatari market, two-way trade and investment, and U.S. exports to Qatar. Additionally, commercial and research opportunities could decline thereby stunting innovation and SME growth in this market. Total U.S. exports to Qatar and the U.S. trade surplus with Qatar have declined steeply in the last two years, with U.S. exports to Qatar going from an all-time high of \$6.45 billion in 2019, to \$3.41 billion in 2020, to just \$1.56 billion in the first nine months of 2021. Even with the sharp decrease in U.S. exports to Qatar during the Covid-19 pandemic, which has yet to rebound, U.S. companies continue to play an important role in the market, particularly in the energy, defense, technology, and engineering sectors, among others. To mitigate this risk, U.S. Embassy Doha is focused on strategic investments in both markets, particularly related to clean technologies, food security, and energy independence to diversify U.S.-Qatar trade and investment.

Objective 2.2 | Support initiatives that reinforce our policy goals, such as combatting climate change and the Building Back Better World initiative, through increased U.S.-Qatar strategic investments.

- **Justification** | There has been a growing emphasis in Qatar (along with recent global commitments to net-zero emissions) to tackle climate change and address Environmental, Social and Governance (ESG) concerns. In October 2021, the Amir of

Qatar announced a Cabinet reshuffle and Ministry realignment, which created the Ministry of Environment and Climate Change, signaling the importance of sustainable economic and social growth to Qatar. Shortly after the Cabinet reshuffle, the state-owned Qatar Petroleum (QP) rebranded as Qatar Energy (QE). The name change to QE directly supports Qatar's focus on Liquefied Natural Gas (LNG) as a cleaner energy alternative and lower-carbon transition fuel to eventually replace coal, while the world adopts renewable energy options. Additionally, Qatar released its Climate Change Strategy, which is focused on adaptation and mitigation, urban planning and development, and spatial land use. There are business opportunities for U.S. companies in air quality, urban beautification, and sustainability and U.S. Embassy Doha will focus on exploring avenues to showcase U.S. companies' technology and innovation in this sector. Mitigating the effects of climate change is an important bilateral issue. Both Qatar and the United States seek to balance economic development needs and protecting the environment for future generations. To that end, U.S. Embassy Doha is committed to ensuring that we bring all possible U.S. government tools at our disposal to encourage Qatar to serve as a regional leader on sustainability. This mission objective focuses on partnering with Qatar to play a proactive and significant international role in assessing the impact of climate change and mitigating its negative impacts, especially on countries of the Gulf.

Connected to sustainability, the Administration's global development initiatives, such as the Build Back Better World (B3W) Initiative and the Partnership for Global Infrastructure and Investment, are two initiatives among the G-7 partners to deliver high-quality, sustainable infrastructure to developing nations. The Administration's focus on global development initiatives is to provide "a values-driven, high-standard, and transparent infrastructure partnership" to help finance projects in developing countries. Qatar is poised to participate in making this vision for a green, collaborative global infrastructure initiative a reality and set a sustainable path to net-zero emissions by 2050. Qatar remains an important investment partner for the United States. Its sovereign wealth fund, the Qatar Investment Authority (QIA), is heavily invested in the

United States and focused on new investment opportunities. QIA is seeking to diversify its U.S. investments by expanding to the technology and healthcare sectors and U.S. Embassy will advocate for projects that could bring together Qatar's investment goals with the Administration's global development initiatives.

- **Linkages** | Build Back Better World Partnership Framework, Interim National Security Guidance March 2021, the U.S. Department of State Middle East and North Africa Joint Regional Strategy 2022-2026, Partnership for Global Infrastructure and Investment
- **Risks** | Strategic investment into global initiatives such as climate change and infrastructure development for developing countries is critical. If the United States doesn't succeed in partnering with Qatar on global development initiatives in third countries, the United States may lose out on an opportunity to strengthen development partnerships and mature new mechanisms for joint development projects/investments in other countries with Qatar. In addition, not pursuing trade and investment opportunities within the frameworks, such as B3W and the Partnership for Global Infrastructure and Investment, would limit the promotion of transparent and sustainable infrastructure development that also adheres to high development standards with the country's development goals in mind. By linking to U.S. and global policy goals that focus on climate change, sustainability, creating more U.S. jobs, and leveraging private sector innovation, while at the same time using the Administration's global development initiatives to channel how the United States partners with Qatar, the United States could provide an alternative to the Belt and Road Initiative.

