



# Integrated Country Strategy

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## ALGERIA

**FOR PUBLIC RELEASE**

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## Table of Contents

1. Chief of Mission Priorities	3
2. Mission Strategic Framework	4
3. Mission Goals and Objectives	6
4. Management Objectives	20

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## **1. Chief of Mission Priorities**

The United States and Algeria enjoy a long-standing partnership based on shared interests of security, stability, and economic prosperity. Algeria is a reliable, capable, and strategic partner in the Middle East and North Africa region, and Embassy Algiers is dedicated to deepening and strengthening this partnership in pursuit of shared goals.

Looking ahead, we will pursue opportunities to collaborate with the government to bolster regional stability and security, encourage economic growth and shared prosperity through bilateral trade, strengthen civil society and the inclusion of marginalized groups, address gender inequity, and support environmental stewardship. Promoting these objectives will require a resilient, well-trained, and well-resourced Mission community where all voices participate in decision making to shape a whole-of-Mission approach focused on strategic, consistent engagement with the Algerian people and government.

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## 2. Mission Strategic Framework

**Mission Goal 1:** Algeria is stable, peaceful, and regionally engaged, bolstering the protection of U.S. citizens, and U.S. interests.

- **Mission Objective 1.1:** Increase Algeria's collaboration with regional and international partners to promote security and make the U.S. a partner of choice over China and Russia.
- **Mission Objective 1.2:** Modernize and strengthen Algerian institutions' capacities to address security threats and uphold the rule of law.
- **Mission Objective 1.3:** Increase the security of America's borders and U.S. citizens by facilitating legitimate cross-border travel, combatting fraud, and providing citizenship services.

**Mission Goal 2:** Algeria prospers under an inclusive, diverse, and sustainable economy that respects international rules-based trade.

- **Mission Objective 2.1:** Advance policies and practices that facilitate global trade, economic diversification, private sector growth, and an enabling business environment.
- **Mission Objective 2.2:** Increase women's economic engagement across Algeria.
- **Mission Objective 2.3:** Enhance climate-smart, sustainable economic practices.

**Mission Goal 3:** Algeria upholds democratic values, human rights, and transparent practices.

- **Mission Objective 3.1:** Strengthen civil society capacity to support and advocate for the Algerian people and their rights.
- **Mission Objective 3.2:** Improve the integration of marginalized groups in Algerian society, including women, LGBTQI+, religious and ethnic minorities, migrants, and refugees.

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**Mission Goal 4:** Algeria and the U.S. deepen cultural, economic, and educational ties and maintain strong engagement.

- **Mission Objective 4.1:** Increase cultural, professional, and educational exchange between the U.S. and Algeria.
- **Mission Objective 4.2:** Enhance the Algerian public's understanding of and support for U.S. values and policies.

**Management Objective 1:** Optimize Embassy Algiers' processes, knowledge management, and accessibility to meet the needs of all employees and their families and attract the widest pool of bidders.

**Management Objective 2:** Continuously improve post's disaster response and crisis management plans and processes to respond to changing circumstances and increase resilience.

### 3. Mission Goals and Objectives

**Mission Goal 1** | Algeria is stable, peaceful, and regionally engaged, bolstering the protection of U.S. citizens and U.S. interests.

**Description** | This goal supports the President's National Security Strategy to protect the security of the American people, work with partners to deter threats to sovereignty and territorial integrity, disrupt al-Qaeda and related terrorist networks and prevent an ISIS resurgence, address humanitarian crises, and resolve armed conflicts that threaten regional stability. It also supports the first goal of the NEA Joint Regional Strategy to modernize and revitalize U.S. partnerships to prevent, deter, and address terrorism and other regional security and stabilization challenges.

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**Objective 1.1** | Increase Algeria's collaboration with regional and international partners to promote security and make the U.S. a partner of choice over China and Russia.

- **Justification** | Algeria's strengthening of its historically strong bilateral relationships with Russia and China would threaten U.S. values and interests and challenge our attempts to make policy, commercial, and security-related inroads with the Algerian government. Encouraging Algeria's embrace of security models aligning with international standards through exchanges, trainings, and partnerships—both U.S. and of those countries who share our approach—achieves this goal while respecting Algeria's non-aligned preference.
- **Linkages** | National Security Strategy; Department of State and USAID Joint Strategic Plan (JSP) 1.4, 4.3, 5.1; Middle East and North Africa (MENA) Joint Regional Strategy (JRS) Bureau Objectives (BO) 1.1, 1.3; CA BSF BO 1.1, 1.2, MO 1.2, DS BSF BO 1.1, 3.1, 4.1, 4.3
- **Risks** | Algeria failing to identify, interdict, investigate, and prosecute terrorists and encourage regional security in ways consistent with international financial standards, rule of law, and human rights could exacerbate sources of instability. If this objective is not achieved, post will look to strengthen border security work and personal security of Americans in country.

**Objective 1.2** | Modernize and strengthen Algerian institutions' capacities to address security threats and uphold the rule of law.

- **Justification** | Algeria's law enforcement, judicial sector, and civil protection services face an evolving and increasingly complex threat environment. U.S. technical experts can help them more effectively detect and disrupt terrorist and criminal networks and investigate and prosecute terrorist and criminal cases, particularly in the cybersphere, an area in which Algerian government counterparts have repeatedly asked for U.S. assistance. U.S. technical experts are also uniquely positioned to provide support for prevention, preparedness, and response against disasters, an ever-increasing threat to Algerian security. Algerian government personnel need training in interagency coordination and more opportunities to exchange information and benefit from the experience of U.S. counterparts. In line with NEA Bureau-specific commitments to the Department of State's 2020 Women, Peace, and Security (WPS) Implementation Plan, Algeria should promote increased women's participation in justice and security sectors.
- **Linkages** | INSSG; EO 14028 Improving the Nation's Cybersecurity; JSP 1.4, 2.3, 4.3; MENA JRS BO 1.1, 1.2, 1.3.
- **Risks** | Algeria failing to address known gaps in its ability to address security threats and uphold the rule of law could leave the country vulnerable to terrorists and other bad actors and exacerbate sources of instability. If this objective is not achieved, post will look to strengthen border security work and personal security, including crisis readiness, of Americans in country.



**Objective 1.3** | Increase the security of America's borders and U.S. citizens by facilitating legitimate travel, combatting fraud, and providing citizenship services.

- **Justification** | There is no higher priority than the safety of our fellow citizens. Consular professionals in Algiers have the sole authority to adjudicate passport and visa applications for travel to the United States. Closely reviewing each application allows us to ensure that we provide the most coveted travel documents only to those who are qualified, and we keep them from those who would harm the United States.
- **Linkages** | NSS; JSP 3.4, 4.3, 5.2; Consular Affairs (CA) Functional Bureau Strategy (FBS) BO 1.1, 1.2, 1.3; Diplomatic Security (DS) FBS BO 2.2, 2.3.
- **Risks** | Failing to facilitate legitimate travel and provide citizenship services would increase the risk of terrorists and other malicious actors successfully breaching U.S. borders and present a hardship to U.S. citizens in Algeria. Post will continue to work on the other objectives to bolster this one.

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**Mission Goal 2** | Algeria prospers under an inclusive, diverse, and sustainable economy that respects international rules-based trade.

**Description** | This reflects the National Security Strategy and the National Strategy on Gender Equity and Equality priorities of expanding economic prosperity and opportunities that support American working families, encourage innovation, and lead to equitable and inclusive growth. It also supports the NEA Joint Regional Strategy Goals 1.1-1.4 to create equitable economic growth, job creation, and open markets. Additionally, this goal is in line with USAID Middle East Regional Goals 1.6 and 1.7 to create an environment more conducive to promote investment, and private sector growth and USDA Foreign Agriculture Service (FAS) goals 1, 2, and 5 to sustainable, rules-based trade. Encouraging economic diversification, open markets, and growth in the Algerian private sector will provide more employment opportunities for Algerians leading to greater economic stability, better investment opportunities for American companies, and a stronger market for American exports. Given Algeria's significant hydrocarbon resources, these economic policies will also contribute to ensuring a reliable supply of energy products from the MENA region and help Algeria build its domestic renewable energy infrastructure in support of its climate and economic goals.

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**Objective 2.1** | Advance policies and practices that facilitate global trade, economic diversification, private sector growth, and an enabling business environment.

- **Justification** | Economic diversification remains a focus of the Algerian government, though reform has been slow, with preference given to public employment at the expense of private sector job growth that could reduce the high level of youth unemployment and increase economic stability and diversity. Developing non-hydrocarbon sectors such as agriculture, health, construction, renewable energy, telecommunications, tourism, and transportation and improving youth and female economic empowerment will be essential to maintaining shared prosperity. This requires a more transparent, less bureaucratic, and less arbitrary regulatory environment that is open to innovation and investment.
- **Linkages** | NSS; JSP 2.1, 2.3, 3.1; MENA JRS BO 3.1, 3.2.
- **Risks** | Algeria's failure to create equitable economic growth could lead to economic volatility and increase pressure on emigration and crime. If this objective is not achieved, post will look to strengthen border security work and personal security of Americans wishing to remain in country.