Mission Goal 3 | Effective institutions and good governance in Qatar are enhanced through sustained and increased bilateral cooperation focused on participation and institutional development.

Description | The Mission will work to support Qatari efforts to demonstrate that enable effective and participatory institutions, civil society, transparency, rule of law, and protection of human rights, including freedom of expression, which will in turn drive stability and prosperity in Qatar and the region. The Mission will encourage Qatar's institutions to continue adopting international best practices through cooperation and engagement with a broad set of U.S. Government and non-governmental stakeholders. The United States will support institutional capacity building to enforce and strengthen labor reform. The Mission will work in partnership with Qatari partners to deepen government capacity and empower underrepresented and underserved communities through constructive policy engagement. The Mission will also support efforts to broaden the range of societal organizations in promotion of the principles of public debate; to offer training in support of diversifying leadership and promoting decentralized organizational management principles; to work with civil society to encourage commitment to DEIA across Qatari society; and to encourage the government and other actors, including media institutions, to facilitate healthy political dialogue and vibrant discourse free from the fear of reprisal.

Objective 3.1 | Qatari institutions enhance effectiveness and build their capacity to respond to those underrepresented and underserved in Qatar.

- **Justification** | Combatting trafficking in humans and labor abuse in Qatar bolsters security for our sites and citizens living here and protects stability in a country where 90 percent of the workforce is foreign; and spreads our values of rule of law and human rights. Additionally, Qatar's ever-growing population, nearly doubling in a decade, has increased the country's religious diversity. Qatar's support to its religious minority population and strong rule of law will make it a leader in the region and a more attractive destination for expatriate talent and business, including for Americans. Lastly,

Qatar has made strides in advancing Qatari women's economic and educational rights, but large gaps remain due to social barriers and women's inferior legal status. Qatari women make up the majority of local university students and scholarship recipients, but women remain underrepresented in leadership positions and government.

- **Linkages** | Department of State Equity Action Plan, Interim National Security Guidance March 2021, Department of State and USAID Joint Strategic Plan FY 2022-2026 Goal 3, U.S. Strategy on Women, Peace, and Security, 1998 International Religious Freedom Act, J/TIP Functional Bureau Strategy 2022-2026, DRL Functional Bureau Strategy 2022-2026, S/GWI Functional Bureau Strategy
- **Risks** | Qatar has undergone a historic pivot in the way it addresses labor and trafficking issues, but the full implementation of many recent legal protections for its large workforce remain. To achieve full success of Qatar's vision 2030, Qatar must fully implement and enforce its laws and strengthen its protections and prosecutions of trafficking violations. Additionally, a healthy prosperous society needs its most qualified citizenry and a skilled expatriate population to take positions of authority and leadership to further its development. Without strong rule of law, support to its religious minority community, or a lack of women in leadership positions, Qatar risks reputational damage, potential instability, reduction in the number of individuals who seek out Qatar as a place of residency and employment, and stagnation to further development.

Objective 3.2 | Qatar strengthens a landscape that allows for openness, tolerance, and expression.

- **Justification** | Press freedom in Qatar remains weak, with little involvement by Qatari professional journalists in day-to-day media and press reporting. In 2020, Freedom House rated Qatar as not free, with specific citation for "lack of press freedom in the country." Factors that currently affect journalists' ability to report freely in Qatar include pervasive self-censorship and censorship by media managers and government officials; an absence of supporting institutions such as a journalists' associations; and restrictive and unclear media laws that do little to protect freedom of the press in

practice. International scrutiny of human rights conditions in the run-up to the 2022 FIFA World Cup may result in some expansion of press freedom in Qatar. Concurrently, since the 2015-2016 academic year, Qatari student enrollment at higher education institutions in the United States has dropped by more than 60 percent. The Mission has identified several reasons behind this stark drop and targeted initiatives to recover student numbers; however, Qataris continue to choose to study in the United Kingdom or remain in Doha to study at the six U.S. universities hosted by Education City.