**Objective 2.2** | Increase women's economic engagement across Algeria.

- **Justification** | Algeria dropped from 97 in the year 2006 to 140 in the year 2022 on the Global Gender Gap Index, reflecting growing gender inequality in the country, and is one of three countries with the highest growth of inequality in that year. The World Bank's Women, Business, and the Law Index also scored Algeria 57.5 out of 100 in 2022; seven points lower than Tunisia, and 18 points lower than Morocco. Women have significantly lower rates of participation in the labor force and much higher levels of unemployment. While Algerian women are 63 percent of higher education graduates, only 7.6 percent of people registered at the National Trade Register Center (CNRC, which does not include public service or agricultural professions) were women in 2018. Only about 11 percent of those benefiting from government entrepreneurship development services are women. In 2018, the International Labor Organization ILO estimated 62.3 percent of female employment was informal. The underrepresentation of women in the economy undercuts innovation, diversification, and maximization of resources in Algeria, in addition to limiting the social power of half of Algerian society.
- **Linkages** | EO 14035 Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce; 21 State 110402 U.S. Government-Wide Strategy for Advancing Gender Equity and Equality in the United States and Around the World; U.S. Strategy on Global Women's Economic Security; JSP 1.5, 2.1, 3.1; 21 STATE 109880 Guidance on Integrating Diversity, Equity, Inclusion, and Accessibility into Integrated Country Strategy Management Objectives and sub-Objectives; MENA JRS BO 3.2.
- **Risks** | Women's continued or increased inequality diminishes Algeria's potential and threatens its prospects for meaningful, inclusive economic growth. This damages not only women's quality of life and well-being, and limits their contributions to society, it also impairs Algeria's economic development and overall security. Should interventions fail and this trend continue, post will increase investment in CVE and personal security of Americans in country.

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**Objective 2.3 | Strengthen climate-smart, sustainable economic practices and growth.**

- **Justification |** Algeria's overreliance on its significant but ultimately limited hydrocarbon resources distorts its economy, inhibiting diversified, equitable, sustainable economic growth and limiting a climate-focused shift to renewable energy. Developing Algeria's renewable energy sector in keeping with international standards is essential to maintaining economic stability and furthering the world's move away from climate-harming hydrocarbons.
- **Linkages |** JSP 1.5, 2.1; MENA JRS BO 3.1, 5.1.
- **Risks |** If Algeria fails to adopt sustainable and environmentally sound practices in its energy sector, post will step up our own internal move to non-hydrocarbon based energy production through solar energy.

**Mission Goal 3** | Algeria upholds democratic values, human rights, and transparent practices.

**Description** | This reflects the President's National Security Strategy to protect the security of the American people, expand economic prosperity and opportunity, and realize and defend the democratic values at the heart of the American way of life. It also supports Joint Regional Strategy for NEA Goals 4.1, 4.2 and 4.3 to expand democracy and good governance and engage civil society. In addition to reflecting USAID Middle East Regional Goals 1.1 and 1.2, this goal also bolsters the WPS Act of 2017 and the 2020 Department of State's Implementation Plan for WPS. An effectively reformed NGO law would empower civil society to represent societal interests, constructively engage in policymaking, and hold the government accountable. It could also contribute to greater respect for human rights and social and economic integration for marginalized populations, therefore fostering political stability.

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**Objective 3.1** | Strengthen civil society capacity to support and advocate for the Algerian people and their rights.

- **Justification** | Algerian civil society is increasingly stymied by government opposition to dissent and foreign connection. The 2020 constitution includes provisions that protect associations from being dissolved except by order of a judge, guarantees freedom of expression, and permits freedom of association and public assembly, yet this is undercut by regulation and overly broad laws. A more able, empowered civil society would allow for better informed government decision making and resource allocation, supporting Algeria's economic and governance goals and creating a more stable, capable U.S. partner.
- **Linkages** | EO 110402; JSP 1.5, 3.1, 3.2, 3.3, 3.5; 21 STATE 109880; MENA JRS BO 4.1, 4.2, 4.4.
- **Risks** | The failure to strengthen civil society and protect human rights and other democratic norms leads to persistent or increased distrust between the Algerian people and their government, which could lead to political instability, diminished societal cohesion, and increased emigration. If this objective is not achieved, post will look to strengthen border security work and personal security of Americans wishing to remain in country.

**Objective 3.2** | Improve the integration of marginalized groups in Algerian society, including women, LGBTQI+, religious and ethnic minorities, migrants, and refugees.