- **Linkages** | Department of State Equity Action Plan, Interim National Security Guidance March 2021, Department of State and USAID Joint Strategic Plan FY 2022-2026 Goal 3, DRL Functional Bureau Strategy 2022-2026, S/GWI Functional Bureau Strategy, CA Functional Bureau Strategy
- **Risks** | If this goal is not implemented, greater press freedom for local media institutions will not prevail, leading to Qatari society receiving less information about issues that affect them as well as a general lack of transparency continuing to dominate the governance space. Should Qatari student mobility to the United States not return to growth, this will have an adverse impact on U.S. economic output. Furthermore, the U.S.-Qatar bilateral relationship, in particular in the day-to-day interactions the Embassy conducts with partners will become more challenging as Qatari counterparts' understanding of U.S. motivations decreases due to a lack of exposure to the United States and U.S. values and priorities.

Mission Goal 4 | The U.S. and Qatar work together in promoting regional stability and protecting national security interests.

Description | Qatar and the United States collaborate on counterterrorism and counterterrorism finance concerns. Qatar's role as a mediator and major aid provider in the region contributes to regional security, and Qatar's alignment with U.S. interests help to further national security goals. Consular and homeland security interests with Qatar strengthen national security and the overall bilateral relationship, both on visa security and the protection of U.S. citizens. Implementing existing agreements, developing partnerships with likeminded entities in the Government of Qatar (GOQ), and capacity building will be crucial in achieving regional stability and protecting national security interests.

Objective 4.1 | Enhance cooperation with Qatar to stop international crime, mitigate illicit financing, strengthen cybersecurity, and counter terrorism.

- **Justification** | While Qatar is a key ally on countering terrorism and illicit financing, enduring success requires capacity building and technical assistance beyond existing agreements with routine interlocutors. Moreover, as Qatar evolves into a major host of data centers, the United States and Qatar should collaborate via the formation of a bilateral agreement on intercepted data to combat serious crimes. Qatar has expressed its desire to be a "visa waiver" country, and though agreements have been signed, implementation of those agreements (and new ones) will be required to advance this objective.
- **Linkages** | This objective is both a critical component of the National Strategy for Countering Domestic Terrorism and the Interim National Security Strategic Guidance. The interim guidance notes a U.S. aim to de-escalate regional tensions and to work with regional partners to deter Iranian aggression and threats to sovereignty and territorial integrity. This objective connects to this point, as crime and illicit financing are cross-border issues with significant impact. The objective also helps to mitigate instances of corruption as emphasized in the U.S. Strategy on Countering Corruption.

- **Risks** | Without effective capacity building, Qatar will be unable to conduct the crucial counterterrorism work required of an important ally in the region. In addition, without a strong training relationship between the legal authorities of both Qatar and the United States, it will be difficult to effectively act on Mutual Legal Assistance requests. Qatar's ability to protect itself and shared interests is paramount to combatting terrorism and international crime.

Objective 4.2 | Collaborate and cooperate on mutual consular interests.

- **Justification** | Facilitation of legitimate travel to the United States and protection of U.S. citizens in Qatar are critical elements of the bilateral relationship, particularly as they pertain to national security. Official visits to the United States are common for Qatari interlocutors, especially given the level of collaboration on regional security interests. Extending official visa validity increases the ease of cooperation. While the United States and Qatar enjoy a strong consular relationship, improving timely arrest notifications for U.S. citizens resident in Qatar is an area for needed improvements.
- **Linkages** | Executive Order 10141 ended the travel restrictions under Presidential Proclamations 9645 and 9983, and thus created an environment for increased interests in visas. In addition, this objective is linked to the Department of State's primary priority of protecting U.S. citizens abroad.
- **Risks** | The large U.S. citizen population in Qatar would feel more comfortable in Qatar knowing that timely notifications of U.S. citizen arrests are taking place. If this does not happen, then the Embassy would be unable to provide consular services to the detained U.S. citizens in a timely manner. Without an extension of A1/A2 visa validity, Qatari officials crucial to the bilateral relationship would have a more difficult time conducting business in the United States.

Objective 4.3 | Collaborate with Qatari stakeholders to promote good governance, supporting humanitarian relief, de-escalation of conflict, and sustainable development in third countries.