- **Justification** | In support of the President's Executive Order on Preventing and Combating Discrimination on the Basis of Gender Identity or Sexual Orientation and the National Strategy on Gender Equity and Equality, this objective prioritizes outreach to underrepresented communities in order to reach more of civil society and to ensure civil society organizations are better equipped to accomplish their function.
- **Linkages** | EO 110402; EO 14035; JSP 1.5, 3.2, 3.5; 21 STATE 109880; MENA JRS BO 4.2, 4.4.
- **Risks** | Failure to integrate marginalized groups leads to increased discrimination, human rights violations, and/or violence against these groups, diminishing the overall harmony and functioning of Algerian society. Additionally, Algeria misses out on the significant contributions of these marginalized groups, squandering human resources needed for better government and societal decision making and an inclusive, diversified economy. If this objective is not achieved, post will look to increase opportunities for refugee and asylum seekers and strengthen the personal security of Americans wishing to remain in country.



**Mission Goal 4 |** Algeria and the U.S. deepen cultural, economic, and educational ties and maintain strong engagement.

**Description |** This goal reflects the President’s National Security Strategy priority of strengthening alliances, revitalizing partnerships, and building an inclusive world. In parallel, the State-USAID Joint Strategic Plan Framework’s Goal 1 is to renew U.S. leadership and mobilize coalitions, while Objective 1.4 is to lead allies and partners to address shared challenges and Objective 1.5 focuses specifically on enhancing the foreign public’s understanding of and support for U.S. values and policies. The NEA Bureau Strategic Framework Goal 1 emphasizes the need to revitalize U.S. alliances and partnerships to mitigate conflicts and address regional challenges, which can be done through strengthening cultural and social ties.

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**Objective 4.1** | Increase cultural, professional, and educational exchange and linkages between the U.S. and Algeria.

- **Justification** | Strengthening exchanges with the Algerian people and institutions deepens the bilateral relationship between the two countries. Expanding people-to-people ties informs Algeria's perception of the U.S. as a respectful and reliable partner and exposes Algerians to new ways of thinking, offering alternative models to the authoritarian ones of some of Algeria's partners. Algeria has the lowest number of students in American higher educational institutions among NEA countries, yet post has seen ample proof that Algeria's large youth population is eager to engage with U.S. culture, our education system, and the English language. Disinformation campaigns of enemy actors aimed at hindering U.S. progress toward this objective demonstrate its value.
- **Linkages** | JSP 1.4, 1.5, 3.4; NEA JRS BO 1.3; CA FBS BO 3.1; DS FBS BO 1.1, 3.1, 4.1, 4.3.
- **Risks** | A weakening of ties or lack of bilateral exchange and understanding would undermine every other objective, allowing more authoritarian models to dominate. If this objective is not achieved, post will look to increase Algeria's engagement with like-minded partners instead.

**Objective 4.2 |** Enhance the Algerian public's understanding of and support for U.S. values and policies.

- **Justification |** Algeria maintains a very controlled media environment that shapes the public's views on the U.S., the West, and all other nations. Furthermore, enemy actors disseminate misinformation that maligns the U.S. and promotes incorrect views of its values and actions. Counteracting these influences and promoting a true and positive image of the U.S. government and its people will improve the U.S.'s ability to implement activities and partner in Algeria. The U.S. can enhance Algerian perceptions through clear and public displays of respect for Algeria's people, heritage, and culture and increasing direct engagement through travel to the U.S.
- **Linkages |** JSP 1.5; ECA BSF 1.2, 2.2; CA BSF 3, 3.1
- **Risks |** A weakening of Algerian public understanding of and support for U.S. values and policies would undermine every other objective, allowing more authoritarian models to dominate. If this objective is not achieved, post will look to increase Algeria's engagement with like-minded partners instead.

## 4. Management Objectives

**Management Objective 1** | Optimize Mission processes, knowledge management, and accessibility to meet the needs of employees and families and attract the widest pool of bidders.

- **Justification** | Meeting post's objectives and goals requires a competent, empowered, fully engaged workforce and Mission community.
- **Linkages** | JSP 4.1, 4.2, 4.3, 5.1.
- **Risks** | Failing to attract the widest range of potential bidders representing the full diversity of experiences and perspectives would limit operational capacity and the Mission's ability to advance the bilateral relationship. If post does not meet this management objective, we will need to reprioritize and reduce our projects and lines of effort.

**Management Objective 2** | Continuously improve Mission disaster response and crisis management plans and processes.

- **Justification** | Algiers is susceptible to natural disasters and potential political unrest and Mission personnel must have tools and training to address related challenges.
- **Linkages** | JSP 4.1, 4.3; JRS.
- **Risks** | Failure to reach this objective would result in increased risk to the community.

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