- **Justification** | Humanitarian assistance and development aid is a key soft power diplomatic tool of the Government of Qatar (GOQ), presenting ample potential for U.S strategic partnerships. The United States and Qatar should better align priorities in this field given the vulnerability and political volatility of the countries where Qatar administers support. Capacity and institution building will create enduring humanitarian assistance and development alliance between the United States and Qatar. Coordinated bilateral efforts to promote good governance, support relief, and enable sustainable governance in third countries will ultimately promote regional security and stability.
- **Linkages** | This is a critical element of the Administration’s global development initiatives and is an element of the interim national security strategy, which specifically outlines that the United States will “address humanitarian crises and redouble our efforts to resolve the complex armed conflicts that threaten regional stability.”
- **Risks** | Without the U.S.-Qatari partnership on humanitarian assistance and conflict de-escalation, it is possible that other actors would provide similar support with aims at geostrategic gains. This would harm U.S. and Qatari interests. Moreover, a lack of humanitarian assistance overall breeds possible conflict and instability in high-priority regions.

4. Management Objectives

Management Goal 1 | Optimize the management platform to effectively support mission objectives while meeting the expanding customer base requirements and maintaining high standards of service.

Description | Qatar is a close U.S. economic partner and security ally. Qatar plays a pivotal role, on the security and diplomatic fronts, in countering ISIS and other regional and global threats. Following a threefold expansion of its staffing footprint over the last 10 years, the embassy is projected to raise its numbers by an additional 50 percent over the next year to meet growth in engagement with Qatar, and to develop an operations center in Qatar for regional priorities such as engagement with the Taliban and resettlement of at-risk Afghan nationals. Such growth can only be sustained with a commensurate expansion of the management platform--human, financial, logistical, technological, and medical.

Objective 1.1 | Strategically plan staffing and physical space requirements for future post needs, including the integration of the Afghanistan Affairs Unit, to optimize talent recruitment under demanding conditions while supporting the Department's efforts to embrace and enhance Diversity, Equity, Inclusion and Accommodation.

- **Justification** | Lengthy host nation labor clearance protocols for local hires and USG staffing timeframes for U.S. hires require a projected vacancy to be advertised at least a year in advance to ensure adequate staffing.
- **Linkages** | Interim National Security Strategic Guidance; 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** | Absent a multi-year strategic hiring plan and advertising of vacancies well

in advance of their projected entry-on-duty date, inadequate USDH and LE Staff hiring would hamstring the Mission's ability to accomplish the Mission goals listed above as well as to maintain Mission morale, effective management controls and high-quality standards of service. While American direct hires cycle in and out on three-year tours of duty, LE Staff provide the institutional memory, consistency, and expertise for the Mission in a challenging environment.

Objective 1.2 | Leverage regional resources to streamline management operations, overcome inherent limitations in post facilities, and to identify logistical supply chain efficiencies.

- **Justification** | The growth in the mission's substantive staff is projected to outstrip management-platform resources beyond the mission's ability to hire additional management staff due to inherent space constraints.
- **Linkages** | 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** | Without tapping into regional resources and continued focus on collaboration across posts, the Embassy is unable to full accomplish its ICS. The management platforms needs recourse to regional talent, tools, and other sources of help to accomplish its goals. The lack of sufficient staffing at Post to handle the growing workload hobbles efforts to provide service and respond to emergent situations in a timely manner.

Objective 1.3 | Leverage the growing, robust demand for management services to solicit greater feedback and create innovative solutions to meet customer needs.

- **Justification** | COVID-19 social distancing precautions coupled with the addition of new staff with primary offices located in outbuildings such as HATS on the chancery compound and in satellite venues such as the NEC, CAS, AUAB, and host nation offices require an innovative approach to offer the community access to public and anonymous communications channels to convey feedback to the mission's leadership and management platform.
- **Linkages** | 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. 22 STATE 33588 ICASS Annual Performance Assessment of Services. 21 STATE 115304 Official Launch of Data.State a Department-Wide Data and Analytics Hub. OMB May 2, 2012 Memorandum for Federal Agency Chief Information Officers: Increasing Shared Approaches to Information Technology Services.
- **Risks** | Absent innovative solutions, the Embassy would be unable to meet new challenges stemming from cybersecurity threats and COVID-19 precautions. Additionally, the Embassy would be unable to respond to rapid and unforeseen regional developments stemming from political instability, cross-border hostilities, and terrorist attacks.